SKYLINE UNIVERSITY COLLEGE

كليَّة الأفـق الجـامعيـة
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARJAH

SUC CONSOLIDATED

POLICY & PROCEDURE MANUAL
AY 2012-2013

University City of Sharjah

P.O. Box - 1797, Sharjah, U.A.E.

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Contents

I. INTRODUCTION

This Consolidated Policy and Procedure Manual provides all stake holders of Skyline University College with the information on all the policies and procedures required for execution of the University operations. These policies have been established by the Head of Departments in consultation with the Quality Assurance Office.

The policies have been broadly classified into registration policies, administrative policies, examination policies, Human Resource Policies, Financial policies, policies for use of learning resources like Library and technological resources, sports policies, policies related to student affairs and activities, student accommodation, safety and security, Marketing policies, Institutional Research and Quality Assurance Policies.

Further amendments to this manual can only be done through the Quality Assurance Office. An annual review of all policies is done towards the end of the Academic Year and updates are made with respect to any structural or functional changes in the respective Institutional Units.

II.   ADMINISTRATION POLICIES

TABLE OF CONTENTS

WHOM TO CONTACT LIST		
SR.NO.	**QUERY ABOUT**	**CONTACT PERSON**
1	**Overall Department In-Charge**	**Mr. Harish K.G. Nair**
2	Student Related	Mr. Manuel A. Espiritu, Jr.
3	Examination Related	Mr. Artemio B. Calderon, Jr.
4	Student File & Requests	Mr. Gopakumar Kadamthodi

I. INTRODUCTION

The Administration & Examination Department is a vital unit of Skyline University College (SUC) that keeps updated records of students; provides timely and accurate information for decision-making to the faculty, management, parents and other external agencies; ensures smooth operation of classes; provides adequate safety and security for students, staff and SUC infrastructure; ensures prompt services to the students and assists the Academics, Academic Support Unit & Management in implementing the policies and procedures.

II. GOALS

a. To facilitate and plan the operations of academic and academic support services as per MOHSER guidelines and SUC policy & procedure.

b. To maintain student records accurately & confidentially and provide academic and administrative services to students, faculty and other operational departments.

c. To ensure non-discriminatory learning environment and to maintain discipline, safety & security within the campus.

d. To plan and conduct examination, release results and other related information accurately and timely for students, faculty and departments.

e. To submit plans and reports as per schedule for understanding the progression of academic and academic support services activities to develop and improve the system based on the   feedback from the reports.

III. ACADEMIC YEAR

The BBA Program is structured for four-years of study divided into 8 semesters. SUC normally operates Fall and Spring semesters in an academic year. However a student with 2.5 and above CGPA [conditions applicable] in first 3 semesters can opt for an accelerated program during the summer semester.

The MBA Program is structured for 18 months of study.

IV. PROGRAMS

a. SUC offers 4 years BBA program in Marketing, Travel & Tourism Management, Information Systems, International Business & Finance.

b. SUC offers 2 years MBA program emphasis on Marketing, Finance & Human Resource Management

c. SUC offers BBA [only International Business] & MBA program on weekends.

V. BBA CURRICULUM

a. BBA PROGRAM - OVERVIEW

Skyline University College conducts a program leading to the award of Bachelor of Business Administration degree with different majors which is equipped to meet the needs of dynamic national, regional and global business environments. A student studying Bachelor Business Administration will be exposed to all fields of business education that includes General Education, Information Systems, Business and Management Education.

b. BBA PROGRAM - RATIONALE

The Gulf Business and UAE in specific, has witnessed tremendous growth in business activities in the recent years. Though Oil and Gas are Emirate's main industries, which underpin the country's considerable prosperity yet trade and tourism have become the key engines of growth. The United Arab Emirates remains one of the region's economic powerhouses, despite the global slow-down. Its plentiful hydrocarbon resources and successful diversification drive makes it an economy with strong medium-term prospects. As a member of the Gulf Cooperation Council (GCC), the UAE participates in the wide range of GCC activities that focus on economic issues. These include regular consultations and development of common policies covering trade, investment, banking and finance, transportation, telecommunications, and other technical areas, including protection of intellectual property rights. Many of the world's leading companies have now set up branch offices, and even changed headquarters to, the UAE. Despite having the fourth largest oil reserves in the world, the oil sector accounts for less than a third of the UAE's GDP. Trade, tourism, real estate and the growing financial, manufacturing and services sector are key non-oil drivers of the economy. Continuous economic growth coupled with increasing population rate from more than 185 nationalities has given a substantial contribution to business in the UAE.

This scenario calls for quality business education for developing human capital to fulfill the needs of various business activities. One of the most important drivers of any successful economy is its human resources and with the visible trends it is imperative now to have international quality higher education in business management, available in the UAE.

c. BBA GOALS

i. To improve skills in effective business communication, problem solving, decision making, computer skills and numerical capabilities.
ii. To equip students with advanced business acumen that helps them understand the key business functions and the links between them.
iii. To stimulate higher order thinking skills among students required to specialize in their respective areas of study.
iv. To develop competitive skills and competencies of students through meaningful industry interaction, thereby improving their employability.
v. To provide a conducive value based learning environment to the students during their study and inculcate a habit of lifelong independent learning for continuous growth and development.

d. BBA OBJECTIVES

Students will be able to:

i. **Develop** skills in communication, mathematics and computers to meet business requirements.
ii. **Develop** capacity for critical enquiry, logical thinking, and analytical skills.
iii. **Comprehend** various business functions and their relationships.
iv. **Demonstrate** an understanding of the relationship between business, culture, values & ethics and services to community.
v. **Apply** acquired knowledge in business environment.
vi. **Synthesize** theory and practice within the sphere of their respective areas of majors for effective decision making.

e. BBA CURRICULUM

SUC ensures that the BBA curriculum is distinctive and superior in nature. It significantly extends the knowledge and nurtures intellectual maturity to probe into the depths of knowledge to specialize its skills with a sense of creative independence. The student is thus enabled to accomplish the goals as anticipated in the program and transfer them to the professional areas.

The BBA program is carefully planned and directly related and appropriate to the mission and purposes of the institution as well as the goals and objectives of the degree program. As far as the BBA program instruction is concerned, SUC adequately supports and critically evaluates experimental and teaching methods to improve instruction, ensures that each student enrolled in the course receives a Course Delivery Package (CDP) on the first day of the class that includes the following:

i. Syllabus
　　1. Credit hours

2. Pre Requisites
3. Course description
4. Learning outcomes
5. Course contents
6. Academic strategies
7. Course policies
ii. Class Schedule
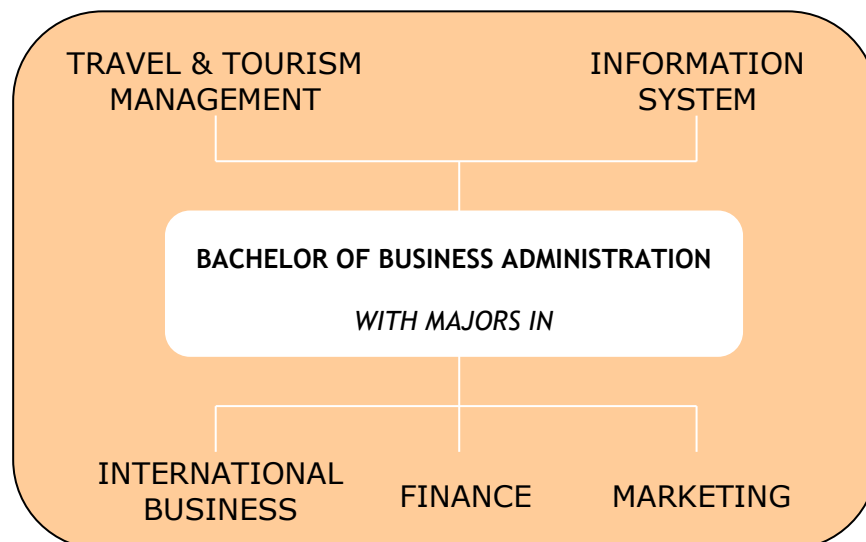iii. Mode of Assessment
iv. Information on core text

Moreover, SUC uses regular evaluation of all courses; instructional pedagogy, feedback and results obtained from the various assessments effectively through a well developed Institutional Effectiveness System to revise the curriculum in order to ensure quality and excellence in both curriculum and instructional pedagogy.

f. BBA CURRICULUM REQUIREMENTS

The curriculum provides a student with General Education, core study in Business Administration (business program requirements) and a major field of study (major requirements).

All students pursuing a Bachelor Administration (BBA) Program must complete the following requirements:

	Credits
General Education	36
Business Education	63
Majors	21
Total Requirements	**120**

TRAVEL & TOURISM MANAGEMENT

INFORMATION SYSTEM

BACHELOR OF BUSINESS ADMINISTRATION

WITH MAJORS IN

INTERNATIONAL BUSINESS

FINANCE

MARKETING

i. GENERAL EDUCATION

1. INTRODUCTION

The general education program at the BBA level is designed to develop a well rounded personality. The courses aim at improving communication & interpersonal skills along with instilling in students lifelong learning attitude. An all inclusive knowledge base that is provided to the students encompassing science, computing, humanities, and culture inculcates a sensitive and scientific temper in the young professionals.

2. GOALS

a. To improve communication skills in English language.
b. To develop evaluations skills by using quantitative procedures for logical thinking in business environment.
c. To develop an understanding of cultural diversity, social responsibility and ethical values.
d. To develop a scientific temper among students by introducing them to the basic concepts of natural sciences.
e. To enable students to use Information Systems tools in business applications.
f. To develop well-rounded personalities in students enabling them to pursue excellence in career.

3. OBJECTIVES

Students will be able to:

a. **Develop** skills in business communication.
b. **Develop** skills in problem solving through the application of both critical thinking techniques and mathematical & statistical tools.
c. **Comprehend** human civilization, culture, ethical values, and religion, with a view to understanding of the global community.
d. **Develop** understanding of the basic scientific principles for application in decision-making.
e. **Demonstrate** skills of information technology in effective data processing and analyzing.

GENERAL EDUCATION COURSES

CODE	COURSE	CREDITS
CIS101	COMPUTER SKILLS-I	3
GEN101	GENERAL STUDY SKILLS	2
ENG101	ENGLISH COMPOSITION	3
ENG112	BUSINESS COMMUNICATION	3
GEN102	COMMUNITY SERVICES & SPORTS	1
HUM101	ISLAMIC CULTURE	3
HUM102	CRITICAL THINKING & PROBLEM SOLVING	3
MAT101	BUSINESS MATHEMATICS	3
MAT112	BUSINESS STATISTICS	3
CIS211	COMPUTER SKILLS-II	3
ENG211	ADVANCED ENGLISH COMPOSITION	3
HUM201	INTRODUCTION TO HUMANITIES	3
SCI201	PHYSICS	3
Total credits required in General Education		**36**

BUSINESS EDUCATION

1. INTRODUCTION

The Business Education Program aims at providing conceptual background to the students in core business & management areas. Program contents have been designed to expose students to the functions of business, organization structure & design, finance and legal aspects of business towards developing an attitude for conducting and leading business enterprises effectively and innovatively.

2. GOALS

a. To develop business competencies among students to meet the challenges of business environment.
b. To develop conceptual clarity of business management processes in the functional areas.
c. To develop business decision making skills through business analytics
d. To develop research skills in understanding business trends and practices.
e. To inculcate values and ethical behavior necessary for conducting business.

3. OBJECTIVE

Students will be able to:

a. **Gain** knowledge of economics, finance, management, marketing & business systems.
b. **Demonstrate** understanding of multicultural & ethical issues in business and management practices.
c. **Develop** skills in business management and research techniques.
d. **Analyze** micro and macro business environments for effective decision making and formulating business strategies.
e. **Relate** best practices in industry through professional interaction.

CORE COURSES

CODE	COURSE	CREDITS
ACC101	PRINCIPLES OF ACCOUNTING-I	3
ECO101	MICRO ECONOMICS	3
ACC211	PRINCIPLES OF ACCOUNTING-II	3
ECO211	MACRO ECONOMICS	3
FIN211	PRINCIPLES OF FINANCE	3
LAW201	BUSINESS LAW-I	3
MGM201	PERSPECTIVES ON MANAGEMENT	3
MKT221	PRINCIPLES OF MARKETING	3

MGM311	ORGANIZATIONAL BEHAVIOR	3
MGM313	OPERATIONS MANAGEMENT	3
BUS413	INTERNATIONAL BUSINESS	3
BUS303	BUSINESS ETHICS	3
BUS311	BUSINESS RESEARCH METHODS	3
BUS412	DISSERTATION – I	3

PROTECTED COURSES

CODE	COURSE	CREDITS
BUS312	ENTREPRENEURSHIP(E,P)	3
	OR	
MGM312	CUSTOMER RELATIONS MANAGEMENT(E)	3
BUS411	INNOVATION(E,P)	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
MGM412	STRATEGIC MANAGEMENT (C,S)	3
BUS414 Or BUS425	INTERNSHIP / PRACTICUM (C,S) Or INTERNSHIP PROJECT (C,S) *	3

ELECTIVES

CODE	COURSE	CREDITS
BUS304	CROSS CULTURAL COMMUNICATION(E)	3
MKT311	MARKETING MANAGEMENT(E)	3
LAW311	BUSINESS LAW-II(E)	3
MGM411	MANAGEMENT OF HUMAN RESOURCES(E)	3

Total credits required in Business Education	63

ii. TRAVEL AND TOURISM MANAGEMENT MAJOR

1. INTRODUCTION

The leisure and tourism industry is one of the leading global economic activities, and the largest employer worldwide. The WTTC (World Travel and Tourism Council) has, in its long-term forecast predicted the number of international travelers alone doubling from 700 million to 1.6 billion, in 20 years.

The tourism sector in UAE is in the forefront of the entire Gulf and the Middle East region. Tourism remains primary contributor to the GDP. Tourism finds place of pride in long term strategic plans for development of UAE. The country has made its mark as a safe destination extending the traditional 3'S' (Sun, Sand & Sea) factor of destination attraction to 5'S' which includes Safety and Shopping as a major feature for the UAE visitors.

Tourism Major produces skilled manpower which meets the exponential growth in the air-transport, accommodation, tour operation, MICE and retail sectors in the region & worldwide.

2. GOALS

a. To develop conceptual knowledge of tourism impacts for an appreciation of sustainable development.
b. To develop an overall understanding of the dynamics of tourism sector.
c. To develop understanding of travel and tourism marketing, planning and policy perspectives at national and international levels.

3. OBJECTIVES

Students will be able to:

a. **Comprehend** concepts of tourism systems and its impacts on economy, culture and environment for tourism development.
b. **Apply** skills of management for managing various components of tourism industry.
c. **Evaluate** the implications of policy and planning pertaining to tourism destination management.
d. **Integrate** Information Communication Technology in travel, tourism & hospitality for effective operations and management.

e. **Plan** and organize travel & tour operations.

CORE COURSES

CODE	COURSE	CREDITS
TAT301	FOUNDATIONS OF TOURISM	3
TAT412	IMPACTS OF TOURISM	3
TAT303	TRAVEL AGENCY OPERATIONS & TOURS	3
TAT401	MANAGEMENT OF TOURISM ENTERPRISES	3

PROTECTED COURSES

CODE	COURSE	CREDITS
TAT302	AIR TRAVEL OPERATIONS (P)	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
TAT414	TOURISM POLICY PLANNING & DEVELOPMENT(C,S)	3

ELECTIVES – CHOOSE ANY ONE

CODE	COURSE	CREDITS
MKT413	MARKETING SERVICES(E, P)	3
TAT415	MANAGEMENT OF HOSPITALITY INDUSTRY(E)	3
TAT423	E – TOURISM(E)	3
Total credits required in major		**21**

iii. INFORMATION SYSTEMS MAJOR

1. INTRODUCTION

The role of IT enabled applications in various Business Enterprises is growing consistently over the years. Increasing number of organizations are adopting various Intelligence systems in their processes. This scenario is expected to provide job opportunities in IT related services in UAE. Also, many multinational companies have started looking to UAE as one of their strategic options in their expansion plan.

Information Systems major is designed to meet the needs of today's business, to effectively use it for decision making and efficient running of the business in a competitive environment. This program is intended to utilize the emerging concepts in Information System.

2. GOALS

a. To develop understanding of Information Systems in major business functions and processes.
b. To develop understanding of uses and designs of Information systems in an organization
c. To develop business decision making skills by applying various Information Systems methods
d. To develop understanding of ethical use of Information Systems.

3. OBJECTIVES

Students will be able to:

a. **Understand** emerging trends in Information Systems.
b. **Comprehend** organizational settings in which Information Systems are used, including major business functions and processes.
c. **Demonstrate** understanding of Information systems, business intelligence systems and application of Information systems project management.
d. **Apply** web programming, computer networking, data base management systems skills for business operations.
e. **Analyze** the system requirements for IS adoption in organizations.
f. **Evaluate** impacts of internet security.

CORE COURSES

CODE	COURSE	CREDITS
CIS301	INTRODUCTION TO INFORMATION SYSTEMS	3
CIS313	PROGRAMMING	3
CIS402	INFORMATION SYSTEMS PROJECT MANAGEMENT	3
CIS302	DATABASE MANAGEMENT SYSTEMS	3
CIS401	ESSENTIALS OF COMPUTER NETWORK	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
CIS424	OBJECT ORIENTED ANALYSIS & DESIGN(C,S)	3

ELECTIVES – CHOOSE ANY ONE

CODE	COURSE	CREDITS
CIS416	BUSINESS INTELLIGENCE(E, P)	3
CIS413	E-COMMERCE(E)	3
CIS415	WEB DESIGN AND DEVELOPMENT(E)	3
Total credits required in major		**21**

iv. INTERNATIONAL BUSINESS MAJOR

1. INTRODUCTION

The UAE by virtue of its location between Asia major and African continents provide crucial advantage for exports and re-exports from this region. In addition to the location advantage the economic policies on imports and exports and free zone facilities extended to manufacturing, trading and logistics for products and service sector has led to an exponential growth in foreign direct investments and foreign trading activities. To understand and operate international business transactions and to participate in strategic management decision process, qualified manpower in this field is required. This major provides the details of operations and management of international business in its various dimensions & contexts and equips the students to execute their responsibilities. The major in International Business gives students an opportunity to focus and understand how business is conducted on a global scale, and how it is different from a domestic enterprise.

2. GOALS

a. To develop an understanding of international business operations.
b. To enable students understand the role of direct foreign investments, international monetary agencies and international trade organizations.

c. To provide awareness of the best practices in international business decision making of the functional areas of management including business projects.

d. To develop an understanding of issues in international business strategies and multicultural influences.

3. **OBJECTIVES**

Students will be able to:

a. **Comprehend** operations of international trade organizations.

b. **Comprehend** techniques of logistics & supply chain management.

c. **Demonstrate** skills in managing clients and customer relationships globally.

d. **Apply** functions, tools and techniques of international business operations.

e. **Apply** knowledge and skills in the areas of project planning, scheduling, budgeting and controlling.

f. **Evaluate** policies and formulate appropriate strategies for international business organizations.

CORE COURSES

CODE	COURSE	CREDITS
IBS302	PRINCIPLES & PRACTICES OF EXPORTING	3
IBS311	ECONOMICS OF INTERNATIONAL BUSINESS	3
IBS411	INTERNATIONAL FINANCE	3
MKT401	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3

PROTECTED COURSES

CODE	COURSE	CREDITS
BUS323	IBDM – QUANTITATIVEMETHODS(P)	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
IBS424	INTERNATIONAL MANAGEMENT(C,S)	3

ELECTIVES – CHOOSE ANY ONE

CODE	COURSE	CREDITS
IBS412	BUSINESS PROJECT MANAGEMENT(E)	3
IBS403	INTERNATIONAL BANKING(E)	3
MKT413	MARKETING SERVICES(E,P)	3
Total credits required in major		**21**

v. MARKETING MAJOR

1. INTRODUCTION

The UAE is significantly moving away from oil dependent economic activities in the recent past and it is making its presence felt extensively in the fields of brand management, marketing research, advertising, retail trading, retail and investment banking, travel and tourism industry, events management, logistics and supply chain management and marketing of various other services products. All these sectors require qualified and trained manpower in the relevant fields of Marketing.

The major in marketing is intended to prepare students to comprehend basic marketing concepts in the initial phase. As it progresses, it is aimed at students understanding various facets of marketing in the ever-changing, modern business environment. This major infuses pragmatism into the theory. The purpose of this program is to empower students to continue higher academic pursuits in marketing as well as to utilize the concepts in their work contexts.

2. GOALS

a. To develop an understanding of various dimensions of marketing concepts to analyze national & international market situations.
b. To develop skills to communicate with target markets.
c. To develop understanding of marketing processes and operations of distribution & supply chain management to effectively reach the customers.
d. To develop analytical thinking, evaluating and solving marketing management problems.

3. OBJECTIVES

Students will be able to:

a. **Comprehend** concepts of principles and theories of marketing functions.
b. **Demonstrate** marketing skills, tools and techniques for problem solving in marketing operations.
c. **Apply** marketing concepts and research techniques to analyze market trends.

d. **Plan,** analyze, implement and evaluate the marketing programs under various situations of businesses.

CORE COURSES

CODE	COURSE	CREDITS
MKT312	CONSUMER BEHAVIOUR	3
MKT412	RETAIL MARKETING	3
MKT314	MARKETING RESEARCH	3
MKT313	MARKETING COMMUNICATION	3
MKT401	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
MKT414	INTERNATIONAL MARKETING(C,S)	3

ELECTIVES

CODE	COURSE	CREDITS
MKT413	MARKETING SERVICES(E, P)	3
MKT415	ADVERTISING MANAGEMENT(E)	3
MKT416	SALES PLANNING(E)	3
Total credits required in major		**21**

vi. **FINANCE MAJOR**

1. **INTRODUCTION**

The Bachelor of Business Administration program with major in Finance is designed to develop the understanding of the functional and operational areas of finance. It emphasizes the role of information technology in developing problem solving, decision - making skills in effective discharge of responsibilities. Accounting and finance being an important area of business with multiple stakeholders, the importance of ethical behavior is adequately

emphasized in this major. With UAE becoming a financial hub, the program is intended to address the requirement of skilled labor in the area of accounting and finance at the regional and global level.

2. GOALS

    a. To develop understanding of accounting function and process of ethical financial decision making.
    b. To develop understanding of the function and role of financial markets & financial institutions.
    c. To develop understanding of corporate finance and portfolio investments.
    d. To develop understanding of Islamic Finance.

3. OBJECTIVES

Students will be able to:

    a. **Understand** the structure and functioning of financial system including Islamic Finance.
    b. **Comprehend** the importance of ethics in discharging accounting and finance functions.
    c. **Demonstrate** skills of preparing, presenting and analyzing financial statements.
    d. **Demonstrate** the use of technology in the areas of accounting.
    e. **Analyze** financial management issues with respect to the organizational perspective.
    f. **Evaluate** investment decisions, capital structure and working capital management.

CORE COURSES

CODE	COURSE	CREDITS
FIN 311	FINANCIAL MARKETS & INSTITUTIONS	3
FIN 312	FINANCIAL STATEMENT ANALYSIS	3
FIN 313	CORPORATE FINANCE	3
FIN 411	RISK MANAGEMENT	3
FIN 412	FUNDAMENTALS OF INVESTMENT	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
FIN 416	APPLIED PROJECT IN FINANCE	3

ELECTIVE COURSES

CODE	COURSE	CREDITS
FIN 413	ACCOUNTING INFORMATION SYSTEM (E,P)	3
FIN 414	DERIVATIVES (E)	3
FIN 415	ISLAMIC FINANCE (E)	3
Total credits required in major		**21**

VI. MBA CURRICULUM

a. MBA PROGRAM – OVERVIEW

MBA program is designed with an academic and practical rigor to ensure that students acquire key managerial knowledge, attitude and skills to meet the challenges of the present business scenario in an appropriate social and ethical manner. The program bridges and integrates regional, cultural, and domestic business practices with the global business ethos, so as to carve future managers for local and global businesses.

b. MBA PROGRAM – RATIONALE

The focus of Gulf Region and UAE in specific on non oil sectors for developing its economy is a commendable strategy. Hence, there has been rapid growth in the contribution to GDP from areas like manufacturing, food, retail, real estate, automobile, airlines, ports, hospitality, medical, educational, financial and other service sectors to name a few. The efforts of government of UAE resulted in the placement of many of its educated manpower in different positions in government, semi government, and private organizations during the "boom" period wherein the participation of the workforce has increased substantially. This young Arab population along with the first and second generation expats groomed in the region is soon to become the managerial workforce at various organizations and hence need to be given a strong base in management knowledge and skills. SUC MBA is pursuing the ambition and goal to serve and educate the manpower of the Gulf region through well structured and developed academic MBA program that focuses on knowledge as well as skill and attitude delivery to groom the future managerial professionals of the region.

c. MBA PROGRAM – GOALS
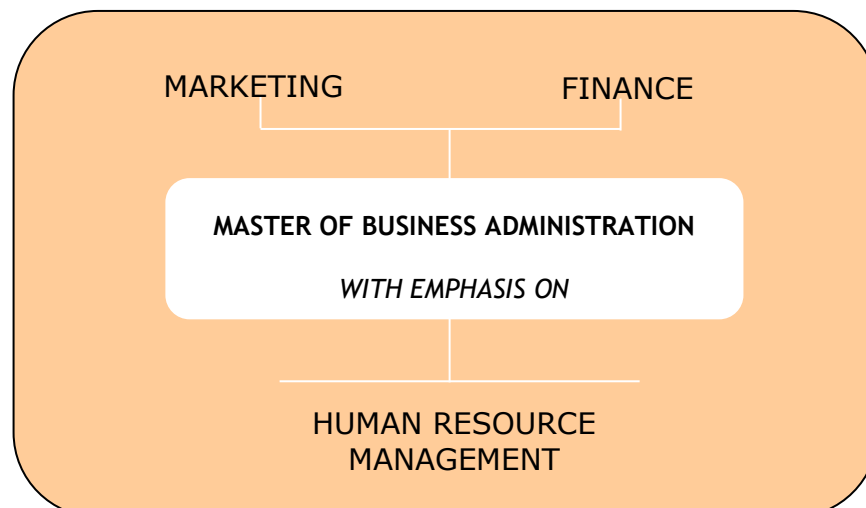
The following are the goals of the MBA program:

    i. Develop professional managerial skills in problem solving and decision making
    ii. Instill leadership skills and professional attitude
    iii. Develop ethical managerial orientation to conduct business in a socially responsible manner
    iv. Develop acumen towards formulating, implementing and evaluating business strategies

d. MBA PROGRAM – OBJECTIVES

Students will be able to:

    i. **Comprehend** theories, tools and techniques in business management.
    ii. **Develop** leadership skills and competencies for effective management of organizations.
    iii. **Formulate**, analyze and evaluate business strategies.
    iv. **Evaluate** ethical business practices and its implications on business.
    v. **Synthesize** theories and practices for solving managerial issues.

