

# **POLICIES & PROCEDURES MANUAL**

## **SBS Swiss Business School, RAK Campus**

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## **I. Introduction of SBS\_RAK-UAE**

SBS Swiss Business School, RAK Campus is a branch campus of the SBS\_RAK Main campus located in Zurich, Switzerland. Being a branch campus the vision and mission of the SBS Swiss Business School, RAK Campus is largely aligned with the Main campus. This helps in offering programs that are in line with that of the main campus and promotes the vision and mission of the main campus in UAE and the region. SBS Swiss Business School, RAK Campus is providing educational services in Ras Al Khaimah, under the guidance of Ras Al Khaimah Freezone (RAKEEZ) and is governed by the policies and procedures of RAKEEZ.

UAE Is one of the fastest-growing economies under the leadership of H.H. Sheikh Mohamed bin Zayed Al Nahyan the current President of the UAE and H. H. Sheikh Mohammed bin Rashid Al Maktoum the current Vice-President and Prime Minister of the UAE. Ras al Khaimah is also growing at a significant pace under the leadership of H.H Sheikh Saud bin Saqr Al Qasimi.

To meet the needs of manpower in the field of management and administration SBS Swiss Business School, RAK Campus has been providing academic programs at the tertiary level of undergraduate, graduate, and DBA levels in collaboration with the SBS\_RAK main campus located in Zurich. All the programs offered in the branch campus adopt the academic scheme of the main campus to maintain consistency and quality of education as envisaged by the main campus.

## **II. SBS\_RAK-UAE vision mission and values**

### **Vision**

SBS Swiss Business School, RAK Campus aims to become the leading Business school in the region, recognized for developing manpower who can contribute innovatively to business, applied management, and leadership to manage the multicultural groups at the national, and regional levels.

### **Mission statement**

SBS Swiss Business School, RAK Campus is dedicated to fostering academic excellence, providing students with a robust academic foundation and applied business and management programs at the undergraduate, and graduate levels, and engaging them in lifelong learning activities its mission is to provide them with competent professional skills that enable them to become responsible global citizens competent in solving problems innovatively in a diverse, dynamic society.

**Value Statement:**

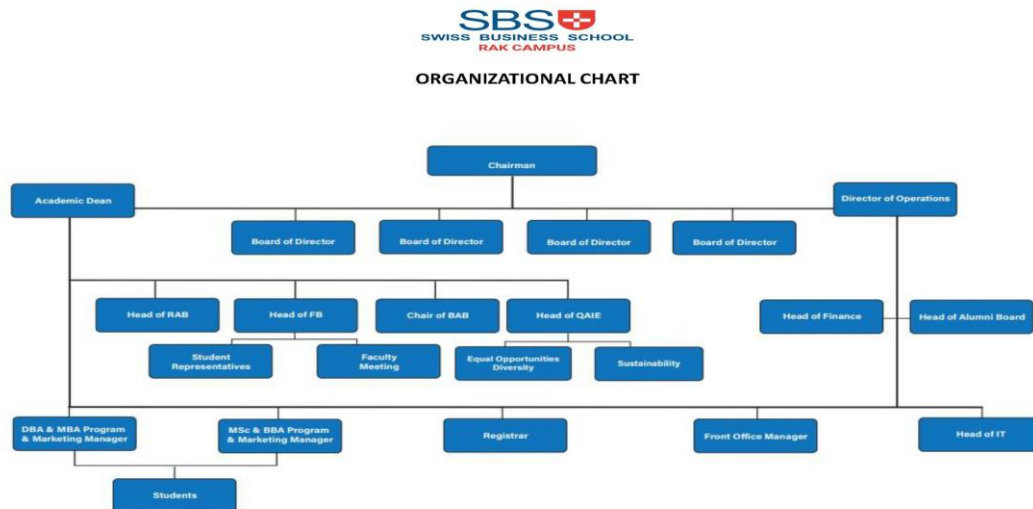
*"SBS\_RAK RAK, UAE upholds the values of integrity, intellectual curiosity, collaboration, leadership, innovation, team work, problem solving and social responsibility to shape the future of business education and cultivate tomorrow's change-makers."*

**SBS\_RAK Main campus is located in Zurich, Switzerland and has the status of University College operating**

**SBS\_RAK Main Campus Vision:** *"Our vision is to be recognized by all external and internal stakeholders as Switzerland's leading University of applied sciences institute for international business administration."*

**SBS\_RAK Main Campus Mission:** *"Through a blend of practical studies and applied research using an andragogical learning philosophy, our mission is to prepare students in tertiary-level programs and continuing education to carry out professional management and leadership activities in an international environment while furthering applied research and services for the academic field of business administration for the regional, national and global business communities."*

### III. Organization structure



### IV. Governance By-Laws

#### A. Governance:

To govern the affairs of the SBS Swiss Business School, RAK Campus the center is governed by a board of directors hereinafter termed as BOD. The BOD provides leadership and strategic guidelines and directions to the Dean, who is head of academics and manages the team of faculty, staff and other stakeholders on the directions laid down by the BOD.

The board strives to achieve the vision and mission of the institution and maintain quality of education as its primary focus and develop competent professional human resources to serve the community in UAE and the region with integrity and solve the community problems in an innovative and sustainable manner.

The BOD comprises of 5 members who are reputable experts in their fields of profession

#### B. Role of the BOD

1. To provide leadership to the employees in accomplishing the vision and mission of the SBS Swiss Business School, RAK Campus
2. To provide required resources to the campus and the employees to enable and facilitate them in accomplishing the vision and mission of the campus.
3. To assess the market conditions and provide inputs and new directions as the circumstances and situation demand and review the vision and mission and make necessary amendments if necessary.
4. To provide networking opportunities to the institutional head, faculty and employees to enable them to build relationships and explore market opportunities.
5. To approve the policies and procedures, organization structure, manuals, handbooks, budget, and risk management of the institution and the standing committees. Introducing or discarding any academic programs, schools, and departments.
6. Approval of the bye-laws of the institution
7. To appoint the head of the institution, auditors, board members, and approvals to appoint consultants.

8. To review all the reports of the institution that includes performance reports of academics, finance, human resources, learning resources relating to Information technology and library, annual reports, graduating students reports, enrolments, and marketing activities.
9. Evaluation of the head of the institution, the performance of board members, auditors, consultants, and other significant stakeholders.
10. Evaluation of the organizational performance and the significant vendor
11. Indemnification of all the board of directors from any financial obligation towards the institutional operations
12. BOD is the final authority to award degrees, upon the recommendation of the Dean or award honorary degrees to significant contributors to the society.
13. Is the final authority to settle disputes if it is not resolved at the head of the institution level, only when the BOD also cannot resolve the matter can be taken to the court of law.
14. To approve fundraising for any cause

### **C. By-laws**

Term of office for BOD members: The members of the board shall have a term of 4 years at one stretch and can be re-nominated after a break of one year for another term of 4 years. Beyond that, no further extension is not given. In case the member likes to discontinue on any personal or health grounds in such a case a new member is appointed.

- A. Eligibility of the board of directors: Persons of reputation from the respective fields of specialization and who have significant contributions in their professional career are eligible, who can be from the local region or foreign country. The Board of Directors shall be at least one from the field of education, industry, and engaged in social services. One of whom shall be a woman representative.
- B. Meetings: The board shall meet at least twice in a year and looking at their pressing busy schedules online meetings are also permissible. Before the meeting is conducted one week before the date of the meeting agenda should be circulated to all the members and confirmation of their participation is requested. A minimum quorum of 2/3 members must be present for the meeting to be held. If for any reason one member falls short of quorum after confirmation then the minutes must be ratified by the member who has not attended.
- C. Code of Conduct: The BOD shall conduct its duties, obligations, and powers imposed and granted to them by the bye-laws and laws of the land.
- D. BOD members are expected to act and take decisions with honesty and integrity, in good faith in the interests of SBS Swiss Business School, RAK Campus at all times. They are expected to exercise care, and due diligence in a manner of doing justice to their role. BOD is required not to act under the influence of any monetary or non- monetary benefit.
- E. Compensation: The BOD shall not be remunerated unless it is approved otherwise by the BOD.
- F. Discontinuance as BOD member: Any member who wishes to discontinue and voluntarily withdraw from the BOD can submit a letter of his intention to discontinue. If any member is found to be under the scrutiny of the law and punished by law will automatically be disqualified to continue as a BOD member. Or if any member is found to be conducted in an ethically or morally inappropriate

- D. Role of Chairman of BOD: By virtue of the chair of BOD he is responsible to:**
- E. Conduct the business of the board in all fairness, and judiciously and provide leadership.
  - F. To conduct meetings as scheduled and perform all duties to guide and facilitate the board to evaluate the performance of the institution.
    - G. To take prompt actions decisively on all matters that can put the institution at risk.
    - H. Provide inputs regarding the changing scenarios in the macro environment.
  - I. Evaluate the views of the board and other stakeholders during the proceedings and take decisions with due diligence.
  - J. Evaluate the performance of the function and board members annually and communicate to the members.

<b>KEY RESPONSIBILITY</b>	<b>DESCRIPTION</b>
<b>Institutional Vision &amp; Strategy</b>	Define and execute the institution's vision, mission, and long-term growth strategy. Align academic goals with industry trends and global education standards.
<b>Academic Excellence &amp; Faculty Development</b>	Ensure high-quality education, curriculum development, and faculty performance. Promote innovative teaching methodologies and research initiatives.
<b>Financial Planning &amp; Sustainability</b>	Oversee financial planning, budget allocation, and revenue generation. Ensure financial sustainability through cost management and fundraising efforts.
<b>Leadership &amp; Talent Management</b>	Recruit, mentor, and evaluate academic and administrative leadership teams. Foster a culture of collaboration, professional growth, and performance excellence.
<b>Student Engagement &amp; Development</b>	Enhance student engagement, support services, and career development programs. Oversee policies that ensure student retention, diversity, and academic success.
<b>Accreditation &amp; Compliance</b>	Ensure adherence to local and international accreditation standards. Maintain compliance with higher education laws and institutional policies.
<b>Strategic Partnerships &amp; Collaborations</b>	Establish collaborations with universities, businesses, and government agencies. Expand international partnerships to enhance academic and career opportunities.
<b>Enrolment &amp; Brand Growth</b>	Develop strategies to increase student enrolment and brand visibility. Strengthen alumni relations and community engagement monthly.
<b>Campus Infrastructure &amp; Technology</b>	Oversee facility management, technology integration, and campus expansion projects. Ensure a safe, inclusive, and resource-rich learning environment.

<b>Crisis Management &amp; Governance</b>	Lead crisis response efforts, risk management, and emergency preparedness. Ensure transparent governance, ethical leadership, and policy enforcement quarterly.
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**E. Approval Change of International Branch Campus Manager Campus Director or President Policy**

This policy outlines the procedures for the approval, appointment, and transition of the Manager, Campus Director, or President at SBS Swiss Business School, RAK Campus. It ensures effective leadership, institutional stability, and regulatory compliance.

SBS Swiss Business School, RAK Campus upholds operational continuity and academic excellence through this policy, ensuring that all appointments align with institutional objectives, regulatory requirements, accreditation standards, and the directives of the main campus. Recognizing the essential role of the Campus Manager, Campus Director, or President in overseeing academic, administrative, and operational functions, all appointments and transitions must adhere to a structured and transparent process. This policy outlines the approval procedures, eligibility criteria, transition protocols, and compliance requirements to facilitate smooth leadership transitions while maintaining institutional stability, reputation, and a steadfast commitment to excellence. *(Refer to the Approval/Change of International Branch Campus Manager, Campus Director, or President policy for complete details and procedures.)*

**V. Terms of Reference of SBS Swiss Business School, RAK Campus Committees**

**A. Introduction**

SBS Swiss Business School, RAK Campus has nine committees which are responsible to ensure overall Quality Assurance and Institutional effectiveness at the institutional and program level. The terms of reference of the nine committees are given in the subsequent sections.

**B. Committee structure**

Each committee has one chair and at least two academic members and one academic support member.

**C. Term of office**

The committee chair and members are appointed generally for a period of two years. New chair and members may be appointed after the end of term of the previously elected chair and members or they may continue to be part of the committee based on the decision of the board.

