



**DOCTOR OF BUSINESS ADMINISTRATION
STUDENT HANDBOOK**

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DBA STUDENT HANDBOOK

A Word from the Academic Dean

This Handbook has been specially prepared to assist program participants who are pursuing the

Doctor of Business Administration Program offered by, SBS Swiss Business School Branch Campus, RAK. It is a source of reference on how the program works, as well as the organization and support that is available for the students. Further, it explains the rules and regulations applicable for this program. We recommend that you read this handbook before embarking on the study materials. Studying for your Doctorate degree is managerial experience in itself. Many of you in the program will soon find that the learning process is going to be the most interesting and enriching part of your life. We are dedicated to achieve this through fostering academic excellence and student achievement on all educational levels in business administration. You will gain this knowledge through a strong academic foundation using an andragogical learning philosophy to develop problem-solving skills and, with access to various specialized knowledge bases, to prepare you to become productive, competent professionals and responsible citizens in a diverse, dynamic global environment. On behalf of the faculty and staff of, SBS Swiss Business School Branch Campus, RAK, I would like to welcome you to our academic community. SBS Swiss Business School Branch Campus, RAK will also offer you both practical and theoretical experience which will prepare you for today's globalized world and workforce.

We hope that you enjoy your studies and wish you much success with your studies, and your future career goals.

Last but not least I personally wish you an interesting and successful study time at, SBS Swiss Business School Branch Campus, RAK and hope the DBA Program offers you a life-challenging educational experience.

Dr. Rajesh Pai

Academic Dean

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1. Program Structure and Schedule

The DBA degree program is an intensive, 30 months program 180 ECTS combining academic study and practical experience. The program provides an in-depth examination of issues ranging from the global economy to cross-cultural leadership.

We utilize an innovative approach to team-based learning as we believe strongly in this approach since it reflects today’s progressive workplace.

During the program, the student is expected to study full-time as scheduled by the Program Management of SBS Swiss Business School Branch Campus, RAK. After completing all the required courses, the student is required to submit a dissertation and defend it as scheduled to receive the degree.

1.1. Program Schedule

The schedule for the DBA program at SBS Swiss Business School Branch Campus, RAK is designed as follows (including SBS Credits per course):

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First Year	SBS credits:
• MGT601 Management Research Perspectives	6
• BUS601 Information Technologies for Business Research	6
• GLO601 Global Environments and Management Trends	8
• CRI601 Critical Analysis of Research	8
• DBA770 Advanced Statistics	1
• MGT653 Contemporary Management	8
• REM651 Research Methods in Business & Management	6
• MGT652 Management Research Design & Methodologies	8
• PRE651 Preparation and Presentation of a Research Proposal	6
• DBA778 Comprehensive Examination	3
Second Year	
• LIT734 Dissertation: Critical Literature Review	30
• RES820 Dissertation: Empirical Research	30
• RES839 Dissertation: Case Study	30
• DEF709 Dissertation: External Examination	15
Third Year	
• DEF717 Dissertation: Oral Presentation and Defence	<u>15</u>
	180

The program sequence, as given above, is an indication only. The actual seminars may not strictly follow the same sequence. SBS Swiss Business School Branch Campus, RAK reserves the right to make changes, if necessary, to the structure and/or sequence and will communicate them with the students via email.

1.2. Contact Hours and Schedule

Each SBS Swiss Business School Branch Campus, RAK conducted course will be supported by 48 hours of course sessions. These courses will be delivered by the faculty staff of SBS Swiss Business School Branch Campus, RAK, and are held in the weekends as follows: Weekend Sessions on Saturdays and Sundays:

Session1: 09:00 am to 12:00 pm and Session2: 01:00 pm- 03:00 pm - 6hrs

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Courses are generally assessed by assignments/ class participation/course work. Assessments will be held on the last course at the end of each Semester.

During the course of your study, you will be provided with academic support via email from faculty members of SBS Swiss Business School Branch Campus, RAK.

1.3. Equal Opportunity Education Provider

SBS Swiss Business School Branch Campus, RAK is an equal opportunity provider, committed to the idea of fairness and non-discrimination based on religion, race, disability, gender, marital status, sexual orientation, or age. As such we are opposed to all forms of unfair and/or unlawful discrimination. All members of the SBS Swiss Business School Branch Campus, RAK organization are responsible for upholding and defending the basic human rights of all who are connected with SBS Swiss Business School Branch Campus, RAK and in society at large. All members of SBS Swiss Business School Branch Campus, RAK are further responsible for compliance with this policy.

Concerns regarding the violation of this policy should be directed to the Academic Dean or Program Manager, so that appropriate action can be taken after due investigation.

2. Fees and Registration

2.1. Program Fees

The total program fee AED. 81,940/-covers:

- Registration for course notes,
- Study guides, Books or E-Books, • Seminars and workshops,
- Assignments and examinations,
- Projects,
- Degree on successful completion, and transcripts.

Program fees are to be paid in accordance with the fee schedule supplied by SBS Swiss Business School Branch Campus, RAK. Program participants who do not comply with the fee schedule will not be allowed to continue with the program. You will be receiving three transcripts of your final academic record (Final Transcript) at no charge.

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Please check that the award title listed on your academic transcript is correct. As this is the title which will appear on your degree, you should contact SBS, if you believe there is any mistake in the transcript.

Fee Schedule

The total program fee covers university registration for three years, course notes, textbooks, advanced management studies, research seminars, research specifications and proposal, consultation sessions, supervisory panel's visits and reviews, and examination of research papers.

Fees are due and payable in eight instalments as follows:

1st instalment before start of course AED.2500/- (non-refundable)

2nd instalment before 2nd semester AED.25,970/-

3rd instalment before 3rd semester AED. 25,970/-

4th instalment before 4th semester AED. 15,000/-

5th instalment before 5th semester AED. 15,000/-

Total fees AED. 81,940/-

All fees are in AED and are payable by bank transfer or pay slip to SBS Swiss Business School Branch Campus, RAK, in accordance with the above schedule. Candidates who do not comply with the fee schedule will not be permitted to proceed with the program. Extension fees and late payments fees apply.

*Administration Fee: AED 4440/-

2.2. Registration and Re-enrolment

All enrolled program participants will be required to re-enrol each year following the initial registration by payment of the appropriate instalment fee. Program participants will have a 3year registration period. Any program participant taking longer than the given registration period to complete the program will have to apply for an extension of a further one (1) year period only.