	Credits
Core Courses	24
Major Courses	9
Capstone Course	3
Total Requirements	**36**

MARKETING   FINANCE

MASTER OF BUSINESS ADMINISTRATION

WITH EMPHASIS ON

HUMAN RESOURCE MANAGEMENT

e. MBA- CURRICULUM

SUC ensures that the MBA curriculum is distinctive and superior in nature. It significantly extends the knowledge and nurtures intellectual maturity to probe into the depths of knowledge to specialize its skills with a sense of creative independence. The student is thus enabled to accomplish the outcomes as anticipated in the program and transfer them to the professional areas.

The MBA program is carefully planned and directly related and appropriate to the mission and purposes of the Institution as well as the goals and objectives of the MBA degree program. As far as the MBA program instruction is concerned, SUC adequately supports and critically evaluates experimental and teaching methods to improve instruction, ensures that each student enrolled in the course receives a Course Delivery Package (CDP) on the first day of the class that includes the following:

  i. Syllabus
      1. Credit hours
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      3. Course description
      4. Learning outcomes
      5. Course contents
      6. Academic strategies
      7. Course policies
  ii. Class Schedule
  iii. Mode of Assessment
  iv. Information on core text

SUC also uses regular evaluations of all courses; instructional pedagogy, feedback and results obtained from the various assessments effectively through a well developed Institutional Effectiveness System to revise the curriculum in order to ensure quality and excellence in both curriculum and instructional pedagogy.

f. CORE COURSES

i. INTRODUCTION

The Master in Business Administration requires analytical and decision making skills in solving problems in key functional areas of the management. To acquire these skills it is imperative to understand the fundamentals of the core areas of business – Managerial Accounting, Quantities Methods for Business Decision making, International Business, Corporate Information Strategy & Management, Managerial Economics,

Financial Management, Human Resources Management, Marketing Management, and Strategic Management.

SUC offers MBA program which equips students with in-depth understanding of various core disciplines of business. Apart from this students would take additional emphasis courses in any three areas of their interest.

SUC MBA program offers with the Marketing, Finance and Human Resource Management emphasis.

ii. GOALS

1. Develop an understanding about the basic concepts and constructs of modern management theories and its applications.
2. Instill analytical thinking that enhances problem solving and decision making.
3. Develop understanding of successful global management techniques and practices.

iii. OBJECTIVES

Student will be able to:

1. Integrate knowledge in the fields of managerial economics, finance & accounting, human resource management, marketing management & business management systems for managing business operations.
2. Comprehend ethical values and practices for conducting business.
3. Analyze business problems and take strategic decisions.
4. Evaluate business scenarios with help of appropriate tools and techniques.

CODE	COURSES	PRE REQUISITE	CREDITS
ACC601	Managerial Accounting	NIL	3
BUS601	Quantitative Methods for Business Decision Making	NIL	3
BUS602	International Business	NIL	3
CIS601	Corporate Information Strategy and Management	NIL	3
ECO601	Managerial Economics	NIL	3
FIN601	Financial Management	NIL	3
MKT601	Marketing Management	NIL	3
MGM601	Human Resources Management	NIL	3
MGM713	Strategic Management (C)	All 600 level courses	3
TOTAL CREDITS REQUIRED IN CORE COURSES			**27**

g. EMPHASIS ON MARKETING

i. INTRODUCTION

MBA with emphasis on marketing can be a rewarding prospect for an aspiring student oriented towards building a career in marketing. The marketing major encompasses the fundamental approaches in understanding markets, market competition and competitor's strategies in developing marketing programs. The emphasis courses cover a wide spectrum of marketing functions such as advertising, consumer behavior, supply chain management and international communications. The course gives an in-depth understanding about different marketing strategies using effective cases and application methodologies that focus on developing practical and analytical skills related to actual marketing scenarios involving rivals, and different competitive marketing strategies.

ii. GOALS

1. Equip students with skills, knowledge and understanding of roles of marketing professional in the competitive business environment.
2. Develop understanding of techniques in analyzing marketing processes.
3. Expose students to best practices in marketing operations.
4. Develop ethical and strategic marketing orientation in students.

iii. OBJECTIVES

Students will be able to:

1. **Comprehend** competitive marketing strategies and approaches.
2. **Analyze** consumer, business & government markets and effectively manage logistics and supply chain process.
3. **Develop** marketing plans appropriate to target markets and geographic market segments.
4. **Evaluate** cultural perspectives and their impacts on marketing activities.

CODE	COURSES	PRE REQUISITE	CREDITS
MKT711	Marketing Communications	MKT601	3
MKT712	Consumer Behavior	MKT601	3
MKT713	Supply Chain Management	MKT601	3
MKT714	International Marketing Strategy	MKT601	3
TOTAL CREDITS REQUIRED IN EMPHASIS ON MARKETING			**9**

h. FINANCE EMPHASIS

i. INTRODUCTION

The MBA Emphasis in finance equips students to acquire specialized skills and knowledge in understanding, and analyzing financial transactions and related activities of an organization as well as to make effective and ethical financial decisions related to the same. The purpose of this emphasis is to enable students to understand and analyze theories in corporate finance, investment and portfolio management. A focus on financial institutions and international finance domain enable students to keep abreast with the various changes and challenges operating in international business scenarios.

ii. GOALS

1. Develop theoretical & practical knowledge of, and skills in finance.
2. Equip students with decision making and analytical skills.
3. Develop an understanding of the operations and structures of various financial systems.
4. Develop ethically oriented financial professionals.

iii. OBJECTIVES

Student will be able to:

1. **Understand** the theoretical framework in corporate and financial institutions.

2. **Comprehend** various ethical practices and its implications in regional and global financial institutions.
3. **Apply** the principles, tools and techniques for financial decisions.
4. **Analyze** risk and return for investment decisions.
5. **Evaluate** government regulations and its effects on corporate, capital market and banking environment.

CODE	COURSES	PRE REQUISITE	CREDITS
FIN 711	Corporate Finance	ACC601, FIN601	3
FIN712	Management of Banks & Financial Institutions	ACC601, FIN601	3
FIN713	International Finance	ACC601, FIN601	3
FIN714	Investment and Portfolio Management (SAPM)	ACC601, FIN601	3
TOTAL CREDITS REQUIRED IN EMPHASIS ON FINANCE			**9**

i. **HRM EMPHASIS**

   i. **INTRODUCTION**

   The Human Resources Management Emphasis prepares students to play an important role in managing the human resource requirements of an organization. Students completing this emphasis would be able to understand and develop skills related to international human resource best practices like human resource planning, recruitment, selection and placement, training & development, compensation management and performance management. An understanding of UAE labor laws would equip the students to make adequate decisions related to this environment and compare the region's labor practices with international labor practices.

   HR emphasis MBA would develop confidence among the students in analyzing HR and employment policies and practices and managing equality and diversity issues within the organization. An emphasis on understanding training & development, compensation& benefits and performance management would prepare the students to take key positions in organizations.

   ii. **GOALS**

   1. Develop knowledge and skills in Human Resource Management processes, tools, systems and techniques
   2. Develop skills in planning Human Resource activities within the organization
   3. Orient students in understanding issues related to diversity and equal employment opportunity and critically analyze the application of tools and techniques of HR to successfully solve them.

4. Expose students to new trends in Human Resource Information Technology.

iii. OBJECTIVES

Student will be able to:

1. **Demonstrate** an understanding of current processes and practices in Human Resource Management
2. **Comprehend** legal aspects of Human Resource Management
3. **Design** systems, tools & techniques of human capital management
4. **Manage** challenges of diversity and equal employment opportunity
5. **Analyze** and **Evaluate** human resource issues and challenges

CODE	COURSES	CREDITS
HRM711	PERFORMANCE AND COMPENSATION MANAGEMENT	3
HRM712	LEGAL ASPECTS OF HUMAN RESOURCES	3
HRM713	MANAGING DIVERSITY	3
HRM714	STRATEGIC HUMAN CAPITAL MANAGEMENT	3
TOTAL CREDITS REQUIRED IN EMPHASIS ON HRM		**9**

PROTECTED COURSES

Following are the courses that are to be taken at SUC and no TOC can be accepted for these courses.

CODE	COURSE	CREDITS
FIN601	Financial Management	3
MKT714	International Marketing Strategy	3
BUS602	International Business	3
MKT711	Marketing Communications	3
MKT712	Consumer Behavior	3
MKT713	Supply Chain Management	3
BUS601	Quantitative Methods for Business Decision Making	3
FIN711	Corporate Finance	3
FIN712	Management of Banks & Financial Institutions	3
FIN713	International Finance	3
FIN714	Investment and Portfolio Management (SAPM)	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
MGM713	Strategic Management	3

j. PRE – MBA PROGRAM

A student who is seeking admission with a BBA degree obtained from a non-business discipline is required to undergo the MQP by taking the following seven courses. In case student has already taken any of the MQP courses, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by them. However, the decision for the exemption will be made jointly by the Program Coordinator and DEAN upon carefully reviewing the course contents as per SUC TOC policy.

The following are the courses that are chosen to establish the required knowledge for a student to cope up with the MBA program curriculum as these courses provide the basics for a non business student:

CODE	COURSES
MQPACC01	Accounting Principles & Practice
MQPECO02	Economics Principles & Practice
MQPMAT03	Business Statistics
MQPFIN04	Principles of Finance
MQPMGM05	Perspective on Management
MQPMKT06	Principles of Marketing
MQPMAT07	Quantitative Methods

All these courses are equivalent to 3 credit hours at BBA level. These credits cannot be used for replacing any of the MBA level courses as these will be treated non credit bearing courses only for the purpose of MQP and no transcript shall be issued. Most of these courses are offered at the SUC BBA program enabling the aspirants to pick up any of these courses during the regular semesters of the BBA program. If the courses are currently not offered at the BBA program, they will be exclusively planned and scheduled for the purposes of MQP provided there are a minimum number of students who have opted to take a course in a given semester and if it is found operationally viable.

With regard to the planning and scheduling of the MQP, typically a student with a non-business degree background will take minimum of one or maximum of two semesters to complete the program. However, hypothetically, a student who has studied in engineering discipline might have completed a course in quantitative methods and/or statistics and/or management. In this scenario, student may be exempted from the requirements of those courses at the MQP level; hence, a student of this scenario may be able to complete the MQP in one semester.

VII. PROJECTED SEMESTER WISE PLAN

a. BBA

CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL	SPRING
ACC101	Principles of Accounting-I	#			
CIS101	Computer Skills I	#			
GEN101	General Study Skills	#			
ENG101	English Composition	#			
GEN102	Community Services & Sports	#			
MAT101	Business Mathematics	#			
ECO101	Micro Economics		#		
ENG112	Business Communication		#		
HUM101	Islamic Culture		#		
HUM102	Critical Thinking & Problem Solving		#		
MAT112	Business Statistics		#		
ACC211	Principles of Accounting II			#	
ECO211	Macro Economics			#	
HUM201	Introduction to Humanities			#	
MGM201	Perspectives on Management			#	
SCI201	Physics			#	
CIS211	Computer Skills II				#
ENG211	Advanced English Composition				#
FIN211	Principles of Finance				#
LAW201	Business Law I				#
MKT221	Principles of Marketing				#

Table title: PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2012 INTAKE

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2012 INTAKE					
INTERNATIONAL BUSINESS					
CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods (P)	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management(E)	#			
IBS311	Economics of International Business	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication(E)		#		
BUS303	Business Ethics		#		
MGM313	Operations Management		#		
IBS302	Principles & Practices of Exporting		#		
IBS323	IBDM - Quantitative Methods (P)		#		
MGM411	Management of Human Resources(E)			#	
BUS411	Innovation(E,P)			#	
BUS412	Dissertation I			#	
MKT401	Logistics & Supply Chain Management			#	
IBS411	International Finance			#	
MKT413	Marketing Services *(E,P)				
BUS414	Internship/Practicum 'C' or BUS425-Internship Project (C,S)*				#
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
IBS424	International Management '(C,S)'				#
IBS403	International Banking(E)				
IBS412	Business Project Management*(E)				#

"*COURSES IN OFFER*"
* "*CHOOSE ANY 1 FROM 300 LEVEL COURSES AND ANY 1 FROM 400 LEVEL COURSES*"
E – Elective; C- Capstone Course; S- Senior Status; P – Protected Course;

TRAVEL & TOURISM MANAGEMENT

CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management(E)	#			
TAT301	Foundation of Tourism	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication(E)		#		
BUS303	Business Ethics (P)		#		
MGM313	Operations Management		#		
TAT302	Air Travel Operations		#		
TAT303	Travel Agency Operations & Tours		#		
MGM411	Management of Human Resources(E)			#	
BUS411	Innovation(E,P)			#	
BUS412	Dissertation I			#	
TAT401	Management of Toursim Enterprises			#	
TAT412	Impacts of Tourism			#	
MKT413	Marketing Services *(E)				
BUS414	Internship/Practicum 'C' or				#
BUS415	Internship Project (C,S)*				
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
TAT423	E-Tourism(E)				#
TAT414	Tourism Policy Planning & Development(C,S)				#
TAT415	Management of Hospitality Industry*(E)				

"*COURSES IN OFFER*"

E – Elective; C- Capstone Course; S- Senior Status; P – Protected Course;

		SEMESTER WISE			
CODES	**COURSES**	**FALL**	**SPRING**	**FALL**	**SPRING**
BUS311	Business Research Methods	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management(E)	#			
CIS301	Introduction to Information	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication(E)		#		
BUS303	Business Ethics		#		
MGM313	Operations Management		#		
CIS302	Database Management Systems(P)		#		
CIS313	Programming		#		
MGM411	Management of Human Resources(E)			#	
BUS411	Innovation(E,P)			#	
BUS412	Dissertation I			#	
CIS401	Essentials of Computer			#	
CIS402	Information Systems Project Management			#	
BUS414	Internship/Practicum 'C' or				#
	BUS425- Internship Project (C,S)*				
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
CIS413	E Commerce(E)				#
CIS424	Object Oriented Analysis & Design (C,S)				#
CIS415	Web Design and Development*(E)				
CIS416	Business Intelligence *(E)				

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2012 INTAKE

INFORMATION SYSTEMS

"COURSES IN OFFER"

* "CHOOSE ANY 1 FROM 300 LEVEL COURSES AND ANY 1 FROM 400 LEVEL COURSES"

E – Elective; C- Capstone Course; S- Senior Status; P – Protected Course;

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2012 INTAKE					
MARKETING					
		SEMESTER WISE			
CODES	COURSES	FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management(E)	#			
MKT312	Consumer Behaviour	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication(E)		#		
BUS303	Business Ethics		#		
MGM313	Operations Management		#		
MKT313	Marketing Communication		#		
MKT314	Market Research		#		
MGM411	Management of Human Resources(E)			#	
BUS411	Innovation(E,P)			#	
BUS412	Dissertation I			#	
MKT401	Logistics & Supply Chain Management			#	
MKT413	Retail Marketing			#	
BUS414	Internship/Practicum 'C' or				#
BUS415	Internship Project (C,S)*				
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
MKT413	Marketing Services(E)				#
MKT414	International Marketing (C,S)				#
MKT415	Advertising Management*(E)				

MKT416	Sales Planning *(E)				

"COURSES IN OFFER"
* "CHOOSE ANY 1 FROM 300 LEVEL COURSES AND ANY 1 FROM 400 LEVEL COURSES"
E – Elective; C- Capstone Course; S- Senior Status; P – Protected Course;

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2012 INTAKE					
FINANCE					
		SEMESTER WISE			
CODES	COURSES	FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management(E)	#			
FIN311	Financial Markets & Institutions	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication(E)		#		
BUS303	Business Ethics		#		
MGM313	Operations Management		#		
FIN312	Financial Statement Analysis		#		
FIN313	Corporate Finance		#		
MGM411	Management of Human Resources(E)			#	
BUS411	Innovation(E,P)			#	
BUS412	Dissertation I			#	
FIN411	Risk Management			#	
FIN412	Fundamentals of Investment			#	
BUS414	Internship/Practicum 'C' or				#
BUS415	Internship Project (C,S)*				
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
FIN415	Islamic Finance(E)				#

| FIN416 | Applied Project in Finance (C,S) | | | | # |

"COURSES IN OFFER"
* "CHOOSE ANY 1 FROM 300 LEVEL COURSES AND ANY 1 FROM 400 LEVEL COURSES"
E – Elective; C- Capstone Course; S- Senior Status; P – Protected Course;

MBA

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2012 INTAKE					
CODES	**COURSES**	**SEMESTER WISE**			
		FALL	**SPRING**	**SUMMER**	**FALL**
ACC601	Managerial Accounting	#			
ECO601	Managerial Economics	#			
MGM601	Human Resource Management	#			
MKT601	Marketing Management		#		
FIN601	Financial Management		#		
BUS601	Quantitative Methods For Business Decision Making		#		
BUS602	International Business			#	
CIS601	Corporate Information Strategy & Management			#	
MKT712	Consumer Behavior			#	
MKT713	Supply Chain Management			#	
MKT714	International Marketing Strategy				#
FIN711	Corporate Finance				#
FIN713	International Finance				#
FIN714	Investment And Portfolio Management				#
MGM713	Strategic Management				#
HRM711	Performance and compensation Management			#	
HRM712	Legal Aspects of Human Resources				#
HRM713	Managing Diversity				#

VIII.   ADMISSION REQUIREMENTS

SUC follows a non-discriminatory policy to admit all such students, who have completed the General Secondary School Certificate of UAE or its equivalent as per International Grade Conversions published by the World Education Services Inc. (www.wes.org), subject to availability of seats. The Administration Department plans for the number of seats for each major and the Committee of the Head of Departments (COHD) approves the proposed plan of seats at the beginning of each academic year.

a. ENTRY REQUIREMENTS

i. BBA DEGREE PROGRAMS

An applicant seeking admission for BBA program is required to fulfill the following conditions:

1. High School Grade

a. Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. (www.wes.org). Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education and Youth. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country.

b. Seven subjects of IGCSE/GCSE/GCE (O-Level) with grade 'C' or above (AS-Level) with grade 'D' or above (A-Level) with grade 'E' or above. All documents require attestation from the competent authorities.

c. Holders of UAE Secondary School Certificate who have scores below the required level (minimum of 60%), and do not meet the regular admission requirements, may go through the Foundation Program to prepare themselves for higher studies in their chosen field.

  i. On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOHESR. This may be used for progression to Higher

Education within the institution offering the Foundation Program, or for entry to other receiving institutions, provided the student meets the admission requirements set for specific programs at that institution.

ii. English competency required as the exit standard is TOEFL 500 (or IELTS 5.0) for those intending to enter Higher Education programs delivered in English, and TOEFL 400 (or IELTS 4.0) for those intending to join programs offered in Arabic. Note that Institutional TOEFL is NOT ACCEPTABLE.

iii. The Foundation Program does not apply to students who hold High School Certificates from other systems of Education (British GCE / IGCSE or American Diploma). Students falling under this category will need to meet the minimum admission requirements set forth in the Ministerial Decree's 200/2004 and 133/2005.

d. **Provisional Admission**

The Dean reserves the right to admit a student on Provision (e.g. special cases where the student may not have satisfied all the admission requirements). In such a case, the student must have an average of not less than 60% marks in the secondary school level of UAE or its equivalent.

Provisional admission is not applicable to UAE board students holding certificates after 2006 having less than 60% marks.

i. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, he or she must obtain a Grade Point Average (GPA) of 2.0 on a scale out of 4.0 upon successfully completing 12-15 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student's admission.

ii. If any student is admitted under provisional status and at the same time failed in the Mathematical ability placement test of the SUC, may not be allowed to have simultaneous progression in the BBA program, in this scenario, student is required to complete the Numeracy preparatory course prior to progressing in BBA

program. Moreover, provisionally admitted students will not be granted TOC for the courses, which are in offer in the first semester.

Exception: Students holding diploma from any accredited institution in UAE having 50% and above in the secondary school level of UAE or its equivalent will be admitted to the SUC. However such students will be required to undergo the English Language proficiency test as per the SUC norms.

2. **Placement Requirements**

   All candidates seeking admission to SUC BBA curriculum must take and pass proficiency examination in English and Mathematics.

   a. **English Language Proficiency (TOEFL Exam)**

      Prospective Students having English as their first language are not required to appear for TOEFL.

      A BBA applicant without English as their first language is required to fulfill any one of the following requirements for admission:

      i. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 61 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 173 on the Computer based TOEFL.

      ii. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)

   b. **Mathematical Ability**

      An applicant is required to score a minimum of 500 on SAT-1 or 60% passing score of SUC Mathematics placement test.

3. **Transfer Admission**

   SUC accepts student's who are transferring from a federal or licensed institution in the UAE, or a foreign institution of higher learning based outside the UAE and accredited in its home country, are eligible for transfer admission; after fulfilling the following requirement / conditions:

   a. **Documents Required:**

i. The official transcripts,

ii. Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)

iii. An official letter from the previous institution

iv. All documents mentioned in the registration requirements

v. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

b. Conditions Applicable:

i. They must pass the English and Mathematics proficiency requirement.

ii. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.

iii. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.

iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.

v. Must have passed the course with a minimum of 'C' grade or equivalent.

vi. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.

vii. No transfer can be awarded for Capstone and protected courses of SUC.

viii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.

ix. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.

x. Incase student changes the major area of study the student will have to re-apply for TOC.

xi. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean . Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.

xii. Prohibit accepting credit twice for substantially the same course taken at two different institutions.

xiii. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

xiv. Non-refundable SUC TOC processing fees (as per applicable fee structure)

xv. Transfer admission students will not be included in the toppers list.

xvi. TOC will be awarded to students of Higher College of Technology diploma holders on the following conditions. (This provision is made available as per the Ministry of Higher Education & Scientific Research (MOHESR) circular no.1 (amended) dated 11th March 2006).

  1. The 12th standard Certificate should not be less than 50%.
  2. His/her diploma should be accredited and attested by MOHESR or its equivalence certificate for those who graduate outside UAE.
  3. To check the validity of the certificate issued by HCT and make sure that it is authentic.
  4. CGPA should be 2.0 and above.
  5. The student should get "C" grade and above in the following subjects:
     (a) English   (b) Maths   (c) Computer
  6. Any other conditions followed by the institutions. Once the acceptable transfer of credits are decided, the student is informed and can then proceed for registration. Appropriate fee reduction is given for the courses granted transfer of credit.

c. Procedure For Finalizing Institutions For The Purpose Of Transfer Of Credits

Qualification

SUC will accept transfer of credits only from the Institutions under the following categories:

  i. Accredited by the MOHESR, UAE.
  ii. Accredited by the Central or Regional accreditation bodies in the United States of America.
  iii. Accredited by the UGC Grants Commission of India.

iv. Accredited by the HEC Grants Commission of Pakistan.

v. Approved by the Quality Assurance Agency in Education, U.K.

vi. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission.

ii. MBA DEGREE PROGRAMS

An applicant seeking admission for MBA Program is required to fulfill the following conditions:

1. Qualification

a. A Bachelor's degree in Business discipline from an accredited institution in the UAE or its equivalent or

b. A Bachelor's degree in other than business discipline will be accepted but the applicant is required to undergo a Pre-MBA program of SUC.

2. English Proficiency Requirement:

A TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), is required for admission to the Master's program with the following exceptions:

a. A native speaker of English who has completed his/ her BBA education in an English medium institution in a country where English is the Official language.

b. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her BBA program.

3. GPA Requirement

A cumulative Grade Point Average (CGPA) of 3.0 (on a 4.0 point scale or its established equivalent) in the applicant's BBA degree program is required for admission to MBA programs.

4. **Probationary Admittance:**

Students with CGPA 2.5 to 2.99 in the applicants BBA degree along with the following:

a. TOEFL score of 550 on the Paper-Based test, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0) may be admitted to the Master's program subject to the following:

   i. May take a maximum of nine credit hours in the first semester of study.
   ii. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.
   iii. If either provision is not met the student will be dismissed.

b. TOEFL score of 530 on the paper-based test, 197 on the computer-based, or 71 n the internet-based test or its equivalent using a standardized test approved by MOHESR may be admitted to the MBA program subject to the following:

   i. Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study;
   ii. May take a maximum of six credit hours in the first semester of study, not including intensive English courses;
   iii. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
   iv. If either provision is not met the student will be dismissed.

c. Students with CGPA 2.0 to 2.49 in the applicants baccalaureate degree and meets the English competency requirements as per SUC policy (both business and non business discipline) may be admitted to the Master's program subject to the following:

i. To qualify for MBA program admission a student must complete seven courses of MQP with minimum 'B' grade or take challenge exam (only for business graduates) in any of the seven courses and score minimum 'B' grade.

ii. Incase s/he has already taken any of the MQP courses with the grade of 'B' or above at baccalaureate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy

iii. Meets the English competency requirements as per SUC policy.

iv. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

v. If either provision is not met the student will be dismissed.