**D. Committee terms of reference**

**i. Quality Assurance Committee**

**a. Internal Quality Assurance**

1. Designing relevant academic regulations or policies for quality assurance and enhancement and ensuring its implementation.
2. Monitoring and reviewing the design, delivery and implementation of the policy on a continuous basis.
3. Maintaining oversight of the branch campus' activities and ensuring the appropriateness and effectiveness of quality systems at the branch campus.

4. Engaging staff and students in quality assurance processes and evaluating their engagement
5. Engaging external stakeholders involved in the design and delivery of quality assurance and enhancement policies.
6. Regularly meeting with staff and students to test their understanding of the institution's quality assurance and enhancement policies.

**b. External Quality Assurance**

1. Preparing calendar of cyclical external quality assurance activities and maintain the record of activities for the self-study period.

2. Preparing and maintaining record of external quality assurance reports and relevant action plans over the self-study period.
3. Using external review results to make improvements in the internal quality assurance.

**c. General**

1. Submit a report of the activities related to internal and external quality assurance every semester.
2. Prepare action plans for improvement based on the gaps identified and ensure its implementation.
3. Review the report of the activities submitted by all the committees every semester, review any gaps and follow-up for submission of improvement action plan.
4. Monitor implementation of action plan by concerned committees.

**ii. Programme Designing and Review Committee**

**a. Program designing**

1. Designing relevant academic regulations or policies for designing and approval of programmes.
2. Ensuring implementation of programmes design and approval policies
3. Maintaining evidences of designing and approval of programmes.
4. Developing processes for design and approval of programmes.
5. Maintaining oversight of Programme design and approval processes conducted at the branch campus.
6. Engaging staff, students and other stakeholders in the programme design and approval.
7. Maintaining record of inputs received from external experts in programme design and approval, including external examiner or verifier reports and institution's responses.
8. Developing, reviewing and updating the Programme specification document for each programme
9. Meetings with staff and students to assess their views about programme design and approval processes, and their views about the quality of the courses.
10. Submit a report of the programme designing activities accomplished by the committee every semester
11. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

**b. Programme Review**

1. Designing and implementing programme review policies and procedures
2. Maintaining records of the programme review cycle, including the collection of inputs from internal and external stakeholders, analyzing inputs and taking necessary improvement actions.
3. Maintaining evidence of communication with students and staff for updating the programme
4. Ensuring implementation of required changes and 'closing the loop',.
5. Preparing and maintaining programme review reports records for the self study period including external review inputs

6. Involving students and staff in the programme monitoring and review procedures.
7. Submit a report of the programme review activities accomplished by the committee every semester.
8. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

**iii. Teaching And Assessment Committees**

1. Preparing strategies, policies and procedures related to student centered learning, teaching and assessment.
2. Ensuring compliance to high-quality learning, teaching and assessment methods.
3. Regularly reviewing the learning, teaching and assessment methods.
4. Maintaining oversight of the branch campus' learning, teaching and assessment processes.
5. Involving staff, students and other stakeholders in design, delivery and review of learning and teaching methods.
6. A sample of approved course documentation (for example, programme specification, student handbook).
7. Keeping evidences of assessed student work indicating that students are given comprehensive, helpful and timely feedback.
8. Keeping evidences External examiner reports if applicable
9. Taking inputs from staff and students to assess their views about learning, teaching and assessment, and their views about the quality of the courses.
10. Providing appropriate support and training for teaching and assessment to the faculty members and ensure they understand their responsibilities and are appropriately skilled
11. Designing and reviewing policies related to student complaints and appeal procedures and ensure its implementation.
12. Providing orientation to students on the learning opportunities, student support services, procedures of complaints and appeals
13. Keeping record of complaints and appeals received over the self-study period.
14. Submit a report of the activities accomplished by the committee every semester.
15. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

**iv. Student Registration and Affairs Committee**

1. Developing and implementing academic regulations and policies for student admissions and progressions
2. Ensuring reliable, fair and inclusive admission process, including the oversight from the home university and maintaining record of these processes
3. Monitoring and supporting student progressions, evaluating student development and achievement.
4. Providing necessary academic support to ensure successful academic progression.
5. Maintaining record of Student progression data and analyzing it
6. Compliance to policies related to fair recognition of higher education qualifications, periods of study and prior learning.

7. Orienting students on the completion requirements of the programme in which they have enrolled.
8. Taking feedback from staff and students about student admission and progression processes.
9. Submit a report of the activities accomplished by the committee every semester
10. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

**v. Students Enrolment & Admission Policy**

This policy establishes the framework for the enrolment and admission process at SBS Swiss Business School, RAK Campus, ensuring compliance with main campus admission requirements. It aims to maintain transparency, fairness, and academic integrity while aligning with the admission requirements of the main campus. *(Refer to the Student Enrolment & Admission policy for complete details and procedures.)*

**vi. Staff Recruitment and Development Policy**

1. Designing and implementing staff recruitment, appointment and development policies.
2. Selecting and recruiting appropriately qualified and skilled staff
3. Designing Staff performance review policies and conducting review as per policy.
4. Identifying the vacant positions and expected roles and responsibilities to be delivered at each position
5. Verifying qualifications and experiences of a candidate and ensuring their suitability for the specific position
6. Preparing job descriptions based on roles and responsibilities and handing over to concerned employee upon joining
7. Identifying and providing professional development opportunities for Faculty members and staff
8. Encouraging Faculty members to engage in Research and scholarly activities
9. Taking feedback from students to ensure that faculty members are appropriately qualified and skilled to ensure delivery of a high-quality learning experience
10. Submit a report of the activities accomplished by the committee every semester
11. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

**vii. Facilities And Learning Resources Committee**

1. Planning, developing and reviewing facilities and learning resources.
2. Ensuring facilities and learning resources, including learning resources can be virtually observed from the home university.
3. Providing orientation to students on the available learning resources and how to use them.
4. Ensuring the Learning Resource staff is appropriately qualified and skilled
5. Taking regular feedback from Faculty, staff and students on their satisfaction with the facilities and learning resources provided by SBS\_RAK and identifying areas of improvement.
6. Submit a report of the activities accomplished by the committee every semester

7. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

### **viii. Facilities & Location Policy**

This policy has been developed to provide a clear and consistent framework for the operation and governance of SBS Swiss Business School, RAK Campus, UAE, ensuring compliance with RAKEZ (Ras Al Khaimah Economic Zone) regulations and local authority requirements. It aligns with RAK regulatory priorities to maintain high-quality educational standards and operational excellence. *(Refer to the Facilities & Location policy for complete details and procedures.)*

### **ix. Public Information Policy**

1. Ensuring information on SBS Swiss Business School, RAK Campus institutional and academic policies and programme information are published on the SBS Swiss Business School, RAK Campus website and can also be accessed through their portal.
2. Ensuring all program related information including programme specification approved course documentation are made available to students through the portal.
3. Ensuring policies for review and approval of any academic information at different levels are disseminated to concerned stakeholders.
4. Maintaining record of evidence related to decision-making processes shared with stakeholders.
5. Communicating students about their role and involvement in the decision-making processes.
6. Submit a report of the activities accomplished by the committee every semester.
7. Prepare action plans for improvement based on the gaps identified and ensure its implementation.

### **x. Policy for designing and reviewing of SBS Swiss Business School, RAK Campus**

#### **E. Designing Policies**

A new policy is designed to formalize practices related to specific institutional operations or there is a need for fulfilling the requirements of the accreditation body. The concerned academic unit and departments need to contact the Institutional Research and Quality Assurance department and obtain information on the standard format of policy document and accreditation standards requirements for designing a new policy. Concerned academic unit and departments shall then design a new policy in after reviewing the information received from Institutional Research and Quality Assurance department and also based on the best practices adopted in other reputed international academic institutions. The draft of new policy is submitted to Institutional Research and Quality Assurance department for review. The Institutional Research and Quality Assurance department shall review and suggest changes if required which are incorporated by the concerned department. The improved draft is submitted for review and approval. The Institutional Research and Quality Assurance department shall disseminate the approved policies to concerned unit for implementation and ensures the policy is incorporated in related policy manuals and handbooks.

#### **F. Reviewing and revising a policy**

All policies including the Quality Assurance policies are reviewed every two years to ensure

it is relevant to current standards and practices followed at the institution. The policies are revised based on the feedback received from various internal and external stakeholders and accreditation bodies. The Policy may also be revised to overcome any major operational constraints in the implementation of the policies However, the

revisions in the policy should not deviate from the compliance to the accreditation standards.

The concerned academic unit and departments need to contact the Institutional Research and Quality Assurance department and obtain information on accreditation standards requirements before revising any policy. Concerned academic unit and departments shall then revise and submit the policy to Institutional Research and Quality Assurance department for review. The Institutional Research and Quality Assurance department shall update the version of the policy, review and suggest changes if required which are incorporated by the concerned department. The improved draft is submitted for review and approval. The Institutional Research and Quality Assurance department shall disseminate the approved policies with updated version number to concerned unit for implementation and ensure the policy is incorporated in the corresponding manuals and handbooks

## **G. Policy Management**

The final approved policies are maintained with the Institutional Research and Quality Assurance department, The department also maintains a document with list of policies and their details such as policy number, policy name, policy owner, policy version and date of creation in case of new policy and date of modification for a revised policy. The concerned academic units and departments should strictly follow the protocols mentioned in the designing and revising of policies to ensure proper monitoring.

## **xi. Quality Assurance Policy**

### **H. Introduction**

SBS Swiss Business School, RAK Campus does quality assurance from an academic and entrepreneurial point of view to gather business intelligence and make improvements and enhancements. Triangulation is used as a method combining internal and external measurement systems with qualitative and quantitative data for formative and summative assessments.

### **I. SBS Swiss Business School, RAK Campus Quality Education Principles**

SBS\_RAK Quality Education Principles guide the SBS\_RAK Quality Education process. The following principles represent the SBS\_RAK Swiss Business School's approach to Quality Education:

- **Responsibility** – the quality assurance processes are designed to recognize the shared responsibility for the setting and maintenance of the academic and

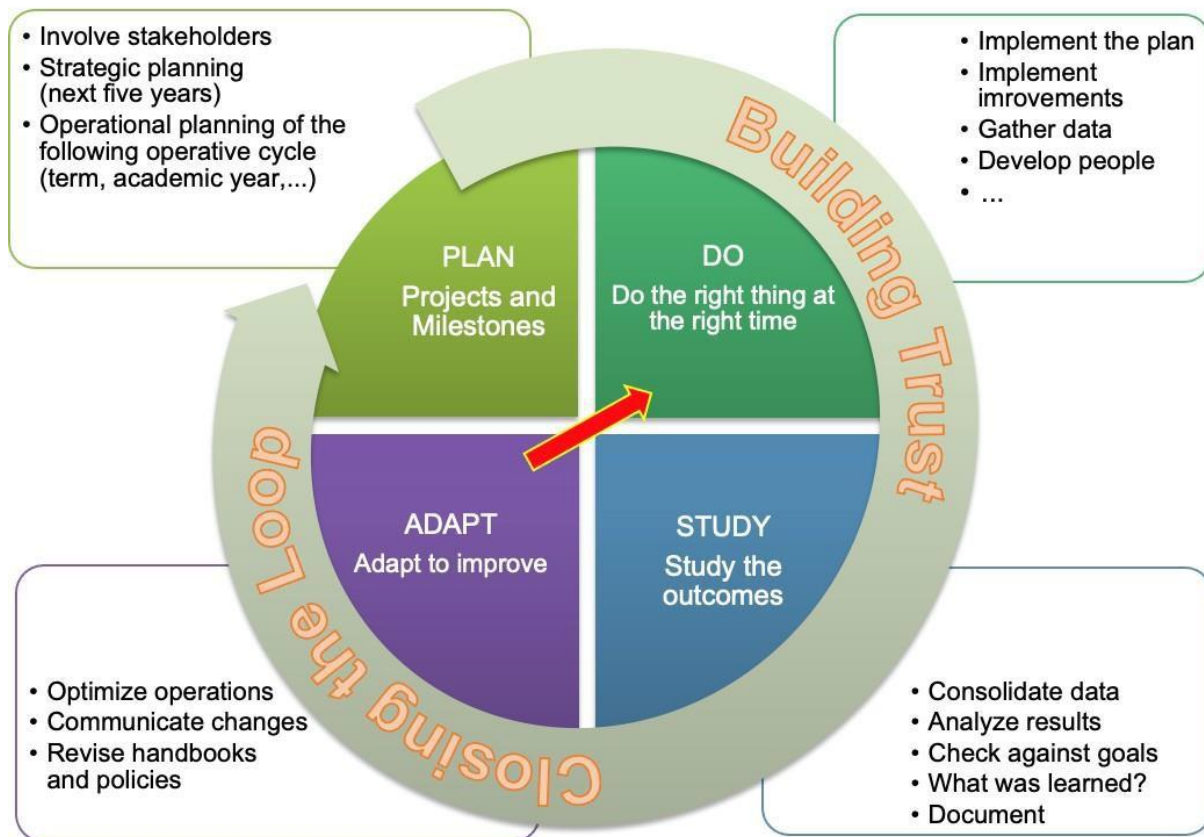
research standards. They recognize the broad involvement of the academic staff, students, researchers, and other SBS Swiss Business School, RAK Campus stakeholders.