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Extension requests must be made in written form addressed to SBS Swiss Business School Branch Campus, RAK. Upon approval, a fee of AED .7500/quarter for the extension period. will be payable for the additional year of registration or part thereof. All payment must be paid to "SBS

Swiss Business School Branch Campus, RAK" one month prior to the start of the additional year. Re-enrolment is subject to the approval of SBS. Program participants must make satisfactory progress during the program to obtain approval for continuation of enrolment. Where progress is deemed to be unsatisfactory, SBS may terminate the registration of a program participant on a recommendation of the Academic Dean.

2.3. Refund Policy

No refund policy.

2.4. Payment of Program Fees

All program participants are encouraged to pay their fee instalments by Bank Transfer/Cash/Card and Online Payment

Notwithstanding any deferment of courses granted by SBS, program participants are not allowed to defer the payment of program fees, as stated in the fee schedule.

2.5. Admission Appeal Form

Please use our [Admission Appeal Form](#) to submit an appeal for admission to SBS Swiss Business School, Branch Campus RAK. We understand that admission decisions can be disappointing, but we value the opportunity to review your appeal and reconsider your application. Please ensure that you provide all relevant information and supporting documents to strengthen your case.

3. Application for Credit Exemptions

Program participants may apply for transfer credits in course(s) on the SBS Swiss Business School

Branch Campus, RAK DBA program, subject to the following guidelines:

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- An MBA degree or equivalent is a basic entry requirement.
- Transfer Credits may be granted to a program participant based upon his/her postgraduate work at a DBA level, subject to submission of documentary evidence that shows equivalency in the DBA work completed. This assumes that the program participant already holds an MBA degree.
- Transfer credits must be B or higher graded.
- Program participants can maximum transfer 1/3 of the courses for the first year. Courses during the following years are not open for transfer credits, since this is the dissertation phase.

Please note that written application for transfer credit with supporting documents provided (transcript and detailed syllabus, assessment requirements and contact hours of the previously studied courses) must be submitted to SBS Swiss Business School Branch Campus, RAK within one month after the start date of the program.

The process of awarding transfer credit is a formal one that SBS Swiss Business School Branch Campus, RAK views very seriously. Applications for credit submitted after the above deadline will not be accepted.

Program participants who are granted credits will not be eligible for a course fee reduction.

4. Deferment Policy

4.1. Forms of Deferment

Generally, program participants are encouraged NOT to apply for any deferment as this will disrupt the momentum of study and may hinder the attainment of the degree. If absolutely necessary, all applications for deferment must be given in writing accompanied by supporting documents. In all cases, the final decision for granting deferment request(s) lies with the Faculty

Academic Board.

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4.4. Important Notes

- Payment of program fees shall be in accordance with your intake-specific fee schedule. Program fees cannot be deferred. Participants are not allowed to transfer their registration to another intake.
- Program participants must follow the program schedule given, whenever possible. Deferment should only be sought as a last alternative. Acceleration of the program through combining one's program schedule with another intake is not allowed.
- Semester materials already collected by program participants will be treated as issued. New study guides or textbooks will be given to a program participant who defers or repeats a course on a free-of-charge basis if they have been revised or updated.
- In all cases, fees paid are not refundable.

5. Assignments

5.1. Aims

The principal aims of the DBA assignments are:

- To stimulate program participants' interest in the course,
- To enable program participants to relate theory to their own experience and to the practical situation in the workplace,
- To test the extent to which program participants know and understand the course, •
 To develop program participants' analytical, decision-making and presentation skills,
- To enable program participants to monitor their progress.

5.2. Setting of Assignments

All assignment questions are set by the lecturers and approved by SBS Swiss Business School Branch Campus, RAK.

They will be reviewed and revised regularly.

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5.3. Assessed Assignments

Each course will have assignments that will account for 50% - 100% of the total marks of a course, depending on a course and on the plan of the lecturer. SBS Swiss Business School Branch Campus, RAK reserves the right to vary the assessment scheme. In case any variation occurs, it will be notified in the course description and/or a relevant update prior to the start of the applicable course.

All assessed assignments must be submitted to SBS Swiss Business School Branch Campus, RAK. Program participants will be informed of their results, in writing, 20 working days after the date of examinations. The decision of SBS Swiss Business School Branch Campus, RAK is final.

5.4. Content and Style

Bearing in mind the aims of assignments, program participants must demonstrate in their assignments:

- That they know the topics in question by defining/describing the appropriate theories, concepts, principles or practices,
- That they have read widely on the course by quoting appropriate books, journals, papers, authors', or other authorities,
- That they have understood the course by their application of their knowledge to the analysis of organisational situations/problems,
- That they have thought about the course by selective and critical use of authoritative sources.

The SBS Swiss Business School Branch Campus, RAK Policy states: Inclusive language* will be used in all academic and administrative written and verbal communication.

*Language that avoids the use of certain expressions or words that might be considered to exclude groups of people, especially gender-specific words, such as "man", "mankind", and masculine pronouns, the use of which might be considered to exclude women.

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5.5. Assignment Presentation

Assignments should, whenever possible, be presented typed or word-processed. 1.5 line spacing should be used with a 2 cm. margin on the right side of each page. Please carefully follow instructions from your instructor regarding formatting and presentation.

5.6. Feedback

Assignments submitted in accordance with the original schedule will be marked with appropriate comments and a grade. Please allow 21 working days from the date of examination/assignment submission for the lecturer to process everything. SBS Swiss Business School Branch Campus, RAK will keep the assignment and the grade awarded will be entered into the program participant's record.

5.7. Submission of Assignments

All assignments must be submitted to SBS Swiss Business School Branch Campus, RAK during opening hours on the assignment submission date. Any assignment received after opening hours will be considered late (see "LATE SUBMISSION" below).

Program participants are **STRONGLY ADVISED** to keep a copy of their work in case the submitted copy should go astray.

5.8. Late Submission

Any request for extension must be made in writing to SBS Swiss Business School Branch Campus, RAK at least 5 days before the stipulated deadline. Documentary evidence must be submitted together with the extension request. The extension request is only approved when the program participant has been notified of the approval by SBS Swiss Business School Branch Campus, RAK.

Late submissions will be marked at the convenience of the course facilitator/lecturer.

For late submission, the following rules will apply:

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1. Extension granted

Where approval has been granted by the SBS Swiss Business School Branch Campus, RAK for the extension of the assignment deadline, there will be no penalty of marks.

SBS Swiss Business School Branch Campus, RAK will approve extension requests only on the following grounds:

- Medical grounds (Medical Certificate required),
- Compassionate grounds, and/or
- Case-by-case basis (with supporting documentary proof).

2. Extension not granted

If a program participant submits the assignment late but within one week after the original deadline, a 20% penalty will be applied. For example, an assignment that scores 70 marks will be awarded only 56 points.

If a program participant submits the assignment one week later than the original deadline or if they are granted an extension and still do not hand in on time, they will be deemed to have failed in that assignment.

