

MASTER OF BUSINESS ADMINISTRATION
STUDENT HANDBOOK

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A Word from the Academic Dean

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

Master of Business Administration Degree 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 MBA 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 MBA Program offers you a life-challenging educational experience.

Dr. Rajesh Pai

Academic Dean

1. Program Structure

The MBA degree program is conducted by SBS Swiss Business School Branch Campus, RAK. The constituent courses are scheduled for progressive development of theme and course aims. Individual courses are given an international focus.

1.1. Program Schedule

All courses are provided by SBS Swiss Business School Branch Campus, RAK, and the following majors are offered:

Full-Time MBA

International Management

MKT 501 Marketing Management
 THE700 Research Methods
 MGT 535 Organizational Behavior and Leadership
 FIN 510 Financial Management
 MGT 501 Operations and Project Management
 COM 507 Communication and Negotiation Skills
 ECO 502 Managerial Economics
 ENT567 Entrepreneurship & Innovation
 MGT 631 Human Resources Management
 MIS 501 Management Information Systems
 MGT525 Business Values and Ethics
 MGT505 Business Policy and Strategy

Marketing

MKT 501 Marketing Management
 THE700 Research Methods
 MGT 535 Organizational Behavior and Leadership
 FIN 510 Financial Management
 MGT 501 Operations and Project Management
 COM 507 Communication and Negotiation Skills
 ECO 502 Managerial Economics
 ENT567 Entrepreneurship & Innovation
 MKT 605 International Marketing
 MIS 501 Management Information Systems
 MKT 705 Services Marketing
 MKT 515 Buyer Behavior

Global Finance and Banking

MKT 501 Marketing Management
 THE700 Research Methods
 MGT 535 Organizational Behavior and Leadership
 MGT 547 Leadership
 FIN 510 Financial Management
 MGT 501 Operations and Management
 COM 507 Communication and Negotiation Skills
 ECO 502 Managerial Economics
 ENT567 Entrepreneurship & Innovation
 FIN 520 Global Financial Institutions and Markets
 MIS 501 Management Information Systems
 FIN 527 Futures and Options
 FIN 522 Portfolio Theory

Human Resource Management

MKT 501 Marketing Management
 THE700 Research Methods
 FIN 510 Financial Management
 MGT 500 Operations Management
 Project COM 507 Communication and Negotiation Skills
 ECO 502 Managerial Economics
 ENT567 Entrepreneurship & Innovation
 HRM 506 Performance Management
 MIS501 Management Information Systems
 HRM 512 Organizational Culture & Change
 HRM 510 Training & Development

Entrepreneurship

MKT 501 Marketing Management
 THE700 Research Methods
 MGT 547 Leadership
 FIN 510 Financial Management
 MGT 500 Operations Management
 COM 507 Communication and Negotiation Skills
 ECO 502 Managerial Economics
 ENT567 Entrepreneurship & Innovation
 DM 741 Digital Marketing Analytics
 MIS501 Management Information Systems
 DM 752 Marketing in Digital World
 DM 736 Social Media Marketing

The program sequence, as given above, is an indication only. The actual seminars may not 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.

1.2. Degree Awarding

The Final degree upon completion of an MBA program at SBS Swiss Business School Branch Campus, RAK is awarded by SBS Swiss Business School, Switzerland, Zurich after completion of the 60 ECTS to qualify for graduating.

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.

1.4. 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

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.

2. Fees and Registration

2.1. Program Fees

The total program fee covers the registration period, course notes, study guides, seminars and workshops, assignments and examinations, projects, degree on successful completion and transcripts. Fees are to be paid in accordance to the fee schedule supplied by SBS Swiss Business School Branch Campus, RAK before the start of each course.