NOTE: Admission to the above category of students is limited to a maximum of one third (1/3) of the total enrollment in the MBA.

iii. MATURED ENTRY ADMISSION

Students with CGPA 2.0 to 2.49 in the applicant's baccalaureate degree and meets the English competency requirements mentioned in section B (both business and non business discipline):

1. Business Graduates

a. Must have 5 years of work experience after completion of baccalaureate degree.

b. Such students will have to face a pre-enrollment personal interview with a designated committee to assess level of academic aptitude for joining the MBA Program

c. Meets the English competency requirements as per SUC policy

d. Must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

2. Non Business Graduates

a. Must have 5 years of work experience after completion of baccalaureate degree.

b. Meets the English competency requirements as per SUC policy.

c. Must complete the MQP requirement as per SUC policy.

d. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

iv. TRANSFER ADMISSION

SUC accepts student's who are transferring from a federal or licensed institution in the UAE, or a foreign institution of higher learning based outside the UAE and accredited in its home country, are eligible for transfer admission.

A maximum of 12 credit hours can be accepted as transfer into the BBA Program of SUC provided these credit hours are adequate to meet the requirements for Transfer of credits (TOC) procedures. All the courses in the curriculum are protected except the following courses that can be replaced by accepting TOC from any accredited MBA level program:

S. No	Course Code	Course Name
1	CIS601	Corporate Information Strategy & Management
2	ACC601	Managerial Accounting
3	ECO601	Managerial Economics
4	MGM601	Human Resources Management
5	MKT601	Marketing Management

Transfer admission students have to fulfill the following requirements /conditions:

1. Documents Required:

a. The official transcripts,

b. Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)

c. An official letter from the previous institution

d. All documents mentioned in the registration requirements

e. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

i. They must pass the English proficiency requirement.

ii. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.

iii. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.

iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.

v. Must have passed the course with a minimum of 'B' grade or equivalent and overall CGPA of '3.0' on a scale of '4.0'.

vi. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.

vii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.

viii. A student is placed in the fourth semester status only after completing all the balance courses till the third semester.

ix. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean . Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.

x. Prohibit accepting credit twice for substantially the same course taken at two different institutions.

xi. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

xii. Non-refundable SUC TOC processing fees (as per applicable fee structure)

2. **Procedure for Finalizing Institutions for the purpose of Transfer of Credits**

Qualification
SUC will accept transfer of credits only from the Institutions under the following categories:

a. Accredited by the MOHESR, UAE.
b. Accredited by the Central or Regional accreditation bodies in the United States of America.

    c. Accredited by the UGC Grants Commission of India.
    d. Accredited by the HEC Grants Commission of Pakistan.
    e. Approved by the Quality Assurance Agency in Education, U.K.
    f. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission.

b. REGISTRATION REQUIREMENTS (BBA)

i. LOCAL STUDENTS OR STUDENTS WITH OWN VISA

1. 6 Passport size colored photographs (not Polaroid).
2. Passport Copy with minimum six months validity.
3. Attested copy of High School Certificate along with marks sheet (as applicable).

    a. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE.
    b. Students from foreign schools operating in UAE approved by the Ministry of Education, UAE should submit attested certificate by the school & private Department in Ministry of Education, UAE.
    c. Students from overseas school certificate should submit attested copy by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin.

4. The following fees must be paid at the time of admission:
    (A total of AED 6,000/-)

    a. Application Fee (non-refundable)   AED 1,000/-
    b. First Installment Fee   AED 5,000/-

[Non-refundable after commencement of classes, even if the student did not attend any class].

5. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time.

ii. LOCAL STUDENTS SEEKING SUC VISA

1. 15 Passport size colored photographs (not Polaroid) with white background passport Copy with minimum eight months validity.
2. Attested copy of High School Certificate along with marks sheet (as applicable).
   a. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE.
   b. Students from foreign schools operating in UAE approved by the Ministry of Education, UAE should submit attested certificate by the school & private Department in Ministry of Education, UAE.
   c. Students from overseas school certificate should submit attested copy by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin.

3. The following fees must be paid at the time of admission:

   (AED 31,550/-)

   a. Application Fee (Non-refundable)   AED 1,000/-
   b. Registration Fee (Non-refundable)   AED 5,000/-
   c. - 1st Cheque Payment of   AED 11,300/-
   d. 3 year Visa Fee   AED 5,500/-
      [Fully Non-refundable once visa is filed]
   e. Passport Guarantee   AED 2,500/-
      [Refundable at the time of visa cancellation]
   f. TOEFL Exam Fee   AED   500/-
   g. TOEFL Book   AED   400/-
   h. Three post Dated Cheques of each   AED 11,300/-
   i. Hostel Deposit   AED 1000/-
      [Refundable]

4. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required documents will be submitted within the stipulated time as agreed.
5. Student Personal details form with the Country residence telephone number.

iii. VISA STUDENTS (OVERSEAS)

1. 15 Passport size colored photographs (not Polaroid) with white background.
2. Passport Copy with minimum eight months validity.

3. Police clearance certificate
4. Attested copy of High School Education Certificate along with marks sheet (12th Standard certificate attested by Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin).
5. The following fees must be paid at the time of admission:
   (USD 7,170/-)

   a. Application fee & 1st Installment fee USD 3,250/- (Non-refundable)
   b. 3 year Visa Fee   USD 1,510/-
      [Fully Non-refundable once visa is filed]
   c. Passport Guarantee   USD 685/-
      [Refundable at the time of visa cancellation]
   d. TOEFL Exam Fee   USD 140/-
   e. TOEFL Book   USD 110/-
   f. 1st Semester of Hostel Fee   USD 1,200/-
   g. Hostel Deposit   USD 275/-
      [Refundable]

6. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required documents will be submitted within the stipulated time as agreed.
7. Student Personal details form with the Country residence telephone number.

iv. ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER ADMISSION

1. Official Transcript of records
2. Full Course Syllabus [Credit Value, Level, Detailed course content, Learning outcomes/objectives & Indicative learning resources
3. Letter from College/University certifying that the student attended there
4. TOC processing fee of AED 300/-

c. REGISTRATION REQUIREMENTS (MBA)

i. LOCAL STUDENTS OR STUDENTS WITH OWN VISA

1. 5 Passport size colored photographs (not Polaroid).
2. Passport Copy with minimum six months validity.
3. Attested copy of Bachelor's Degree Certificate along with marks sheet (as applicable).

a. Students from UAE Universities certificate should be attested by the university and Ministry of Higher Education, UAE.

b. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education, UAE, certificate should be attested by the University & private Department in Ministry of Higher Education, UAE.

c. Students from overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

4. The following fees must be paid at the time of admission:
   (AED 6,000/-)

   a. Application Fee Non-refundable   AED 1,000/-
   b. First Installment Fee   AED 5,000/-

   Non-refundable after commencement of classes, even if the student did not attend any class.

5. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required documents will be submitted within the stipulated time as agreed.

6. Student Personal details form with the Country residence telephone number.

ii. LOCAL STUDENTS SEEKING SUC VISA

1. passport size colored photographs (not Polaroid) with white background passport Copy with minimum eight months validity.

2. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.
   a. Students from UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE.

   b. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE.

   c. Students from overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

3. The following fees must be paid at the time of admission:

(**AED 31,750/-**)

    a. Application Fee   AED 1,000/-
       [Non-refundable]
    b. First Installment Fee   AED 5,000/-
       [Non-refundable]
    c. 1st Cheque Payment   AED 11,500/-
    d. 3 Year Visa Fee   AED 5,500/-
       [Fully Non-refundable once visa is filed]
    e. Passport Guarantee   AED 2,500/-
       [Refundable at the time of visa cancellation]
    f. TOEFL Exam Fee   AED 500/-
    g. TOEFL Book   AED 400/-
    h. Three post Dated Cheques[hostel]   AED 4350/
    i. Hostel Deposit   AED 1000/-
       [Refundable]

4. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time as agreed.
5. Student Personal details form with the Country residence telephone number.

iii. VISA STUDENTS (OVERSEAS)

1. 10 Passport size colored photographs (not Polaroid) with white background.
2. Passport Copy with minimum eight months validity.
3. Police clearance certificate
4. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.
    a. Students from UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE.
    b. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education, UAE, certificate should be attested by the University & private Department in Ministry of Higher Education, UAE.
    c. Students from overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

5. The following fees must be paid at the time of admission:
   (USD 8,420/-)

a. Application fee & 1st Installment fee USD 4,500
[Non-refundable]
b. 3 Year Visa Fee   USD 1,510/-
[Fully Non-refundable once visa is filed]
c. Passport Guarantee   USD 685/-
[Refundable at the time of visa cancellation]
d. TOEFL Exam Fee   USD 140/-
e. TOEFL Book   USD 110/-
f. 1st Semester of the Hostel Fees   USD 1,200/-
[3 months @ USD 400/- per month (Inclusive of water & electricity charges)]
g. Hostel Deposit   USD 275/-
[Refundable]

6. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time as agreed.
7. Student Personal details form with the Country residence telephone number.

iv. ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER ADMISSION

1. Official Transcript of records.
2. Full Course Syllabus [Credit Value, Level, Detailed course content, learning outcomes/objectives & Indicative learning resources.
3. Letter from College/University certifying that the student attended there.
4. TOC processing fee of AED 300/-.

d. ADMISSION TO STUDENTS NOT QUALIFYING FOR BBA ADMISSION

i. ACADEMIC IELTS PREPARATORY COURSE – BBA:

The Academic IELTS preparatory course (AIPC) and mathematics preparatory courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 5.0

out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program):

Exceptions:

1. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.

2. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

3. In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into BBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

Scenario 1: If Student falls short of qualifying score in both English and Maths: In this scenario, the student will undergo the AIPC and maths preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).

Scenario 2: If Student falls short of qualifying score in English but obtains qualifying score in Maths: In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

ii. **Preparation for English Language Skills- Academic IELTS Preparatory Course (AIPC):**

For students who have passed the Mathematical ability test but have failed the English language proficiency test, the below mentioned categories will apply. However, prospective students who score below 350 in TOEFL are rejected by SUC.

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic – AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards preparation for IELTS (Academic) during the semester. This is a non credit course.

2. **Category B:** Students who have scored between 425 and 499 in TOEFL (ITP) or between 4.0 and 4.5 in IELTS (Academic) will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced – AIPC (total of 120 contact hours). At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a 3 credit hour course of freshman level (as shown in the table below). AIPC is a non credit course.

CODE	COURSES	CREDITS
CIS101	Computer Skills-1	**3**

GEN101	General Study Skills	2
GEN102	Community Services & Sports	1
HUM101	Islamic Culture	3
MAT101	Business Mathematics	3

3. **Category C:** Students who cannot score a minimum of 5.0 in IELTS (Academic) admitted as per category A & B they will be allowed to re-register for AIPC (Basic or Advanced based on band) semester again. In this category, students can enroll into the freshman level (BBA) with an available 3 credit hour course if they score 4.0 and above in IELTS (Academic).

Note - 1: If the students fail to acquire the required level of English proficiency even after re-admission and wish to exit SUC will be awarded a transcript for the completed BBA level courses.

Note -2: Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident of scoring 500 or above in the subsequent TOEFL test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA program. If they are unable to score 500 in the latest attempt, they will be placed in AIPC (Basic or Advanced) depending on the latest IELTS (Academic) scores.

iii. INTENSIVE ENGLISH LANGUAGE PROGRAM (IELP)

SUC offers IELP to those students whose competency in English language skills are not adequate either to appear for TOEFL exam or to take up Basic / Advanced AIPC. The registered students for IELP have an option to undergo a general English course for one semester. This course is categorized into four levels-Beginners, Elementary, Intermediate and Advanced. Upon the completion of this course, based on their performance,

students will be directed either to Basic AIPC or Advanced AIPC. On successful completion of IELP, candidates will be issued proficiency certificates.

Scenario 3: If Student falls short of qualifying score in math but obtains qualifying score in English: In this scenario, the student will undergo IELP (Academic IELTS preparatory course) to improve English language skills towards meeting the admission requirements and she/he will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

In this scenario, students have to take the Mathematics preparatory course (MAT001 - Numeracy) to improve the mathematical abilities. Such students are eligible to be admitted into courses other than maths at the BBA degree program on a simultaneous progression with the Mathematics preparatory course. Such students can progress up to Sophomore Level until they pass the Mathematics preparatory course with 60% marks. The courses available for provisional status admission are:

CODE	COURSES
CIS101	Computer Skills-1
ENG101	English Composition
ENG112	Business Communication
GEN101	General Study Skills
GEN102	Community Services & Sports
HUM101	Islamic Culture
HUM102	Critical Thinking & Problem Solving

iv. **ACADEMIC IELTS PREPARATORY COURSE – MBA:**

The Academic IELTS preparatory course (AIPC) course is designed for students whose proficiency levels are inadequate to be accepted for admission into the MBA Program of SUC. Preparatory courses are offered to those

students who could not qualify placement test of SUC. The placement of the student in IELTS preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 6.0 out of 9.0 bands for MBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below.

1. **ENGLISH PROFICIENCY REQUIREMENT:** A TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), is required for admission to the MBA Program with the following exceptions:

2. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.

3. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into MBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

a. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards AIPC. This is a non credit course.

b. **Category B:** The students who have scored between 425 and 529 in TOEFL (ITP) will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. This is a non credit course.

c. **Category C:** The Students, who have scored between 530 and 549 in TOEFL (ITP), will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll up to 6 credit hours in the first semester. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the MBA program.

INTENSIVE ENGLISH LANGUAGE PROGRAM (IELP)

SUC offers IELP to those students whose competency in English language skills are not adequate either to appear for TOEFL exam or to take up Basic / Advanced AIPC. The registered students have an option to undergo a general English course for one semester. This

course is categorized into four levels-Beginners, Elementary, Intermediate and Advanced. Upon the completion of this course, based on their performance, students will be directed either to Basic AIPC or Advanced AIPC. On successful completion of IELP, candidates will be issued proficiency certificates.

v. **PLACEMENT TESTS (TOEFL – ITP & MATHEMATICS):**

All the students admitted into the BBA & MBA Programs are required to appear for the Institutional TOEFL (Test of English as a Foreign Language) exam and score a minimum of 500 out of 677, to meet the admission requirements to enter in the BBA program and 550 out of 677 to enter into the MBA Program or any of its equivalent as mentioned in Admission policy.

In addition, the BBA applicants have to undergo SUC administered Mathematics Placement test and score a minimum of 60% marks to qualify for admission. The duration of this test is One hour and the students are allowed to use basic calculators.

vi. **TOEFL – TEST CENTER:** SUC is an authorized ITP center which conducts the TOEFL tests regularly according to the published calendar. The duration of ITP TOEFL test is 1 hour and 55 minutes. BBA students take Mathematics test before the TOEFL test. Generally, timings are 6:15PM – 7:15PM (Math Test) and 7:30PM – 9:25 PM (TOEFL test). Students may opt for different dates for appearing TOEFL and Maths tests.

vii. **INTRODUCTION – TOEFL:** Test of English as a Foreign Language has 3 sections:

TEST STRUCTURE		
Listening comprehension	50 questions	30-40 minutes
Structure and written expression	40 questions	25 minutes
Reading comprehension	50 questions	55 minutes

1. **TEST STRUCTURE**

   a. **Section-1 (Listening comprehension):** This section consists of:

      i. 3-4 mini talks, 60-90 seconds long with 3-5 questions each,

      ii. 2-3 ex tended conversations, 60-90 seconds long with 3 to 5 questions each

      iii. 30-40 dialogues, 5-15 seconds long with 1 question each.

   Listening measures the ability to understand English as it is spoken in North America.

   b. **Section-2 (Structure and Written Expression):** This section consists of:

      i. 15 multiple choice questions based on the structure of the sentence.

      ii. 35 questions -4 parts of the sentence are underlined –incorrect one has to be chosen and the corresponding letter to be written on the answer sheet.

   Structure measures the ability to recognize language that is appropriate for standard written English.

   c. **Section-3 (Reading Comprehension):** This section consists of: 5 passages from academic texts, 250-350 words each, with 10 questions per passage.

      i. Most of the questions are multiple choices.

      ii. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions.

Reading measures the ability to understand short passages similar in topic and style to academic texts used in colleges and universities.

2. **SCORING:** Scores for the listening and structure sections range from 31-68. For reading, the range is 31-67. The average of the three scores is taken and multiplied by 10, to give a total score of between 310 and 677. The students are required to get 500 to be eligible for the admission into BBA program and 550 for MBA program of SUC.

   a. The ITP TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.

   b. They must work to improve their knowledge of the English **language skills** that are covered on the paper version of the TOEFL test.

   c. They must understand the **test taking strategies** that are appropriate for the paper version of the TOEFL test.

   d. They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

3. **PROCEDURE:**

   a. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.

   b. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.

c. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.

d. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.

e. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.

f. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.

g. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.

h. The students are solely responsible for marking answers properly on the answer sheet.

i. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.

j. They have to completely fill the circle with a heavy, dark mark.

4. **IDENTIFICATION:**

a. Students must provide their original, valid and signed passport in addition to their other I. D.

b. Students who wear the face covering are required to uncover during the exam. The students face must be visible at all times during testing.

c. If student does not have a passport, an official letter from

the school he or she most recently attended is required, and this letter must have student photo glued (not stapled) to it, and the title, signature, and seal of the official who issued the identification must overlap the photograph.

d. No other forms of identification will be accepted.

5. **STATIONERY REQUIRED:**

a. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.

b. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.

c. The students must carry a good quality of eraser.

d. Pencils and erasers will not be supplied by the SUC.

6. **CHEATING & UNACCEPTABLE BEHAVIOR:** SUC has the full right to cancel the paper of anyone who:

a. Takes a test book or answer sheet from the testing room.

b. Attempts to take the test for someone else.

c. Gives or receives assistance during the test.

d. Fails to follow instructions given by the Invigilator

e. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet.

f. Takes dictionaries, other books, notes or other devices into the testing room.

g. Creates a disturbance or behaves inappropriately.

h. Copies test questions or answers.

i. Malpractices in any other way.

7. **IELTS COURSE DELIVERY:** The IELTS preparation program at SUC is designed for two different levels:

a. **Advanced AIPC 120-hour Program:** Students, whose score is between 425 and 499 in TOFEL (ITP) or between 4.0 and 4.5 in IELTS (Academic), will undergo an Advanced Program.

b. **Basic AIPC 190-hour program:** Students, whose score is between 351 and 424 in TOFEL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a Basic Program.

viii. **IELTS Testing Centre at SUC:**

Prospective students of SUC or general candidates appearing for IELTS Exam can register at ITC (IELTS Testing Centre) of SUC either in person or through online. ITC of SUC operates in liaison with CES –Centre for exam services. CES is an independent IELTS Test Centre-AE055 which has been established under the auspices of British Council to facilitate institutions. CES supports in developing the venue and its ancillary services. It organizes IELTS tests (both Academic and General Training) at regular intervals at SUC.

1. **GENERAL REQUIREMNETS:**
   a. 2 passport photographs
   b. A copy of valid passport / UAE National ID /UAE Labor card issued by the Ministry of Labor and Social Affairs along with a UAE driving license
      i. **Passport photo specifications:**
         a. Two identical passport size photographs
         b. Not older than six months,
         c. Head should be fully shown - looking straight at the camera and

without spectacles

d. Photos must have a blue or black background

e. You have to sign on the reverse of the photographs.

2. **ACADEMIC /GENERAL TRAINING MODULES OF IELTS:**

a. The total test time is 2hours and 45 minutes.

b. The Academic module of IELTS consists of four components.

    i. **Listening:** The students are expected to listen to an audio recording produced by the native speakers of English .They listen to academic dialogues and monologues; non-academic dialogues and monologues. They are expected to answer the questions as they listen. Ten minutes are given at the end for the candidates to transfer the answers.

    ii. **Academic Reading:** The students have to read 3 passages on topics of general interest; one of these texts contains a detailed logical argument. They are expected to answer a variety of questions. 40 questions should be answered in one hour. No extra time will be given to transfer the answers.

    General Training reading texts are taken from notices, advertisements, newspapers etc. Third section involves reading more extended texts.

iii. **Academic Writing:** This module consists of 2 tasks. In task1, the students are expected to look at a diagram or a graph and present the information in their own words (150 words). In task 2, the students are assessed in their ability to present a solution to the problem, present and justify an opinion, compare and contrast evidence and evaluate and challenge ideas etc. They are expected to write in an appropriate style. (250 words).One hour is given for both the tasks.

General Training Writing: In task 1, candidates are asked to respond to a given situation with a letter requesting information or explaining the situation. In task 2 candidates are presented with a point of view and they are assessed on their ability to provide general factual information and present a solution.

iv. **Speaking:** In this module, the student is expected to introduce himself/herself in an oral interview. Later he/she has to talk on a particular topic for 2 minutes. The examiner gives the topic (and one minute is given for preparation).After that he/she has to participate in a discussion for 4-5 minutes. This module assesses the fluency, lexical resource, grammatical range, accuracy, and pronunciation of the students.

c. **On the test day:** Students should carry their original passport /labor card to the examination centre, without which they are not entitled to write the exam. The test announcements start at 8 am. Registration starts at 8.15 am. Exam starts at 9 am. Anyone who arrives late will not be admitted to the test.

d. **Results declaration:** Test Report Form (TRF) is published in a fortnight from the date of the test. Students can collect the TRF from the administration department of SUC. They can also check their results online using their candidate number. The TRF is valid for two years from the date of the test.

ix.   ATTENDANCE POLICY - ELC

The SUC follows a strict policy on attendance. The students attending courses at ELC have to meet the below mentioned attendance criteria:

1. Attendance is noted online for every class and students can view the same on their portal.
2. Attendance is mandatory in all classes held during the conduct of a course.
3. 70% attendance is mandatory to be eligible to write the exam.
4. Attendance is reviewed every fortnight –the students who fall below the 70% will not be allowed to attend the classes for the next week.
5. The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.
6. The attendance sheets for all students are available on the system, which can be printed by the faculty concerned.
7. Under normal circumstances, no names are added by the faculty. Any student attending the class without his/her name being enlisted must report to administration.
8. The necessary reports are generated by the Administration Department.

x. GENERAL RULES & REGULATIONS

Action will be taken according to the rules and regulations of the SUC in case of violation of the code of conduct as specified in the student handbook. Some of the specific violations could be:

1. Any misbehavior or misconduct, which may distort the image of the SUC
2. Misconduct in classroom or with in the premises of the SUC
3. Any insult to faculty or staff members
4. Any damage to SUC's property
5. Any misconduct during exams
6. Moving around in couples
7. Dress code
8. Fighting and
9. Theft

In order to make fair decisions on any misconduct / misbehavior or violation of a student, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the student and other part involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The Administration Department will present the case to the Committee at the time of meeting/hearing.

xi. RESPONSIBILITY OF THE STUDENTS:

1. Students shall conduct themselves with reasonable consideration for all other persons within the SUC;
2. Students shall not indulge in any behavior likely to bring the SUC to disrepute;
3. Students shall comply with any reasonable instruction issued by any member of staff of the SUC;
4. No student will tender false or deliberately misleading information;
5. Male and female students are not allowed to move together or sit together in classrooms;
6. A student shall not use, or incite others to use physical violence while in the SUC premises;
7. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises;
8. Students shall comply with the fees policy of the SUC;
9. Students shall comply with all regulations pertaining to the use of library and other SUC's facilities;

10. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
11. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action;
12. Students are supposed to switch-off mobile phones in the classrooms and handover to the security before entering for examinations;
13. Students should adhere to the class timings as per the rules & regulations;
14. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines;
15. Chewing of tobacco or any other form of betel etc is prohibited. Any one found to be violating this will be penalized;
16. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines;
17. Eatables & drinks are not allowed in the classroom;
18. Students using bus should strictly comply with the rules and regulations of transport;
19. Students shall not litter the campus;
20. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC;
21. Students will be required to make good compensation to the satisfaction of the Management of the SUC, if any damage is caused to University property;
22. The SUC is not responsible for any private property being lost or damaged in the University premises;
23. Students bringing vehicles shall observe car parking regulations in force as well as the speed within the SUC boundaries;
24. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact Administration Department for approval;
25. Student must carry their University Identity Card when they are inside the campus;
26. Playing cards in any form in the SUC campus is strictly prohibited.

xii. STUDENT DRESS CODE

Students are required to be dressed formally and follow dress codes in conformity with norms of civil society in the United Arab Emirates.

xiii. SERVICES ON THE PORTAL

Student can login the Skyline Portal to check the following:

1. Attendance
2. Information about the IELTS web sites suggested by the teacher
3. Updated news and events
4. Results
5. All requests
6. Car registration
7. All kinds of letters
8. Names of advisors
9. Room allocation
10. Class schedule

xiv. ADDRESSING GRIEVANCE

SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.

For any suggestion or complaint, a student is required to fill in a complaint/suggestion form and submit to the Student Services Department. The form is then duly forwarded to or discussed with the concerned Department head. Any remedial action required, is taken immediately and conveyed through a written reply to the student.

1. Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held every month.
2. It is mandatory for the students to participate in various surveys such as - tutor feedback, Academic Support Services survey, course feedback, etc. wherein their concerns if any, are conveyed and appropriate action is taken.