5.9. Re-Marking

Re-marking is marking for a second time a piece of work that has not been altered or added to by the program participant. Re-marking applies to assignments.

A piece of work may be submitted for re-marking only once.

Where a program participant considers that an individual piece of work has been unfairly or inappropriately assessed, they may discuss the original mark with the relevant lecturer within 5 working days of the receipt of the results.

If the program participant is dissatisfied with the decision of the lecturer, they may request a formal remark. Such a request must be made in writing to the Faculty Academic Board at the SBS Swiss Business School Branch Campus, RAK within 5 working days of the receipt of the lecturer's decision. If the request is deemed to be justified, then Faculty Academic Board may internal or external assessor to re-mark the assignment.

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Any request for re-marking must include appropriate justification on academic grounds and must state the assessment criteria or areas of the assignment in which the program participant feels that the piece of work was unfairly or inappropriately assessed.

- If the re-mark results in a higher grade, this grade will become the final grade for the assignment,
- If a re-mark is requested for an assignment which had a penalty applied and the request is granted, the penalty will also apply to the grade given after re-marking.

Requests for re-marking will be disallowed for one or more of the following reasons:

The program participant did not fulfil all assessments or attendance requirements of the course,

- The grounds on which the request is based are not supported by documentation submitted by the program participant,
- The request is in relation to a grade awarded following re-marking,
- The request is in relation to an application for permission to re-submit an assignment which was denied,
- The request is related to reimbursement of fees by an employer.

5.10. Re-submission of Assignments

Re-submission is not a normal feature of the DBA program. Approval for resubmission will only be granted on medical or compassionate grounds and will not be granted for reasons of improving a grade for an assignment which has already been passed.

Where re-submission is affected, the following applies:

- Re-submission is the accepting for marking a piece of work which has been substantially altered, added to, rewritten, or reworked by the program participant to replace the original assessment exercise.
- Where a program participant wishes to make a request for approval to re-submit an assessment exercise, he/she must do so in writing to SBS Swiss Business School Branch Campus, RAK, within five (5) working days upon the return of the original assessment exercise, with the necessary justifications, and supporting documentation e.g., medical certificate.
- Each request will be considered on a case-by-case basis and at the lecturer's discretion. To be granted a re-submission, basic competency in at least one assessment must be demonstrated, for example: A course may have two assessments each worth 50%. If the outcomes of the two assessments are both F (Fail) then it is unlikely that a re-submission will be granted.
- A piece of work may be submitted for re-submission only once. If a re-submission results in a higher grade, this grade will be the final one. Program participants cannot request a remark of a re-submitted assignment.

- If a re-submission is requested for an assignment which had a penalty applied and the request is granted, the penalty will also apply to the grade given after the re-submission.

Where approval has been granted, the program participant concerned will be informed about how much of the assessment exercise needs to be re-submitted and will be given a new deadline for the re-submission which must be strictly abided by.

5.11 Grade Appeal Policy

The Grade Appeal Policy for Assignments at SBS Swiss Business School Branch Campus, RAK provides a fair and transparent process for students who believe their assigned grades for assignments are incorrect or unfair. This policy aims to ensure that students have an avenue to address concerns about grading and promote accountability in the assessment process.

1. **Grade Release:** Once the grades are released, students will have a designated period of 5 days to review their grades and decide whether they want to appeal.
2. **Appeal Request:** If a student wishes to appeal their grade, they must submit a formal request within the 5-day period. The request can be submitted through an online form or any other designated method determined by the institution.
3. **Submission of Appeal Form:** The student must complete the grade appeal form, providing their personal details, course information, assignment details, and a detailed explanation of the grounds for the appeal. This form should be submitted to the relevant department or office responsible for handling grade appeals.
4. **Assignment Recheck:** Once the grade appeal request is received, the department or office responsible will assign the assignment to another marker for reevaluation. This marker should be a different individual than the one who originally graded the assignment.
5. **Review Process:** The assigned marker will carefully review the appealed assignment, taking into consideration the student's grounds for appeal and any additional supporting documentation provided.
6. **Grade Update:** Upon completion of the review process, the new grade determination will be made. The grade can be one of the following options:
 - a. **Same Grade:** If the assigned marker determines that the original grade was fair and accurate, the student's grade will remain unchanged.

- b. Increase in Grade: If the assigned marker determines that the student's work was initially under graded, the grade will be increased to reflect the revised assessment.
- c. Decrease in Grade: If the assigned marker determines that the student's work was initially over graded or improperly assessed, the grade may be decreased accordingly.

7. Communication of Grade Update: The updated grade will be shared with the student through the Learning Management System (LMS). Additionally, the student will be informed of the grade update via email. The communication should include an explanation of the grade change, if applicable.

Please find the [Grade Appeal Form](#)

6. Academic Misconduct

Academic misconduct, whether inadvertent or deliberate, shall include the following:

- Presentation of data with respect to laboratory work, field trips or other work that has been copied, falsified or in other ways obtained improperly,
- Adding of material in individual work that includes significant assistance from another person in a manner unacceptable according to the assessment guidelines of the course,
- Helping a program participant in the presentation of individual work, in a manner unacceptable according to the assessment guidelines of the course,
- Falsification or misrepresentation of academic records,
- Other actions that may not be covered by the above clauses that may be judged to be acts of academic misconduct.

Plagiarism is a specific form of academic misconduct. 8% is the maximum allowed plagiarism-level.

Plagiarism may have many forms including but not limited to:

- Outright copying another author's work without acknowledgement

- Cut and paste without the correct citation and acknowledgement
- Copying key words but changing the sentence structure without crediting the original source
- Copying the sentence structure but changing some words without crediting the original source
- Following the structure or organization of another author's work, or order of presentation of ideas
- Submitting work that was created by an unacknowledged third party (i.e. writing service, or another student)
- Copying from published authorities without acknowledgement
- Failure to correctly use quotation marks when expressing another author's idea
- Incorrect or improper use of in-text citation and referencing
Missing or incorrectly presented bibliography or reference list
- Pretending ownership of another author's ideas
- Making work available to another person for copying
- Falsifying results

In the case of a program participant is suspected of academic misconduct (cheating or plagiarism), the lecturer will request further information from the program participant:

- If the lecturer concludes that in fact there was no academic misconduct or that the action was inadvertent, then either no further action will be taken, or the program participant will be counselled and a note placed on his/her file.
- If the lecturer concludes that there was deliberate academic misconduct and provides evidence to the program participant to this effect, and the program participant admits to academic misconduct and agrees to accept a failure in that component of the course, the lecturer will convey this to the Academic Dean who will notify the relevant school authorities and the program participant. A note will be placed on the program participant's file and a reprimand will be sent from the Faculty Academic Board (FAB).