The program fees are as follows:

- Application fee: AED 2,500
- Administration Fee (non-refundable) *: AED 6,000
- Per Course (12 Courses): AED 36,000
- Total Fees: AED 44,500

*non-refundable

You will be receiving three transcripts of your final academic record (Final Transcript) at no charge. Additional transcripts may be obtained from SBS Swiss Business School Branch Campus, RAK for a charge of AED 100 for the first copy on each occasion and AED 50 for additional copies ordered at the same time. This also applies to provisional transcripts, should you require the academic record of a single term.

Please check that your name listed on your academic transcript is correct. As this is the name which will appear on your degree, you should contact SBS Swiss Business School Branch Campus, RAK if you believe there is an error.

Program participants who do not comply with the fee schedule will not be allowed to continue with the program.

2.2. Registration and Re-enrolment

All enrolled program participants will be required to re-enroll in each year following the initial registration by affecting the appropriate instalment fee.

MBA program participants will have a 3-year registration period. All program requirements (a minimum GPA of 3.00, all taught modules completed) need to be fulfilled within this time. Students that have been not taking courses for 12 months or longer, no matter if this is within the 3 years 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 ONLY. Extension requests must be made in writing to SBS Swiss Business School Branch Campus, RAK. Upon approval, a fee of AED 2700 per quarter- will be payable for the additional year of registration or part thereof. All payment must be effected to "SBS Swiss Business School Branch Campus, RAK" one month before the start of the additional year.

Re-enrolment is subject to the approval of SBS Swiss Business School Branch Campus, RAK. Program participants must make satisfactory progress during the program to obtain approval for continuation of enrolment. Where progress is deemed to be unsatisfactory, SBS Swiss Business School Branch Campus, RAK may terminate the registration of a program participant on a recommendation to that effect.

2.3. Expelled from a program

Expulsion after Academic probation period:

Students, who fail to raise 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 Academic Review Committee asking to return. It is then up to the Academic Review Committee 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".

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 behavior
- Plagiarism

The modules that have already been completed with a minimum grade of Bin the previous enrolment period, shall be transferred to the new enrolment period.

2.4. Refund Policy

No refund policy.

2.5. 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.

2.6. Other Fees

Re-marking: The fee for re-marking of an assignment is payable at the time of lodging the formal request to remark. Fees:

Remarking Exam or Final Assignment	AED 400
Repeating a Course	AED 1,500
Deferment	AED 250
Retaking Exam	AED 600
Additional Transcript (First Copy)	AED 100
Any additional transcript copy	AED 50

2.6. 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 credit/exemption in course(s) on the SBS Swiss Business School Branch Campus, RAK MBA program, subject to the following guidelines:

- A Bachelor degree is a basic entry requirement. It does not entitle program participants to exemption.
- Credit/Exemption may be granted to a program participant based upon his/her postgraduate work either at Graduate Diploma or Master level, subject to submission of documentary evidence that shows equivalency in the postgraduate work completed. This assumes that the program participant already holds a Bachelor degree.
Program participants who possess a Graduate Diploma only but without a Bachelor degree will not be considered for exemption.

Please note that written application for credit with supporting documents provided (transcript and detailed syllabus, assessment requirements and contact hours of the previously studied course) 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 credit is a formal one that SBS Swiss Business School Branch Campus, RAK views very seriously and applications for credit submitted after the above deadline will not be accepted. Program participants who are granted credit will not be eligible for a reduction in their course fees.

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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4.2. 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. • In all cases, fees paid are not refundable. (See 2.3 Refund Policy)

5. Assignments

5.1. Aims

The principal aims of the MBA 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.

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 from time to time. Where 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, 21 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 organizational 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 particular groups of people, especially gender-specific words, such as “man”, “mankind”, and masculine pronouns, the use of which might be considered to exclude women.

5.5. Assignment Presentation

Assignments should, whenever possible, be presented typed or word-processed. Double spacing should be used with a 2cm margin on the right side of each page.

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 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:

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 Academic Dean 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 the Academic Dean may appoint an independent assessor to re-mark the assignment.

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.