- **Accountability** – whilst there is a shared responsibility for academic quality standards and quality enhancement, the responsibilities of individual roles and functions are clearly stated
- **Proportionality** – quality assurance processes are designed to be proportionate to the risk related to the activity at hand, especially with regard to collaborative provision. Documentation requirements seek to ensure that students and other SBS\_RAK stakeholders have access to clear and accurate information about study programs and provide clarity to the SBS Swiss Business School, RAK Campus partners with respect to the continuous maintenance of academic standards.
- **Consistency** – the quality assurance framework strives to achieve consistency rather than standardization. The institution has instilled quality assurance processes that are agreed upon to determine how precisely to meet the intended outcomes of the process. The Office of Quality Education provides a coordinated approach to quality across SBS Swiss Business School, RAK Campus to promote consistency.
- **Communication** – quality processes are clearly communicated to staff and students with good practices being identified and shared across SBS Swiss Business School, RAK Campus to aid quality enhancement. The quality assurance framework is based on peer review and should involve a constructive dialogue between all those involved in the process (*Refer to the Quality Assurance policy for complete details and procedures*)

## **J. SBS\_RAK Quality Education Process**

The Academic Process follows the Quality Education Process for continuous improvement. The SBS Swiss Business School, RAK Campus model merges the classic Deming quality cycle (W. Edwards Deming <https://deming.org/explore/pdsa/> Oct.10,2020), Plan-Do-Study-Act, with a contemporary agile management approach. Plan, Do, and Study remains in line with the Deming approach, but the fourth step is Adapt. This might seem like just a small change, but it incorporates the cultural spirit of an organically operating, dynamic organization that builds with the involved stakeholders. The standard cycle time varies. Here is an example. Academic programs have standardized "small" annual reviews and more strategic "big" reviews every five years. The "big" reviews include a thorough SWOT analysis. Smaller adaptations to programs, especially on course level might be done under a year and not part of the standardized annual review. This approach allowed SBS Swiss Business School, RAK Campus to adapt well to the challenges of the COVID-19 crisis in the first half of 2020. Plans did not have to be changed during this period but the immediate doing. The process is agile and follows the Plan-Do-Study-Adapt logic.

**PLAN-DO-STUDY-ADAPT**



The steps involved in the above process at different levels are given below which include strategic, academic and administrative perspectives

**1st Step: PLAN the Future with Initiatives, Handbooks, and Budgeting**

The yearly planning is made for the Strategic Development, the academic execution, and the administrative needs. It is very important to know the planned topic and its goals, targets, results, and outcomes as well as possible. The next step is that the milestones, the responsible person, and the date of completion have to be defined. Also, links between the different projects and issues have to be declared.

The **Strategic Plan 2022- 2027** is defined by the QAIE and demonstrates the different priorities, initiatives, and key focus areas of the SBS Swiss Business School, RAK Campus.

**The Administrative Plan:** The Budget, IT, and Personnel Planning are executed by the Board of Directors.

**2nd Step: DO the Right Thing at the Right Time with Projects and Milestones**

The planned projects, topics, and issues have to be rolled out within an appropriate time frame.

Out of the Strategic Plan 2022-2027, the **Strategic Projects** are defined with the year, the name of the strategic project, the goals, the activities, the time of completion, and necessary rest

The Course Outlines, the Timetables, and the yearly planning of the Surveys, Exams, and Reports are generated.

Out of the Administrative Plan, the Monthly, Quarterly, and Yearly Budgets are planned. The IT Projects are defined. For Human Resources the parameters for the hiring, assimilation, development, and role performance requirements for personnel are drawn up and implemented.

### **3<sup>rd</sup> Step: STUDY Outcomes**

During this assessment phase, indicators of effectiveness and associated outcomes are established at multiple levels: institution, program, and course. At regular intervals, through planned assessment and program evaluation, data is collected and analyzed to determine the extent to which the institution (or program, or course) has met, exceeded, or fallen short of the target for each indicator. Results are then used to identify strengths, areas in need of improvement, and opportunities for change.

The Outcomes of the Strategic Projects are checked against their initial goals.

The Outcomes of the SBS Swiss Business School, RAK Campus Quality Assurance and Enhancement Handbook and the Annual Academic Report are checked against their Measure.

### **4th Step: ADAPT for Changes towards Improvements**

Following the review process, the Academic Dean, the Head of Faculty, the Head of Quality Education, and the Program Managers inform the different boards and stakeholders about the results, the data analysis, and the areas of improvement with the corresponding propositions for change. Once the propositions for change are reviewed and validated, the strategic and annual planning is adjusted, leading to budgeting decisions. Once the budget is approved, new or revised programs, as well as the upgrade of services, are implemented. For major strategic decisions, the Academic Dean initiates the plan with the different boards about how/which/when improvements will be made by the date indicated in September per the five-year strategic plan.

Due to the agile ADAPT approach of urgent changes are made within the rules of the established framework within cycles.

If the outcomes of the strategic projects meet all stated goals, the project is then reported as completed or new goals are set, or a follow-up project is defined.

If the measures are met, this is reported. If not, improvement measures are introduced.

## **K. The Realization of the Mission – Academic Principles**

In order to carry out the SBS Swiss Business School, RAK Campus mission subscribes to the following six principles:

- L. Foster academic excellence throughout the institution.
- M. Promote student achievement on all educational levels.
- N. Provide students with a strong academic foundation using an andragogical learning philosophy which serves to develop problem-solving skills.
- O. Allow students access to various specialized knowledge bases, to prepare them to become productive, competent professionals.
- P. Help students to become responsible citizens.
- Q. Promote a holistic and diverse, dynamic global environment.

The principles are implemented by a multitude of regulations and processes which are documented in handbooks and working documents. They include goals and measurement procedures. The system will be described in detail further on in this document starting with the SBS\_RAK Institutional and Academic Performance Management System.

### **E. SBS Swiss Business School, RAK Campus Institutional and Academic Performance Management System**

SBS\_RAK has an integrated Institutional and Academic Performance Management System.

- Version control
- Date change
- Owner-Role
- Owner-Name
- Report-Frequency
- Report-Due Date

The performance indicators are student, faculty, and operations-oriented.

### **F. Feedback Process**

#### **a) Quality Enhancement**

Quality Enhancement refers to the deliberate process of change through which SBS\_RAK responds to feedback from internal and external stakeholders (students, staff, accrediting bodies, and employers) to improve the student learning experience and create more comprehensive research and learning environment. Quality enhancement builds upon and extends beyond improvements required by Quality Assurance. "Quality assurance and quality enhancement are thus inter-related. They can support the development of a quality culture embraced by all: from the students and academic staff to the institutional leadership and management." (ESG - 2015, p. 7)

#### **b) Faculty Member's contribution to Quality Enhancement**

- Participate in bi-annual faculty meetings.
- Engage with students to gauge their course experience by completing the survey at the end of the period and the program survey at the end of the program.
- Inform the Program Manager of issues arising through student feedback. Course surveys are shared with faculty members.
- Participate in the yearly Faculty Satisfaction Survey.
- Provide students with the best possible education, reflecting on your teaching practice to continuously improve how you work.
- We are bringing students' attention to health and safety standards and procedures.
- Remain in touch with Alumni and hear about their career progress

#### *Actions taken based on feedback*

- Responses to surveys, and reports, are analyzed by QAIE and disseminated to concerned academic and academic support units to review and implement improvement plans.
- The enhancements are implemented, monitored, evaluated, and improved annually.

#### **c) 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, RAK Campus

### **G. SBS\_RAK Culture of Quality**

Quality culture is defined as an organizational culture whose main aim is to constantly improve quality.

SBS\_RAK concept of quality culture is a structural and managerial combination of cultural and psychological components. The shareholders support the culture, reflected through a top-down approach, building a mutual trust climate among all stakeholders. It is important to note that trust is a concept that, while being the key input for the process of developing a trust-based quality culture that is strong and sustainable, it also generates output at the organizational level represented by reputation.

The development of trust serves the purpose of enhancing quality in higher education. The entire process of trust-based quality culture development requires support from professional and responsible leadership and effective communication, which are the key elements supporting the integrity and compatibility of the quality culture improvement actions. Trust is built between students and faculty; students and institution; faculty and institution; staff and

institution, and other stakeholders and institutions

## **xii. Program Design and approval Program**

The study program is used to denote an approved set of courses by which a student may obtain a specific award issued by SBS Swiss Business School, RAK Campus.

SBS\_RAK has a program design and approval process comprising of Dean, Faculty members who will be responsible for the following activities:

### **New Course Development and Approval**

#### **a) New Course**

If a Faculty Member decides to develop a new course, the New Course Proposal form should be completed and submitted to the Academic Dean. The FB and RAB have the responsibility for ensuring that the proposal is considered in terms of resources (including staffing, overhead costs), market demand and fit with the overall SBS Swiss Business School, RAK Campus Strategic Plan 2022 – 2027. If changes are made within a study program, the specialized accreditation bodies need to be informed. The Program Manager needs to inform the Head of Quality of Education.

#### **b) SBS\_RAK Program Assessment**

The SBS Swiss Business School, RAK Campus Quality Assurance Model assures that every program will be self-assessed within a five-year review cycle. The review, involving all stakeholders directly involved in these programs is carried-out by following a prescribed process:

1. The Head of Faculty receives learning outcomes, teaching plans from PMs, class visits report from the Academic Dean.
2. Program Managers (PMs) ask faculty to assess the curriculum map.
3. The assessment team gives KPIs and rubrics for evaluation.
4. The assessment team collects data and commences the analysis.
5. Faculty Board discusses results and improvements.
6. Head of Faculty reports to faculty during Faculty meetings.
7. Academic Dean reports to Board of Directors, Business Advisory Board, Research Advisory Board, and Alumni Board.
8. Students: Anonymous course evaluations, exit surveys, written compliments and complaints to management, informal communication, and sharing.
9. The program assessment uses a series of templates (listed below)
  - Student Learning Outcomes (SLOs) Rubrics and Performance
  - SBS\_RAK BBA/MBA/DBA Quality Assurance and Enhancement Handbook
  - Annual Academic Report
  - Schedule of program reviews
  - Throughout their program of study students at SBS Swiss Business School, RAK Campus are meant to develop a range of academic, professional, personal, and interpersonal competencies, which are aligned with the institution's mission, vision,

and broad-based goals. These learning outcomes are key components of the program assessment.

- New Program approvals need to be given by the FB. Data and information are collected by the stakeholders, and a proposal is made to the FB. The FB analyzes, discusses, and approves the new program.

### **c) Program Completion Requirements**

#### **Policy BBA Program Completion requirements**

The final degree for the Bachelor of Business Administration program is awarded by SBS Swiss Business School, RAK Campus to a student upon completion of following requirements:

- i. Successful completion of 180 ECTS / (Level / EQF 6)
- ii. A student must meet the minimum GPA of 2.0 on a scale of 4.0

#### **MBA Program Completion requirements**

The final degree for the Master of Business Administration program is awarded by SBS\_RAK Swiss Business School to a student upon completion of following requirements:

- i. Successful completion of 60 ECTS / (Level / EQF 7)
- ii. A student must meet the minimum GPA of 3.0 on a scale of 4.0

#### **MSc in Health care management Program Completion requirements**

The final degree for the Master of Science in International Business program is awarded by SBS\_RAK Swiss Business School to a student upon completion of following requirements:

- i. Successful completion of 90 ECTS / (Level / EQF 7)
- ii. A student must meet the minimum GPA of 3.0 on a scale of 4.00

#### **DBA Program Completion requirements**

The final degree for the Doctor of Business Administration program is awarded by SBS Swiss Business School, RAK Campus to a student upon completion of following requirements:

- i. Successful completion of 180 ECTS / (Level / EQF 8)
- ii. A student must meet the minimum GPA of 3.0 on a scale of 4.00

If the student has secured the required GPA, then the graduation form and confidentiality agreement are shared with the student. Once the student submits the duly filled graduation form and confidentiality agreement, the details are verified and documented. Once the details are verified and documented, the student's degree will be applied. Once the degree is received an email is sent to the student with the collection procedures along with the Program completion Form. The Program completion form duly filled and submitted by the student is maintained in the SBS Swiss Business School, RAK Campus records.