If there have been previous instances of academic misconduct, or if a program participant does not agree to the above action, a written report will be submitted by the lecturer, invigilator or examiner concerned to the Academic Dean detailing the evidence.

On receipt of the report, the Academic Dean shall send a copy to the program participant inviting comments within a given period of 7 working days. The Academic Dean shall consider the report and the program participant's reply.

Should academic misconduct (cheating and plagiarism) be reasonably established for the assignment(s) or examination(s), a further formal enquiry may proceed.

A program participant found guilty of deliberate plagiarism shall be subject to any of the following penalties:

- Will be graded fail in the component of the course, a note in the program participant's file and a reprimand from the Faculty Academic Board or nominee, as appropriate,
- Will be graded fail in the course, a note in the program participant's file and a reprimand from the Head of School or nominee, as appropriate,
- Will be graded fail in the course and suspension from the course for a period not exceeding one year,

Suspension from SBS Swiss Business School Branch Campus, RAK for a period not exceeding three years,

- Expulsion from SBS.

For all proven cases of academic misconduct (plagiarism or cheating), SBS Swiss Business School Branch Campus, RAK reserves the right to take further disciplinary action, such as expulsion from the program. This will apply to the program participant concerned or any other program participant(s) who is (are) directly or indirectly involved in the matter.

Note: Please ensure that you do not provide copies (even draft copies) of your individual work to other program participants in either hard copy or electronic form. If your work is used by another party, both of you will be subject to alleged plagiarism as it will often be difficult to prove who was the owner of the original work.

6.1. Expelled from a program

Expulsion after Academic probation period:

Students, who fail to raise their cumulative GPA during the probationary period, the student will be dismissed from the program. The student is allowed to re-apply for the program after 12 months from the date of dismissal.

If the student wishes to start within a year, she/he can write to the FAB asking to return. It is then up to the FAB to decide whether the student can return to the SBS Swiss Business School Branch Campus, RAK earlier or not. If the return has been accepted, the student will get a "conditional acceptance" for at least a semester.

Expulsion for Disciplinary reasons:

Applicants who have been expelled for disciplinary reasons and/or following a definitive failure, from a program at SBS Swiss Business School Branch Campus, RAK, shall not be accepted to return.

The most common issues raised at a disciplinary hearing:

- Massive unexcused absences
- Misuse of email, internet, or social media at SBS Swiss Business School Branch Campus,

RAK premises

- Bullying and harassment
Theft or fraud
- Violence
- Substance abuse
- Discrimination
- Inappropriate behaviour
- Plagiarism

The modules that have already been completed with a minimum "C-" (70%) grade in the previous enrolment period, shall be transferred to the new enrolment period.

Incomplete grade

A grade of Incomplete (noted "I" on the transcript) may be assigned when a student has completed and passed most of the work required for a course, has paid the tuition fees for the course, and for reasons beyond the student's control, cannot complete the entire course. The student may complete the course later, according to the academic calendar.

Incomplete grade is subject to approval by the Faculty Academic Board.

The student will be required to retake the entire course and will need to pay the tuition fees associated with the re-take of the course.

The grade of "Incomplete" will remain on the student's transcript until the course is completed and grade is awarded.

7. Assignments

7.1. Setting and Marking of Examination Papers

All the assignments are set by the lecturers and approved by SBS Swiss Business School Branch Campus, RAK. Grades awarded in accordance with the standardised grading system will be conveyed directly to the program participants.

Note: Please allow 21 working days from the date of examination for the lecturer to process everything. Notification of results will be made in writing only. Telephone enquiries will not be entertained.

7.2. Date and Time of Examination

Assignments (as appropriate) are usually held at the end of each course in accordance with the program timetable. The actual date and time of assignments will be determined by SBS Swiss Business School Branch Campus, RAK. Program participants will be notified of the details in advance.

Unless otherwise advised, assignments will be held on weekdays, Monday to Friday. The date, time and place of assignments must be strictly adhered to and are not open to negotiation or variation.

7.3. Misconduct during Examinations

Misconduct during an examination is considered a serious breach by SBS. If misconduct is detected during any examination, the program participant concerned will be informed that the misconduct will be reported in writing to the Academic Dean who will investigate the case. If, after investigation, they determine that no academic misconduct was involved, no further action will be taken. If it is determined that academic misconduct was involved, a more formal enquiry may be initiated.

In the DBA, the penalty applied for academic misconduct in examinations may be any of the following:

1. Failure in the course, a note in the program participant's file and a reprimand from the FAB, as appropriate,
2. Expulsion from SBS.

7.4. Special Examination Instructions

Program participants are reminded to adhere to the following examination instructions as required by SBS Swiss Business School Branch Campus, RAK:

- I. Candidates should try to arrive at the indicated examination room early and are advised to be seated in the examination room at least 15 minutes before the start of the examination.

- II. Latecomers who turn up within 30 minutes after the start of the examination will have their names recorded and submitted to SBS. Those who turn up 30 minutes after the start of the examination will not be permitted to enter the examination hall or to sit for the examination.

- III. Candidates may not leave the examination hall during the first 30 minutes and last 10 minutes of the examination.
- IV. Only the necessary paraphernalia (e.g., pens, pencils, rulers, correction fluid and nonprogrammable calculators) for the purpose of the examination may be placed on the candidate's writing desk. All unauthorised books, reference materials, handbags, and other personal belongings must be placed at the front of the examination room. Use of laptop computers in examinations is not permitted.
- V. Any candidate found in possession of unauthorised reference materials during the examination may be suspected of academic misconduct (cheating or plagiarism) by the invigilator(s) and will be reported to SBS.
- VI. Often candidates will be allowed a designated reading time prior to the start of the examination. No writing in the examination booklet is permitted during reading time. However, during this period, candidates may complete the details required on the front cover of the examination paper and make notes on loose-leaf paper provided.
- VII. Candidates are reminded to turn off all mobile phones, pagers etc. and place them in their bags at the front of the examination room.
- VIII. No food or drinks are allowed to be brought into the examination room.
- IX. Candidates are reminded to write all answers with a pen in ink only. The examination script will not be marked if written in pencil.
- X. Examination question papers are not permitted to be opened until further instruction by the invigilator.
- XI. Candidates are not allowed to remove any pages from the examination paper.
- XII. Additional answer papers will be provided only upon request. They will not be given out prior to the start of the examination.
- XIII. Those who need to go to the washroom during the examination, please raise your hand to indicate your intention. Only one person will be allowed to leave the room at a time.
- XIV. Five minutes before the end of the exam, you will be reminded again to check that details of your particulars are all written on the front cover of your exam answer booklets; you will not be given extra time to write these once the time is up.
- XV. Once the time is up, you will be asked to stop writing.