- Requests for re-marking of a group assignment must be signed by all group members,
- 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 assessment 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 MBA 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 effected 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 has to be

demonstrated, for example: A course may have two assessments each worth 50%. If the outcomes of the two assessments are both unsuccessful then it is unlikely that a resubmission 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 resubmission.

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](#)

5.12. Intellectual property and copyrights

The teaching material is protected by copyright. Copying and retransmission outside of the SBS Swiss Business School Branch Campus, RAK higher education are prohibited without the written permission of the Academic Dean and Program Manager. The copyrights for project work belong to the author. The author grants SBS Swiss Business School Branch Campus, RAK a free, unlimited, non-exclusive right to use his or her work results. The work may be used after completion of both SBS Swiss Business School Branch Campus, RAK as well as the author, remuneration-free, stating the copyrights.

The author waives any income from the commercial use of the work results by the SBS Swiss Business School Branch Campus, RAK.

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,
- Providing assistance to 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,
- Insulting SBS Swiss Business School Branch Campus, RAK staff, the Dean, or Faculty in any way (verbally or in an email message)
- Other actions that may not be covered by the above clauses that may be judged as acts of academic misconduct.
- 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:
 - Failure in the component of the course, a note in the program participant's file and a reprimand from the Head of School or nominee, as appropriate,
 - Failure in the course, a note in the program participant's file and a reprimand from the Head of School or nominee, as appropriate,
 - Failure in the course and suspension from the course for a period not exceeding one year,
 - Expulsion from SBS Swiss Business School Branch Campus, RAK.

For all proven cases of academic misconduct (plagiarism or cheating), the 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.

7. 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 make a decision on matters that demand immediate attention and action, provided that 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, is in charge of 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.

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

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 or another senior member of the SB SBS Swiss Business School Branch Campus, RAK S Management 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.thebac.org/bac-complaints-procedure/>

For Program accreditation:

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

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

8. Assessments

8.1. Setting and Marking of Assessments

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

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

8.2. Date and Time of Assessments

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.

8.3. Misconduct during Assessments

Misconduct during an assessment is considered a serious breach by SBS Swiss Business School Branch Campus, RAK. If misconduct is detected, 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 MBA, the penalty applied for academic misconduct in assessment may be any of the following:

1. Failure in the course, a note in the program participant's file and a reprimand from the Head of School or nominee, as appropriate,
2. Expulsion from SBS Swiss Business School Branch Campus, RAK.

8.4. 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 Swiss Business School Branch Campus, RAK. 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 unauthorized 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 unauthorized reference materials during the course of the examination may be suspected of academic misconduct (cheating or plagiarism) by the invigilator(s) and will be reported to SBS Swiss Business School Branch Campus, RAK.
- 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 Swiss Business School Branch Campus, RAK.

8.5. 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 UAE 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 a scheduled assessment.

You may bring any mitigating circumstances to our attention by submitting the Rescheduling form to your program manager. (Please refer to your, SBS Swiss Business School Branch Campus, RAK 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.

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.

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 of time
- 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 Board.

8.6. Exam revision right

Examinations are kept for 6 years at SBS Swiss Business School Branch Campus, RAK. If the student would like to view their exams, the program manager can arrange this. The student has the right to view their examinations at any given time.

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 Grading 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%	A+	4.0	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
93 – 96%	A	3.8	
90 – 92 %	A-	3.7	
87 – 89%	B+	3.3	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
83 – 86%	B	3.0	
80 – 82%	B-	2.7	

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
Withdrawn 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. SBS Swiss Business School Branch Campus, RAK will not be held liable in relation to school grades, assignments and courses.

Your GPA is the indicator of your performance at SBS Swiss Business School Branch Campus, RAK. It ranges from a 0.00 (if you've failed every course) to a 4.00 (if you've got 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 two decimal points using the roundhalf-even algorithm.

The minimum pass mark is 1.7 for graduate programs. 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.