### **xiii. Accessing E-Learning resources**

The SBS Swiss Business School, RAK Campus LMS allows you to access various online services to support students' needs.

The online communication services are designed to enhance participation in all programs.

All students have access to the following services:

We encourage every faculty to upload and publish relevant course materials. These could be PowerPoint slides, and articles related to your course.

The LMS can be accessed at <https://lms.atmsstudentgateway.com>.

You will need your username and password to access the site. For further instructions on using the SBS Swiss Business School, RAK Campus LMS, please contact the IT Administrator, who will assist you.

### **xiv. Grading and Assessment (Assessment and Grading**

#### **Policy) The Grading System**

All assignments and examination papers will be marked by the SBS\_RAK Swiss Business School faculty and assessors who are aware of the need to exercise care and maintain a high degree of consistency.

#### **BBA grading system**

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

Grade	GPA	General Criteria
<b>Excellent (A)</b>	<b>Excellent</b>	<ul style="list-style-type: none"> <li>• An exceptional effort</li> </ul>
<b>A+ 97-100%</b> <b>A 93-96%</b> <b>A- 90-92%</b>	<b>4.0</b> <b>3.8</b> <b>3.7</b>	<ul style="list-style-type: none"> <li>• Excellent research</li> <li>• Excellent comprehension of a full range of relevant concepts and factual material</li> <li>• Clear evidence of substantial original thought</li> <li>• Excellent logical organization</li> <li>• A clear understanding of the terms of reference</li> <li>• Excellent expression and presentation</li> </ul>
<b>Good (B)</b> <b>B+ 87-89%</b> <b>B 83-86%</b> <b>B- 80-82%</b>	<b>Good 3.3</b> <b>3.0</b> <b>2.7</b>	<ul style="list-style-type: none"> <li>• An outstanding effort</li> <li>• Well above average research</li> <li>• Excellent comprehension of a full range of relevant concepts and factual material</li> <li>• Clear evidence of some original thought</li> <li>• Excellent logical organization</li> <li>• A clear understanding of the terms of reference</li> <li>• Clear and effective expression and presentation</li> </ul>
<b>Satisfactory (C)</b> <b>C+ 77-79%</b> <b>C 73-76%</b> <b>C- 70-72%</b>	<b>Satisfactory 2.3</b> <b>2.0</b> <b>1.7</b>	<ul style="list-style-type: none"> <li>• Over and above normal expectations</li> <li>• Good comprehension of a full range of relevant concepts and factual material</li> <li>• Some evidence of independent thought</li> <li>• Good logical organization</li> <li>• A good level of expression and presentation</li> </ul>
<b>Passing (D) D+</b> <b>64-69%</b> <b>D 56-63%</b> <b>D- 50-55%</b>	<b>Poor 1.3</b> <b>1.0</b> <b>0.7</b>	<ul style="list-style-type: none"> <li>• A solid pass (meeting all learning objectives)</li> <li>• Fulfilling normal expectations</li> </ul>
<b>Failure (F) Less than 50%</b>	-	<ul style="list-style-type: none"> <li>• Serious conceptual or factual mistakes and inadequacies</li> <li>• Missing many of the major points</li> <li>• Illogical arguments and unsubstantiated statements with inadequate referencing</li> <li>• Irrelevant material or material that shows a totally unacceptable level of understanding of relevant material</li> </ul>
<b>Withdraw officially (W)</b>	-	<ul style="list-style-type: none"> <li>• Not included in the GPA calculation</li> <li>• Must be submitted in writing</li> </ul>
<b>Incomplete (I)</b>	-	<ul style="list-style-type: none"> <li>• The course is not completed, therefore, could not be assigned a final mark/grade</li> </ul>

### MBA / MSc 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	<b>Excellent</b> <ul style="list-style-type: none"> <li>• An exceptional effort</li> <li>• Excellent research</li> <li>• Excellent comprehension of a full range of relevant concepts and factual material</li> <li>• Clear evidence of substantial original thought</li> <li>• Excellent logical organization</li> <li>• A clear understanding of the terms of reference</li> <li>• Excellent expression and presentation</li> </ul>
93 –	A	3.8	
96%	A-	3.7	
90 – 92 %			
87 – 89%	B+	3.3	<b>Good</b> <ul style="list-style-type: none"> <li>• An outstanding effort</li> <li>• Well above average research</li> <li>• Excellent comprehension of a full range of relevant concepts and factual material</li> <li>• Clear evidence of some original thought</li> <li>• Excellent logical organization</li> <li>• A clear understanding of the terms of reference</li> <li>• Clear and effective expression and presentation</li> </ul>
83 –	B	3.0	
86%	B-	2.7	
80 – 82%			
77– 79%	C+	2.3	<b>Satisfactory</b> <ul style="list-style-type: none"> <li>• Good comprehension of a full range of relevant concepts and factual material</li> <li>• Some evidence of independent thought</li> <li>• Good logical organization</li> <li>• A good level of expression and presentation</li> </ul>
73 –	C	2.0	
76%	C-	1.7	
70 – 72%			
Less than 70%	F	0	<b>Failure</b> <ul style="list-style-type: none"> <li>• Serious conceptual or factual mistakes and inadequacies</li> <li>• Missing many of the major points</li> <li>• Illogical arguments and unsubstantiated statements with inadequate referencing</li> <li>• Irrelevant material or material that shows a totally unacceptable level of understanding of relevant material</li> </ul>
<b>Withdraw officially (W)</b>			Not included in the GPA calculation Must be submitted in writing
<b>Incomplete (I)</b>			The course is not completed, therefore, could not be assigned a final mark/grade

### DBA grading system

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

<b>% Grade</b>	<b>Letter grade</b>	<b>GPA</b>	<b>General Criteria</b>
<b>97 – 100%</b> <b>93 – 96%</b> <b>90 – 92 %</b>	<b>A+</b> <b>A</b> <b>A-</b>	<b>4.0</b> <b>3.8</b> <b>3.7</b>	<b>Excellent</b> <ul style="list-style-type: none"> <li>• An exceptional effort</li> <li>• Excellent research</li> <li>• Excellent comprehension of a full range of relevant concepts and factual material</li> <li>• Clear evidence of substantial original thought</li> <li>• Excellent logical organization</li> <li>• A clear understanding of the terms of reference</li> <li>• Excellent expression and presentation</li> </ul>
<b>87 – 89%</b> <b>83 – 86%</b> <b>80 – 82%</b>	<b>B+</b> <b>B</b> <b>B-</b>	<b>3.3</b> <b>3.0</b> <b>2.7</b>	<b>Good</b> <ul style="list-style-type: none"> <li>• An outstanding effort</li> <li>• Well above average research</li> <li>• Excellent comprehension of a full range of relevant concepts and factual material</li> <li>• Clear evidence of some original thought</li> <li>• Excellent logical organization</li> <li>• A clear understanding of the terms of reference</li> <li>• Clear and effective expression and presentation</li> </ul>
<b>77– 79%</b> <b>73 – 76%</b> <b>70 – 72%</b>	<b>C+</b> <b>C</b> <b>C-</b>	<b>2.3</b> <b>2.0</b> <b>1.7</b>	<b>Satisfactory</b> <ul style="list-style-type: none"> <li>• Good comprehension of a full range of relevant concepts and factual material</li> <li>• Some evidence of independent thought</li> <li>• Good logical organization</li> <li>• A good level of expression and presentation</li> </ul>
<b>Less than 70%</b>	<b>F</b>	<b>0</b>	<b>Failure</b> <ul style="list-style-type: none"> <li>• Serious conceptual or factual mistakes and inadequacies</li> <li>• Missing many of the major points</li> <li>• Illogical arguments and unsubstantiated statements with inadequate referencing</li> </ul>

		<ul style="list-style-type: none"> <li>Irrelevant material or material that shows a totally unacceptable level of understanding of relevant material</li> </ul>
<b>Withdraw officially (W)</b>		Not included in the GPA calculation Must be submitted in writing
<b>Incomplete (I)</b>		The course is not completed, therefore, could not be assigned a final mark/grade

**i. Incomplete grade**

A grade of Incomplete (noted "I" on the transcript) may be assigned when a student has completed and passed a majority 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.

**ii. Calculation Of GPA**

Your GPA is the indicator of your performance at SBS Swiss Business School, RAK Campus. 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-half-even algorithm.*

The minimum pass mark is 50% for undergraduate programs (passing, 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.

Bachelor students need to have an overall GPA of 2.0/4.0 in order to continue with the next Semester and/or get awarded with the degree of Bachelor of Business Administration.

**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 email. 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, RAK Campus. This will serve as a certification of the program participant's results before the actual official transcript is issued.

### **iii. Principal Considerations**

In marking the assignments and examination papers, the SBS\_RAK faculty will take into consideration the following:

- a. 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,
- b. Length of an assignment is less important than evidence of clear understanding, and a focused and analytical response that is well organised,
- c. Originality of thought and critical analysis is more important than a catalogue of facts. This is what distinguishes a grade A from a B.
- d. 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.

### **iv. Progression principles**

- a. A student must meet the minimum GPA of 2.0 or 3.0, depending on the level of study program.
- b. If the student has not passed at least half of the credits in any year of study, SBS Swiss Business School, RAK Campus is likely to terminate studies.

### **v. Redo Courses**

All program participants are registered with SBS Swiss Business School, RAK Campus 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 repeat or re-do a course on one occasion only. No re-do attempts will be allowed for passed courses.

**vi. Satisfactory Progress for Participants Admitted to the BBA on a Provisional Basis**

Satisfactory progress is regarded as achievement of a C grade average with no more than one fail in the first semester of the program.

Students may not re-take courses that they have already passed (with an overall grade above 50%)

Students may fail, and be allowed to re-take a maximum of 2 courses per semester. If a student fails more than 2 courses per semester, they will forfeit the semester and have will have to retake all the courses in the semester.

**vii. Satisfactory Progress for Participants Admitted to the MBA / MSc on a Provisional Basis**

Satisfactory progress is regarded as achievement of a 4.00 grade average with no more than one fail in the first four courses of the Program.

**viii. 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. Students can monitor their progress via LMS.

**ix. Master of Applied Business Research applicable for DBA program**

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 the student will not be allowed to continue the program and will exit with a "Postgraduate Certificate of Applied Business Research with a Transcript".