- XVI. Please comply with instructions and remain seated until all examination scripts have been collected. Please note that any candidate caught writing after the time is up will have his/her name called out as a warning. A subsequent warning will mean that your name will be forwarded to the examiner at SBS.

REMARK: As a student, you need to pass all courses and exams and maintain a minimum cumulative GPA of 3.0, on a scale of 4.0, to obtain the SBS Swiss Business School Branch Campus, RAK DBA degree.

All classes, consist of pre-course and post-course assignments. The final grades for each course can be found in: mysbs.edu

During the DBA, students need to take the following exams:

- Entrance Exam (requested by accreditors) (no impact on grading, but accreditation).
 - Statistics Exam (online, during the month of December)
 - COMPS (Comprehensive Exam) upon completion of the first year, to see if you qualify for the Master of Applied Business Research.
 - Exit exam (requested by accreditors) (no impact on grading, but accreditation).
 - Final exit questionnaire.

DISSERTATION: The dissertation will be evaluated by two external examiners, who are appointed by the Academic Dean. They have 60 days to correct and comment the dissertation. In case both external examiners Pass the student, the student is invited for the oral defence which takes place at SBS. In case the examiners do not pass the student, the student has six extra months to make the improvements and then the Academic Dean will send the dissertation to a third external examiner. If this person passes the student, the student is invited for the oral defence. In case this person does not pass the student will exit the program with the Master of Applied Research.

7.5. Submitting evidence of mitigating circumstances

Mitigating circumstances are any serious situations beyond your control, which may have unfavorably affected your academic performance.

These include but are not limited to:

- Serious or significant medical conditions or illness (including both physical and mental health problems) Documentation needs to be provided.
- Ailments such as severe colds, migraines, stomach upsets, etc., ONLY where the ailment was so severe it was impossible for you to attend an examination/complete assessment AND where notification was given in writing to the program manager, normally within 48 hours of the exam/deadline AND was followed by a certificate (or a letter on letter headed or officially stamped paper) from a doctor, normally obtained within 48 hours of the exam/deadline. If your illness occurred whilst out of Switzerland, then an appropriate letter or certificate from a fully qualified medical practitioner on appropriate notepaper will be required.
- Exceptional personal circumstances (e.g., serious illness or death of a parent or other person who brought you up, grandparent, brother or sister, spouse or partner or close friend, including participation in funeral and associated rites; family break up; being a victim of a significant crime; being in a serious car accident)
- A significant family crisis where there is evidence of acute stress caused
- Exceptional travel disruption beyond your control, and for which you can provide independent evidence, which prevented you from attending an examination or other scheduled assessment
- Alternative arrangements for scheduling of examinations to satisfy requirements of religious observance will be considered if made in writing to the Academic Dean at the time when schedules for assessment are published.

You may bring any mitigating circumstances to our attention by submitting the

Rescheduling form to your program manager. (Please refer to your SBS Student Handbook)

You must contact us with details of any mitigating circumstances you wish to be considered:

- within three weeks of the last exam in the session concerned
- before the submission deadline of any assessed coursework, project or dissertation.

We will not normally consider mitigating circumstances if you do not contact us within these periods.

It is important for you to provide any formal certification you may have in relation to your circumstances.

Outcomes

All submissions of evidence related to mitigating circumstances are acknowledged and considered but action is not always taken.

Circumstances where action may not be taken into consideration (but are not limited to):

- Forms submitted without independent supporting evidence
- Forms which do not state clearly how your performance in your assessment has been affected
- Minor (usually seasonal) ailments such as sore throats, minor colds, headaches, hangovers etc.
- Circumstances which have already been fully catered for by the granting of a coursework extension
- Examinations on the same or consecutive days or an inability to prioritize and schedule the completion of several pieces of work over a period
- Adherence to or participation in a religious or cultural observance
- An inability to adjust to life away from home
- Financial issues
- Failure, loss or theft of data, a computer or other equipment

Any significant decisions made in relation to the evidence you submit will be communicated to you in a timely manner. The decision timeline can take up to three weeks. All matters related to the submission of evidence of mitigating circumstances are treated confidentially and are reported to the SBS Swiss Business School Branch Campus, RAK Faculty Academic Board.

8. Doctoral Research Project Proposal

8.1. Objective

The objective of the doctoral research project is to address a live complex managerial issue from the perspective of a management consultant by working interactively on it in a real-world organisation.

8.2. Overview

Participants, working individually, will be required to negotiate a suitable project with an appropriate organization (e.g., the participant's employer) and the SBS Swiss Business School Branch Campus, RAK supervisor. The project should address an issue involving international business and implementation action must be possible. Thus, the participants can monitor the process and evaluate the effects of their own actions.

Program participants are strongly encouraged to use the project as an opportunity to work or deal with a business/organisational problem or issue or opportunity. An organisation-based project enables program participants to test ideas and theories in the context of a real situation. This usually leads to an in-depth understanding of a particular course area, which is not easily achieved through a library-based study. In this way the project will be a benefit to both, the program participant, and the host organisation.

The project paper should be concise and not contain materials which is irrelevant or unnecessary to the project, as this may reduce the credibility of the project and inhibit implementation. Efforts should be made to employ theory and materials covered in the program.

Project reports MUST be handed out in written form. double spaced on A4 sized papers with a 4cm right-hand margin. Detailed guidelines about the project will be issued to program participants later.

8.3. Procedures

1. Submission of the proposal by the program participant,
2. Approval/commenting of the proposal by SBS Swiss Business School Branch Campus, RAK supervisors within at least 2 weeks (resubmission is required if initial plan is not approved),
3. Conducting and write up of the project,
4. Submission of the Doctoral Research Project Proposal.

8.4. Assessment

Program participants are required to submit their project proposals for assessment. All project proposals will be assessed and marked by the supervisor.

If the project proposal is judged to be unsatisfactory, program participants may be required to revise the project proposals or submit another one.

9. The Grading System

All assignments and examination papers will be marked by the SBS Swiss Business School Branch Campus, RAK faculty and their international associates who are aware of the need to exercise care and maintain a high degree of consistency.