PLACEMENT TEST FLOWCHART

MATHS AND TOEFL-ITP EXAM

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│      MARKETING & REGISTRATIONS       │
└─────────────────────────────────────┘
                  │
                  ▼
┌─────────────────────────────────────┐
│      TOEFL-ITP/MATHS EXAM FORM       │
│    FORWARDED TO ADMINISTRATION       │
└─────────────────────────────────────┘
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┌─────────────────────────────────────┐
│           CONDUCT OF EXAM            │
└─────────────────────────────────────┘
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┌────────────────────┐  ┌────────────────────────┐
│ MATHS & EXAM PAPER │  │ SEND TOEFL PAPERS TO   │
│    CORRECTION      │  │ AMIDEAST FOR CORRECTION│
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                 │ RECEIVED RESULT │
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         │  WILL UPDATE THE RESULTS IN │
         │ PRELIMINERY STUDENT PORTAL  │
         └─────────────────────────────┘
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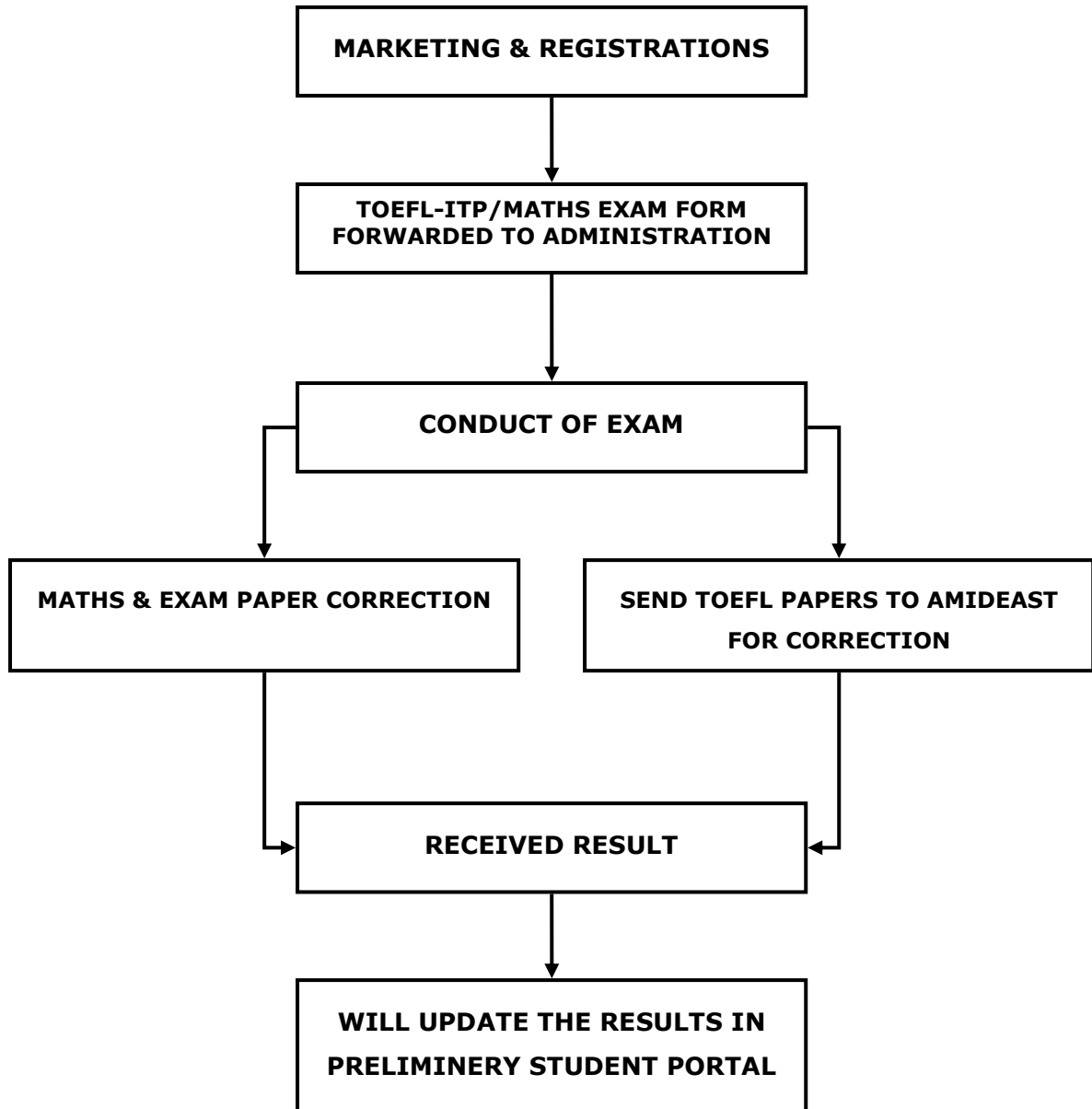
IX. ADMINISTRATION PROCEDURE

a. BBA & MBA

The following materials will be issued to students based on the entrance examination result:

i. Admission Letters & Invoice
Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

ii. Identity Cards
Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

iii. Portal ID
Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the SUC can also be accessed through the portal.

iv. Graduation Plan
Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

b. LETTERS / MARKS' TRANSCRIPT FROM THE SUC [BBA & MBA]

  i. Appeal For Reinstatement from Suspension
 ii. Approval for Entering Campus (Outsiders)
iii. BBA New Intake Form
 iv. Clearance Final Release of Passport Student
  v. Course Withdrawal Form
 vi. Grade Improvement Form
vii. Graduation Application Form
viii. IELTS – Repeating Course Form
 ix. Mitigating Circumstances Form
  x. Passport Withdrawal Form
 xi. Postponement Form

xii. Program Transfer Form

xiii. Request Form

xiv. Student Appeal Against Marks

xv. Student Clearance

xvi. Student Leave Application

xvii. Student personal Data Update Form

Students willing to seek letters for various purposes from the SUC need to fill up the requisition form available with the Administration Department. Any letter requested by the student must clearly state the purpose and its application SUC will issue the certificate or a letter when it is convinced. For issuance of any kind of letter, the student has to abide by the following procedure:

i. Student should fill up the request through student portal

ii. An approval of the Finance Department is necessary before proceeding to the next step. This is done to verify that the student does not have any outstanding fee against his account

iii. After due verification from the Finance Department the letter is prepared as requested by the student

iv. The original letter is given to the student and a copy is maintained in the student's personal file

v. In normal course the SUC issues the following letters upon the request of students / confidential request from other university where the student is applying for pursuing higher studies / employers / organization / court orders / government authorities:

1. Bona-fide student letter (In English or Arabic), Letter mentioning dates of examination, Copy of course definitive document (CDD) for course/s attended, Transcripts.

Normal time required for routine letters is:

1.	Letter from SUC	One working day
2.	Course definitive document (CDD)	Three working days
3.	Transcript	One working day

c. LEAVE APPLICATIONS [BBA & MBA]

Student who wants to avail leave during the ongoing semester should fill the leave request form available with the Administration Department. All leave applied must be approved by the Registrar.

d. CHANGE OF CLASS TIMINGS [BBA ONLY]

Students willing to class shift their classes from Morning to Evening or vice-versa should fill up the request form available with the Administration Department citing reasons along with the evidence. Such request will be approved only according to the availability of the seat. The change of class shift will be entertained only during the first two weeks from the commencement of the semester and will be at solely subject to the availability or judgment of the Head - Admin & Exam Department.

e. POSTPONEMENT [BBA & MBA]

Student may postpone one semester in an academic year subject to approval only under mitigating circumstances, by filling the postponement form available with the Administration Department and paying required fee to the Finance Department. The final decision of accepting the request for postponement is confirmed after approval from Dean & REGISTRAR On re-joining the semester student will be allotted the course/s as per the operational schedule for that semester and Admin will issue new fees structure with the graduation plan.

f. CHANGE OF MAJOR / EMPHASIS
[BBA]

Students may change their major by filling the transfer form available with student portal along with the applicable fee.

   i. Change of Major in the first semester – As per fees applicable
   ii. Change of Major in the second & third semester – As per fees applicable
   iii. Change of Major till fifth semester – As per fees applicable [Kindly note that any additional courses taken will be charged as per the applicable course fees during that period of time]

It is advised that the change of major should be done in the freshman year of study. Under mitigating circumstances, the case can be considered in the sophomore year of the study.

[MBA]

Students may change their Emphasis by filling the transfer form available with student portal along with the applicable fee as follows.

   i. Change of Emphasis in the 1st SEMESTER – As per fees applicable
   ii. Change of Emphasis in the 2nd and 3rd SEMESTER – As per fees applicable
   iii. Change of Emphasis in the 4th SEMESTER – As per fees applicable

The procedure is as follows for both BBA & MBA:

i. The Administration department forwards the duly filled form to the respective advisors [BBA] & mentor [MBA].
ii. After approval from the advisors [BBA] & mentor [MBA], the form is then forwarded to the administration department.
iii. From the administration department it is forwarded to the finance department for their remarks about any outstanding amounts etc.
iv. Administration department will transfer the marks and the credit earned to the status sheet applicable to the student.
v. The student needs to pay for the extra courses that he/she might be required to do because of the change. The amended invoice will be handed over to the student.
vi. The profile of the student will then be updated with a new ID number. A new ID card will be issued. The student needs to pay for the new ID card as well.

g. **ATTENDANCE POLICY**
   [BBA]

Attendance is mandatory in all the classes held during the conduct of a course. Absence from classes prevents a student from getting full benefit of a course. Accordingly, absence can result in lower grades due to missed assignments, quizzes, exercises and examinations. The minimum attendance required for a student to appear for the main final examination in a course is 75% of the total credit hours.

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the University's policy to excuse the absence of students that result from the following causes: illness of the student, accident, death in family, participating in University activities, at the request of University authorities and compelling circumstances beyond the student's control. However, the minimum attendance required for a student to appear for the final examination falling under any of this category cannot fall below70% of the total hours allocated to a course with excused absence.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.
Enforcement of the class attendance policy lies with the faculty. However, the decision of a faculty to withdraw a student from class due to poor attendance must be approved by the Head - Admin & Exam Department.

i. 75 % attendance is a must to appear for the main final exam, exceptional cases will be considered only on approval by the Dean & REGISTRAR.

ii. Maximum of 5% attendance is taken into consideration on the approved proof which has to be submitted within 5 working days to the Head - Admin & Exam Department.

iii. Student having attendance between 51 – 74% will be allowed to attend the exam along with the resit examination subject to the Committee's decision; however they are required to pay the resit exam fee and resit policy would apply for grade.

iv. Student having less than 50% are not eligible for the final exam or resit exam and has to repeat the course.

v. The waiver for required attendance to the student falling under mitigating circumstances due to some medical problem, death in the family, accident etc, may be considered on approval from the REGISTRAR.

vi. Student can avail only one chance in an academic year for writing the re-sit exam due to low attendance.

vii. If the student is absent for continuous three weeks without any reason and has not informed to the concerned authority, will qualify for removal of name from the student roll and will be placed in pending status.

viii. This pending name will be forwarded to their respective advisor & to SSD for the final counseling and update the status accordingly.

ix. Incase if there is no response from the student, the name could be placed in temporary cancellation status for the particular semester and will have to pay the required registration fee for the re-activation.

x. If the student is not reported to that particular semester his/her name will be cancelled from the SUC and has to apply for the re-registration and which case new academic policy (if applicable) will be applied.

xi. 5% of attendance is reserved to the academic advisory meeting with the advisor.

[MBA]

Attendance is mandatory in all the classes held during the conduct of a course. Absence from classes prevents a student from getting full benefit of a course. Accordingly, absence can result in lower grades due to missed assignments, quizzes, exercises and examinations. The minimum attendance required for a student to appear for the main final examination in a course is 70% of the total credit hours allocated to a course.

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the SUC's policy to excuse the absence of students that result from the following causes: illness of the student, accident, death in family, an official out station trip in which case proof to be submitted to the SUC which includes copy of passport, air ticket and a letter from the

company; participating in SUC activities, at the request of SUC authorities and compelling circumstances beyond the student's control. However, the minimum attendance required for a student to appear for the final examination falling under any of this category cannot fall below 65% of the total hours allocated to a course with excused absence.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.

Enforcement of the class attendance policy lies with the faculty. However, the decision of a faculty to withdraw a student from class due to poor attendance must be approved by the Head - Admin & Exam Department.

i. 70% attendance is must to appear for the main final exam, exceptional cases will be considered only on approval by the Dean & REGISTRAR.

ii. Maximum of 5% attendance is taken into consideration on the submission of valid proof within 5 working days to the Head - Admin & Exam Department

iii. Student having attendance between 51 – 64% will be allowed to attend the exam along with the resit examination subject to the committee's decision; however they are required to pay the resit exam fee and resit policy would apply for grade.

iv. Student having less than 50% are not eligible for the final exam or resit exam and has to repeat the course.

v. The attendance of a student falling under mitigating circumstances due to some medical problem, death in the family, accident etc, will be considered on approval from the REGISTRAR.

vi. Students can avail only one chance in an academic year for writing the re-sit exam due to low attendance.

vii. If the student is absent for continuous three weeks without any reason and has not informed to the concerned authority, will qualify for removal of name from the student roll and will be placed in pending status.

viii. This pending name will be forwarded to their respective advisor & to SSD for the final counseling and update the status accordingly.

ix. Incase if there is no response from the student, the name could be placed in temporary cancellation status for the particular semester and will have to pay the required registration fee for the re-activation.

x. If the student is not reported to that particular semester his/her name will be cancelled from the SUC and has to apply for the re-registration and which case new academic policy (if applicable) will be applied.

xi. 5% of attendance is reserved to the academic meeting with the mentor.

h. REPEATING COURSES [BBA & MBA]

i.   A student who scores less than 'A' grade in any course will be allowed to repeat that course. In this case the better of the two grades shall be used for the purpose of CGPA calculation.
ii. A student is allowed to repeat the course only twice.
iii. Students who repeat the course will not be included in the toppers list.

i. WITHDRAWAL OF A COURSE [BBA & MBA]

Withdrawal of a course can be done within the first week of a semester without paying any charges and the withdrawn course/s will not be reflected in the student's transcript for that semester. However, if the student withdraws after first week the withdrawal of the course will be reflected in his/ her transcript and a repeating course fee of that particular academic year will be applicable whenever the student takes that course.

j. ADDING A COURSE [BBA & MBA]

If a student who wants to do any additional course, along with the regular course will have to apply for the same within two weeks of the commencement of the semester. For taking up an additional course from another major, an additional charge will be applicable to the student as per the policy. Maximum load will be 15 credits per semester for BBA & 9 credits for MBA.

k. OPEN HOUSE [BBA ONLY]

i.   Yearly once during the spring semester parents are invited to review the performance, attendance and class participation of the student.
ii. An invitation is sent to the parents stating the date and time of the meeting.
iii. A student profile sheet is made available to the parents containing the marks of the Fall semester, percentage of attendance and advisor's comments.
iv. After meeting the faculty, a copy of the profile sheet is given to the parents and the original is kept in the student file for records.
v.   Any remarks by the parents are recorded as feedback for necessary action.

l. CLASS ROOM ALLOCATION [BBA & MBA]

i.   Administration department is authorized to allocate class rooms for any purpose.
ii. The class rooms are allocated by administration department for conduct of classes based on the student strength, level of study & other infrastructural requirements.

iii. The room allocation is communicated to all concerned departments like the maintenance department and computing department for making sure the necessary arrangements are made.

iv. If any department or faculty who needs the class room for a purpose other than conduct of normal classes, they should request the administration department. The administration will then allocate the classroom appropriately.

v. No other department has the authority to use the class rooms without the consent of the administration department

m. ATTENDANCE SHEETS [BBA & MBA]

i. The attendance sheets for all students are available on the system which can be printed by the faculty concerned on weekly basis.

ii. Under normal circumstances, no names are added by the faculty; any student attending the class without his name being there in the attendance sheet, reports to administration.

iii. The necessary reports are generated by the administration department.

n. MONTHLY DEBITS FOR STUDENTS [BBA & MBA]

i. At the start of every month, the debit for each student for the month is sent to finance department for collecting the installments.

ii. A summary of collection report for the month is prepared & sent to COEC on monthly basis.

iii. Students who cancelled or pending status will be informed to finance department with debit / credit system on monthly basis.

o. CANCELLATION [BBA & MBA]

i. Student who wishes to cancel registration should fill up the cancellation form with the SSD after giving an exit interview.

ii. The form is then forwarded to the Academic Advisor /Mentor for their comments.

iii. The form is then forwarded to each of the following departments:
1. Marketing & Registration Department for their comments.
2. Finance department for checking whether the student's account is cleared.
3. Library to check for any pending books to be returned.
4. Computing department will de-activate the portal and email address.
5. Human Resource Department for the verification of the student visa status.
6. Administration department for the comments and pass credit note if applicable.

7. Meeting is arranged with the Dean & Registrar
iv. The form is then forwarded to the COEC for his review.
v. The form will then be returned to the administration department for updating student database.
vi. In case of readmission applicable fee has to be paid for re-registration.

p. STUDENT RECORDS [BBA & MBA]

Aim
The aim of this policy is to provide necessary guidelines for creation, maintenance, and disposal of documents and information pertaining to the students.

Procedure
The documents being maintained in SUC will normally fall in three categories viz:

i. Administrative records
ii. Academic records
iii. Financial records

Each of the above maintained separately.

Note: All the above documents will be maintained as student file till graduation and thereafter the documents are converted into PDF file and stored in electronic archive, hard copies of the documents will be completely destroyed after four years from the date of graduation.

i. Administrative Records

Administrative records comprise of the personal profile of each and every student of SUC and consist of the following:

1. Enrolment Form
Each student fills up the enrollment form at the time of registration. The form lists the personal information, passport and visa details, the major area of the program the student has opted for, educational qualifications, work experience, registration payments, the terms and conditions on which the admission is given. Once the result of the entrance examination is available, the administration department updates the file. This document is maintained only till the student qualifies for and attends the graduation ceremony.

2. **Directory Information**

   The directory information consists of data regarding the address, telephone number, mobile number, email address etc. This record is stored electronically soon after the student is registered. It is also available as a hard copy in the enrolment form. The record is updated as and when the student informs of a change. Normally, this information is also updated every year by floating an address update form.

3. **Record Of Entry Level Qualifications**

   A copy of the higher secondary school certificate is maintained in the personal file of the student. While accepting this document, the student is required to show the original certificate to SUC officials, who verify and attest the copy of the certificate.

4. **Results Of Personality And Interest Tests: (Optional)**

   A record of the results of the personality and interest tests are kept in the Administration Dept. The record will be maintained till the student graduates.

5. **Record Of Discipline**

   In case the student has been involved in any incidents of indiscipline, a record of the incident is kept in the student's personal file.

6. **Attendance Record**

   The student's attendance is recorded in the system through software.

7. **Letter Of Admission:**

   A copy of the letter of admission and the fee payment schedule is filed in the personal records of the student.

8. **Copy Of Passport:**

   A copy of the passport along with the visa information is filed in the personal record of the student.

9. **Miscellaneous Documents:**

   Copies of letters issued to the student, proof of mitigation and any other correspondence with the student, are also filed in the personal file of the student.

10. **Graduation Information And Copies Of Transcript**

    Copies of all transcripts issued to the students, grade warnings, letters of probation and suspension if any, and the graduation

information forms a part of the academic profile, which is filed in the personal file of the student.

11. **Accessibility To The Records**
    Only the following personnel have an access to the records unless specified by the student:

    a. Founder President
    b. The Dean
    c. COEC
    d. Head – Admin & Exam Department
    e. Registrar
    f. Administrative Officers
    g. Filing Clerk in the Administration Department

ii. Academic Records

The Administration Department maintains the academic records of each student. The records comprise of the following:

1. **Curriculum Requirement**
   Students enrolled each year follow a particular curriculum The administration department keeps a record of the applicable curriculum. The record is transferred to the electronic archive after the student graduates.

2. **Details Of Transfer Of Credits**
   All documents related to the transfer of credits such as the transcripts, course description, and the details of accepted transfers, are kept with the administration department for each such student. The details of transfer of credits accepted are transferred to the student's electronic records.

3. **Details Of Courses Undertaken And The Grades Awarded**
   As and when the student takes the courses, and, appears for the examinations, his/her profile is updated in the software. The details of credits undertaken and the grades awarded, the GPA and the CGPA of the student is available through the software. The record is transferred to the electronic archive once the student graduates. These records are very important since the student's performance and graduation depends on the accuracy of such records. It is the responsibility of the Administration and Examination Department to maintain accurate records.

4. **Hard Copies Of Transcripts Issued, And, The Degrees Awarded**
A grade report is issued to each student at the end of every semester. A consolidated grade report is filed in the student file at the end of the academic year. Official transcript will be issued only with the Degree.

However a student may request for interim transcripts by paying the necessary fees. A copy of every issued transcript is kept in the student's personal file. The hard copies of degrees are retained by the administration department for a period of four years after the student graduates from the SUC, thereafter, the copies are destroyed.

5. **Copies Of Coursework / Examination Scripts:**
The Examination Department retains the examination scripts for a period of one year after the declaration of the results after which they are destroyed.

6. **Accessibility To The Records**
Only the following personnel have an access to the records unless specified by the student:

   a. Head – Admin & Exam Department
   b. Dean
   c. Founder President
   d. Registrar
   e. COEC
   f. Academic Advisor [BBA] & Mentor [MBA] of the Student.
   g. The Staff working in the Examination Department

iii. **Financial Records**

Records of all financial affairs related to a student including the total fees payable, installments paid, any fee reductions, scholarships awarded, and the current balances are maintained by the Finance Department. The main document related to the student is the ledger that is stored electronically and transferred to electronic archives as a permanent record.

1. **Accessibility To The Records**
Only the following personnel have an access to the records unless specified by the student:

   a. Founder President
   b. Dean

c. COEC
d. Registrar
e. Head – Finance Department
f. Head – Admin & Exam Department
g. The Staff in the concerned department
h. MOHESR Officials

2. Method Of Keeping And Destroying Records

All physical documents related to students are kept in fire-proof cabinets with proper locking system. All documents that need to be destroyed are put through paper shredder.

3. Electronic Database And Backups

The student directory, course information, attendance, all assessment records are kept in electronic records in a centralized manner. The accessibility of these records is limited to SUC's administrative staff with an access password. An automatic back-up of the database will be taken on a semester basis on a DVD and will be transferred to bank locker. These records will be kept for an indefinite period.

q. POLICY ON DOUBLE DEGREE [BBA Only]

Students in good academic standing in the current program of study with a Cumulative Grade Point Average (CGPA) of 3.0 or above, are eligible to earn a second Majors degree. In order to earn double degrees, a student is required to complete a total of 141 (120 + 21) credit hours.

Worked out example:
A student enrolled in Bachelor of Business Administration (BBA) program specializing in Travel and Tourism Management in Fall' 2006. The student fulfils the graduation requirements of BBA in Travel and Tourism Management specialization upon completing 120 credit hours with a CGPA of 3.0 or above.

In this scenario, the same student could complete an additional 21 credit hours of another major, per se in Marketing or in any other major(s) that is/are offered at the time of petition for such an award, to become eligible to earn the second degree at the SUC.

The total of 141 credit hours has the following breakdown:	
General Education requirement	36 credit hours
Business Education requirement	63 credit hours

Major requirements (for the first degree)	21 credit hours
Major requirements (for the second degree)	21 credit hours
Total requirements	**141 credit hours**

Petition for a Double Degree

i. Student should have a good academic standing (typically a CGPA of 3.0 in the end of junior level or upon completion of a minimum of 90 credit hours in the program) at the time of petition.
ii. Student should obtain permission from the academic advisor and Dean in the appropriate forms of petition.
iii. Student will not be allowed to cross the limit of stipulated academic load in a given semester for the purpose of completing the additional credit required for the award of double degree.
iv. Students are required to meet additional financial liabilities pertaining to this petition.
v. Students are required to maintain the CGPA level of 3.0 in the rest of program till graduation. In case student performance drops down below CGPA of 3.0 at any point prior to graduation, the student is required to meet the academic advisor, the DEAN and administrative personnel to seek appropriate advise in the process of reviewing and improving the academic standing and progression.
vi. Any registration towards earning additional credit hours for the purpose of obtaining a double degree will be permitted only upon completion of 120 credit hours of the main program in which he/she is currently progressing.

r. PRIVACY POLICY [BBA & MBA]

SUC accords all rights of privacy to its students. SUC will not disclose any information about the student's academic and non academic records without the consent of the student. The exceptions could be the following:

i. Founder President, Dean & COEC.
ii. CAA & MOHSER Officials
iii. Another University / College where student might be interested in joining, on student's request.
iv. Person(s) or organization(s) providing financial support
v. Accreditation Agencies
vi. Judicial Orders
vii. Academic Advisors/Mentors

Information regarding name, age, address, telephone number, date & place of birth, major field of study, degrees awarded, and participation in extra-curricular activities etc may be provided at the discretion of the SUC. A student may

withhold the release of the above information through a written request to the administration.

s. UPDATING STUDENT DATA

Any change in the student's personal details should be updated by filling up by student data update form. This form is available in student portal upon student request the data is updated in the computer as well as student personal file. The students are solely responsible in providing the updated data. This data is mostly used for the communication between SUC and the students. Dependent & Non-Dependent students must submit the correct guardian details to the SUC.

t. SECURITY

Security in SUC looks after the SUC premises and ensures the safety of the faculty members, staff and student. The Security personnel report to the Head - Admin & Exam Department. The students are issued car stickers for the purpose of security and parking. Cars will be checked upon entering the main gate. Students are requested to have the stickers on the dashboard and follow security guards direction at all times within the campus boundary.
The main functions of the Security Department in the SUC are:

Security At Gate

  i.   Registering all in/out visitors' details of the university in the register log book.
 ii.   Make sure that only faculty, student & staff car which is having skyline stickers is allowed to enter and stay inside the university premises.
iii.   Maintain strict timings for opening and closing the gate in the morning and night
 iv.   Note down properly the timings of in/out of skyline transport
  v.   Inform administration on any delay of transport
 vi.   Guide proper parking place to the visitor

Security inside the premises

  i.   To ensure that all students in the SUC are attending classes, when classes are in progress.
 ii.   To keep a strict vigil in the campus by taking timed rounds of the university.
iii.   To question students thoroughly whenever they are caught indulging in indiscipline.
 iv.   To check the id cards of the students randomly.
  v.   To report to the administration department any untoward incident which takes place in the campus

vi. To ensure all movable and immovable assets of the university are well protected.

vii. To ensure student discipline is maintained at all times.

viii. To ensure that students are not moving as couples

ix. To restrict the speed and movement of vehicles in restricted area inside the campus and ensure systematic parking systems.

x. To ensure authorized personnel and bona-fide students only use the SUC facilities. Conduct periodic checks of entire campus.

xi. To control movement of student transports, as well as, safe embarking and disembarking of students from buses.

xii. To control the entry of students into examination rooms - collect relevant entry slips.

u. SAFETY

It is imperative that the SUC provides a safe and conducive environment to everyone working and studying in it or visiting it, besides ensuring safety of its records, documents and moveable and immoveable property.