Grade Codes for Undergraduate Program				
Code		Metrics		Characteristics
Excellent	A+	97%-100%	GPA 4.0	Exceptional performance; Cannot be improved upon
	A	93%-96%	GPA 3.8	Excellent performance; Only very minor error
	A-	90%-92%	GPA 3.7	Excellent performance; Negligible error
Good	B+	87%-89%	GPA 3.3	Outstanding performance
	B	83%-86%	GPA 3.0	Good, solid performance
	B-	80%-82%	GPA 2.7	Performs above average
Satisfactory	C+	77%-79%	GPA 2.3	Meets expectations comfortably
	C	73%-76%	GPA 2.0	Meets expectations satisfactorily
	C-	70%-72%	GPA 1.7	Meets expectations with room for improvement
Passing/Poor	D+	64%-69%	GPA 1.3	Meets basic expectations; At risk
	D	56%-63%	GPA 1.0	Meets minimum requirements; At risk of Failure
	D-	50%-55%	GPA 0.7	Meets minimum requirements; At Risk of Failure
Failure	F	<50%	-	Fails to meet minimum requirements Lack of fundamental understanding of course material Serious errors in understanding Evidence of Academic Misconduct
Pass/Fail	P/E	Pass/Fail	-	Assigned to courses with Pass/Fail basis for progression Not included in the student's GPA calculation
Withdrawn	W	-	-	Assigned to courses that student has withdrawn from Not included in the student's GPA calculation
Incomplete	I	-	-	Assigned to courses that the student has not yet completed, therefore a final mark or grade could not be given. Not included in the student's GPA calculation

## Grade codes for Master's program

Code		Metrics		Characteristics
Excellent	A+	97%-100%	GPA 4.0	Exceptional performance; Cannot be improved upon
	A	93%-96%	GPA 3.8	Excellent performance; Only very minor error
	A-	90%-92%	GPA 3.7	Outstanding performance
Good	B+	87%-89%	GPA 3.3	Good, solid performance
	B	83%-86%	GPA 3.0	Meets expectations comfortably
	B-	80%-82%	GPA 2.7	Meets expectations satisfactorily
Satisfactory	C+	77%-79%	GPA 2.3	Meets expectations with room for improvement
	C	73%-76%	GPA 2.0	Meets basic expectations; At risk of Failure
	C-	70%-72%	GPA 1.7	Meets minimum requirements; At Risk of Failure
Failure	F	<50%	-	Fails to meet minimum requirements Lack of fundamental understanding of course material Serious errors in understanding Evidence of Academic Misconduct
Pass/Fail	P/E	Pass/Fail	-	Assigned to courses with Pass/Fail basis for progression Not included in the student's GPA calculation
Withdrawn	W	-	-	Assigned to courses that student has withdrawn from Not included in the student's GPA calculation
Incomplete	I	-	-	Assigned to courses that the student has not yet completed, therefore a final mark or grade could not be given. Not included in the student's GPA calculation

## **XI. Examinations Policies and procedures**

### **A. Introduction**

SBS\_RAK Swiss Business School has established a strong presence in Ras-Al-Khaimah, UAE with a commitment to delivering exceptional business education. As part of our dedication to maintaining the highest standards of academic excellence, the Examination Committee was formed to ensure fairness, accuracy, and transparency in evaluating student's academic performance. The Examination Committee plays a vital role in ensuring the fairness, accuracy, and transparency of the assessment procedures at SBS\_RAK Swiss Business School RAK.

The committee brings together a wealth of knowledge, experience and diverse perspectives that contribute significantly to the quality assurance and integrity of our examinations.

### **B. Setting and Marking of Examination Papers**

All examination questions are set by the lecturers and approved by SBS\_RAK Swiss Business School. 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 examination for the lecturer to process everything. Notification of results will be made in writing only. Telephone enquiries will not be entertained.

Examinations are kept for 6 years at SBS\_RAK Swiss Business School. If the student would like to view their exams, the Program Controller can arrange this. The student has the right to view their examinations at any given time.

### **C. Misconduct during Examinations**

Misconduct during an examination is considered a serious breach by SBS\_RAK. 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 MSc, 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 Faculty Academic Board or nominee, as appropriate,
2. Expulsion from SBS\_RAK.

#### **D. Examination Attendance Guidelines**

Program participants are reminded to adhere to the following examination instructions as required by SBS\_RAK Swiss Business School:

- 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. Candidates may not leave the examination hall during the first 30 minutes and last 10 minutes of the examination.
- iii. Only the necessary paraphernalia (e.g. pens, pencils, rulers, correction fluid and non-programmable 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.
- iv. Any candidate found in possession of unauthorized 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\_RAK.
- v. 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.
- vi. Candidates are reminded to turn off all mobile phones, pagers etc. and place them in their bags at the front of the examination room.
- vii. No food or drinks are allowed to be brought into the examination room.
- viii. Candidates are reminded to write all answers with a pen in ink only. The examination script will not be marked if written in pencil.
- ix. Examination question papers are not permitted to be opened until further instruction by the invigilator.
- x. Candidates are not allowed to remove any pages from the examination paper.
- xi. Additional answer papers will be provided only upon request. They will not be given out prior to the start of the examination.
- xii. 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.
- xiii. 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.

- xiv. Once the time is up, you will be asked to stop writing.
- xv. 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\_RAK.

### **E. Missing an Exam**

It is a requirement for the BBA program that you must attend examinations as required. Make sure that you know when your examinations are to be held. A zero mark will be automatically awarded for any missed examination. However, if you miss an examination due to an exceptional circumstance (See 7.6) are eligible for a re-sit. When a student misses or anticipates missing an examination/assessment for medical reasons or other good cause (usually compassionate reasons such as a family crisis or bereavement) must contact the Program Manager no later than 48 hours after the due date or schedule examination to make alternative arrangements. The student must supply a doctors note as evidence of their medical reason. In special unforeseeable circumstances, it is the student's responsibility to provide acceptable written documentation substantiating the reasons for not meeting the deadline or attending of the exam.

No deduction of points will be done for an examination retake if the reasoning is medical or reasonable personal circumstances). No additional fee will need to be paid by the student. Students with acceptable documentation.

If the student does not provide any special reasoning or medical certificated within 48 hours after the exam has taken place the student will be awarded a zero mark. The Program Manager will contact the student to provide information for the re-sit. No higher than a grade 4.0 can be achieved on a re-do exam.

The student who missed an examination will need to pay a re do AED 400

If the student fails to attend the re-do, they will automatically fail the course and will need to re-do the course the following year. The course will be marked as incomplete.

### **F. 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 SBS RAK – 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 an examination or other scheduled assessment

You may bring any mitigating circumstances to our attention by submitting the Mitigating Circumstance form to your Program Manager. (Please refer to your SBS\_RAK Student Handbook)

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\_RAK Faculty Board

#### **xv. Change of Grade Policy**

If a faculty member has made a grade computation error, they are encouraged to submit a grade change to the Program Manager as soon as possible. In the event of extenuating circumstances, the Registrar's Office will accept a grade change up to but not exceeding 1 month from the date of issue of the original grade.

#### **xvi. Assignments policy**

##### **A. Aims**

The principal aims of the MSc 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,

- iii. To test the extent to which program participants know and understand the course,
- iv. To develop program participants' analytical, decision-making and presentation skills,
- v. To enable program participants to monitor their progress.

#### **B. Setting of Assignments**

All assignment questions are set by the lecturers and approved by SBS\_RAK Swiss Business School. They will be reviewed and revised regularly.

#### **C. Assessed Assignments**

Each course will have assignments that will account for 30% - 100% of the total marks of a course, depending on a course and on the plan of the lecturer.

SBS\_RAK Swiss Business School reserves the right to vary the assessment scheme from time to time. Where any variation occurs, you 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\_RAK Swiss Business School. Program participants will be informed of their results, in writing, 21 working days after the date of examinations. The decision of SBS\_RAK is final.

#### **D. 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\_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.

#### **E. 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.

#### **F. Evaluation of assignments**

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\_RAK Swiss Business School will keep the assignment and the grade awarded will be entered into the program participant's record.

#### **G. Submission of Assignments**

All assignments must be submitted to SBS\_RAK Swiss Business School 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.

#### **H. Late Submission**

Any request for extension must be made in writing to SBS\_RAK Swiss Business School at least one week 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\_RAK Swiss Business School. 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\_RAK for the extension of the assignment deadline, there will be no penalty of marks.

SBS\_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 24 hours after the original deadline, a 10% penalty will be applied. For example, an assignment that scores 70 points will be awarded only 63 points.

If a program participant submits the assignment late but within 48 hours after the original deadline, a 20% penalty will be applied. For example, an assignment that scores 70 points will be awarded only 56 points.

If a program participant submits the assignment later than 48 hours from 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.

### **I. 5.9. Re- Evaluation**

Re-evaluation 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 and not to final examinations.

A piece of work may be submitted for re- evaluation 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 Board at the SBS\_RAK Swiss Business School within 5 working days of the receipt of the lecturer's decision. If the request is deemed to be justified, then the faculty 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 reevaluation results in a higher grade, this grade will become the final grade for the assignment,
- If a reevaluation 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 reevaluation.
- Requests for reevaluation 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,

### **xvii. Academic and behavioral Misconduct.**

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

- Presentation of data with respect to company visits, 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,
- 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.**

- Deliberate plagiarism is regarded as a serious act of academic misconduct. Whether inadvertent or deliberate, plagiarism shall include the following:
- Literally copying of sentences or paragraphs from one or several sources penned by other persons, or presenting of substantial extracts from books, articles, theses, other unpublished work such as working papers, seminar and conference papers, internal reports, computer software, lecture notes or tapes, without clearly indicating their origin,
- Using very close paraphrasing of sentences or paragraphs without due acknowledgement in the form of reference to the original work,
- Submitting another program participant's work in whole or in part; this includes the work of previous participants in the program,
- Use of other person's ideas, work, or research data without acknowledgement,
- Submitting work which has been written by someone else on the program participant's behalf,
- Copying computer files, algorithms, or computer codes without clearly indicating their origin,
- Submitting work that has been derived, in whole or in part, from another program participant's work by a process of mechanical transformation, e.g. changing variable names in computer programs.

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 Program Controller who will notify the

relevant school authorities and the program participant. A note will be placed on the program participant's file.

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 Faculty Board detailing the evidence.

On receipt of the report, the Faculty Board shall send a copy to the program participant inviting comments within a given period of 7 working days. The Faculty Board 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 Faculty Board or nominee, as appropriate,
- Failure in the course, a note in the program participant's file and a reprimand from the Faculty Board or nominee, as appropriate,
- Failure in the course and suspension from the course for a period not exceeding one year,

For all proven cases of academic misconduct (plagiarism or cheating), the SBS\_RAK Swiss Business School 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.

### **xviii. Independent Learning – Student-Centered Learning**

Independent learning (self-managed or autonomous learning) is part of every SBS\_RAK course. The student's workload, the time students typically need to complete all learning activities, is measured in ECTS credits (Directorate-General for Education, Youth, Sport and Culture, 2009). One credit corresponds to 25 to 30 hours of work. About one-third is done in class, and two-thirds are independent learning. Independent learning is guided by instructions of the lecturer, e.g., reading assignments, developing a business case, creating a video clip, and solving complex problems. The outcomes are measured and graded by the lecturer.

## **xix. Faculty Recruitment and Development**

### **Faculty Recruitment, Appointment, and Retention**

The faculty at SBS\_RAK Swiss Business School are recruited in several ways from various sources. The school may advertise online, in newspapers, or professional publications. Persons associated with SBS\_RAK Swiss Business School may recommend potential faculty members, or people who wish to teach for us may send unsolicited applications and CVs to the school. All potential instructors apply whatever the point of contact and a current curriculum vitae. Lecturer appointments are for a particular course(s).

No tenure system exists at SBS\_RAK Swiss Business School. Excellence in teaching, faculty development sessions attendance, faculty meetings and graduation, and timely compliance with administrative responsibilities usually lead to continued appointment.

### **Faculty roles and responsibilities**

#### **i. Role and Function of the Faculty Board (FB)**

The primary role of the Faculty Board (FAB) is to direct and control the academic matters within the institution. It represents the voice of the faculty.

The Board has the following responsibilities:

- Reviews the Strategic Plan and suggests improvements
- Monitor and review the academic policies and prepare accreditation reviews
- Evaluate yearly the faculty and summarize findings and take measures if needed
- Grants credits and awards degrees
- Overseeing significant academic policies and procedures, especially the faculty and student handbook. Assuring that all tasks are consistent with legal and regulatory requirements and compliance obligations
- Communicate significant changes in the curriculum or how to deal with substantial and unforeseen challenges
- Overseeing and monitoring the academic standards, activities, and SLOs of the institution within the constraints of the quality and academic risk framework
- Monitor and evaluate courses, monitor annual operations data for academic risk mitigation and quality improvement
- Review the curriculum and suggest and implement innovations, program reviews
- Participate in the bi-annual Faculty meetings
- Provide and demonstrate strategic educational leadership to the institution

- Monitor the academic quality assurance, academic review, and academic practice
- Report their findings to the AD
- Ensure SBS\_RAK provides knowledge, does research, and serves the community
- Ensure proper communication with other Boards

## ii. **Role of the Head of Faculty**

The Head of Faculty chairs the Faculty Board (FB).

He/she has the following responsibilities:

- Lead the faculty meetings and represent the voice of the faculty
- Set the agenda for the bi-annual faculty meetings
- Preside the Thesis Jury Panel
- Lead the monthly FB meetings
- Thesis briefings to students

## iii. **Faculty Key Roles and Responsibilities**

SBS\_RAK Swiss Business School faculty members are expected to present and facilitate high-quality student-focused instruction, complying with the instructional, administrative, and continuous professional development standards expressed below. Such faculty are also expected to understand and embrace the philosophy, goals, and objectives of SBS\_RAK Swiss Business School while abiding by its policies and treating students and fellow members of the school community with a high level of professionalism.