MBA students need to have an overall GPA of min. 3.00 in order to get awarded with the degree of Master of Business Administration.

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 Swiss Business School Branch Campus, RAK. 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 an excellent grade from a very good grade.
- Structure and content of the submission are more important than an excellent usage of the English Language, though clearly a poor standard of English will hinder the intelligibility of the paper, thus affecting the grade.

9.5. Redo

All program participants are registered with SBS Swiss Business School Branch Campus, RAK for a period of three years from the start date of their program. You will be allowed a total of 2 attempts for each failed course (including the first sitting). In other words, program participants will be permitted to redo a course on one occasion only. No redo attempts will be allowed for passed courses.

Program participants who attend more than half of the seminar sessions, submit the required assignment and sit for the examination as required by the course, but fail the course, will be allowed to redoing the failed exam on a free-of-charge basis.

Program participants who fail a course and are found to have been absent from the examination and/or from more than three of the course sessions without an acceptable reason (e.g. medical) and/or did not submit the required assignment will be required to pay additional fees for redoing the course.

10. Academic Freedom Policy

Academic freedom and its corresponding responsibility are characteristics of an environment of learning and knowledge formation, especially at higher levels of education; SBS Swiss Business School Branch Campus, RAK endorses academic freedom and responsibility which are essential to academic progress. SBS Swiss Business School Branch Campus, RAK depends upon you, the faculty, to judiciously exercise your rights, and also to fully satisfy your obligations, as professionals.

For faculty members, the core elements of academic freedom include:

1. The right, as teachers, to discuss in the classroom any material which has a significant relationship to the subject matter as defined in the approved course description.
2. The right to provide input and recommendation on course content, grading, and classroom procedures in the courses they teach, in consultation with the Department Heads.
3. The right to conduct research and to engage in creative endeavors.

The responsibilities associated with this academic freedom include:

1. The responsibility to carry out assigned teaching duties in a professional manner and in keeping with SBS Swiss Business School Branch Campus, RAK's policies.
2. The responsibility, as teachers, to refrain from introducing matters which are not consistent with their teaching duties and professional competence and which have no significant bearing on the subject matter of the course as approved under SBS Swiss Business School Branch Campus, RAK procedures.
3. The responsibility to pursue excellence and intellectual honesty in teaching, research, other endeavors and in public service activities, and in publishing or presenting research findings and creative works.
4. The responsibility to encourage students and colleagues to engage in free discussion and enquiry, and to evaluate student and colleague performance on a scholarly basis.
5. The responsibility to work in a collegial manner with appropriate individuals and bodies to encourage the search for knowledge.

10.1. Academic Integrity policy

SBS Swiss Business School Branch Campus, RAK requires that all students maintain integrity and honesty in their academic work. Students who are found to be dishonest or lacking in integrity in their academic work will have their work subject to failure and may face academic dismissal. Acts of academic dishonesty may include but are not limited to cheating and plagiarism.

Plagiarism is defined as providing material from an uncredited source, or without the acknowledgement of the original author. For longer submissions and reports, students are required to provide an Assignment Cover Sheet, which states that submission is their original work, and has not been submitted for another assignment, either in that course, or another. The difference between plagiarism and correct use of information, in the academic context, is proper referencing.

Close paraphrasing may blur the line between plagiarism and poor academic writing, so care must be taken by the student to avoid crossing that line. Failure to acknowledge a source of information for an idea may be a form of plagiarism, even if a student "puts it into their own words" if the source is not indicated and properly cited.

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

11. Program Management

A team of lecturers at SBS Swiss Business School Branch Campus, RAK is responsible for supporting the MBA 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 21 days after the last examination.

12. Academic Support via Email

It is essential that all program participants have access to a personal email account. With the exception of 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. The SBS Swiss Business School Branch Campus, RAK email address is studentsupport@atmsedu.org.