9.1. The System

The grading system is standardized for all written assignments, examinations and projects throughout the program as follows:

% Grade	Letter grade	GPA	General Criteria
97 – 100% 93 – 96% 90 – 92 %	A+ A A-	4.0 3.8 3.7	Excellent <ul style="list-style-type: none"> • An exceptional effort • Excellent research • Excellent comprehension of a full range of relevant concepts and factual material • Clear evidence of substantial original thought • Excellent logical organization • A clear understanding of the terms of reference • Excellent expression and presentation
87 – 89% 83 – 86% 80 – 82%	B+ B B-	3.3 3.0 2.7	Good <ul style="list-style-type: none"> • An outstanding effort • Well above average research • Excellent comprehension of a full range of relevant concepts and factual material • Clear evidence of some original thought • Excellent logical organization • A clear understanding of the terms of reference • Clear and effective expression and presentation

77– 79%	C+	2.3	Satisfactory <ul style="list-style-type: none"> • Good comprehension of a full range of relevant concepts and factual material • Some evidence of independent thought • Good logical organization • A good level of expression and presentation
73 – 76%	C	2.0	
70 – 72%	C-	1.7	
Less than 70%	F	0	Failure <ul style="list-style-type: none"> • Serious conceptual or factual mistakes and inadequacies • Missing many of the major points • Illogical arguments and unsubstantiated statements with inadequate referencing • Irrelevant material or material that shows a totally unacceptable level of understanding of relevant material
Withdraw officially (W)			Not included in the GPA calculation Must be submitted in writing
Incomplete (I)			The course is not completed, therefore, could not be assigned a final mark/grade

Note: All grades are ad interim and subject to final checking, Academic review and quality assurance until official transcripts are distributed.

Your GPA is the indicator of your performance at SBS Swiss Business School Branch Campus, RAK. It ranges from a 0.0 (if you've failed every course) to a 4.0 (if you've got an A+ in every course). The calculation is as follows:

$$\text{GPA} = \frac{\text{sum of (grade point value} \times \text{units of course weight)}}{\text{sum of units of course weight}}$$

The GPA rounding method: The GPA score is rounded to one decimal point using the round-halfeven algorithm.

The minimum pass mark is 70% for graduate programs (satisfactory, good, and excellent). Marks are determined according to academic merit and are not distributed on a proportional basis. Distribution of any grade is not restricted to a specific percentage of the class.

Note: Some assignments will include a class participation component. Where a course includes both group and individual assessments, you will be required to pass the individual assessment in order to pass the course as a whole.

All results will be released to program participants on an intake base via Learning Management System. At the end of the program, each successful program participant will receive an individual official transcript listing all their grades. If a course has been attempted twice, the final grade will be shown.

While awaiting award conferral at a graduation ceremony, a program participant may also request, in writing, a copy of the interim transcript of his/her grades from SBS. This will serve as a certification of the program participant's results before the actual official transcript is issued.

9.2. Principal Considerations

In marking the assignments and examination papers, the SBS Swiss Business School Branch Campus, RAK faculty will take into consideration the following:

- Critical use and interpretation of course materials and examples based on a program participant's own experience will be valued more than straight recapitulation of notes,
- Length of an assignment is less important than evidence of clear understanding, and a focused and analytical response that is well organized,
- Originality of thought and critical analysis is more important than a catalogue of facts. This is what distinguishes a grade A from a B.

9.3. Grade "F" (supplementary assessment allowed)

To pass the course, the overall mark should be 70% in all graduate programs. Program participants with an overall grade of F (69% or less) will be required to submit an additional written assignment or exam. Program participants should be advised that the nature and requirements of the supplementary assessment or exam are determined by the convening lecturer.

The maximum grade which may be awarded after supplementary assessment shall be B- (80%). If the supplementary assessment is failed, the grade will be recorded as F (the original fail grade) and the course will have to be repeated at large.

Supplementary assessment is not available if a program participant

- has previously failed the course,
- has failed to attend the examination,
- has mistaken the due date for an assignment or project/exam.

9.4. Grade “F” (after failing the supplementary assignment/exam)

Program participants who obtain grade F in their overall assessment will be required to repeat the relevant course. Only one repetition of a course will be allowed. Program participants can choose to repeat the course the next time it is offered, but before the thesis project.

Where a Fail grade is recorded on repetition of a given course, the program participant may be precluded from continuing the program. Such cases will be referred to the Academic Review Committee for decision.

Note: It is the responsibility of the program participant to check the schedule with SBS Swiss Business School Branch Campus, RAK and according to his/her own priority and requirements, to decide when to repeat the failed course. Program participants will have to indicate their decision to SBS Swiss Business School Branch Campus, RAK, in writing, at least one month before retaking the course.

9.5. Repeat and Resit Courses

All program participants are enrolled at SBS Swiss Business School Branch Campus, RAK for a period of three years from the start date of their program. Program participants will be permitted to repeat or re-sit a course on one occasion only (two attempts). No re-sit attempts will be allowed for passed courses.

Program participants who fail a course and are found to have been absent from the examination and/or from more three of the course’s sessions without an acceptable reason (e.g., medical) and/or did not submit the required assignment will be required to pay additional fees for repeating/re-sitting the course. The relevant fees are:

- Assignment assessment fee
- Examination fee
- Course fee

9.6. Unsatisfactory Progress

Program participants whose progress is regarded as unsatisfactory will be referred to the Faculty Academic Board (FAB) for decision. Unsatisfactory progress which may result in preclusion of a program participant from continuing in the program will generally fall into one of the following categories:

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- If it becomes evident that the participant will not be able to complete the program within the maximum period.
If fail (F) grades have occurred in 3 courses.
- If a course is failed (F) for the second time (i.e., failing the repeat/resit).
- If a student is deemed to be a negative influence on the SBS Swiss Business School Branch Campus, RAK environment as determined by the Faculty Academic Board

9.7. Satisfactory Progress for Participants Admitted to the DBA on a Provisional Basis

Satisfactory progress is regarded as achievement of a B grade average with no more than one fail in the first four courses of the Program. The decision on continuation in the Program will be made by the Faculty Academic Board. Students can monitor their progress via my SBS.

10. Master of Applied Business Research.

Students who finish the course phase satisfactorily and fulfil the following conditions will be awarded a Master of Applied Business Research:

- Pass all eight courses
- Pass both the Statistics examination and COMPS examination
- Attain a cumulative GPA of 3.0* or above
- Have no outstanding financial obligation

Note: *Students who do not attain a cumulative GPA of 3.0 have the right to repeat two courses to raise their GPA during the Coursework phase (first year) to continue with the Research phase. If a student does not obtain a minimum GPA of 3.0, after retaking and paying for two courses, the student will not be allowed to continue the program and will exit with a "Postgraduate Certificate of Applied Business Research with a Transcript".

11. Program Management

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A team of lecturers at SBS Swiss Business School Branch Campus, RAK is responsible for supporting the DBA program. Their responsibilities include the following:

1. Provision of the academic support:

- Nominate one text title per course,
Provide one syllabus and course description per course and update these on a regular basis,
Select and recommend current articles and reference materials for all courses,
- Conduct the courses, including marking and grading of the written assignments,
- Set and mark all assignments and examination scripts,
- Provide feedback on assignments and provide SBS Swiss Business School Branch Campus, RAK with the feedback on the overall results no later than 20 days after the last examination,
- Operate the academic support via email. SBS Swiss Business School Branch Campus, RAK is contracted to respond to and answer program participants' academic questions within
2 working days.