### a. **Instructional Standards**

- Manage the classroom environment effectively.
- Accomplish the course learning objectives as outlined in the syllabus.
- Meet with the students for instructional guidance and clarification of theory and applications of course subject matter.
- Evaluate student performance according to established school criteria.
- Utilize the standard syllabus and adopted textbook(s) for the course.
- Provide extra tutoring when needed.

NOTE: Each course at SBS\_RAK Swiss Business School has a standardized syllabus for the lecturer. The Program Manager responsible for that course must approve deviations from the syllabus before the first class session. Such standardized syllabi serve as the contracts between the students and the school (and faculty) for course inclusions, assessments, and learning outcomes.

### b. **Administrative Duties**

- Ensure that the contracted class times are fully met.

- Adhere to SBS\_RAK Swiss Business School's schedules and timetables for turning in attendance and grade reports.
- Abide by the facility's rules and regulations at each site.

**c. Continuous Professional Development**

- Maintain up-to-date proficiency in the disciplines in which you teach.
- Ensure that your faculty file contains an accurate professional and academic development record by submitting official copies of all such certifications, professional training, or academic credit courses to the responsible Program manager.
- All faculty members are encouraged to meet with teaching and other professional colleagues, Program manager (s), or Head of Faculty to exchange teaching ideas.

**d. Faculty Role in Governance**

Several avenues are open to faculty to express their views regarding SBS\_RAK Swiss Business School programs, policies, facilities, and curricular matters.

Faculty input is crucial to the SBS\_RAK Swiss Business School decision-making process. Faculty should anticipate acknowledgment of their inputs by implementing new programs and policies. The spokesperson of the faculty is the Head of Faculty.

**xx. Scholastic Honesty Policy**

Scholastic honesty is an educational objective of SBS – RAK UAE and the foundation upon which academic integrity rests. Student scholastic honesty demands the pursuit of scholarly activity free from fraud, deception, and unauthorized collaboration with others.

SBS – RAK UAE expects academic honesty from its faculty, students, and staff. It is committed to enforcing this policy through disciplinary action uniformly and reasonably consistent with due process interests.

The faculty of SBS – RAK UAE is primarily responsible for maintaining scholastic honesty on the part of students, staff, and other faculty members. The faculty must ensure the observance of scholastic honesty and assist students in this process by creating and maintaining an academic environment free from cheating and dishonesty.

**Recommendations for upholding scholastic honesty in the classroom**

1. Faculty members are expected to make and enforce judicious decisions regarding student seating in the classroom for exams.

2. Faculty members must write and administer new exams for courses they teach each academic year.
3. Faculty must be present in the classroom during the exam.
4. Faculty must be clear and specific regarding using ancillary materials during the exam, such as dictionaries, calculators, and other electronic devices.
5. Faculty must be clear regarding the expected conduct of students taking exams, especially regarding talking to others, moving about and/or leaving the room, etc.
6. Faculty should consult as necessary with the appropriate Program Manager/Head of Faculty to clarify any issue related to scholastic honesty.

**REMEMBER, THE GUIDING FACTOR REGARDING SCHOLASTIC HONESTY IS THAT EVERY STUDENT IS ENTITLED TO EQUAL OPPORTUNITY TO MAXIMIZE THEIR LEARNING OPPORTUNITY. SCHOLASTIC DISHONESTY IMPINGES UPON THIS RIGHT.**

SBS – RAK UAE seeks through this policy to inspire in its students a sincere appreciation for genuine and honest scholarly work. Everyone is considered a responsible adult and is expected to maintain a standard of conduct consistent with this policy. All SBS – RAK UAE Swiss Business School faculty, students, and staff are responsible for becoming familiar with the following definitions.

Scholastic dishonesty includes but is not limited to the following actions:

- Cheating
  - Collaborating on assignments, projects, papers, or other course requirements without the expressed consent of the instructor
  - Having outside books, papers, or materials present during a "closed book" exam without the express consent of the instructor.
  - Submitting work or other written material which has been prepared in whole or in part by another person for a required assignment, research paper, case study, critical analysis, learning journal, or exam
  - Submitting for required assignment work or written material that was created, written, or drafted in whole or in part by a person other than the student, whether such work was purchased, borrowed, or received as a gift
  - Facilitating acts of academic dishonesty by others
  - Submitting the same or substantially the same work to meet the requirements of two separate courses or classes without the prior consent of the instructor
  - Bribing or attempting to bribe an instructor
- Plagiarism, as defined below

## **xxi. Harassment and Sexual Harassment Policy**

SBS\_RAK Swiss Business School is committed to maintaining an environment free from harassment and sexual harassment, whether between a supervisor and a subordinate, a faculty member and a student, or a student and another student.

Every student in the school is entitled to a learning environment free of bias and/or conduct on the part of another that is sexually offensive, intimidating, or hostile. Each faculty member in the school is entitled to a working environment free of any bias and/or conduct on the part of another that is sexually offensive, intimidating, or hostile.

SBS\_RAK Swiss Business School will not tolerate any conduct on the part of any student, employee, or faculty member, regardless of position, which constitutes harassment or sexual harassment. Upon investigation, an accusation of harassment or sexual harassment is found to have merit. In that case, disciplinary action will be taken, up to and including termination of employment and/or suspension from SBS\_RAK Swiss Business School.

SBS\_RAK Swiss Business School entrusts faculty members to manage harassment-free classroom environments. Preventing and reporting actions to the contrary are inherent in the faculty's relationship with the school. Any such incidents should be immediately reported to Head-HR.

## **xxii. Compensation & Benefits**

1. before the proposed use date to allow ample time for staff to respond to the various demands.
2. **FACULTY DEVELOPMENT:** See International Management Teacher's Academy (IMTA) trainings in another section of this document.
3. **EXPENSES POLICY:** SBS\_RAK Swiss Business School provides faculty with course syllabi, text desk copies and instructional materials provided by the publisher, photocopying services, audio-visual equipment, and assistance from Program Controllers in classroom management and teaching methodologies. Expenses in addition to these services incurred by the faculty member in teaching a course are the faculty member's responsibility.

## **xxiii. Faculty Files**

All documents by or about persons seeking employment as a faculty member of SBS\_RAK Swiss Business School are handled in line with the Swiss Data Protection Act 2020 (DPA).

Faculty files are confidential, and their contents may be examined only by the individual faculty member concerned and by school officials. SBS\_RAK Swiss Business School will not release faculty file information nor make copies of file information under any circumstances. It is incumbent upon the individual faculty member to ensure his/her faculty file at the school is current and complete.

Before entering the classroom, the file must contain the following:

- Faculty application
- A current resume
- Official (certified) transcripts indicating coursework and degrees earned
- A completed contact sheets
- A completed personal datasheet
- An Email address

Faculty files also include copies of classroom Student Grade Reports and Rubrics where applicable. Correspondence pertinent to the credentials or expertise of individual faculty members may also be included in her/his file.

#### **xxiv. Faculty Professional Development at SBS\_RAK Swiss Business School**

SBS\_RAK Swiss Business School is primarily a teaching institution. This means that our work focuses on the relationship between the students in the classroom and the instructor. Effective instruction combines good organization and planning, strong content knowledge, creative learning, teaching techniques, the learning environment, and the “chemistry” between the instructor and the students.

#### **xxv. Faculty Evaluation Processes**

The evaluation of SBS\_RAK Swiss Business School faculty commences even before hiring. The school carefully reviews the potential faculty member's previous teaching experience, academic preparation, professional involvement, and personal and professional references.

Faculty evaluation continues during the first quarter term of employment and in subsequent periods. SBS\_RAK Swiss Business School commits considerable time and resources to develop and analyze evaluative instruments, including a) Student Evaluation and b) Administrative Review. Providing faculty with multiple and continuous evaluations improves teaching effectiveness, increases instructor and student satisfaction, and ensures compliance.

**Administrative Review:** The effectiveness of our lecturers is felt throughout SBS\_RAK Swiss Business School. Thus, conformance to school regulations (especially the policy on non-discrimination), timeliness of submission and accuracy of grade rosters and other

administrative reports, contributions to the school's governance, and faculty-related student services (e.g., counseling) are all important. Your Program Manager regular feedback, and you will have a yearly evaluation with the Head of Faculty. SBS\_RAK has an external moderation system in place. By the end of each Term/Semester, the Head of Faculty and the Head of Quality of Education will review exams. An external moderator will review the level of curriculum, and yearly the thesis works are reviewed by a third party.

#### **xxvi. Employee Grievance Procedure**

The procedure enables students, faculty, and staff to file a grievance regarding perceived loss of equal opportunity, discrimination, and discipline and/or conduct related problems and complaints to the SBS\_RAK Swiss Business School's attention. The procedure enables students, faculty, and staff to file a grievance without fear of retribution or prejudice and to help identify and eliminate legitimate causes for dissatisfaction. The procedure is separate from, and applies to all issues other than grades, addressed in another section of this handbook.

The grievance filing procedures are:

1. Loss of equal opportunity: SBS\_RAK has a Gender Equality Committee as part of the Faculty Board. You address a personal letter to the Dean, who brings the issue to the Gender Equality Committee in an anonymous and strictly confidential way. All SBS\_RAK Swiss Business School employees must refer a student grievance to the Academic Dean for compliance with this procedure.
2. Discrimination and Sexual Harassment: the responsible person for this is HR , who will treat your letter in a strictly confidential way.

#### **xxvii. Admissions requirement for undergraduate, graduate and post graduate programs**

Admissions form a crucial part of program delivery. It can be seen as a matching process through which the SBS\_RAK marketing managers recruit students with the right qualifications and attributes for the program and at the same time students can make a good, informed choice about the program. Especially for the latter, among other things,

the marketing and communications managers should ensure that sufficient and accurate program information is provided in the brochure, SBS\_RAK website, and through enquiries academic advising.

Admissions requirements and procedures constitute a key part of the QA system. Importantly, recruitment managers are required to recruit students to programs. Caution should be taken for admissions of students of non-standard qualifications. The Admissions details are written in the SBS\_RAK Admissions Process and student handbook , which is reviewed when needed.

Applications with special learning needs are requested to provide details of their issues and the nature of their needs in the application procedure. Their special learning needs shall not affect their application for admission to SBS\_RAK, provided that the applicants are physically able to cope with the program being applied for. Students with special learning needs can be admitted provided that

1. They can handle the study, every teaching, learning, and assessment activity, and will not be put to any disadvantage.
2. There are learning facilities, equipment, and other resources in support of such special learning needs. Importantly, all recommendations will need to be approved by the Admissions Team.

## **2.1. Bachelor Programs (1st cycle)**

### **Bachelor of Business Administration**

Specialization: International Management.

Mode of study: full-time (3 years)

180 ECTS / (Level / EQF6)

- Successful completion of the Swiss Baccalaureate / High School Diploma / International Baccalaureate or equivalent
- Or successful completion of the Swiss commercial vocational baccalaureate or any Vocational Educational Training (VET) equivalent qualification
- English proficiency test result unless previous education was conducted in English
- Motivation Letter or Short Video
- Successful completion of the admissions interview
- SBS admissions exam (when applicable)

## Required documentation for Bachelor Programs

- Copy of secondary education diploma or equivalent
- Copy of last two years' transcript (grade sheet)
- Evidence of being 18-year-old before entering Switzerland
- Associate degree or equivalent of 120 ECTS - transcript and diploma (for Top-up Programs)
- Complete CV indicating professional experiences and description of responsibilities
- English proficiency test result unless previous education was conducted in English
  - TOEFL IBT 90, IELTS 6.5 or equivalent
- SAT scores minimum 1200 total points
  - Only applicable for U.S. secondary education degrees holders
- Motivation Letter or Short Video (2-5 minutes)
- Front-facing photograph, high quality in jpg/png/gif format
- Application fee of CHF 150.- (PayPal to account [info@sbs.edu](mailto:info@sbs.edu) or via bank transfer)

## 2.2. Master Programs

### Master of Business Administration

In : International Management

Mode of study: part-time (1.5 years)

90 ECTS / (Level / EQF 7)

- Successful completion of a Bachelor's degree in the related field
- Minimum two years of work experience
- English proficiency test result unless previous education was conducted in English
- Successful completion of the admissions interview
- SBS admissions exam (when applicable)

### Master of Business Administration

Specializations: Marketing, Entrepreneurship, Human Resource Management, Global Finance, and Banking, Logistics and supply chain management.