Protection Against Fire
In case of a fire, emergency, serviceable fire extinguishers have been positioned at accessible locations. The SUC is well equipped with the automated fire alarm system which is frequently monitored by the local fire department authorities.

v. DISCIPLINARY POLICIES – GENERAL RULES & REGULATIONS [BBA & MBA]

Any violation of the code of conduct as specified in the student handbook is liable for punishment. Some of the specific violations could be:

i. Any misbehavior or misconduct, which may distort the image of the SUC.

ii. Misconduct in classroom, computer lab, or library.

iii. Any insult to faculty or staff members.

iv. Any damage to SUC property.

v. Any misconduct during exams.

vi. Moving around as couples.

vii. Dress code

viii. Fighting.

ix. Theft.

In order to make fair decisions on any misconduct/ misbehavior or violation of a student, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the student and the complainant involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The administration department will present the case to the committee at the time of meeting /hearing. The DAC consists of:

i. Chairman of DAC Committee
ii. One faculty member teaching the student who has been called for hearing
iii. Dean
iv. REGISTRAR
v. The Advisor [BBA] & Mentor [MBA] of the student
vi. Class Representative
vii. Head – Admin & Exam Department

The decisions made by this committee is communicated to the student concerned, copy of the written decision is filed in the student's file and the punishment decided by the committee should be served by the student.

i. Levels Of Disciplinary Action, Responsible Authority

1. Verbal warning - Admin
2. Written warning – Admin (Maximum 2 written warnings)
3. Depriving the student of some privileges – Admin (1 to 2 weeks)
4. Preventing the student from attending SUC – Temporary Admin (Suspension not exceeding 7 working days)
5. Suspending the student for more than 7 working days – DAC*
6. Permanent expulsion from SUC - DAC*
7. Canceling registration the academic degree given to the student
8. SUC Management can cancel the degree in case of any falsification or deceit information or records is discovered after the completion of degree

The level of disciplinary action will depend on the number of, and/or the extent of violation. REGISTRAR carries the right to apply any level of punishment depending on the seriousness of indiscipline act committed by the student.
Disciplinary Action Committee

ii. Addressing Grievance

The SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been made to ensure that problems, issues once reported do not occur

again. The problems under consideration could be in any area like services and their quality, information, teaching, etc. Students of SUC who believe they have been treated unfairly with respect to academic matters or are convinced that they have been discriminated against in any matter on the basis of race, color, handicap, religion, age, national origin or sex, may discuss the issue with the SSD. The SSD will try to resolve the issues by appropriately counseling the students. If the matter is still not resolved, the student may officially lodge the complaint.

To lodge a complaint, a student is required to fill in a complaint/suggestion form and submit it to the SSD. The form is then duly forwarded to or discussed with the concerned department head. Any remedial action required, is taken immediately & conveyed through a written reply to the student. Student grievance / complaints & suggestions are also addressed at the Class Representatives' meetings held every month.

Students can also convey their concerns through various surveys conducted in the SUC such as the Faculty feedback, feedback on Academic Support Services, etc. so that appropriate action can be taken.

The student grievance resolution procedures of the SUC are based on the following principles:

1. That the procedures used to review and resolve complaints or grievances are fair and must be seen to be fair;
2. Confidentiality will be respected, unless the use of the information is authorized by law;
3. That Counselor who resolves the complaints or grievances will act fairly at all times and ensure that conclusions will be based on a fair hearing of each point of view;
4. There will be no reprisals or any disadvantage arising as a result of a student making a complaint or grievance in good faith;
5. That complaints or grievances are handled in a timely manner with achievable deadlines specified for each stage in the resolution process;
6. The student who makes a complaint or grievance and any staff member or student on whom the complaint or grievance has a direct impact, is regularly informed of the progress of the matter.

iii. Types Of Student Grievances

1. Academic Grievances
These are usually complaints or appeals against academic decisions. They include but are not limited to:

a. Academic progress decisions.
b. Assessment matters.
c. A decision of a member of academic staff that affects an individual or groups of students.
d. Selection or admission decisions.
e. Content or structure of academic programs, nature of teaching, or assessment.

2. **Academic Support Services Grievances**
These relate to decisions and actions associated with administrative or academic support services units. They include but are not limited to:

a. Administration of policies, procedures and rules by central administrative and student support groups, faculties and departments.
b. A decision by an administrative staff member that affects an individual or groups of students.
c. Access to SUC resources and facilities.

X. ACADEMIC RULES & REGULATIONS

a. BBA

i. CREDIT HOURS

Credit hours refer to one lecture hour per week lasting for fifteen [15] weeks. Each lecture hour is supplemented by two hours of practical study per week [laboratories, training, workshop, etc.] Each academic year consists of two semesters and each semester consists of 15 weeks. The SUC may arrange for a summer semester, which is a 12 weeks session. During the summer session, a student can earn a maximum of 12 credits.

1. **Full Time Student**
To be considered full-time, a student must carry a minimum course load of 12 credit hours per semester with the average being 15 to 18 credit hours.

2. **Accelerated Student**
After three semesters the academic records of the student are reviewed and those students who maintain 2.5 or above CGPA without failing in any of the courses are offered to opt for the

accelerated program whereby they can take maximum of 12 credit hours during the summer semester. Even transfer admission students need to maintain the above requirement in the courses undertaken during the first three semesters at SUC where TOC courses are not taken into account for calculation of CGPA.

ii. PERIOD OF STUDY

Students enrolled for a BBA Program must complete their program within 180 credits. This means a student can attempt a maximum of 180 credits to earn 120 credits required for graduation.

iii. STUDENT EVALUATION AND GRADING

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4	OUTSTANDING
B+	85-89	3.5	EXCELLENT
B	80-84	3	VERY GOOD
C+	75 -79	2.5	GOOD
C	70-74	2	VERY SATISFACTORY
D+	65-69	1.5	SATISFACTORY
D	60-64	1	PASS
F	Below 60	0	FAIL
W			Withdrawal
I			Incomplete

iv. GRADE POINT AVERAGE [GPA]

Grade Point Average is determined by dividing total grade points earned by total hours attempted. GPA may be figured for each semester (semester GPA), for all hours attempted at the SUC (cumulative GPA). All students are evaluated at the end of each semester. A student is placed on probation if student's GPA falls below 2.00

GPA/SCGPA /CGPA Calculation

Grade Points		Credit Hours		Total
A – 4	x	3	=	12.0
B+ – 3.5	x	3	=	10.5
C+ – 2.5	x	3	=	07.5
D – 1	x	3	=	03.0
F – 0	x	3	=	00.0
		15		**33.0**

$$\text{GPA/CGPA/SGPA} = \frac{\text{Grade Points x Credit Hours}}{\text{Total Credit Hours}}$$

SGPA

$$\text{GPA/CGPA/SGPA} = \frac{33}{15} = 2.2 \quad \text{'C'}$$

CGPA   =   2.2

GPA – Grade Point Average
CGPA – Cumulative Grade Point Average
SGPA – Semester Grade Point Average

v. ACADEMIC STANDING

All students enrolled at SUC shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at SUC. A student will be evaluated at the end of every spring semester for the following:

1. **Qualitative Requirements (Quality Of Academic Work Completed)**

S. No.	Credit Hours attempted	Minimum CGPA
01	1 – 30	1.50

02	31 – 45	1.70
03	46 – 60	1.85
04	61 and above	2.00

Depending on the number of credit hours attempted, the student is expected to maintain a cumulative grade point average as per the above table

2. **Quantitative Requirements (Quantity Of Academic Work Completed)**

Student must complete at least 67% of all hours attempted. Attempted hours are defined as any course that the student has enrolled for the semester. Successfully completed hours refer to the hours in which the student has received a letter grade of A, B, C, or D. For Capstone courses, a student needs to receive a minimum of "C" grade or above.

For calculating the completion rate of academic work, 'F' grade is calculated as not completed; however for the purpose of CGPA calculations, the F grade will be taken into account. 'W' grade will be treated as attempted but not completed, however, it is not counted for the purpose of CGPA calculations.

3. **Probation/Warning**

Student is placed on probation at the end of Spring Semester if he/she does not meet the minimum requirements as per the information provided in A & B [above] sections; the student is expected to improve his academic performance during summer and fall semesters. In case the student does not improve, he is served with a final warning for the next semester to be considered as final probationary semester.

4. **Suspension**

In case the student is unable to improve the performance in spite of the final warning on probation, he/she will be placed on academic suspension. [suspension-1 & suspension-2] suspension-1 means when student does not achieve during the suspension status will be automatically placed in suspension-1; even after being in suspension1 if the student does not improve the CGPA then he will be placed in suspension-2 in the next semester. Students on suspension status are required to file an appeal with

the administration department for allowing them to continue their studies in the following semester. The Satisfactory Academic Progression (SAP) committee may allow the students to take the courses according to their academic profile with the following condition:

SUSPENSION 1

Case 1
Student is allowed to take 1 to 3 courses ['F' grade or new course], if his/her CGPA greater than 1.5.

Case 2
Student is allowed to take 1 to 3 courses ['F' grade or 'D' Grade only], if his/her CGPA between 1 & 1.5.

Case 3
Student is allowed to take 1 to 2 courses ['F' grade or 'D' Grade only], if his/her CGPA less than 1

SUSPENSION 2

Case 1
Student is allowed to take 1 to 2 courses ['F' grade or 'D' Grade only], students in suspension-2 must improve their performance to good standing otherwise again they will fall under suspension and will not be allowed to enroll in classes for a period of one semester. Such student needs to apply for provisional readmission after the semester. However the SAP committee reserves all the rights to take the decision.

Worked Out Example

The committee gives the student a chance to improve his CGPA by taking up one or two repeating courses and also decides the grades to be scored by the student.

Case 1
The student scores the above grades decided by the committee at the end of this semester if the student achieves a good standing at the end of this semester, he has to again appeal to the committee and the above process will continue till he achieves the good standing.

Case 2

The student does not score the above grades decided by the committee at the end of this semester the student will be suspended for one semester and they may be provisionally re-admitted to classes after one semester of suspension to improve their CGPA. The student may take the courses in which they have secured a 'D' or an 'F' grade.

5. **Good Standing**

Students will be placed on good standing once he/she achieves the CGPA as per the above table by repeating the respective courses and will be stated as normal student only once he/she achieve the CGPA requirements as per the above table.

b. **MBA**

i. **CREDIT HOURS**

Credit hours refer to one lecture hour per week lasting for fifteen [15] weeks. Each lecture hour is supplemented by two hours of practical study per week [laboratories, training, workshop, etc.] Each academic year consists of two semesters and each semester consists of 15 weeks. The SUC may arrange for a summer semester.

ii. **PERIOD OF STUDY**

Students enrolled for a MBA Program as a Full Time Student must complete 36 credits for to secure the MBA Degree in 18 months time.

iii. **STUDENT EVALUATION AND GRADING**
iv.

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4.00	
B+	85-89	3.5	
B	80-84	3.00	
C+	75-79	2.5	
C	70-74	2.00	PASS
D	60-69	1.00	FAIL
F	Below 60		FAIL
W			Withdrawal
I			Incomplete

v. GRADE POINT AVERAGE [GPA]

Grade Point Average is determined by dividing total grade points earned by total hours attempted. GPA may be figured for each semester (semester GPA), for all hours attempted at the SUC (cumulative GPA). All students are evaluated at the end of each semester. A student is placed on probation as per the academic standing and points A & B mentioned of this manual.

GPA/CGPA Calculation

Grade Points		Credit Hours		Total
A – 4	x	3	=	12.0
B+ – 3.5	x	3	=	10.5
C – 2	x	3	=	06.0
		9		28.5

$$\text{GPA/CGPA} = \frac{\text{Grade Points x Credit Hours}}{\text{Total Credit Hours}}$$

SGPA

$$\text{GPA/CGPA/SGPA} = \frac{28.5}{9} = 3.16$$

CGPA = 3.16

GPA – Grade Point Average
CGPA – Cumulative Grade Point Average
SGPA – Semester Grade Point Average

vi. ACADEMIC STANDING

All students enrolled in SUC shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at Skyline. A student will be evaluated at the end of every semester for the following:

S. No.	Credit Hours Attempted	Minimum CGPA
01	1 - 9	2.50
02	10 - 18	2.60
03	19 – 27	2.75
04	28 and Above	3.00

1. Qualitative Requirements (Quality Of Academic Work Completed)

Depending on the number of credit hours attempted, the student is expected to maintain a Cumulative Grade Point average as per the above table.

2. Quantitative Requirements (Quantity Of Academic Work Completed)

Student must complete at least 67% of all hours attempted. An attempted hour is defined as any course that the student has enrolled for in the semester. Successfully completed hours refer to the hours in which the student has received a letter grade of A or B or C. For Capstone courses, a student needs to receive a minimum of 'B' grade or above.

For calculating the completion rate of academic work, F grade is calculated as not completed; however, for the purpose of CGPA calculations, the F grade will be taken into account. 'W' grade will be treated as attempted but not completed, however, it is not counted for the purpose of CGPA calculations.

3. Probation

Student is placed on probation at the end of a given semester if s/he does not meet the minimum requirements as per the information provided in A & B [above] sections; the student is expected to improve his academic performance during the next semester. In case the student does not improve, he is served with a final warning during the following semester, to be considered as final probationary semester.

4. Suspension

In case the student is unable to improve the performance inspite of the final warning on probation, he/she will be placed on academic suspension. Students on suspension status are required to fill an appeal with the administration department for allowing them to continue their studies in the following semester. The Satisfactory Academic Progression (SAP) committee may allow the students to take 1 or 2 courses according to their profile, accordingly they have to improve their performance otherwise again they will fall under suspension and will not be allowed to enroll in classes for a period of one semester. Such student needs to apply for provisional readmission after the semester. However the SAP committee reserves all the rights to take the decision

Worked out Example

The committee gives the student a chance to improve his CGPA by taking up one or two repeating courses and also decides the grades to be scored by the student.

Case 1
The student scores the above grades decided by the committee at the end of this semester, If the student achieves a good standing at the end of this semester, he has to again appeal to the committee and the above process will continue till he achieves the good standing.

Case 2
The student does not score the above grades decided by the committee at the end of this semester, The student will be suspended for one semester and they may be provisionally re-admitted to classes after one semester of suspension to improve their CGPA. The student may take the courses in which they have secured a 'D' or an 'F' grade.

5. **Good Standing**

Students will be placed on good standing once he/she achieves the CGPA as per the above table by repeating the respective courses and will be state as normal student only once he/she achieve the CGPA requirements as per the above table.

XI. EXAMINATION PROCEDURE [BBA & MBA]

a. ASSESSMENT PROCEDURES

i. Mode of Assessment
A student's performance is assessed in each registered course out of 100 percent marks. Mode of assessment is decided by faculty and specified in the class schedule. It is communicated to students in the first day of the class.

The marks awarded are then collated for 100% marks in a course. The pass mark for BBA in a course is 60% marks or grade D for CAPSTONE course 70% marks or grade C is required.

The pass mark for MBA in a course is 70% marks or grade C for CAPSTONE course 80% marks or grade B is required.
Students shall be required to submit themselves for formal examination at times specified by the faculty and / or Head - Admin & Exam department.

Absence or non-submission of assessments shall result in failure unless valid acceptable reasons are made evident by the student with the help of documents within stipulated time. No mitigation is normally accepted for late assignment submission (Refer mitigating circumstances).

ii. Exam Schedule

1. Semester-wise Mid-Term and Final Examinations schedules will be announced by the first week of the start of each semester.
2. The schedules will be available on the Examination Notice Board as well as on the student portal.

iii. Assessment Reporting System

1. Tutor based.
2. Faculty will notify number and mode of continuous assessments and hand over the dates for the same prior to the start of a course to students and Examination Office in writing.
3. Faculty members are required to specify the nature of midterm and final examination (including re-sit final examination) prior to the start of a course.

iv. Eligibility For Appearing In An Examination

The eligibility to appear for examinations is guided by the attendance policy, monitored by the administration department.

v. Examination Arrangements

Examination arrangements will be done by the examination department, examination schedule will be released prior to the start of the class based on the student strength. Normally the conduct of exam will be as follows: 1915 hrs to 2015 hrs & 2045 hrs to 2145 hrs.

Following are the exams conduct in a semester:
1. Mid-Term Exam[BBA Only]
2. Final Exam [BBA and MBA]
3. Resit Exam [BBA and MBA]

vi. Mid-Term Examination [BBA Only]

1. Mid-Term examination will be based on syllabus-covered until the week prior to the conduct of the mid-term examination.
2. These examinations will be conducted as per the pre-released schedules and the same will be conducted for duration of 1 hr.
3. Any exception to this general rule will be notified to students.

4. Normally 2 sets of proposed mid-term examination papers must be submitted by faculty. Question papers are randomly selected by the Examination Department.

vii. Preparation and Administration of Mid-Term Examination

1. The examination office will make all arrangements for conduct of the examinations. The Dean and Head - Admin & Examination will select one or more mid-term exams at random per-class per-course and make arrangements to make required number of copies of the same. The name of the staff assigned to make copies and packing the papers will be recorded in a log book kept for this purpose. The copies will be handed over to the faculty in a sealed envelope on the day of the examination.
2. The mid-term examination will be conducted during in 7th or 8th week of a 15 week semester and 6th or 7th week in a 13th week semester as decided by the examination department.
3. When the mid-term examinations are conducted during a pre-designated mid-term week, the examination department will intimate the students a mid-term examination schedule which must be released at least four weeks prior to the conduct of such examinations. Notice detailing the mid-term examination dates and timings will be put up for student reference on the SUC notice board.

Note: All modes must be assessed out of 100 marks and pro-rated as per percentage weighted towards the final score.

viii. Final Examination

1. **BBA**

   a. Final examinations will be based on comprehensive syllabus.
   b. These examinations will be conducted as per the pre-released schedules and the same will be conducted for duration of 1 hr.
   c. Any exception to this general rule will be notified to students.
   d. Normally 2 sets of final examination papers by the based on the no. of questions provided by the Faculty as per pre designated weight set by a tutor for each chapter.

2. **MBA**

   a. Final examinations will be based on comprehensive syllabus.

b. These examinations will be conducted as per the pre-released schedules and the same will be conducted for duration of 2 hr.

c. Any exception to this general rule will be notified to students.

d. Normally 2 sets of final examination papers are randomly set by the Examination Department based on the data bank of questions provided by the Faculty as per pre designated weight set by a tutor for each chapter.

ix. Re-Sit Final Examinations

1. BBA

a. Re-Sit Final examinations will be based on comprehensive syllabus.

b. Re-Sit final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.

c. Only students with grade D who will benefit with grade improvement or students with grade F who benefit from re-sit will be allowed to re-sit the final examinations, based on their performance in the continuous modes of assessments.

d. These examinations will be conducted as per the pre-released schedule.

2. MBA

a. Re-Sit Final examinations will be based on comprehensive syllabus.

b. Re-Sit final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.

c. Only students with grade 'C' OR 'D' who will benefit with grade improvement or students with grade F who benefit from re-sit will be allowed to re-sit the final examinations, based on their performance in the continuous modes of assessments.

d. These examinations will be conducted as per the pre-released schedule.

x. Preparation Of Final Examination/ Re-Sit Final Examination

1. Normally end of semester.
2. First sit examination schedules and re-sit examination schedules will be displayed on the notice board by the 4th week start of a semester.

3. Re-sit examinations will normally be conducted after one weeks of declaration of first sit result.

4. The Dean and Head - Admin & Examination will select at random one or more final examination paper/s per course. Required number of copies of the same are made 24 Hours prior to conduct of such examination. The name and staff assigned to make copies and pack the papers will be recorded in a log book kept for the purpose. The copies will be handed over to the respective invigilator on the day of the examination.

5. Examinations packets will be made on the basis of data provided by Administration Department and will be segregated on the basis of class zone of conduct of examinations. Each sealed envelope will contain question papers and examination answer booklets, scantron sheets of students taking an examination in a class of zone of the SUC multipurpose hall.

xi. Administering of Examinations

The Administration Department will make arrangements for the conduct of semester/end of term examinations. Invigilators and administrators will be rostered for their respective duties by the Examination Committee at least one month prior to conduct of examination based on inputs provided by examination department. Any clarification/disagreement with the examination invigilation schedule must be addressed to the Examination Committee.

b. INVIGILATOR-1 AND INVIGILATOR-2 ROLE

i. General Instruction For Invigilator

1. Ensure that the students are seated in their appropriate seats and carry pen or pencils only. If dictionary or calculators are found please verify that nothing is scribbled.

2. Inform the students to read the points displayed on the screen.

3. Distribute the answer sheet and question paper in the same sequence as in the exam attendance sheet.

4. Once the exam starts, walk around to ensure that the students have started doing their answers.

5. Be vigilant at all times.

6. If you suspect a candidate is cheating, alert you're second Invigilator, so they can also observe the candidate. If you feel it is warranted, give an initial warning to the student and continue to observe him/her.

7. If it is convinced he/she cheating, confiscate the evidence and note down his name and seat no. in the required form, give him

another answer sheet and allow the student to complete the exam in order to avoid any disturbance to the other examinees.

8. Both the invigilator and second Invigilator who have witnessed the cheating should write a report on the invigilator incident report. An invigilator should never stand over any students either behind or over their shoulder.
9. An invigilator is not allowed to sit in the exam room.
10. Invigilators are not allowed to carry any magazine / books / mobiles inside the exam room.
11. No Tea / Coffee / Water will be provided during the exam.
12. Invigilator should not step out the exam hall while exam is in progress.
13. For any query during exam, Administrator may step out to contact Admin/Exam Staff
14. Students will be allowed to leave the Examination Hall only after 30 minutes. Once the student leaves the examination hall for whatever reason, student will not be allowed to re-enter the examination hall.
15. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
16. Invigilators Should Leave The Exam Paper Submission Counter Only After Tallying The Answer Scripts

ii. General Instruction For Invigilator – II

1. Ensure that all students attendance have been taken and signed all answer sheet accordingly.
2. Invigilator-II will be solely responsible for filling the scantron sheet.
3. After attendance procedure, walk around to ensure that the students have started doing their answers.
4. Be vigilant at all times.
5. If you suspect a candidate is cheating, alert your Invigilator, so they can also observe the candidate. If you feel it is warranted, give an initial warning to the student and continue to observe him/her.
6. If it is convinced he/she cheating, confiscate the evidence and note down his name and seat no. in required form, give him another answer sheet and allow the student to complete the exam in order to avoid any disturbance to the other examinees.
7. Both the invigilator and Invigilator-II who have witnessed the cheating should write a report on the invigilator incident report.
8. An Invigilator-II is not allowed to sit in the exam room.
9. Invigilator-II are not allowed to carry any magazine / books/ mobiles inside the exam room.

10. No Tea /Coffee / Water will be provided during the exam.
11. Students will be allowed to leave the Examination Hall only after 30 minutes. Once the student leaves the examination hall for whatever reason, student will not be allowed to re-enter the examination hall.
12. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
13. Invigilator-II can step out the exam hall only if any query arises while exam is on progress.
14. Invigilator-II should leave the Exam Paper Submission Counter only after tallying the answer scripts

iii. General Instructions For Candidates During Examination

1. Students must ensure they are aware of the dates and timings of all their examinations. Students have to collect the Examination Hall Tickets from the Finance Department, after having cleared any outstanding amount due to them.
2. No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.
3. Students must note carefully his/her seat/examination hall/room number before beginning of each examination session from details at which are available in student's examination hall tickets.
4. Students must sit for their examination at the desk bearing their number only.
5. Students must bring their own Pen, Pencils, Erasers, pencil-sharpeners, and Calculators. Borrowing these things from others will not be allowed.
6. Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/room.
7. Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.
8. Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.
9. All students should be seated and ready to begin three to four minutes before the commencement of the examination so that any instructions from the invigilator can be noted. An attempt will be made by invigilators to complete examination verification process before the start of an examination.
10. Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.

11. Students must maintain silence at all times. If they need to draw the attention of the invigilator, they shall do so by raising their hand.
12. Students must ensure that they are attempting the correct examination paper. For this, they need to check the subject & version number of question in the paper carefully.
13. The student shall enter her/his name, Enrollment ID number, and Course ID number on the scantron sheet/examination answer scripts as reflected on her/his identity card/ examination hall ticket.
14. Students must comply with all the instructions on both the title page of the answer book and the rubric of the examination question paper(s). In particular a candidate should ensure that he/she:
    a. Writes his/her name on the title page of the answer book(s).
    b. Writes on one side of the scantron sheets with pencil only. Ink pens will be used only for essay questions and students are required to write on both sides of the answer booklets.
    c. Enters distinctly in the margin the number of the question being answered if required.
    d. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
    e. Does not remove pages from the question booklet / answer book.
    f. Does not take question / answer booklet outside the Examination hall / room.
    g. Clearly identifies any rough work in her/his answer book and deletes it in a manner which will ensure that it is not confused with any answer.
    h. Any candidate caught in the act or believed to be using unfair or dishonest means shall be so informed by the invigilator. The invigilator shall endorse and withdraw the answer book and the candidate will be issued a new answer book to continue the examination. If the candidate refuses and rebels, the Administration and Security shall be informed.