2. Provision of the administrative and management support:

- Register program participants and manage the program participants' results and record system,
- Contribute to the program updates with messages/requirements from individual lecturers,
- Payment of all expenditures in connection with the academic conduct of the program,
- Quality assurance audit, including candidates' formal course evaluation feedback on a regular basis,
- Update of the DBA Handbook on a regular basis.

3. Award of the DBA degree and relevant transcripts to program participants who fulfil the academic and other requirements for the program as set out in the approved course regulations.

4. Promotion of the DBA program in Switzerland and abroad. This includes:

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 - Press advertisements, publicity, telemarketing, information sessions, direct mailing, face-to-face advisory service, and referral systems,
 - Initial screening and processing of applications,
 - Facilitation of re-enrolment and registration of program participants.
5. Provision of the local administrative and management support:
- A program manager/executive who co-ordinates, administers and manages the program,
Provision of facilities for orientation and welcome session, seminars/workshops as well as examinations,
Collection of assignments,
 - Internet/email facilities for program participants who do not have direct access to email facilities in the initial phase of the program,
 - Textbooks for program participants,
 - Study notes for program participants,
 - Collection of program fees,
 - Maintenance of program participants' attendance records,
 - Attending to program participants' administrative requests.

12. Academic Support via Email

It is essential that all program participants have access to a personal email account. Except for certain documents, most of the information and developments (e.g., updates of documents) will be communicated to all program participants via email. Benefits include increased efficiency and direct communication with the lecturers.

Email addresses of the lecturers of the courses (where available) will be provided after the start of the program.

Program participants are required to notify SBS Swiss Business School Branch Campus, RAK of their email addresses within one week prior to the start of the program. In addition, please note:

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- All administration matters will be handled by SBS Swiss Business School Branch Campus, RAK only,
- Program participants are advised to mail a copy of their queries concerning a lecturer to the SBS Swiss Business School Branch Campus, RAK for monitoring purposes,
- SBS Swiss Business School Branch Campus, RAK will not be responsible for any nonresponse by the lecturer if program participants do not copy their mail to SBS Swiss Business School Branch Campus, RAK for its record,
- SBS Swiss Business School Branch Campus, RAK will not be responsible for any transaction done or for any matters arising due to inaccuracy, error, or omission of any transmitted/received information through email.

13. Reference Center and Libraries

The course booklets, textbooks and selected reading materials combine to provide program participants with a comprehensive and complete program. However, SBS Swiss Business School Branch Campus, RAK encourages program participants to supplement their study by undertaking research on recommended references and additional source materials.

13.1. SBS Swiss Business School Branch Campus, RAK, Library

The Library at SBS Swiss Business School Branch Campus, RAK will cater especially for DBA program participants' needs. It maintains at least 3 copies of each of the nominated references as well as other books relevant to the course. These references will be on loan to the program participants on a first come-first-served basis. They can, however, also be acquired from local bookshops or borrowed from local public libraries.

Program participants are encouraged to use these facilities as frequent as possible. There are, however, some simple rules to note:

- Books will be on loan for a maximum period of 14 days only (weekends and public holidays included). Extension for a further 3 days is possible, if the book is not reserved.
- To ensure that all program participants have a fair share of the facility, overdue books are subject to a surcharge of AED 10 per day, counting from day 10 onwards. Program participants with overdue books will have their borrowing privileges suspended.
- A maximum of two (2) reference books can be borrowed at one time.

While professional service is our hallmark, please note that it is not possible for the SBS Swiss Business School Branch Campus, RAK staff to deliver and/or bind books and materials.

Please feel free to contact the administration staff at SBS Swiss Business School Branch Campus, RAK should you require special assistance after office hours.

Photocopying facilities are available at our Library on a self-service basis. It is especially useful for those who study and research at the library on a regular base and who require copies of reference materials. This facility is owned and managed by an external contractor.

Students get access to Ebscohost, Emerald E-library and MarketLine as online libraries.

13.2. Libraries

SBS Swiss Business School Branch Campus, RAK subscribes to 111 e-journals in business management: <http://www.emeraldinsight.com/>. Please contact your program manager for access codes.

Some of the major Swiss libraries where program participants may wish to do further research and reading are:

- SBS Portal: you have access to EbscoHost and Emerald Library
- Another source: [www. Google.com/scholar](http://www.Google.com/scholar)

Program participants are required to abide by the various regulations as stipulated by these respective libraries.

14. Miscellaneous

14.1. Textbooks

Textbooks are the most familiar medium through which we acquire information and knowledge. Program participants are provided with one textbook per course. These textbooks are nominated by the SBS Swiss Business School Branch Campus, RAK and are prescribed according to the requirements of the program.

Generally, textbooks cover a wide range of topics and demand a substantial amount of time from the program participants. Participants are therefore, advised to first concentrate on the topics recommended in the syllabus. However, they are always encouraged to expand the scope of their study to a greater depth. The major books are provided by SBS.

14.2. Syllabus

A comprehensive Syllabus is provided for each course. These syllabi are prepared by SBS Swiss Business School Branch Campus, RAK and will continually be updated as the knowledge base and syllabus in the area change. They are the "road maps" for your DBA journey and cover:

- Elaboration of topic areas
- Self-assessment questions and activities
- Sample assignment and examination questions

Most importantly, these syllabi integrate contemporary knowledge and practice in the area being studied. However, program participants should remember that these are just guides. Program participants are encouraged to source and research for the relevant materials in public libraries and SBS Swiss Business School Branch Campus, RAK Special Reference Centre.

14.3. Attendance at Course Sessions

Course sessions are provided and conducted by SBS Swiss Business School Branch Campus, RAK in accordance with the program timetable. SBS Swiss Business School Branch Campus, RAK prides itself on being an institution that offers high quality programs and part of its success is due to the structure of these programs. The DBA course has been designed to facilitate the best possible learning experiences for program participants.

Session attendance is essential for you to complete the course requirements and to gain full benefit from the knowledge and experience each of you introduces to the program. Apart from information gained via textbooks and referred material students on the programs also learn from each other's experiences.

Program participants must plan and work towards achieving program requirements. If three sessions during one course are missed for a justifiable reason, the lecturer may set additional assignment work. Please note that program participants will not be entitled to a replacement or fee refund. If you are unable to attend a whole course session for justifiable reasons, you will be asked to apply for deferment (see Deferment Policy).