Mode of study: Part time (1.5 years )

90 ECTS / (Level / EQF 7)

- Successful completion of a Bachelor's degree in the related field

- Minimum two years of work experience
- English proficiency test result unless previous education was conducted in English
- Successful completion of the admissions interview
- SBS admissions exam (when applicable)

### **Required documentation for Master Programs**

- Copy of Bachelor's degree (transcript and diploma)
  - Copy of the official Bachelor transcripts (grade sheet)
  - Complete CV and work certificates indicating professional experiences and responsibilities
    - No work experience is required for the tyearsrs' full-time program
    - Minimum one-year work experience required for the one-year, full-time Master of Science
    - Minimum two years' work experience required for the MBA
  - English proficiency test result unless previous education was conducted in English
    - TOEFL IBT 90, IELTS 6.5 or equivalent
  - GMAT Only applicable for U.S. Bachelor's degrees
    - A total score of 550
  - One reference letter (professional or academic)
  - Front-facing photograph, high quality in jpg/png/gif format
  - Application fee of CHF 150.- (PayPal to account [info@sbs.edu](mailto:info@sbs.edu) or via bank transfer)
- 
- Minimum age required: 30 years

### **Doctor of Business Administration**

Mode of study: part-time (3 years)

180 SBS credits / (Level / EQF 8)

- Successful completion of a Master's degree related to Project Management
- min. 10 years of professional work experience or min. five years of managerial experience required
- English proficiency test result unless previous education was conducted in English
- Successful completion of the admissions interview
- Minimum age required: 30 years

## Required documentation for a successful Doctor of Business Administration Application

- Copy of MBA degree/transcript or related Master’s degree i.e. economics, business (or to project management for the DBA in Strategy, Project, Program, Portfolio Leadership, and PMOs)
- Complete CV and work certificates indicating professional experiences and responsibilities
  - Overall min. 10 years of professional work experience or min. five years of managerial experience required
- 1000-word outline of proposed research topic/idea
- English proficiency test result unless previous education was conducted in English
  - TOEFL IBT 90, IELTS 6.5 or equivalent
- Front-facing photograph, high quality in jpg/png/gif format
- Application fee of CHF 150.- (PayPal to account [info@sbs.edu](mailto:info@sbs.edu) or via bank transfer)

### i. English Proficiency

All Applicants interested in enrolling at SBS\_RAK are required to provide evidence of English language skills if English is not the native language.

Prospective undergraduate, graduate, and postgraduate students should either submit an English certificate or complete the SBS\_RAK English Admissions Exam if previous education was not conducted in the English language. If an applicant submits GMAT,, SAT or an ACT, English certificate/exam can be waived.

Recognized English Language Certificates:

<b>Certificate</b>	<b>Score/Result</b>
Cambridge Proficiency	pass
Cambridge Advanced	pass
BEC Higher	pass
IELTS (Academic)	Minimum 6.5
TOEFL IBT	90
TOEIC	Minimum 605
Any other internationally accredited certificate	Minimum C1 level
Foreign certificates	On a case-by-case basis

IELTS and TOEFL Certificates must be no longer than two years. Other English certificates must be no longer than five years.

**ii. Reviewing Applications**

The Admission Team will review applications after all required documents are received and have been processed. The applicant's file will be prepared and reviewed. The Admissions Manager if required, flags some applications for additional review if needed. Having gone through the application documentation and concluded that it is complete, the Admissions Manager needs to set up an appointment for an interview (eventually a telephone interview) with the Admissions team. Once the decision has been made, the student will be notified of the decision in writing within one or two days.

**iii. Application Process**

The Admissions Manager will prepare completed applicant files to be reviewed for admissions. The following is a list of some information that the Admission Office is looking for in the application:

- Health questions: Do you have a disability, an impairment, or a long-term medical condition, which may affect your studies? If "yes" is the answer, the Admission office requests the doctor's confirmation of medical condition.
- If there are items of concern in the application regarding the reference letter, follow up with the applicant or ask the referee to get more information about the student.
- For Bachelor only: The motivation letter should be minimum a-one page essay or a short video of minimum 2-5 minutes sent to [registrar@sbs.edu](mailto:registrar@sbs.edu). If there are any causes for concerns within the essay, then the Admission Manager will get in contact with the School Counselor of the student.
- The student must check "yes" to abide by SBS community Rules and Regulations.
- Check the paper copies of transcript(s), diploma(s) and test score(s).
- Students need an English Certificate if previous education was not conducted in English language or completion of the SBS English Admissions exam.

If a student does not meet the requirements for general admission or if there are any other concerns, provisional acceptance may be granted, or the file may be sent to the Academic Dean and Program Manager for review.

**iv. Suspicion of Falsified Transcripts**

When a secondary education transcript is sent to the SBS Admission Office and appears to be falsified, the Admissions Manager will call said school to verify the institution and to verify the validity of the transcript. If the secondary education cannot verify the information or is unreachable, the state Department of Education will be contacted to verify the information.

## **xxviii. Transfer Admission**

SBS\_RAK welcomes students who want to transfer from recognized educational institutions around the world. It is the responsibility of the student to have all official transcripts sent to the Admissions Office at SBS\_RAK. The Admissions Manager will decide on the transfer of credits based on the results of each subject.

Credits earned for relevant courses completed at other schools, colleges or universities can be evaluated for transfer into one of the SBS\_RAK programs. Transfer students need to submit transcripts from their previous schools, colleges, or universities so that credits and courses may be evaluated for transfer.

### **i. Transfer Credits Policy**

#### **ECTS**

The European Credit Transfer and Accumulation System is a student-centered system based on the student workload required to achieve the objectives of a program, objectives preferably specified in terms of the learning outcomes and competences to be acquired.

ECTS is based on the principle that 60 credits measure the workload of a full-time student during one academic year.

Credit transfers are granted for both, core, and specialization specific courses.

For more information, please refer to the following handbook.

#### **Bachelor program**

Program participants may apply for credit/exemption in course(s) on the SBS\_RAK Bachelor program, subject to the following guidelines:

- Credit/Exemption may be granted to a program participant based upon his/her undergraduate work at a post-secondary or tertiary education level, subject to submission of documentary evidence that shows equivalency in the undergraduate work completed. This assumes that the program participant already holds a secondary education diploma.
- **A maximum of 120 transfer credits can be accepted for the Bachelor program**
- Credits can only be transferred for courses completed with grades of "C" or higher
- The course Grade must have been higher than 73% or equivalent. i.e. C or GPA 2.0
- Program participants who do not possess secondary education or secondary school diploma, Swiss Matura, International Baccalaureate, German Abitur or English "A" Level will not be considered for exemption.
- SBS\_RAK accepts maximum one third of the overall courses per academic year as transfer credits.

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\_RAK Swiss Business School within one month before the start date of the program. The process of awarding credit is a formal one that SBS\_RAK views very seriously and applications for credit submitted after the above deadline will not be accepted.

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\_RAK Swiss Business School within one month after the start date of the program. The process of awarding credit is a formal one that SBS\_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.

### **Master of Business Administration**

#### *MBA*

Program participants may apply for credit/exemption in course(s) on the SBS\_RAK MBA program, subject to the following guidelines:

- A bachelor's 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's 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's degree.
- Program participants who possess a Graduate Diploma only but without a bachelor's degree will not be considered for exemption.
- **SBS\_RAK accepts maximum one third of the total credits as transfer credits.**

### **Doctor of Business Administration**

Program participants may apply for credit/exemption in course(s) on the SBS\_RAK DBA program, subject to the following guidelines:

- An MBA degree or equivalent is a basic entry requirement.
- Credit/Exemption may be granted to a program participant based upon his/her postgraduate work at a Graduate Diploma or master's 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's degree.

- Program participants who possess a Graduate Diploma only but without a master's degree will not be considered for exemption.
- SBS\_RAK accept maximum one third of the overall courses and credits as transfer credits.
- Students, who have obtained a PhD already, can be exempted for the research courses, the qualitative and quantitative. They still need to take the Dissertation proposal course and defense, since each DBA or Ph.D. program is different.
- Credits can only be transferred for courses completed with grades of "B" or higher

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

## **ii. Inappropriate Credentials**

In addition to the application process, transfer students are required to submit additional pieces to be considered for acceptance. SBS\_RAK Swiss Business School reserves the right to deny an applying transfer student for any of the following situations:

- The student has poor academic standing at another college or university.
- The student has previously been dismissed from another college or university.
- The student has outstanding financial obligations to another college or university.

## **iii. Transfer Credit Evaluation Process**

Applicants should have their official diploma and transcript(s), course outline of the courses completed, and university's grading system sent to the SBS\_RAK Swiss Business School Admissions Office for review (via email or post). The Admissions team will evaluate the documents and communicate the results to the student within five business days.

No Credit will be granted until all documents have been received.

The English exam can be waived if the student completed their studies in English or have English as their first language.

**iv. Transfer to Another University**

A current student intending to transfer out of SBS\_RAK Swiss Business School must inform the Program Controller of their intentions. The Program Manager will inform the Admissions Office and Registrar for further proceeding.

**xxix. Student Finance**

**i. Program Fees**

The total program fee covers the tuition 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\_RAK Swiss Business School before the start of each term.

**ii. Refund Policy**

No Refund

**iii. 2.4. Payment of Program Fees**

All program participants are encouraged to pay their fee instalments by bank draft or post payment slip. For security reasons, we will not be accepting any personal cheques.

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

**xxx. Student Discipline**

Applicants who have been expelled for disciplinary reasons and/or following a definitive failure, from a program at SBS\_RAK Swiss Business School, 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\_RAK premises
- Bullying and harassment
- Theft or fraud
- Violence
- Substance abuse
- Discrimination
- Inappropriate behaviour
- Plagiarism

**Expulsion for Disciplinary reasons:**

Applicants who have been expelled for disciplinary reasons and/or following a definitive failure, from a program at SBS\_RAK Swiss Business School, 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\_RAK premises
- Bullying and harassment
- Theft or fraud
- Violence
- Substance abuse
- Discrimination
- Inappropriate behavior
- Plagiarism

For more information, please refer to the student handbook.

**xxxi. Student Attendance.**

**i. Attendance at Course Sessions**

Course sessions are provided and conducted by SBS\_RAK in accordance with the program timetable. SBS\_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 essential 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 three sessions in a 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.

**ii. Absence Notification**

For every absence the school requires a medical certification. If a student cannot provide a medical certification 3 times, regardless of the duration of the absence SBS\_RAK will dismiss him or her from the class.

## **xxxii. Student Council.**

Students are important voice in our SBS\_RAK community. The student council at SBS\_RAK is formed and operated by the Bachelor. Every student is eligible to be part of the student council.

Members of this student body are present at the Faculty Meetings and have an important role in the decisions making process at these meetings.

The Program Manager has the responsibility to choose a class representative. The class representative is responsible to communicating to the faculty board on issues surrounding their class. The class representatives need to take part in the faculty meeting and faculty board meetings. Within the meetings the Faculty Board and SBS\_RAK Staff Administration can communicate and approval of proposals for program content as well inform students on any changes in the upcoming academic year. These meetings also allow the class representatives to inform SBS\_RAK Staff and Faculty on any changes or suggestions they would like to have

## **xxxiii. Student Conduct and Responsibility Guidelines for Student Conduct**

Students enrolling in the school assume a responsibility to conduct themselves in a manner compatible with an institution of higher learning and observe state and federal laws. Incompatible actions and grounds for disciplinary action shall include, but not be limited to, the following:

1. Theft or damage to the school's property or a student, faculty member, or visitor to the school.
2. Verbal or physical abuse of any student, faculty member, or school employee.
3. Obstruction or disruption of the teaching of a class or other school activity, including but not limited to meetings, seminars, and other legitimate activities of the school.
4. Forgery, alteration, or misuse of school documents, records, or identification.
5. Unauthorized entry or occupancy of school facilities or blocking access to or egress from such areas.
6. Unauthorized use of school supplies or equipment.
7. Use, possession, or distribution of alcohol or illegal drugs on any school property or campus.
8. Failure to comply with directions of school employees or administrators acting in the performance of their duties. (Students must provide proof of identification when a school representative requests.)
9. Possession or use of firearms, explosives, dangerous chemicals, or weapons.
10. Disorderly or indecent conduct or expression, breach of the peace, or procuring another to breach the peace.