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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:

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. 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 's Special Reference Centre, Library

The Special Reference Centre at SBS Swiss Business School Branch Campus, RAK will cater especially for MSc program participants' needs. 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 frequently 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 temporarily suspended.

A maximum of two (2) reference books can be borrowed at one time. This is to allow all program participants equal access to the reference materials available at the Special Reference Centre.

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

13.2. Libraries

The local major libraries where program participants may wish to do further research and reading are:

- **Emerald Insight**
- **EBSCO**

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

14. Miscellaneous

14.1. Textbooks

SBS Swiss Business School Branch Campus, RAK has a policy of holding physical textbook copies in the library for reference purpose, and the e-books are also made available by providing access to:

- Emerald Insight
- EBSCO

At the time of enrollment, username and password is shared with the student.

EBSCO and Emerald Insight has thousands of study materials including textbooks, which have recency and currency for the students to refer and enhance their learning.

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Textbooks are the most familiar medium through which we acquire information and knowledge.

Program participants are provided with one textbook per course.

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.

Note: In case a textbook gets lost the student is responsible paying the replacement cost.

14.2. 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 way in which it has been structured. The program has been designed to facilitate the best possible learning experiences for program participants.

Session attendance is compulsory for you to complete the course requirements and to gain full benefit from the knowledge and experience which each of you bring to the program. You will learn a lot from each other as well as the information gained from your textbooks and referred material.

Program participants must plan ahead and work towards achieving program requirements. Where any session in a course is 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 sessions for justifiable reasons, you will be asked to apply for deferment. (Please see Deferment Policy).

14.3. 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 comments so that we can continuously improve all aspects of the Program. Your feedback remains anonymous unless you give your permission for the Program

Executive to contact you about your responses. Individual lecturers do not receive your individual responses and do not have access to the original feedback forms. They receive feedback in a general aggregated format (typed) and therefore cannot identify your comments.

14.4. Language

The language of instruction for the MBA programs is English. Thus, all sessions, presentations, discussions and written work will be conducted in English.

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 in order to maximize your performance in the MBA courses.

14.5. 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: 9:00am to 18:00

14.6. Disclaimer

SBS Swiss Business School Branch Campus, RAK is not responsible for loss or damage of personal items which may occur on the school premises.

14.7. 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. Sustainability

SBS Swiss Business School Branch Campus, RAK has subscribed to the 17 Sustainable Development Goals (SDG), issued by the United Nations. We consider all of them equally important. As a student, you will play a sustainable game during your studies, to increase your awareness and develop a critical mind about the further development of planet earth. We also attach immediate importance to the following aspects:

- We recycle PET bottles, there are separate garbage boxes for that on campus.
- We separate paper and garbage in the classroom and offices
- We try to limit the use of plastics as much as possible
- We do not like food waste. All necessary measures should be taken to avoid waste of food.
- We value health and safety. We have a non-smoking policy inside the SBS Swiss Business School Branch Campus, RAK. Smoking can be done outside. Please drop your ashes in the ashtrays and not on the ground.

More details can be found in the SBS Swiss Business School Branch Campus, RAK Sustainability Handbook. Ask your Program Manager for the details.

16. Mobility

As a dynamic institution of higher education and research SBS Swiss Business School Branch Campus, RAK maintains a strong connection with all our partner institutions around the world. We support and offer our students in their endeavors to spend one semester studying abroad, since this will give them an opportunity of accumulating experience of other cultures, of developing an international network of their own and of improving their subsequent career

prospects. All students can transfer to all accredited ACBSP and IACBE accredited institutions. A survey done in 2019, shows evidence and confirmed that students at SBS Swiss Business School Branch Campus, RAK preferred to complete their entire program in the Zurich Campus due their own aspirations and objective to study abroad in Zurich, Switzerland. SBS provides support and guidance for all incoming students for their relocation to Switzerland.”

17. Quality assurance and enhancement

SBS Swiss Business School Branch Campus, RAK is committed 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 MSc 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.