Note: The previous [first] answer script(s) will be treated void. The decision to whether to evaluate the subsequent [second] answer script or not will be made by the SUC Board and will be communicated to the students in writing. Such decision of the board cannot be challenged or overturned.

iv. **Students are strictly restricted from the following:**

1. To communicate, under any circumstances what so ever, with other students.
2. To answer, under any circumstances what so ever, communications from other students.
3. To copy from one another under any circumstances.
4. To be involved in misconduct of any kind.
5. To enter into any conversation whilst in the examination hall before, during or after the examination.
6. To leave their seats without the permission of an invigilator.
7. To carry any written material, slips, papers, etc. whether relevant or not into the examination hall.
8. Any student requiring special arrangements or seating should put in an application to the Student Services Department at least 48 hours before the examination.

c. MITIGATING CIRCUMSTANCES

i. BBA

1. Plea For Consideration Of Mitigating Circumstances For Class Assignments, Tests, Etc.

Head – Admin & Exam Department may exercise his / her judgment based on new calendar deadlines whether to accept the plea for mitigating circumstances for continuous modes of assessments and may administer make up assessments if convinced by his /her genuineness and relevance of the circumstances leading to the student's missing such assessments. Appeals for consideration of mitigating circumstances for continuous assessment modes must be made within 24 hours of conduct or submission deadline of the assessments. Documentary evidence to substantiate such plea must be provided by students. Appeals after the expiry of 24 hours deadline will be considered as time barred. Such decisions will lie on the REGISTRAR and will be assessed after discussion with Dean & concerned faculty.

2. Plea For Consideration Of Mitigating Circumstances For Midterm Examination

Students' inability to take midterm examinations due to unavoidable circumstances will be forwarded to Head - Admin & Exam Department along with necessary documentary evidence.

The Head – Admin & Exam Department and REGISTRAR based on their best judgment will decide whether to accept or reject such an appeal for consideration of mitigating circumstance for failure to

take mid-term examination on a given date. The appeal must be made by the student within 48 hours of the conduct of the mid-term examination. If the appeal is decided in favor of the student then the examination department in liaison with the advisor will conduct the midterm exam again for this student. Appeals after the expiry of 48 hours deadline will be considered as time barred. The decision of the Head - Admin & Exam department in this case cannot be challenged or reviewed.

3. **Plea For Consideration Of Mitigating Circumstances For Final Examination (First Sit)**

If a student is unable to take a scheduled first sit examination due to sickness, accident, death in family, a telephonic intimation of the circumstances must be made, by the student, his friend or relative before or on the day of the examination prior to its commencement to the Administration Department. A medical certificate attested by ministry of health, documentary evidence of the circumstances affecting the student must be submitted within 2 working days of conduct of the examination. Appeals after the expiry of 2 working days deadline will be considered as time barred.

Plea for consideration of mitigating circumstances will be forwarded to Head – Admin & Exam Department along with necessary documentary evidence.

The Head - Admin & Exam department along with REGISTRAR based on their best judgment will decide whether to accept or reject such an appeal. The decision of the Head - Admin & Exam department in this case cannot be challenged or subject to review.

Students must understand that successful consideration of appeal will result in their taking the re-sit examination for a course on first sit basis. Such students will forfeit the rights of a re-sit examination.

No mitigating circumstances will be considered for re-sit examination and students failing to undertake re-sit examination will have to repeat the course.

Students, who absent themselves from courses for prolonged period of time, must understand that they cannot redeem their prolonged absence by claiming mitigating circumstances and such students will be required to retake courses at the first available opportunity.

Note: Students are required to use mitigating circumstance form available with the student portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.

ii. MBA

1. Plea For Consideration Of Mitigating Circumstances For Final Examination (First Sit)

If a student is unable to take a scheduled first sit examination due to sickness, accident, death in family, or an official outstation trip a telephonic intimation of the circumstances must be made, by the student, his friend or relative before or on the day of the examination prior to its commencement to the Administration Department. A medical certificate attested by ministry of health, documentary evidence of the circumstances affecting the student must be submitted within 2 working days of conduct of the examination. In case of an official out station trip, a proof has to be submitted to the SUC which includes copy of passport, air ticket and a letter from the company. Appeals after the expiry of 2 working days deadline will be considered as time barred.

2. Plea For Consideration Of Mitigating Circumstances Will Be Forwarded To Head - Admin & Examination Department Along With Necessary Documentary Evidence

The Head – Admin & Exam Department along with REGISTRAR based on their best judgment will decide whether to accept or reject such an appeal. The decision of the Head - Admin & Exam department in this case cannot be challenged or subject to review.

Students must understand that successful consideration of appeal will result in their taking the re-sit examination for a course on first sit basis. Such students will forfeit the rights of a re-sit examination.

No mitigating circumstances will be considered for re-sit examination and students failing to undertake re-sit examination will have to repeat the course.

Students, who absent themselves from courses for a prolonged period of time, must understand that they cannot redeem their prolonged absence by claiming mitigating circumstances and such students will be required to retake courses at the first available opportunity.

d. MITIGATION POLICY TO EXCUSE THE ABSENCE OF STUDENTS THAT RESULT FROM THE FOLLOWING CAUSES ONLY

i. Accident
ii. In case of death of Immediate Family Member
iii. Hospitalization
iv. Religious

Note: Student is required to use mitigating circumstance form available in the portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.

e. ACADEMIC INTEGRITY [BBA & MBA]

i. Procedures And Disciplinary Actions For Plagiarism And Other Academic Offences

The following are the academic offenses recognized by the SUC and could have been committed at any level of BBA program and for all academic activities including assessments, midterm and final examination.

1. Plagiarism

a. Paraphrasing materials or ideas of others without identifying the sources.
b. Using sources of information (published or unpublished) without identifying the source.
c. Directly quoting the words of others without using quotation marks or indented format to identify them.
d. Detection of such plagiarism based on plagiarism software is also included.

2. Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

3. Cheating

a. Using material not permitted by the faculty during exams, including stored information on electronic devices.
b. Copying answers from another student on exams or assignments.

c. Altering graded exams or assignments and submitting them for re-grading.
d. Submitting the same paper for two classes.
e. Altering exam answers and requesting that an exam be re-graded.
f. Cooperating with or helping another student.
g. Fabricating information such as data for a computer lab exam.
h. Other forms of dishonest behavior, such as having another person take an exam in your place.

4. **Facilitating Academic Dishonesty**

a. Allowing another student to copy an assignment or problem set that is supposed to be done individually.
b. Allowing another student to copy answers during an exam.
c. Taking an exam or completing an assignment for another student.

5. **Collusion**

a. Is an agreement between two or more persons when not allowed.
b. The work that has been done with others is submitted and passed off as solely the work of one person.
c. Working with others without permission from your faculty to produce work which is then presented as your own independent work.

6. **Fabrication of Data**

a. The falsification of data, information, or citations in any formal academic exercise.
b. This includes making up citations to back up arguments or inventing quotations. Fabrication predominates in the natural sciences, where students sometimes falsify data to make experiments "work". It includes data falsification, in which false claims are made about research performed, including selective submitting of results to exclude inconvenient data to generating bogus data.

7. **Deception**

Providing false information to faculty concerning a formal academic exercise—e.g., giving a false excuse for missing a deadline or falsely claiming to have submitted work.

8. **Sabotage**

Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.

All the above defined academic offenses should be reported by the concerned faculty to the Dean. The Dean in consultation with Registrar & Head – Admin & Exam Department will decide on the action to be initiated against the student. The following is the normal flow of such a process.

ii. **Inquiry Case Of Suspected Academic Offenses (As Defined Above)**

1. When a student is suspected of academic offenses, the Administration and Examination department arranges an investigatory interview by an investigating team appointed by Dean. The minutes are recorded by a member of the investigating team.
2. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
3. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean & REGISTRAR.
4. The Dean in consultation with REGISTRAR & Head – Admin & Exam will advise appropriate action, based on recommendation of the investigating team. The decision of the Dean cannot be challenged or reviewed
5. Unfair means students will not be included in the toppers or Founder President list.

iii. **The Following Are The Courses Of Action That May Be Recommended Based On The Severity Of Offense:**

1. A strict warning to be issued to the student against committing academic offense in future and impose deduction of marks on the piece of assessment excluding midterm and final examination.
2. Record a mark of zero for the piece of assessed work or examinations.
3. Record a mark of zero for every assessment made within the course.
4. Record a mark of zero for every assessment mode for all courses during the concerned academic year.
5. Debar from the University for the concerned academic year. Allow no re assessment or Re-course and no refund of tuition fees.
6. Debar from the University. Allow no re enrollment and no refund of tuition fees.

f. APPEAL AGAINST MARKS / GRADES AWARDS [BBA & MBA]

i. Grounds Of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

1. Procedure is not in accordance with the current approved regulations.
2. Material and significant administrative error has taken place.
3. Unfair discrimination
4. Inconsistency of the decision
5. Disagreement with marks or a grade cannot itself constitute ground for appeal.

It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained. Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.

ii. Time Duration of Appeal

An appeal must be logged with the office of Head - Admin & Exam department within five working days of communication of a result. The appeal addressed to the Head - Admin & Exam department must be in form of written letter explaining – the appellants, case and highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.

1. Appeal Hearing

When there are sufficient grounds for an appeal the arrangement is done to call for an appeal board.

Appeal board will consist of:

a. Head – Admin & Exam Department
b. Dean
c. REGISTRAR
d. Advisor / Mentor
e. Recording Secretary

At least three members are required to be present to constitute forum for a board. The student will be allowed to present his case. The board

will communicate though the chair the decision of the appeal board in writing to the student. Decisions of the appeal board cannot be challenged or subjected to review.

g. PREPARATION OF TRANSCRIPT AND AWARDS [BBA & MBA]

i. Transcripts

Transcripts can be issued only after marks/grades have been ratified by subject/award board of examiners. Normally transcripts will be issued after the end of each academic year to students.

Transcripts can however be issued at any time on requests received from students on payment of necessary fees. Such transcript will be termed as INTERIM TRANSCRIPT and provide details of academic status as on date of receipt of request for transcript.

ii. Awards

Examination Department will make arrangements to process Bachelor/ Master Degree awards once confirmed by an award board and will normally be available for collection by graduates within one month of confirmation of an award.

The awards will be awarded in a presentation ceremony which will be held ONCE in one academic year. Students qualifying for awards at a time other than the graduation ceremony may collect their awards from the examination office.

h. COMPILING, RATIFICATION OF RESULTS / AWARDS BY AWARD BOARD [BBA & MBA]

i. Compiling Of Results

Results submitted by faculty members for individual courses are presented to subject board of examiners for ratification after every semester after verification by the examination office.

ii. Award Board

An award board of examiners will normally constitute of the following members:

1. Dean -
2. Registrar
3. Head - Admin & Exam department
4. Course teacher
5. Recording secretary – Normally from the examination department to record minutes

Award board will be held after the finalization of results for courses at the end of each semester. The board besides ratification of course results reserves the right to condone failures based on recommendation of subject tutors and members present. The condonement if any recommended and agreed to by a award board cannot be subject to review or challenged. All deliberations in a award board must be recorded (minutes). Chairs action will ratify results after re-sit assessments based on the recommendation of the initial award board.

Award board of examiners will normally consist of the following members:
1. Dean
2. Registrar
3. Head – Admin and Examination department
4. Student Counselor
5. Recording Secretary – normally from the Examination Department to record minutes

At least six members besides the chair are required to be present to constitute a quorum for award board of examiners meeting.

The award board of examiners based on the academic profile of students presented to it will decide progress and awards as per the progression and award policies of the SUC.

The award board reserves the right to recommend and implement extra ordinary progression rules if it deems necessary in the best interest of the student. Such actions of the award board cannot be reviewed or challenged. Chairs action will ratify progression after re-sits based on recommendations of the initial award board.

i. PUBLICATION OF RESULTS

i. At The End Of The Each Semester

First sit and re-sit results will be made available to students in the form of grade report every semester after ratification by award board of examiners.

First sit results will notify re-sit examination dates for students eligible for re-sits or undertaking grade improvements (grade D ONLY).

The result will highlight marks and grades obtained in course/s and students grade point average at the time of declaration of results.

ii. At The End Of An Academic Year

First sit and re-sit results in the form of grade reports will be published at the end of academic year after ratification by award board of examiners. First sit results will notify re-sit examinations dates for student eligible for re-sits or grade D students wishing to undertake grade improvements.

The result will highlight marks and grades obtained in courses, cumulative grade point average at the time of declaration of results. Student's progression and/or award status as recommended by the award board of examiners will be communicated to students through a letter by the examination department.

iii. Publication Of Results For Short/Unscheduled Courses

Results for short course/unscheduled courses will be submitted by faculty to the examination office within one week of conduct of final examination. Head - Admin & Exam department in consultation with Exam board will ratify the results. The Board reserves the right to condone failures in consultation with the faculty who has taught the course.

This condonement privilege of Board cannot be reviewed or challenged. Results for short/unscheduled courses will be published within 10 days of conduct of an examination and will be made available to students in the form of grade report. A copy of result will be provided to the administration department to personally call and advise the students.

j. REVIEW OF EXAMINATION GRADE

The Dean and Registrar will examine the accuracy of the examination results before its publication.

i. BBA

1. Graduation Requirements

A Student will be awarded the Bachelors Degree upon fulfilling the following requirements:

a. The successful completion of 120 credit hours
b. The number of credit hours as specified in the field of major
c. Achievement of CGPA not less than 2.00 in the following:
d. Overall, in the 120 credits earned
e. Specially, in the courses of chosen major area
f. Importantly, in each Capstone course [C Grade]
g. Recommended for graduation by the University Faculty and Administration

2. Graduation Honors

Upon meeting the BBA Program graduation requirements, those students who have exhibited academic excellence will be awarded designations to indicate that they have graduated with honors. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at Skyline University College as per following:

Cum Laude   An average of 3.5 or higher
Magna Cum Laude   An average of 3.7 or higher
Summa Cum Laude   An average of 3.9 or higher

3. Graduation Ceremony

a. Students who successfully complete the degree are awarded their Bachelors degree during the graduation ceremony.
b. The students are required to fill the graduation applications along with fee as applicable.
c. The graduation applications are then sent to the Examination Department for preparation of degree.
d. Administration prepares the list of students who have successfully completed the degree.
e. Administration arranges the degree according to the list and the students are given a graduation number according to the list.
f. The same is handed over to the student during the ceremony.
g. Attestation chip fees is applicable
h. Graduation fee as applicable by Finance department

ii. MBA

1. Graduation Requirements

A student will be awarded the Masters of Business Administration degree upon fulfilling the following graduation completion requirements:

a. Successful completion of 36 credit hours
b. Achievement of overall CGPA not less than 3.0
c. Achieving minimum B Grade in Capstone Course.
d. Recommendation for Graduation by the SUC Faculty and Administration

2. Graduation Honors

Upon meeting the MBA Program graduation requirements, those students who have exhibited academic excellence will be awarded designations to indicate that they have graduated with honors. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at Skyline SUC as per following:

Cum Laude   An average of 3.5 or higher
Magna Cum Laude   An average of 3.7 or higher
Summa Cum Laude   An average of 3.9 or higher

3. Graduation Ceremony

a. Students who successfully complete the degree are awarded their Masters degree during the graduation ceremony.
b. The students are required to fill the graduation applications along with fee as applicable.
c. The graduation applications are then sent to the Examination Department for preparation of degree.
d. Administration prepares the list of students who have successfully completed the degree.
e. Administration arranges the degree according to the list and the students are given a graduation number according to the list.
f. The same is handed over to the student during the ceremony.
g. Attestation chip fees is applicable
h. Graduation fee as applicable by Finance department

XII.   ACADEMIC ADVISING & MENTOR

a.   ACADEMIC ADVISING[BBA]

SUC has an effective academic advising scheme that has helped the academic performance of students in the past. The objective of academic advising is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in SUC. A faculty member of SUC, who has the closest expertise relevant to the student's major field of study, is assigned to the group of students as 'Advisor'. Every student is assigned to an Advisor at the time of admission. The advisor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Advising:

i. Monitoring the progress of the students continuously.
ii. Implementing and communicating information about academic policies, procedures and graduation requirements.
iii. Assisting students in clarifying their academic goals and objectives.
iv. Providing individual and/or group advising opportunities to assist students in achieving academic success.
v. Making referrals and directing students to appropriate academic support units and resources.
vi. Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.
vii. 5% of attendance is reserved to the academic meeting with the advisor

i. Students' Rights

Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

ii. Students' Responsibilities

The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:

1. Make an effort to get to know their advisor.
2. Maintain an academic advising and career-planning file.
3. Know the degree requirements and other relevant academic policies and procedures.
4. Complete academic requirements in a timely manner.
5. Initiate timely career and academic inquiries and discussions with advisor.

6. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the advisor.
8. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic Advising scheme and the advisor.

iii. Student Feedback

60% attendance is required for the feedback.

b. ACADEMIC MENTORING [MBA]

SUC has an effective academic mentor scheme that has helped the academic performance of students in the past. The objective of academic mentor is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in SUC. A faculty member of SUC, who has the closest expertise relevant to the student's major field of study, is assigned to the group of students as 'Mentor'. Every student is assigned to Mentor at the time of admission. The Mentor provides the student with information about courses, accessing SUC facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Mentor scheme:

i. Monitoring the progress of the students continuously.
ii. Implementing and communicating information about academic policies, procedures and graduation requirements.
iii. Assisting students in clarifying their academic goals and objectives.
iv. Providing individual and/or group advising opportunities to assist students in achieving academic success.
v. Making referrals and directing students to appropriate academic support units and resources.
vi. Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.
vii. 5% of attendance is reserved to the academic meeting with the mentor

i. MBA Academic Mentor Process

Each student will be assigned a Mentor by the Dean. The student will meet with his/her mentor to develop a plan of study based on their prior

education and work experience, career goals, and individual needs. The mentor will assist the student in assessing whether he/she has met the prerequisite course requirements to be fully admitted to the program or needs to complete additional coursework prior to full admittance. The resulting academic plan will be submitted to the Dean for approval / disapproval. After approval, the student will receive a copy of the approved plan of study and a copy will be placed in the student's file for future reference.

ii. Students' Rights

Students will have the right of timely access to an assigned mentor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

iii. Students' Responsibilities

The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:

1. Make an effort to get to know their mentor.
2. Maintain an academic advising and career-planning file.
3. Know the degree requirements and other relevant academic policies and procedures.
4. Complete academic requirements in a timely manner.
5. Initiate timely career and academic inquiries and discussions with mentor.
6. Make regular progress in appointments and also meet mentor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the mentor.
8. Be considerate to the advisor's schedule of mentor appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic mentor scheme and the mentor.

iv. Student Feedback

60% attendance is required for the feedback.

XIII. RESPONSIBILITY OF THE STUDENTS [BBA & MBA]

a. Students shall conduct themselves with reasonable consideration for all other persons within the SUC.

b. Students shall not indulge in any behavior likely to bring the SUC to disrepute.

c. Students shall comply with any reasonable instruction issued by any member of staff of the SUC.

d. No student will tender false or deliberately misleading information.

e. Male and female students are not allowed to move together or sit together in class rooms.

f. A student shall not use, or incite others to use physical violence while in the SUC premises.

g. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.

h. Students shall comply with the fee policy of the SUC.

i. Students shall comply with all regulations pertaining to the use of library and other SUC facilities.

j. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.

k. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.

l. Students are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.

m. Students should adhere to the class timings as per the rules & regulations in force.

n. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.

o. Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized.

p. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.

q. Eatables & drinks are allowed outside the SUC building or in the cafeteria only.

r. Students using bus should strictly comply with the rules and regulations of transport.

s. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.

t. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.

u. Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.

v. The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.

w. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.

x. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration Department for approval.

y. Student must carry their SUC Identity Card when they are inside the campus.

z. Playing cards in any form in the SUC campus is strictly prohibited.

STUDENT DRESS CODE

Students are required to be dressed formally and follow dress codes in conformity with norms of civil society in the United Arab Emirates and particularly that of the Emirate of Sharjah. Personal hygiene is essential and requires continuous attention. Hair must always be well groomed. Short pants and short sleeves are not allowed as per the Sharjah law and if found, the student will be asked to leave the SUC.

XIV.   SERVICES PROVIDED TO STUDENTS [BBA & MBA]

a. **Identity Cards**
   Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

b. **Admission Letters & Invoice**
   Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

c. **Class Details**
   Details of the classes along with the students list will be displayed on the notice board on the first day of the class.

d. **Schedules**
   Class schedules along with the class room number will be uploaded in student portal. The same will be displayed on the notice board as well. Assessment schedules along with the Mid Term & Final examination dates will be announced within 2 weeks from the start of the class and will be displayed on the SUC website & Student portal. No information on the above will be provided through Telephone. The 'How to access student portal' attachment will be handed over to the students during 1st week.

e. **Portal ID**

Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, Academic Advisor and the events of the SUC can also be accessed through the portal.

f. Lockers

Lockers are where the students can keep their respective belongings and the keys will be issued to the students through the sports department. Students leaving the SUC due to cancellation, transfer to other institution or graduation are requested to return the key to the concerned person.

g. Lost and Found

Lost and found items will be kept in Administration Department; Students are encouraged to report of any missing items as soon as possible.

h. Mail Services

All the mails addressed to the students are kept in the Administration Department. Students are requested to check their respective mails weekly.

i. Parking [Campus]

Students who use their own transportation are requested to collect the car stickers from the Administration Department. Students are requested to park their car on their designated area without blocking other cars. Students are urged to drive slowly and cautiously when entering and leaving the premises. Students who wish to use the college transport are requested to register with the Finance Department.

j. SMS Services

The administration also provides SMS services to inform the students of any emergency needs that might arise.

k. Wireless Services

Wireless services are activated in the campus for accessing the internet services.

l. Online Services

Students can avail the online services for their various requests.

m. Mosque and Prayer Rooms

Prayer room including ablution is located in the First Floor for men and women separately.

n. Common Room

Common room is designated to students for the celebration of birthday or for conducting rehearsals for any upcoming events.

o. Plasma Electronic Display

A plasma monitor is placed in the campus premises for the updates about the campus activities.

p. Bulletin Boards

Bulletin boards are available at Skyline SUC for posting informational notices. Student Counseling Office is responsible for updating the bulletin boards. Notices may only be displayed on designated bulletin boards and for a period of time. No notices may be posted on glass doors or building walls.

q. Help Desk

A friendly staff member is assigned to help new intake students to be of assistance with regards to the campus whereabouts.

XV. SERVICES ON THE PORTAL [BBA & MBA]

Student can login the SUC Portal for the following:

a. To check the courses which enrolled / are currently pursuing, etc.
b. To access assessments
c. To check attendance
d. To check / download the study materials
e. To E-hall ticket
f. To give Feedback
g. For checking the Examination Schedule
h. For Mid-term Exam score
i. To view Academic profile
j. To Contact Advisor
k. To Check the University Mails
l. GPA Calculator
m. Online requests
n. To check available courses in the next semester
o. To Check / generate class schedule
p. To request letters

III. COMPUTING DEPARTMENT POLICIES

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WHOM TO CONTACT LIST		
SL.NO.	QUERY ABOUT	CONTACT PERSON
1	**Overall Department In-Charge**	**Mr. Firoj Kumar Rauta**
2	Printing and photocopying	Mr. Raja / Mr. Anish Chacko
3	Computer labs	Mr. Anish Chacko / Mr. Firoj Kumar Rauta
4	Internet access in labs and library	Mr. Anish Chacko / Mr. Firoj Kumar Rauta
5	Multimedia facilities in class room	Mr. Anish Chacko / Mr. Firoj Kumar Rauta
6	Usage of internet policy	Mr. Firoj Kumar Rauta
7	Student portal/Website	Ms. Meena Krishnan / Mr. Firoj Kumar Rauta
8	Email account and access	Mr. Anish Chacko / Mr. Firoj Kumar Rauta
9	Networking and intranet facilities	Mr. Anish Chacko / Mr. Firoj Kumar Rauta

I. INTRODUCTION

The Computing Department provides information technology (IT) resources to the SUC community. The department's activities include maintaining Network, Web, Mail, Data and File Servers to provide fully automated and efficient Portal services to faculty, staff & students. The department is also responsible to maintain and ensure smooth functioning of classroom IT resources. The Computing Department aims to provide accessible and reliable administrative information systems to support operational decision-making, planning and analysis. As part of the institution's strategic plan to serve the various users of SUC effectively an indigenously developed Campus ERP is installed to facilitate smooth flow of information between and within departments so as to enable effective flows of communications between faculty, staff & students of SUC. The Computing Department provides students, faculty, and staff of SUC access to information technology services. The Department strives to provide an environment which the students, faculty and staff can use information technology resources for instruction, research and administrative operations.

II. GOALS

a. To plan, design, develop, procure & maintain adequate technological support for smooth operation as per SUC's strategic plan.

b. To develop and implement ERP that enables data management through collection, compilation, integration, analysis & dissemination of information.

c. To provide prompt interactive online services to users of SUC.

d. To provide training and development to the faculty, staff & students about the use of technological resources.

e. To ensure optimal use of information technology resources, maintain adequate databank of current and prospective users of the portal.

f. To secure the computing network from outside intrusions and maintaining regular data backup.

g. To assist marketing department in increasing the visibility of SUC locally, regionally and internationally.