14.5. Quality Control and Feedback

Program participants will be requested to give their feedback and evaluate the following program parameters regularly and as appropriate, through formal course evaluation forms:

- Course description, syllabus, and textbook
- Course sessions
- Program management of the SBS Swiss Business School Branch Campus, RAK We encourage constructive criticism to improve all aspects of the program. Your feedback remains anonymous unless you give your permission for the Program Executive to contact you regarding your responses. The lecturers on the program do not receive your individual responses nor do they gain access to the original feedback forms. The

feedback is communicated in a general aggregated format (typed) and therefore individual comments cannot be retraced.

14.6. Language

All DBA program sessions, presentations, discussions, and written work will be conducted in English as this is the program's instruction language. Therefore, a TOEFL (Test of English as a Foreign Language) score of 215 is required for the participation on the DBA program at SBS. Program administrative staff at SBS Swiss Business School Branch Campus, RAK will have gauged your English capabilities before recommending entry to the Program. However, if you are encountering difficulties, you may need further English tuition to maximize your performance in the DBA courses.

14.7. Guest Speakers and SBS Swiss Business School Branch Campus, RAK Annual Research Seminar

Please note that for all non-working DBA students it is mandatory to attend the guest speaker sessions and the annual Research seminar. The students will be informed of the dates for these sessions at the beginning of the respective term. A personal absence during one of these events will automatically result in a failure grade (F) of the course in which the event took place.

14.8. DBA Student Teaching

During the SBS Swiss Business School Branch Campus, RAK summer program, offering specific courses e.g., in finances, marketing, etc. to participants on all courses and programs offered by SBS, DBA students are motivated to participate as lecturers. Specific student lecturing dates will be announced by the program manager.

14.9. Copies

SBS Swiss Business School Branch Campus, RAK only makes copies for lecturers. The Administration does not make copies for students.

14.10. General opening hours

For all consultations about academic and registration matters, and any further student questions, the offices at SBS Swiss Business School Branch Campus, RAK are opened according to the following schedule:

Monday to Friday: 9:00 -18:00

14.11. Anti-radicalization Policy

SBS Swiss Business School Branch Campus, RAK supports the rule of law, individual liberty, democracy, and respectful tolerance of different faiths or beliefs. We do not tolerate any views which encourage radicalization or extremism. Radicalization is the act or process of making a person more radical or favoring extreme or fundamental changes in political, economic, or social conditions, institutions, or habits of the mind. Extremism means holding extreme political or religious views that may deny rights to any group or individual such as racism, homophobia, right-wing ideology, and religious extremism.

Any form of radicalization or extremism witnessed by a student needs to report this to the program manager immediately.

15. Grievance Policy

In case of a grievance against a student, staff, or faculty member in the SBS Swiss Business School Branch Campus, RAK organization, the following steps should be taken and escalated accordingly:

Step 1 Talk it out: We encourage students, when possible, to initially address the situation or cause of the grievance with the individual(s) directly. If a resolution and agreement can be found, then no further escalation is necessary. However, if speaking directly to the other involved parties is not an option and immediate action is needed you may either speak to your instructor (Step 2) or bring the matter up with the Program Manager (Step 3) as appropriate. In any case, all conversation and interaction should remain civil and respectful.

Step 2 Your Instructor: Your instructor will often have the authority and the ability to decide on matters that demand immediate attention and action if they do not significantly interfere with your program of studies. Your instructor will often be the closest authority whom you can call on for in-class assistance and support. If the grievance is directed against

the instructor(s), the student may bring that issue directly to the Program Manager. **Step 3**

The Program Manager: Your Program Manager is responsible for your study program and, after your own personal accountability to your studies, oversees your progress. If a mutually agreeable solution cannot be found for a specific grievance, then your case should be brought to the Program Manager. As above, if your grievance is directed against an instructor and you do not feel comfortable speaking to them about it, then you should approach your Program Manager with the issue.

If the grievance is not of an individual nature, but rather a group concern, then the Class Representative will bring this matter directly to the Program Manager. The program manager will serve as a mediator between the class and the individual(s) concerned.

Step 4 The Academic Dean / Faculty Academic Board (FAB): In the unusual case that the Program Manager is not able to propose a solution to a grievance, they may involve the Academic Dean and/or other senior members of the SBS Swiss Business School Branch Campus, RAK Management team for guidance and decision. The contact person for the FAB is the Head of Faculty.

If the grievance is directed against the Program Manager, and you do not feel comfortable speaking to them about it, or if you are not satisfied with the action taken by the Program Manager, then you should approach the Academic Dean with the issue. The Academic Dean will examine the case after receiving your request in writing. Please be prepared to provide documentary support for your grievance, if requested.

If your grievance is directed against the Academic Dean or another senior member of SBS Swiss Business School Branch Campus, RAK Management, then you may bring your grievance to the Vice President of Business Development or another senior member of the SBS Swiss Business School Branch Campus, RAK Supervisory Board, who will examine the case after receiving your request in writing. Please be prepared to provide documentary support for your grievance, if requested.

If you feel that your complaint is not heard or taken seriously, you have the right to make a complaint by the respective accreditation bodies of SBS Swiss Business School Branch Campus, RAK. For institutional accreditation: BAC: The British Accreditation Council:

<https://www.the-bac.org/bac-complaints-procedure/>

For Program accreditation:

IACBE: <https://iacbe.org/wp-content/uploads/2017/08/Procedure-for-Third-PartyComplaints.pdf>

ACBSP: https://acbsp.org/page/accred_complaints

17. Quality assurance and enhancement

SBS Swiss Business School Branch Campus, RAK is committed to ensuring excellence in its educational programs. The aim is that these programs should attain excellent standards in research-lead education linking applied research and education in creative ways. To ensure that this commitment is met, SBS Swiss Business School Branch Campus, RAK has established a strategic academic governance framework (since July 2018) for managing quality and standards. Each educational program has direct and indirect quality assurance measurements. They are collected during the program and reviewed on a yearly basis by the program manager (yearly program review) and the Faculty Academic Board (FAB). Based upon the data collection, measures are taken to enhance the outcomes and improve the results.

For the DBA Program apply the following summarized policies:

Criteria	Academic Standards	Quality assurance	Quality Enhancement
Academic governance framework	X		
Program standards	X	X	X
Annual program review and action planning	X	X	X
External examiners	X	X	X
Student participation in quality management		X	X

Faculty involvement in quality management			X
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If you desire more information, contact the Program Manager for your Quality Assurance and Enhancement Program Handbook.

19. References

<https://europa.eu/europass/en/european-qualifications-framework-efq>

<https://www.sbf.admin.ch/sbf/en/home/education/mobility/nqf-vpet/der-schweizerischehochschulrahmen.html>