**Specifically for examination, students shall not:**

- Give or receive help, assistance, or information before, during, or after an examination to obtain or grant an unfair advantage.
- Submit papers that have been prepared in whole or in part by another individual; or
- Use any material previously published without clearly identifying such material by use of quotation marks, footnoted citations, or other methods appropriate to identify research sources

**xxxiv. Student academic integrity and plagiarism policy**

SBS\_RAK Swiss Business School 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

**i. Thesis Turn it in Check**

The student will be required to submit their thesis for a turn it in check. The student is not permitted to have a score higher than 8%. A score higher than 8% means the student will not be able to submit their thesis

**ii. Plagiarism**

Plagiarism involves intentionally using any material that another author has published without clearly identifying such material by using quotation marks, citations, or other appropriate reference methods. Simply put, plagiarism is the intentional act of passing off another person's work as one's own.

SBS\_RAK Swiss Business School wishes to clearly explain the kinds and degrees of plagiarism so that no student will commit plagiarism out of ignorance. Plagiarism can involve three closely related activities: word-for-word plagiarism, plagiarism by paraphrasing, and mosaic plagiarism.

- "1. Word-for-word plagiarism involves a student copying another author's work on a word-for-word basis or by altering only a phrase or clause. Plagiarism can be avoided by quotation marks around the copied text and an appropriate footnote or endnote.
1. Plagiarism by paraphrasing involves a student's attempt to substitute keywords, phrases, or sentences for the original author's words. The student commits plagiarism, however, by keeping the original meaning or theme of the author. Plagiarism can be avoided by acknowledging the source and providing a footnote or endnote.
  2. Mosaic plagiarism involves the student's lifting of important phrases, terms, ideas, or intellectual themes from another author and incorporating them into the student's written work. Plagiarism can be avoided by a direct quotation or reference and an appropriate footnote or endnote."

Source: Schwartz, M. (1991). *English 15 (GWS) Rhetoric and Composition*. Department of English, College of Liberal Arts, Pennsylvania State School.

At SBS\_RAK, we use Plagscan for a plagiarism check in each submitted thesis, with 8% plagiarism as standard

#### xxxv. **Student Grievances**

In case of a grievance against a student, staff or faculty member in the SBS\_RAK Swiss Business School 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.

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 Controller will serve as a mediator between the class and the individual(s) concerned.

**Step 4 The Academic Dean / Faculty 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\_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\_RAK Management, then you may bring your grievance to the Director of operations or another senior member of the SBS\_RAK 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\_RAK Swiss Business School.

### **xxxvi. Stakeholder's Complaints Management Policy**

SBS Swiss Business School - RAK Campus is committed to fostering a transparent, fair, and inclusive academic environment. Our Stakeholders Complaints Management Policy is designed to provide a structured and professional approach to handling concerns and complaints from students, faculty, staff, parents, and other stakeholders.

This policy provides a structured process for students, parents, staff, and other stakeholders to raise concerns and receive a timely resolution. It complements institutional policies and ensures that all complaints are handled with confidentiality, professionalism, and fairness. *(Refer to the Stakeholders Complaints Management policy for complete details and procedures.)*

### **xxxvii. 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\_RAK Swiss Business School's email address is [info@atmsedu.org](mailto:info@atmsedu.org)

Program participants are required to notify SBS\_RAK Swiss Business School 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\_RAK Swiss Business School only,
- Program participants are advised to mail a copy of their queries concerning a lecturer to the SBS\_RAK Swiss Business School for monitoring purposes,
- SBS\_RAK Swiss Business School will not be responsible for any non-response by the lecturer if program participants do not copy their mail to SBS\_RAK Swiss Business School for its record,

SBS\_RAK Swiss Business School 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.

SBS\_RAK Swiss Business School presumes that the instructor can best evaluate students' academic performance and assign grades. Once a grade has been posted to a student's record/transcript, the grade may be changed only by the following actions:

- The instructor changes a grade for work that was submitted after the final grade was posted
- The instructor certifies that an error has occurred; or
- A grade grievance filed by the student results in a change of grade

Suppose a student believes that a grade is unjust, that it was assigned arbitrarily, or that crucial factors were not considered. In that case, the student may appeal the grade by exercising the following procedure.

1. The students should discuss the disputed grade with the instructor to seek a mutually satisfactory resolution.

grievance.

3. The grievance must be submitted no later than five days after the posted disputed grade.
4. The letter should be forwarded to the Academic Dean and all pertinent exhibits.

Copies of the grievance and related documents will be forwarded to the instructor for consideration or written rebuttal. When the communication and documentation have been sufficiently circulated, the Academic Dean will consult with appropriate academic individuals and make one of the following decisions.

- Uphold the grade as initially assigned
- Request that the instructor change the grade
- Or Consult with the FB
- Submit a change of grade to the Registrar

#### **xxxviii. Equal opportunity Policy**

SBS\_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\_RAK organization are responsible for upholding and defending the basic human rights of all who are connected with SBS\_RAK and in society at large. All members of SBS\_RAK are further responsible for compliance with this policy.

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

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.

#### **xxxix. Approval of Marketing & Collateral Policy**

SBS Swiss Business School, RAK Campus, is committed to maintaining transparency, accuracy, and social responsibility in all marketing and advertising activities. This policy provides clear guidelines for the approval and dissemination of promotional materials, ensuring compliance with the Ras Al Khaimah - Department of Knowledge regulations and UAE laws. (*Refer to the Approval of Marketing & Collateral Policy for complete details and procedures.*)

#### **xl. Campus Security**

Faculty should clearly understand their rights and responsibilities regarding campus security. SBS\_RAK Swiss Business School does not have campus police or campus

residences. It does, however, have persons on duty wherever classes are being held who are prepared to contact the local police authorities immediately, whenever needed. It is the local police authority that would conduct any investigation determining criminal activity. Through their investigation, it will be determined to be unfounded, false, or a reported crime.

All students, faculty, and other employees are instructed to follow the most accepted crime prevention practices, including always locking their automobiles and bicycles, never leaving personal belongings unattended, and keeping purses in their possession, drawers, or closets.

Should a faculty member encounter a situation, which threatens their security, and/or the personal safety of students in their classroom, the steps to be taken are:

- Notify the SBS\_RAK Swiss Business School site person in charge or dial 999, and report the circumstances to the police if unable to do so.
- DO NOT ATTEMPT TO INTERVENE IN THE HAZARDOUS SITUATION AND
- DO NOT ATTEMPT TO MANAGE HAZARDOUS CONFLICTS.
- Do not re-enter or allow students to re-enter the classroom until express permission is granted by the SBS\_RAK Swiss Business School site person in charge or the police.
- As soon as possible, write down specific information regarding the circumstances, such as date, time, individuals involved, etc.
- SBS\_RAK organizes at unexpected moments the fire drill for the building. We appreciate your collaboration in this process.
- More details can be found in the SBS\_RAK Health and Safety.

## **xli. Health & Safety Policy**

This policy has been developed to ensure a safe and healthy environment for students, faculty, staff, and visitors at SBS Swiss Business School, RAK Campus. It provides a framework for the operation and governance of health and safety procedures, ensuring quality standards are maintained across all aspects of the campus.

*(Refer to the Health & Safety policy for complete details and procedures.)*

### **xlii. Use Of Official Photographs Portraits & Flag Policy**

SBS Swiss Business School, RAK Campus, is committed to maintaining the highest standards of respect and compliance regarding the display and usage of national symbols within the RAK Campus. This policy ensures that the UAE flag and official portraits of the UAE leadership are presented in a dignified and consistent manner, in accordance with the cultural and regulatory frameworks established by the UAE Government and RAK - Department of Knowledge (DOK). *(Refer to the Use of Official Photographs Portraits & Flag Policy for complete details and procedures.)*

### **xliii. Storage & Management of Student Records policy**

This policy has been developed to provide a clear and consistent framework for the storage and management of student records at SBS Swiss Business School RAK Campus. It is in full compliance with the standards set by the main campus to ensure consistency, data security, and quality standards. *(Refer to the Storage and Management of Student Records Policy for complete details and procedures.)*

### **xliv. Transportation Policy**

SBS Swiss Business School RAK Campus provides transportation services exclusively for students to ensure safe, reliable, and efficient travel to and from the campus, as well as to off-campus activities. This policy is designed to set clear guidelines for the operation of student transportation services, ensuring compliance with safety standards and regulatory requirements. *(Refer to the Transportation Policy for complete details and procedures.)*

### **xlv. Cultural Consideration Policy**

SBS Swiss Business School, RAK Campus recognizes the need to balance inclusivity with respect for cultural and national values. All members of the SBS Swiss Business School, RAK Campus Community adhere to culturally and nationally acceptable topics and practices within the educational setting. This policy ensures that SBS Swiss Business School, RAK Campus promotes diversity while maintaining cultural integrity. *(Refer to the Cultural Consideration Policy for complete details and procedures.)*

**x. Risk Management Policy**

This policy establishes a structured approach to identifying, assessing, and managing risks at SBS Swiss Business School, RAK Campus. It ensures compliance with Main Campus Requirement and UAE regulations and promotes a safe, sustainable, and high-quality educational environment. *(Refer to the Risk Management Policy for complete details and procedures.)*

**xi. Student & Staff Code of Conduct Policy**

This policy establishes a structured framework for governance, ethical conduct, and behavioural expectations at SBS Swiss Business School, RAK Campus. It ensures that all academic and administrative operations align with UAE regulatory frameworks and uphold high ethical standards while fostering a safe, respectful, and inclusive learning environment. *(Refer to the Student & Staff Code of Conduct Policy for complete details and procedures.)*

**xii. Student Wellbeing Policy**

SBS Swiss Business School, RAK Campus, is committed to providing a safe, supportive, and enriching environment for all students. This policy ensures that student wellbeing is a top priority and aligns with the regulatory requirements set by the Main Campus. It provides a structured framework to maintain high-quality education while promoting mental, physical, and social wellbeing within the academic community. *(Refer to the Student Wellbeing Policy for complete details and procedures.)*

**xiii. Teach Out Policy**

This policy establishes a clear framework for the Teach-Out process at SBS Swiss Business School, RAK campus, UAE, ensuring minimal disruption to students and compliance with the Ras Al Khaimah Economic Zone (RAKEZ) regulations. The policy has been developed to proactively address potential institutional changes, such as program discontinuation or campus closure, ensuring that enrolled students can complete their studies without academic or financial hardship. It is aligned with accreditation standards and regulatory requirements to maintain the integrity and quality of academic programs. *(Refer to the Teach Out Policy for complete details and procedures.)*

#### **xiv. Temporary Closure Policy**

This policy has been developed to provide a clear and consistent framework for managing temporary campus closures at SBS Swiss Business School, RAK Campus. It aligns with Ras Al Khaimah Economic Zone (RAKEZ) regulatory requirements and UAE education directives, ensuring compliance and the continued safety of students, faculty, and staff. *(Refer to the Temporary Closure Policy for complete details and procedures.)*

#### **xv. Fines & Violations**

SBS Swiss Business School is committed to maintaining the highest standards of compliance, governance, and operational excellence at its Ras Al Khaimah (RAK) Campus. This policy establishes a structured framework aligned with the Ras Al Khaimah Department of Knowledge (RAK DOK) regulations, ensuring adherence to local legal and quality standards *(Refer to the Fines & Violations Policy for complete details and procedures.)*

#### **xvi. Emergency Management and Evacuation Policy**

This policy outlines the procedures and protocols to effectively manage emergencies, minimize risks, and ensure continuity of operations. It reflects the institution's proactive approach in maintaining a safe learning and working environment while complying with all regulatory requirements applicable to International Branch Campuses (IBCs) in the Emirate of Ras Al Khaimah.

The purpose of this policy is to ensure that SBS Swiss Business School, RAK Campus maintains effective emergency Management and Evacuation procedures to safeguard the safety and well-being of all stakeholders.

It also aims to:

- Establish clear emergency preparedness measures.
- Define evacuation procedures and crisis response protocols.
- Ensure effective coordination with government authorities.
- Provide clear communication channels during emergencies.
- Ensure timely incident reporting to RAK DOK.
- Maintain operational continuity through contingency planning.