III. STRUCTURE OF COMPUTING DEPARTMENT

The Computing Department of SUC is managed by the Head Computing Department. The Head of the department is involved in the functions such as to plan, design, develop, procure & maintain adequate technological requirements for smooth operation as per SUC's strategic plan. The department also involves in number of activities ERP development, user training and updating the software

requirements. The department also provides online interactive services, collecting feedback and disseminating to the respective departments.

a. **Computing Resource Development Committee**

Computing Resource Development Committee (CRDC) is the guiding force for Computing Department to execute its functions and fulfilling the SUC strategic plan. Head – Computing Department organizes quarterly meeting with the members of the CRDC listed below. The committee meeting is held to discuss various issues related to hardware, software, networking, website, portal services, or any other improvements to cater to the higher learning environment. CRDC meeting is generally held three times in an academic year and decision taken are implemented by Computing Department.

b. **Computing Resource Development Committee consists of the following members:**
   i.   Dean (or his nominee)
   ii. HQA
   iii. Head - Computing Department
   iv. Nominated Faculty members (BBA & MBA) – maximum of three
   v.   Head - Finance Department

c. **Computing Department's Organizing Chart:**
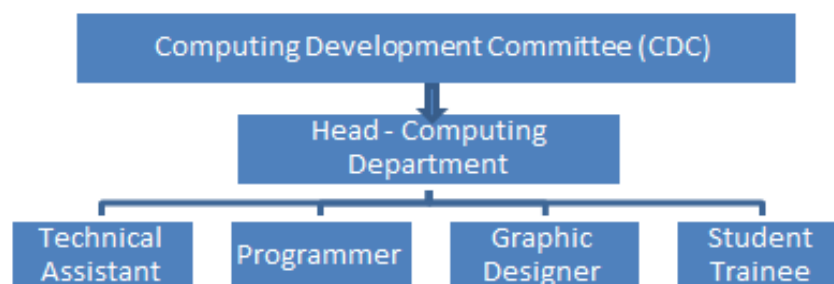
IV. SERVICES PROVIDED

a. FACILITIES

At SUC, the Computing Department is responsible for providing technological services in the form of hardware, software & web services to the faculty, staff and student. The computing service aims at collecting data, analyzing and disseminating information to help various users to optimally utilize the information to accomplish their respective objectives. Following are the facilities and services provided by the Computing Department:

i. **Computer Labs**
The SUC has three computer laboratories with around a total of 122 computers with different configurations to match the requirements of the curriculum. A total of 170 System are managed by Computing Department with the help of technical assistant. All the computers have multimedia with internet facility. The computers in the lab are regularly updated for uninterrupted access by the students.

ii. **Audio-Visual Equipment In Class Room**
SUC has 27 classrooms that are equipped with audio visual equipment and Internet connections. Classrooms multimedia resources are adequate to use online / offline resources for imparting knowledge and conducting various exercises to enhance the learning process. It is also used to enter online attendance so that transparency can be maintained. Access to portal and study material upload can be used for the benefit of the faculty and students.

iii. **Printing & Photocopying Center**
The SUC has two heavy-duty photocopiers and printers to serve students in taking photocopies, color printing and color scanning all study material which is required for enhancing their learning outcome.

b. SERVICES

i. **Software Centre**
Software center is controlled by the Computing Department which is responsible for developing in house software as per the requirements of various Academic and Academic Support Services departments of the SUC. They also take care of portal services of the SUC.

ii. **Management of Website**
   The Computing Department manages website that provides web services to the various department of SUC and academic to display information to the SUC community.

iii. **Technical Services**
   The Computing department understands the individual requirements of the faculty, staff & student and provides updated resources time to time.

iv. **Internet Services**
   The internet facilities are connected with 40 Mbps fibre optics connections to provide adequate speed for accessing internet services throughout the campus. The internet facility is provided free of cost to its users from 0930 till 2200hrs, which enables the students to get global information from a worldwide network. In addition to this an internet based Mail Server that offers mail services, and an internet based Web Server.

v. **SUC Email Account**
   The Computing Department provides each faculty and staff at the SUC with an email account for official correspondence.

vi. **Students Portal Email Accounts**
   Each student is issued a unique Email ID for correspondence with the university.

vii. **Networking & Intranet Services**
   The Computing Centre network is powered by high-speed fibre backbone. On this backbone a File-Server is connected, which enables the faculty & students to post their study materials on internal server and store their important data and files in safe place.

viii. **Portal Services**
   Students are given access to the portal services which enables them to get information about their attendance, grades, online appointment, registering online suggestions & complaint, HR services. Students can download CDP & study materials, accessing online e-database/e-books, online request system, online department feedback can track student progression, class schedule, advising, courses enrolled for & results etc., and the students are issued individual username and passwords for using this facility.

ix. **Timings & Access to Computing Labs**
The Computer labs are available for access from 0930hrs to 1330 hrs and from 1700 hrs to 2200hrs on working days.

V.   POLICY AND PROCEDURES

a.   COMPUTER AND NETWORK USAGE POLICY
The purpose of the computer and network usage policy is develop & maintain IT infrastructure that supports the mission of the SUC in teaching, learning, research and support departments to extend services to the SUC community. This usage policy codifies what is considered appropriate usage of computers and networks within SUC and determines the rights and responsibility of the users and the Computing Department.

i. **Procurement Of Hardware & Software**
SUC procures only authorized licensed hardware and software from certified vendors.

ii. **Responsibility While Using SUC Information Resources**
SUC community users must respect the rules & regulations of Computing Department. This is important to optimize the computing services provided.

1. **Modification or Removal of IT Equipment**
Users must not attempt to modify or remove computer equipment, software or peripherals that are installed by SUC without proper authorization.

2. **Encroaching On Others' Access And Use**
All users must use only their personal id and passwords. Any unauthorized accessing means of accessing SUC's computers, networks or other information technology resources is liable for disciplinary action.

3. **Email**
Sending chain-letters, unsolicited bulk electronic mail either locally or off-campus is prohibited.

4. **Repro-graphics**
SUC users are requested to use printing and photocopy in a rational manner to adopt eco-friendly approaches.

5. **Unauthorized Or Destructive Programs**
All computer users of SUC must not intentionally develop or use programs which may disrupt computer networks. The use of any

unauthorized or destructive program may lead to disciplinary action.

6. **Unauthorized Access**
Computer users must refrain from seeking to gain unauthorized access to information resources or enabling unauthorized access.

7. **Reporting Problems**
SUC users are requested to report any defects discovered in the system or system security.

8. **Password Policy**
Users are requested to avoid misuse of personal email id, portal, class room & ERP id. Users are requested to change their password at regular intervals. If the user is not changing the password within 30 days the system will force the user to change the password (Password must be minimum nine characters with first letter capital followed by any four alphabetic and numeric characters each).

9. **Usage**
Computer services must be used only for academic purposes.

10. **Monitoring**
Computing Department technician reserves the right to examine all data stored in the machines with Internet connection to ensure compliance with all regulations and policies are followed. Network / system administrator may review files and communications to maintain system integrity and ensure that students are using the system responsibly.

b. **INTERNET AND WI-FI POLICY**
Faculty, staff and student of the SUC are provided with User ID and password which enables them to access computer resources.

i. **Academic Use**
Internet resources are made available to students to support their studies. It is inappropriate for students to use these resources for personal gains.

ii. **Authorized Access**
Faculty, staff and students are provided with the computer resources. All computers (PC's and Notebooks) in the SUC are interlinked with the Ethernet and / or Wireless Local Area Network (WLAN). The SUC Internet service is accessed via a Cyberoam Firewall, which monitors sites and restricts those which may be in breach of the following rules:

1. Each student can gain access to internet access with data transfer facility to a maximum limit of 20 GB every month for academic purpose. On reaching the maximum limit the student may avail additional data transfer limit with the permission of Head Computing Department.
2. Each user issued with a unique id and password to use internet facility.
3. The students can also access the SUC Wi-Fi network within the campus from their personal Laptops/iPhone/iPad/Blackberry/Tablets etc.
4. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.
5. The SUC management reserves the right to withdraw certain Internet sites and services for any reason and may from time to time gain access to the search history of individual information may be used as evidence in disciplinary or legal proceedings.
6. SUC does not install jammers, robots as per the UAE's internet policy however students are requested to use mobile phones judiciously without disturbing the proceeding of the class / learning environment of the SUC.

iii. **Students Internet Usage**
Internet facility is provided to the students only for educational purpose. The following policy require strict adherence. Any infraction thereof could result in disciplinary action as per SUC policy & such users will be debarred from use of the information technology services of SUC. Unacceptable conduct includes the following and liable for disciplinary action:

Users who engage in:

1. The site falls under the prohibited content categories of the UAE's internet access management policy.
2. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.
3. Misrepresenting themselves or needlessly revealing their email address, personal contact information, financial information or phone / mobile / fax numbers of oneself, fellow students, colleagues or SUC in any of the web registrations, email or chat.
4. Blogging, posting anonymous messages, accessing or exploring on-line locations and instant messaging or downloading any music videos, movie trailers or videos of any type or violating copyright law including unauthorized downloading of software from the Internet, including games, music files or commercial screensavers.

5. Downloading / transmission of any material violating any national or international law or SUC policy, this includes, but is not limited to, copyrighted materials, licensing agreements, threatening materials, materials protected by trade secret or educational material.
6. Commercial activities, productive advertisement, political issues, gambling, coaching, observing or using internet for personal financial or commercial gain or falsifying permission, authorization or identification documents or do commercial activities including purchasing products or services through internet.
7. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

c. **DISCIPLINARY ACTION**

Students who fail to comply with the code of conduct in using computing resources will face the disciplinary action as follows depending on the severity of offence:

    i. Verbal Warning
    ii. Written warning (Maximum 2)
    iii. Depriving from privileges
    iv. Temporary suspension for more than 7 working days
    v. Temporary for one semester
    vi. Permanent expulsion from SUC

The disciplinary action may also include the replacement of the component or pay the cost of the damaged component to SUC.

d. **POLICIES ON BACKUP**

SUC has a backup policy to prevent loss of any crucial information. Due to uncertain events such as system break down, damages etc. SUC maintains regular backups which are collected on regular intervals as follows:

    i. Daily data backup: Daily backup is maintained from the servers at the end of working hours on each day
    ii. Weekly data backup
    iii. Data backup at the end of each semester
    iv. Backup data is stored within in the campus, off-campus site in data Centre and one copy stored in the bank locker.

e. **SECURITY SYSTEM**
The SUC computing services is well secured with the help of server management, CCTV cameras (maximum one month backup of all the cameras), and firewalls & anti viruses and is updated on regular intervals.

f. **Online Social Media & Website Updates**
The SUC computing services will update all the academic & academic support related events in the social media sites as well as website for pre-events and post events write up of maximum of 250 words indicating the purpose, the activity and the outcomes (including the technical visit, field visit and other achievements by the faculty, staff & students)

VI. RESOURCE ADEQUACY

a. INTERNAL INFORMATION RESOURCES

The computing system adequacy for hardware & software requirements is carried out to proper needed based analysis from the student, staff & faculty on an annual basis. The need is assessed on the following review:

   i. **Feedback From Student, Staff & Faculty**
   The RAF is used towards assessing the requirement of the followings:

   1. Adequacy of Hardware in terms of numbers
   2. Adequacy of Peripherals/Accessories
   3. Adequacy of Technical Assistants
   4. Adequacy in terms of Knowledge of Technical Assistants
   5. Adequacy in terms of Internet Speed and Availability
   6. Adequacy in terms of Application Software's
   7. Adequacy in terms of Research/Analytical Software's

   The RAF form is a mandatory tool, to be filled in by users: Student, staff & faculty. The quantitative data is analyzed and is a valuable source for assessing the adequacy requirement as per the needs of the department/users. Any necessary changes are implemented based on the feedback from the RAF.

   Refer RAF enclosed in Appendix A.

   ii. **Closing Reports Of Previous Academic Year**
   The suggestion and recommendation of the closing reports are taken into consideration for assessing the next years computing resource requirements.

iii. **Program Review Committee (PRC)**
Suggestions and recommendations of PRC committee will be taken into consideration to prepare the computing resource adequacy requirement.

iv. **SUC Strategic & Annual Plan**
The computing resource adequacy requirement is drawn from the strategic plan and aims at meeting the annual plan requirement.

v. **Academic Committee**
Suggestion and recommendations of the academic committee during the academic session are incorporated while making procurement of hardware and software on contingency basis. Any long term recommendations are incorporated in the annul plans of adequacy plan.

vi. **Departmental Requirements**
Suggestion and recommendations of the respective department during the academic session are incorporated while making procurement of hardware and software on contingency basis. Any long term recommendations are incorporated in the annul plans of adequacy plan.

vii. **Enrollment Data**
The enrollment data is important to plan the hardware and software requirement for the academic year so that the needs of the academics operation are completely met. It acts as main source adjusting the procurement depending on the variation in student enrollment. Any deviation in terms of number of enrollments from strategic plan is immediately acted upon and the requisition process of procuring new hardware/software would be decided.

viii. **System Audit**
Before the start of every semester, a system audit is carried out to analyze the pitfalls and take proactive actions desired for smooth functioning of hardware/software resources within the Computing Department. During this process Head - Computing Department prepares a list of resources (hardware/software), creates hardware ageing table, and gives his/her recommendation which forms the base for acquiring/disposing/upgrading existing hardware/software resources.

ix. **Departmental Meetings**
Feedback on day-to-day routine functioning of resources is gathered from intra, internet and telephonic or personal suggestions/issues/complaint are received to take stock of situation and initiate corrective measure if required monthly meeting conducted to appraise Dean.

x. **Computing Resource Development Committee (CRDC)**

Head – Computing Department organizes quarterly meeting with the following members of the committee viz., Dean two IT faculty members from BBA, one faculty member from MBA program & Head – Finance. The above committee meeting is held to discuss various issues related to hardware, software, networking, website, portal services, or any other improvements in the SUC to cater to the higher learning environment. CRDC meeting is generally held three times in an academic year and all decision taken and implemented by Computing Department.

b. **EXTERNAL TECHNOLOGICAL SUPPORT**

i. **IT Consultancy Firm**

SUC has a tie-up with external IT consultancy firm which not only updates the processes (specified below), but also advises the Computing Department about the latest technological developments by demonstrating about the usage of new technology in context to the SUC environment.

ii. **Technological Developments**

The latest developments in the field of IT are the other source of information, which shapes up the new purchase requirements raised by the Computing Department to remain abreast with the technological changes in the region according to the academic requirement.

iii. **Annual Maintenance Contract**

SUC enters into formal AMC with the hardware and software vendors and consultancy firms.

After getting the information steps to be followed for meeting the requirements:
a. Current stock assessments (software & hardware)
b. Identifying the GAPS in availability and requirements
c. CRDC meeting
d. Proposal for procurement of hardware and software equipments as per RAF.
e. Preparation of budget
f. Sourcing vendors and identifying the suppliers
g. Tender (calling for the quotation)
h. Comparing the technical details, services, financial and comparing and finalizing,
i. Placing order
j. Receiving equipment
k. Barcode and adding to the inventory.
l. Installation

m. Training & Development

VII.   RULES AND REGULATIONS

USE OF IT RESOURCES

a. All SUC IT resources should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
b. IT resources should not be used for consultancy or commercial projects, unless a prior permission has been obtained from the Head Computing Department.
c. All the users should strictly abide by the below specified guidelines
d. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
e. Do not damage any of the equipment.
f. Do not download and store culturally undesired/unwanted files in the system.
g. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
h. Do not bring any pirated software and install on any of the workstations in the computer lab.
i. Do not hack any site, as this may cause a framing of criminal case against him/her.
j. Do not download and install/copy any program from Internet.
k. Faculty, staff and student must use SUC email, portal account for academic purpose only.
l. Do not reveal their user name and passwords to other users.
m. Do not jeopardize the work of any other member or the computing network.
n. Do not modify the network configuration, until the permission of Computing Department staff is obtained.
o. The members must abide by the licensing regulations of the software provider regarding use of the software and payment for it.
p. The members should take permission prior to downloading and installing any software from internet. This includes software such as messaging, chat software, etc.
q. Do not damage any of the equipment.
r. Do not bring any eatables or drinks inside the reprographic center.
s. Students need to obtain coupons to get any photo copies and print outs.
t. More than 15 pages of a particular book/journal are not allowed.
u. Students will be provided printing services on first come first serve basis.
v. Do not use mobile phones inside the classroom & computer lab.
w. The students must comply with the instructions from a member of Computing Department staff.
x. No eatables are allowed inside the computer lab.
y. Uses of mobile phones / smoking are strictly prohibited in computer lab.

z. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of dean. Under such circumstances the student may be required to pay for any damage to the property he/she has caused then they should compensate the SUC for any loss it may have suffered.

The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.

VIII.   STUDENT OWNED TECHNOLOGY POLICY

The Computing Department provides information technology resources at SUC to the students such as portal services and email services. SUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the SUC campus as per following guide lines.

a. The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
b. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
c. SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
d. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the SUC network will be disconnected from the network.
e. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the SUC network without the approval of concerned faculty member, staff or Computing Department.
f. Student should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

Guideline On SUC Network Usage With Student Owned Devices

a. **Acceptable Devices**
Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

b. **Content Filtered**
Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

c. **Personal Responsibility**
The SUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network

through Wi-Fi, wired or any information on that devices.

   d. Security

Students shall not impair the security of the SUC network. This expectation includes but is not limited to:

     i. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the SUC student wireless network. Devices without up to date security programs may be denied access to the network of SUC.

     ii. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.

     iii. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

   e. Inappropriate Use

The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:

     i. Students are allowed to use only approved online academic/business games through SUC network.

     ii. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.

     iii. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.

     iv. Conducting for-profit business.

     v. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.

     vi. Conducting any activity that is in violation of SUC policy or UAE law.

     vii. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.

     viii. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

   f. No Expectation of Privacy

The SUC can and does monitor internet access and activity on the SUC's network, including but not limited to sites visited, content viewed and email sent and received. The SUC may examine a student's personal device and

search its contents if there is a reason to believe that SUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

g. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

h. Unauthorized Networks

Students may not create unauthorized wireless networks to access SUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices.

   i. Unauthorized copying computer program(s) from the SUC Computer System is prohibited.

i. Consequences of Inappropriate Use

Students who misuse SUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with the SUC Policy.

IX. PROCUREMENT FLOW CHART

NOT APPROVED

Finance raises LPOs for approved quotations and sends it to vendor

IT Department verifies the delivery with the invoice and the LPO

IT Department adds the procurement to the inventory through the Barcode procedure

Full delivery Invoice forward to Finance to process the payment
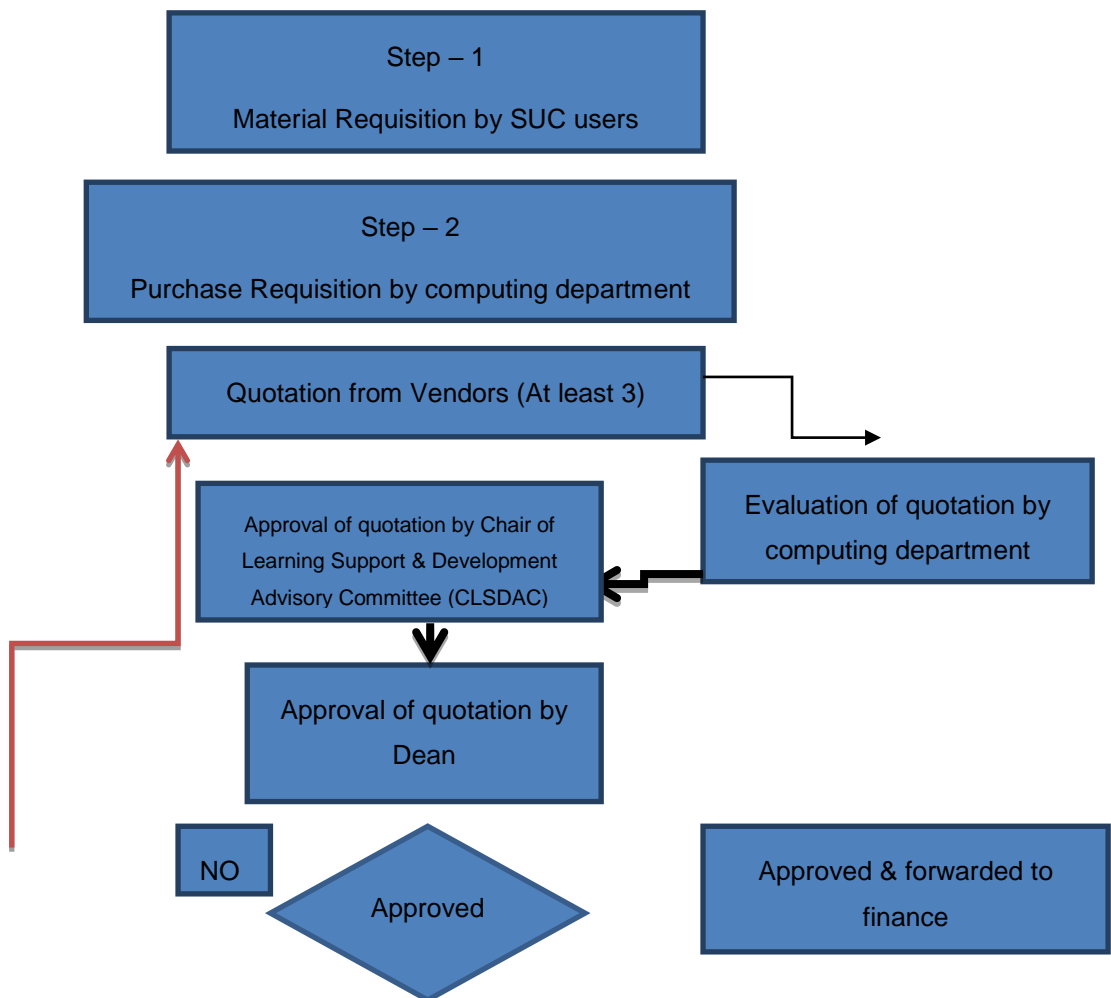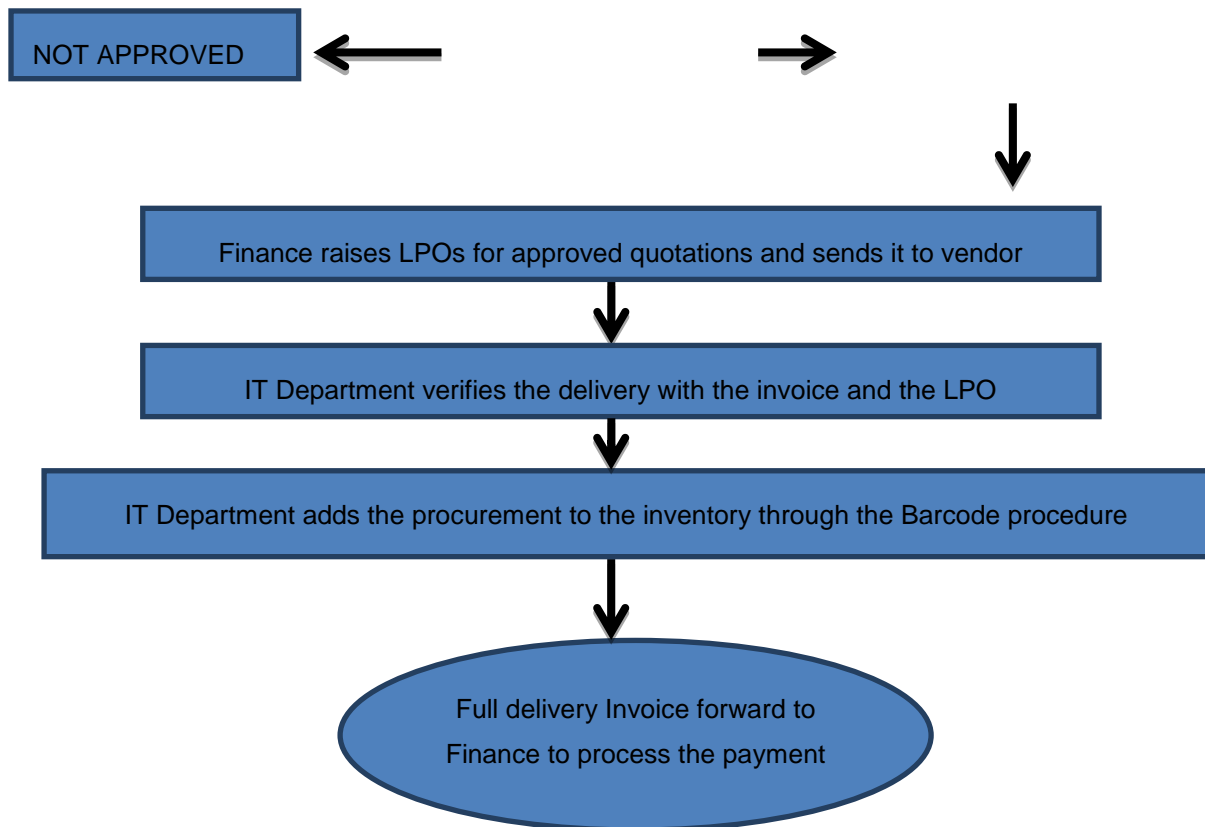
X. PROCUREMENT POLICY

Computers play a vital role in fulfilling SUC's educational and administrative needs, and over the years, we have seen a significant growth in the number of computers at our new campus. However, the resources necessary to support these computers and keep them working efficiently, basically systems administration, has not kept pace with the increase in computers and is spread thinly across an expanding number of workstations. We are putting more computers into service than are being retired and must work to manage computer procurement thoughtfully if we are to avoid further widening the gap between support needs and support resources.

Since most computer equipment is considered capital equipment and requires Information Technology (IT) support, SUC computing department is responsible for approval and maintenance of all such equipment.

Background and current practices

SUC Computing Department recognizes that computers are essential tools for most forms of administrative work and are being used progressively more for educational opportunities. Computers provide an increasingly important means of communication, analysis and in providing a vehicle for educators. We therefore

accept the obligations of providing the institution with access to computers, as well as carefully stewarding SUC's computing-support resources.

i. Provide a computer that meets current minimum standards at the workspace of every full-time, permanent faculty and staff member. The current computer standard may vary somewhat by user, based on discipline and task-specific needs.

ii. Provide computers for other purposes, as needed and as supportable, subject to fair and impartial review of the needs and the costs.

   a. Provide a unified local area network configuration to support all educational and administrative users with file, print, mail, and Internet access.

iii. SUC will be making large investment in the internal local area network, and as such, it must be protected and access must be limited to those systems and users that meet predetermined criteria.

   a. Providing computers and access to them does not stop with simply purchasing and delivering the equipment. Provision of access requires ongoing support for the computer during its use at the SUC. Computers require continual investment of professional effort, time, and money in order to keep them performing adequately. The initial purchase of a computer is a very small portion of its total cost of ownership. The majority of the expense lies in keeping it functioning on our network, providing licenses for its software, installing software upgrades, and providing some level of help to support it and its use.

iv. Resource constraints dictate that we should facilitate our support effectiveness through such means as the following:

   a. Maximizing system uniformity with standards-based configurations, purchased from a small number of approved vendors.

   b. Sustaining our program by periodically upgrading and replacing SUC owned computers on a reasonable cycle.

   c. Ensuring that SUC owned computers—and their support resources—are allocated to meet needs based on the institution's overall mission.

   d. There are important parameters affecting the procurement of computers:

v. For the computing investment to be worthwhile, the equipment provided must meet the expressed needs of its user.

vi. Commercial computer software is provided under specific use criteria. SUC must maintain its values and ethics by ensuring that software used on any SUC owned computer has been properly licensed.

vii. Unlike some other forms of equipment, computers represent a long-term resource commitment for administration, technical support, user support, and continuing upgrades of the machines.

SUC Computing Department provides central support of:

A select number of desktop operating systems Windows 7, XP and above,

Designated computer vendor(s) for each OS (chosen for customer support, technical design, and value).

Compatibility with SUC's network operating system.

Peripheral components that have broad support in the marketplace and that are of reasonable cost.

Currently, SUC acquires computers through annual budget sources, perhaps, the exception of the operating budget, there is no formal, central oversight of all of these purchases or any procedures for considering the impact of the purchase on the institution.

a. **Procurement procedure**

It is not the intention of this document to suppress or complicate the procedure for obtaining additional new or used computing equipment. The process will be a simple one:

b. **Request for IT equipment/software**

Any faculty or staff member should request computing equipment through their department head, chair or committee chair via the purchase requisition process.

The request should include the equipment/software required, the purpose for the equipment/software, where the equipment will be located (or who will be responsible if mobile), the cost via an authorized quote (three quotes are required for all the purchase items). Please make ensure that delivery charges are included in your requisition, as well as warranty information.

All of this information needs to be included on the purchase requisition.

After the department head has confirmed that budget is available and approved the purchase requisition it should be forwarded to the finance department for approval and making the LPO (Local Purchase Order).

c. **SUC IT approval**

Purchasing requires that IT approve the purchase requisition prior to them issuing a purchase order. After IT reviews the requisition they will either approve or forward it to Purchasing (stamped approved) or send it back to the issuer with a reason.

d. **Equipment from unapproved manufacturers.**

Any faculty or staff member, or recognized SUC department may procure computing equipment from any manufacturer. SUC IT will review the suitability of the equipment and determine if it is compatible with our support criteria. Without a review, the equipment will not be connected to the local area network, nor will a SUC IT systems administrator maintain it. The group procuring such equipment will have sole responsibility for its maintenance and operation, and as such should order a minimum of a one year warranty.

e. **Other considerations**

Personal equipment

- Faculty and Staff are not encouraged to bring their own computers to work for extended time periods. SUC is not responsible for loss or damage of such equipment or for maintenance and support. The individual takes full responsibility for such risks.
- If a staff member needs to take equipment home in order to complete a task, he or she may do so upon approval from their department head or head of computing department.

XI. MAINTENANCE POLICY

a. Policy Objective:

This policy sets out the IT support arrangements for all standard and non-standard software and PCs, peripherals and printers. To ensure all computer and computer related equipment is accounted for in the overall maintenance strategy, and is at par consistent with sound business practices and in-house technical capabilities.

b. Software

IT Standard Desktop Software

The following core software is provided for all faculty, staff & student computers:

  i.   Microsoft Windows 7 / XP (Service Pack 2)
  ii. Office 2007/2010 including: Word, Excel, PowerPoint, Access and Outlook
  iii. Internet Browsers: Internet Explorer 7, Firefox 13 & Google Chrome

iv. Kaspersky or TrendMicro Anti-virus
v. Adobe Acrobat Reader X
vi. Multimedia plug-ins: Windows Media Player, Shockwave Player, Flash Player
vii. Java
viii. Skyline ERP

The IT Team provides support for all core software. If staff requires comprehensive training for a particular application such as Word, Excel the IT team may refer staff for FDP/SDP

For specialist software the IT Team will work with colleagues in Management Systems (developers, database administrators, Windows Server team), to undertake maintenance to ensure these applications are regularly updated with patches.

c. **Non-Standard Desktop Software**

The IT team may be able offer support for installation of non-standard (divisional specific) software provided that:

i. The computing department can provide documentation for the setup and installation of the software
ii. The computing department agrees that any third party support organization will work in conjunction with IT team

d. **Server Software**

IT Servers have the following software installed:

i. Microsoft Windows 2003 Server
ii. Microsoft Windows 2008 Server
iii. Exchange 2003 / 2007
iv. Microsoft SQL 2005/2008/2012 Server

IT Department will ensure all servers are:

v. Maintained to ensure they run at optimum levels
vi. Fully backed up to ensure data can be recovered
vii. Regularly updated with critical operating systems updated

e. **Hardware**

Desktop and Laptop Support

The computing department team will maintain desktop computers.

i. Arrange for faulty items that are covered by a warranty to be repaired (on-site or off-site, depending on the faulty item, manufacturer and warranty type)

ii. Carry out repairs wherever possible to desktop computers which are outside their warranty periods and not over four years old.

iii. Carry a small stock of new and reconditioned parts for the repair of computers

iv. Because laptops are composed of specialist hardware components, it may not be possible for the computing department to carry out repairs for any faulty items. Therefore the computing department will provide the following:

v. Arrange for faulty items that are covered by a warranty to be repaired (on-site or off-site, depending on the faulty item, manufacturer and warranty type)

vi. Consult the Finance Department & Dean representative for authorization on any work before it is carried out.

f. Sonicwall Firewall / Email Security / Cyberoam Firewall

Computing department has the following firewalls installed:

i. Sonicwall NSA 2400 Firewalls
ii. Sonicwall ES300 Email Security
iii. Cyberoam 250i
iv. Gigabit Routers

IT Department will ensure all firewall and email security are:

v. Maintained to ensure they run at optimum levels
vi. Fully backed up to ensure configuration is recovered
vii. Regularly updated with critical operating systems updated

g. Major repairs

i. If the repair problem is a major one and the equipment is expected to be down for longer than 24 hours, Computing department provides a loaner (if available) and takes the equipment to the Maintenance Center.

ii. When computing department is unable to repair the equipment, it is sent to an authorized service center and returned to the appropriate department.

iii.   Permission to send equipment off campus requires prior approval of the finance department in consultation with Dean.

iv.   Computing department prepares a monthly report of response times, repair problems, and actual costs to serve as a data base for continued assessment of the computer maintenance policy. The policy is monitored by the Computing Resource Development Committee using the monthly reports.

h. Printers

In line with the computing department policy, this is to ensure the printer is compatible with the SUC desktop and the best price is achieved. IT will provide support for all printers (both local and network). Since printers have specialist hardware components it may be necessary for the IT team to call an external printer engineer to diagnose and fix the problem.

In summary:

i.   Computing department will procure, install and configure new local and network printers

ii.   Computing department is to purchase extended warranty on all new printers, provided that this shows value for money

iii.   Computing department to use an external supplier of printer hardware for fixing out of warranty printers.

iv.   Call out charges may apply for repairing printers which are within and out of warranty. The cost of the call will be passed onto the finance department requiring the printer repair.

i. PDAs (Personal Digital Assistant)

The computing department will provide some hardware support for a selection of PDAs (iPhone, iPad, Galaxy, Kindle etc). Usually if a PDA device develops a hardware fault, it is sent back to the manufacturer for repair. PDA devices are comprised of specialist hardware; therefore the computing department is only able to provide limited support for such devices.

j. Monitors, Keyboard and Mice

The computing departments have a stock of second-hand monitors, keyboard and mice. All these can be provided as an alternative to new item, subject to availability. If an item is faulty then it can be replaced quickly. In accordance with the procurement policy where computing department have to have new keyboards, mice and monitors are in stock

k. Other Hardware

Computing department should ensure that maintenance arrangements are in place to cover other essential hardware e.g. scanners, barcode printer, scantron and specialist hardware.

IV. CENTER FOR PROFESSIONAL DEVELOPMENT POLICIES

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WHOM TO CONTACT LIST		
SR.NO.	QUERY ABOUT	CONTACT PERSON
1	**Overall Department In-Charge**	**Mr. Amit Verma**
2	Registration of Short Courses	Ms. Naina Punjabi
3	Administration & Examination	Mr. Harish Nair
4	Library	Mr. Sundar Krishnan
5	Computing	Mr. Firoj Rauta
6	Fees Collection	Mr. Sushant Panigrahi
7	Tuition Fees, Refund, etc.	Mr. Elvin Miranda
8	Cafeteria Services	Mr. Elvin Miranda
9	Transport Facility	Mr. Elvin Miranda

I. INTRODUCTION

The Center for Professional Development of SUC caters to the needs of the people for their professional development and by training in the fields of aviation, airfreight, information technology, marketing, management, real estate, travel, tourism, and others.

CPD enables the participants to gain / enhance knowledge and specific skills required by them for professional growth. The department focuses on providing scheduled training at different levels in different areas of the industry.

The Department is responsible to build a strong brand image & project the core values of SUC to the prospective candidates, SUC community & general public locally & internationally. The aim of the department is to reach the target segment by participating in various promotional activities, locally & internationally.

II. GOALS

a. To prepare the candidates to contribute to the betterment of business and society in field of Travel & Tourism, handling Airport and Cargo operations, Finance and IT.

b. To develop and conduct customized training programs for Corporate.
c. To prepare the candidates to contribute to the betterment of business and society.
d. To impart professional knowledge and skills to the candidates irrespective of race, color, gender, religion, physical disabilities, age or national origin.
e. To equip the candidates with explicit professional qualification for being employable and enhancing career prospects in jobs at different levels in regional and global organizations.

III. STRUCTURE OF CPD

d. CPD's Organizing Chart
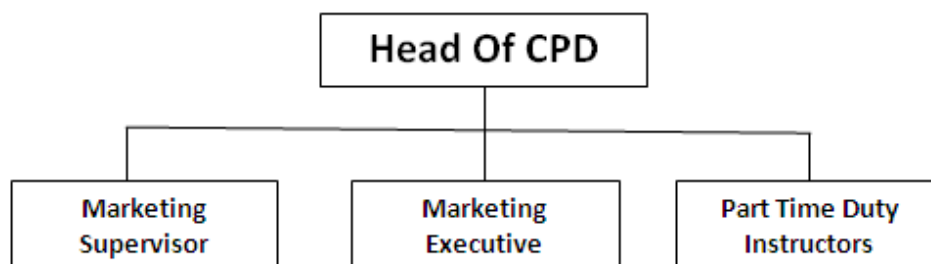
IV. SERVICES PROVIDED

The services provided to the candidates by this department is different from those provided to the candidates enrolled in the Academic BBA and MBA programs. The services of CPD are those related to the professional development of its participants and are as follows:

CPD department offers courses which have high employment prospects to new aspirants and enhances the professional skills among practitioners. CPD offers the following services to facilitate a conducive learning environment for the candidates

a. Regular class room professional training & guidance.
b. Facilitating guidance for Registration
c. Providing career advice & counseling
d. Providing Library support
e. Study Material, CD's & kits
f. Computer Lab facilities

V. MARKETING ACTIVITIES

A. Creating Market Awareness

1. Advertisements

a. The CPD follows the rules and regulations of Admissions specified by the Department
b. All advertisements are designed and developed in-house at SUC
c. Media used are Newspaper, Magazines, Radio and Direct Marketing.
d. In addition to above media, direct enquiries generated from emails, campus visits are also responded.

2. Corporate Visits/Presentations

With prior approval from the corporate authorities, presentations are given on Training and Developmental activities offered by CPD specific to the professional requirements of the target segments. CPD may organize seminars, exhibitions, workshops to attract the target segments to the institution.

3. E-Marketing/Internet Promotions

CPD sends email advertisements periodically to the existing and prospective candidates in the database.

Ads are placed in skyline website and leading portals to promote the courses offered by CPD.

Social media network is also used for promoting the CPD courses for the prospective candidates.

4. **Training Updates**

CPD sends information about new developments of training in the respective professions.

5. **SMS Marketing**

CPD also utilizes the database of available mobile numbers and frequently sends updates on the training schedules and other important messages for follow-up with prospective candidates.

6. **Exhibitions**

CPD participates in various exhibitions locally and abroad to promote and increase visibility.

7. **Publicity**

a. CPD invites guests and officials from various corporate for the events organized by the SUC.

b. **Fliers in leading newspapers**

CPD sends promotional fliers through various leading Arab and English newspapers across the UAE as per pre-planned CPD Marketing Calendar.

c. **Sponsorship**

The SUC promotes CPD by sponsoring events organized by corporate, agencies, business clubs, associations and educational institutions.

B. PRE – ENROLLMENT ACTIVITIES

Pre-enrolment activities are generally aimed at making the prospective candidates, parents and guardians aware about the courses available at CPD and hence help them make the right choice.

i. To receive telephone enquiries and provide full information about CPD programs and courses.
ii. To receive visitors, provide full information and assistance during campus tours.

The Marketing Executive of CPD assumes the key responsibility to accentuate recruitment efforts in-station and out-of-station:

- Disseminate proper information to public in general.

- Provide correct and detailed information to a prospective candidate.

- Enroll candidates to programs offered at CPD.

The CPD Marketing Executive is also responsible to guide the candidates and advice them how they can choose their courses.

    i. The CPD Marketing Executive gives response/ feedback to individual prospects, as per their requirements so that they can make the right decision.
    ii. All documents are reviewed and eligibility is checked before enrollment is processed. The CPD Marketing Executive physically checks the original documents before attaching the true copies in the candidate file.
    iii. CPD follows a non-discriminatory policy to admit all eligible candidates and their documents are forwarded to Administration department for further admission procedures.

C. ENROLLMENT PROCESS

    i. An Application form is filled by all the candidates under the guidance of CPD Marketing Executive on the stipulated date given by them.
    ii. Candidates should be ready with the required documents at the time of filling the application which includes copies of passport /labor card, photographs.
    iii. The Administration Department raises a debit note for all the enrolled candidates.
    iv. The fee is collected at the Finance Department.
    v. The training kit [only for IATA courses] is collected.

D. POST-ENROLLMENT PROCESS

All candidates of CPD courses collect the Admission kit from the Administration Department. The kit comprises of the following items:

    i. Portal ID which shall be deactivated after the results declaration
    ii. Email ID which shall be deactivated after the results declaration
    iii. Letter of Admission
    iv. Schedule of Classes
    v. Schedule of examination

VI.   POLICY AND PROCEDURES

a. MEDIUM OF INSTRUCTION

The medium of instruction in all the short courses conducted by the CPD is English language.   All candidates are required to have a basic knowledge of English language, writing, speaking and reading.

b. BASIC MATHEMATICS

For all professional courses conducted by CPD mathematics is required to compute basic calculation during the course.

c. COURSE OFFERINGS

i. COURSES ON AIRPORT AND CARGO OPERATIONS

1. LIST OF COURSES

a. Airline Customer Services

The Airline Customer Services Course is a 11 day program. It provides participant's basic knowledge on applicable passenger handling services and the skills to process a customer's needs at the airport in an efficient professional manner in accordance to the international industry standard.

b. Basic Load Control

The Basic Air Cargo Course is a 11 day program. It provides its participants basic knowledge and skills to control the weight and balance of a departing flight and complete the required load documentation, e.g., load plan, load sheet, and trim sheet of a narrow-bodied aircraft in an efficient and professional manner in accordance to the international industry standard.

c. Basic Ramp Handling

The Basic Ramp Handling Course is a 11 day program. It provides with the basic knowledge and skills to handle different kinds of load on a flight, facilitating the loading and unloading of a narrow-bodied aircraft at the ramp aircraft parking area of the airport in an efficient professional manner in accordance to the international industry standard.

d. Dangerous Goods Regulations Category 6 [Refresher]

The DGR Acceptance Refresher Course provides its participants with a review and an update of the applicable rules and procedures, and maintains and enhances required knowledge and skills to accept or refuse a customer's consignment of Dangerous Goods in an efficient and professional manner according to the prevailing national and international industry standard. The program meets the requirements of the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

e. Dangerous Goods Regulations Category 6 [Basic]

The DGR Acceptance Basic Course seeks to provide its participants with the basic knowledge of the applicable rules and procedures, and the skill to accept or refuse a customer's consignment of Dangerous Goods in an efficient and professional manner in accordance to the prevailing national and international industry standard. The program meets the requirements of the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

f. Dangerous Goods Regulations Category 8 [Awareness]

The DGR Awareness Course seeks to provide its participants with the applicable rules and procedures, and maintain and enhance the knowledge and skills to process and handle a customer's consignment of Dangerous Goods while [still] on the ground in an efficient and professional manner according to the prevailing national and international industry standard. The program meets the requirements of the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

g. Dangerous Goods Regulations Category 9 [Awareness]

The DGR Awareness Course seeks to provide its participants with the applicable rules and procedures, and enhance and maintain the knowledge and skills to handle items known as Dangerous Goods in an efficient and professional manner according to the prevailing national and international industry standard. The program meets the requirements of the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

Common to the courses listed in item '1' are the requirements regarding admission, assessment, and examination listed below.

1. **MODE OF ASSESSMENT**

   Assessment / Grading:

   Examination : 85%
   Course Review Assignment : 15%

Type of Assessment	Weight Towards the Final Grade, %	Schedule / Timings (Evenings)	Contents
Exercises – Case Studies 1		1-2	Refer to CDD
Exercises – Case Studies 2		3-4	Refer to CDD
Exercises – Case Studies 3		5-6	Refer to CDD
Exercises – Case Studies 4		7-8	Refer to CDD
Exercises – Case Studies 5		9-10	Refer to CDD
Course Review Assignment	15	11	Refer to CDD
Examination	85	11	ALL

   Grade: Pass mark Skyline University College standard is 70%, for all professional courses, except DGR 85% and other international certifications whose pass grades are set by the international bodies and are subject to change.

2. **ATTENDANCE POLICY**

   Attendance is mandatory in all classes held during the conduct of a course.

   Under normal circumstances, no names are added by the faculty. Any candidate attending the class without his name being there must report to Administration.

   The candidate is responsible for all materials covered and announcements made during his/her absence. The candidate must attain a minimum attendance of 80% of the total.

   Class Attendance

   Instructors need to check candidate's regular attendance physically everyday and each session, and note them on the attendance sheet provided by

Administration. P – Present and on-time; A – Absent; L – late more than 10 minutes.

If there are any irregular and long absences (more than 2 days), and constant tardiness, they should obtain from the candidate the reason(s) for the absence or tardiness and inform the Head of CPD and the Head of Administration. Candidate claiming excused absence must apply in writing and furnish documentary support of their assertion.

3. **ADDRESSING GRIEVANCE**

a. Instructors need to give clear feedback on candidates' problems and how improvements can be made. Any specific needs or concerns should be brought to the notice of the Head of CPD.

b. The CPD realizes that it is very important to have a working system in place that addresses and deals with candidate dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.

c. For any suggestion or complaint, a candidate is required to fill in a complaint/suggestion form and submit to the SSD. The form is then duly forwarded to or discussed with the concerned HOD. Any remedial action required, is taken immediately and conveyed through a written reply to the candidate.

d. Candidates participate in various surveys – tutor feedback, Academic Support Services Department survey, course feedback, etc. wherein their concerns if any, are conveyed & appropriate action taken.

4. **EXAMINATION**

The Administration & Examinations department conducts the applicable examination at the appointed day, time, and allocated examination hall or classroom. Examinations in Skyline University College short term courses vary in length from one course to the other. Generally, the total test time is 2 hours and 30 minutes. The results will be declared in a week's time and the candidates receive their Test Report Form through the same department.

ii. IATA AVIATION DISTANCE LEARNING PROGRAMMES

1. LIST OF COURSES

a. UFTAA [Foundation Level and Electronic Booking Tool]

Candidates will learn: Gain a broad understanding of the travel and tourism industry. Learn about international institutions like IATA / UFTAA / ICAO / WTO / IH&RA / ASTA / PATA etc. Learn to read international air, rail, road travel guides. Learn to relate world time zones and calculate transportation times associated with international travel. Calculate air fares and complete passenger ticket.

b. UFTAA [Consultant Level]

Candidates will learn to: Handle all major aspects of travel agency business. Provide accurate advice to clients on major tourist destinations. Produce customized and international inclusive tours. Sell international business, incentive and conference travel arrangements. Construct complex fares and routings by applying advanced IATA fare constructing principles; issue and reissue tickets and other documents for all types of international journeys. Familiarize the candidates with the common national requirements, IATA's Regulations and the role of the National Travel Agents' associations. Learn effective selling skills. Understand the Settlement System to give operations a distinct operational advantage.

c. UFTAA [Management Level]

Candidates will learn: the essential principles and strategies of supervising and managing people. Develop customized tours and gain competitive advantage. How to plan, organize and administer meetings, incentives, conferences and exhibitions? Be capable of establishing procedures and control costs. Understand the latest marketing trends and opportunities, and apply them in planning. Familiarize the candidate with the challenges and opportunities of information technology and internet strategies.

d. IATA Dangerous Goods Regulations [Recurrent]

The Dangerous Goods Regulations Refresher Course seeks to provide its participants with a review and an update of the applicable rules and procedures, and maintain the skill to accept or refuse a customer's consignment of Dangerous Goods in an efficient and professional manner according to the prevailing national and international industry standard. The program meets the requirements of IATA.

e. IATA Dangerous Goods Regulations [Initial]

The Dangerous Goods Regulations Initial Course seeks to provide its participants with the knowledge of the applicable rules and procedures, and the skill to accept or refuse a customer's consignment of Dangerous Goods in an efficient and professional manner at a basic level according to the prevailing national and international industry standard. The program meets the requirements of IATA.

f. IATA Cargo Introductory Course

The IATA International Cargo Agents Training Program will enable the candidate to give appropriate guidance to clients concerning freight shipments, make appropriate arrangements and reservations for air cargo shipments, correctly apply published rates and charges for air cargo shipments, complete the air waybills accurately, and prepare shipments ready for carriage all in accordance with the applicable IATA resolutions, rules and procedures.

Common to the courses listed in item '1' are the requirements regarding admission, assessment, and examination listed below.

2. MODE OF ASSESSMENT

a. Foundation & EBT Course

One Paper – Routing Selection and General Knowledge Fare Calculations and Ticketing completion (3.0 hours)

b. Cargo Introductory Course

One Paper – Routing Selection and General Knowledge, Rating Calculations and Air Waybill completion (3.0 hours)

c. Dangerous Goods Regulations - Initial

One Paper – Acceptance exercises and use of IATA DGR Manual (3.0 hours)

d. Dangerous Goods Regulations – Recurrent

Same exam as for Dangerous Goods Regulations - Initial (3.0 hours)

3. EXAMINATION

All newly enrolled candidates are automatically registered to sit for their examination in the first eligible examination session.

An Examination Confirmation Letter is included in each study kit. This letter specifies exactly which exam session has been registered per candidate. It also identifies the IATA Local Coordinator responsible for organizing the examination session.

Please note that candidates are able to change their registered exam session to a later one within their enrollment period. This is done by writing to IATA's Distance Learning Examinations Centre at Montreal, Canada. All exam registration changes must be made before the exam registration deadline page.

Candidates are allowed two (2) attempts to pass the examination within the enrolment period. A second failure will cause the enrolment to be cancelled. Examinations last for one day. When an examination consists of two papers, candidates must sit both papers when they make their first exam attempt.   IATA introduced a 3rd Examination attempt only to the IATA UFTAA Foundation Level & EBT course and distance learning examination.

Candidates should carry their passport /labor card to the examination centre, without which they are not entitled to write the exam. Anyone who arrives late will not be admitted to the test.

4. ATTENDANCE POLICY

Attendance is mandatory in all classes held during the conduct of a course.

Under normal circumstances, no names are added by the faculty. Any candidate attending the class without his name being there must report to Administration.

The candidate is responsible for all materials covered and announcements made during his/her absence. The candidate must attain a minimum attendance of 80% of the total.

Class Attendance:

Instructors need to check candidate attendance physically everyday and each session, and note them on the attendance sheet provided by Administration. P – Present and on-time; A – Absent; L – late more than 10 minutes.

If there are any irregular and long absences (more than 2 days), and constant tardiness, they should obtain from the candidate the reason(s) for the absence

or tardiness and inform the CPD Head and Administration. Candidates claiming excused absence must apply in writing and furnish documentary support of their assertion.

5. **ADDRESSING GRIEVANCE**

    a. Instructors need to give clear feedback on candidates' problems and how improvements can be made. Any specific needs or concerns should be brought to the notice of the Head of CPD.

    b. The University College realizes that it is very important to have a working system in place that addresses and deals with candidate dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.

    c. For any suggestion or complaint, a candidate is required to fill in a complaint/suggestion form and submit to the SSD. The form is then duly forwarded to or discussed with the concerned Department head. Any remedial action required, is taken immediately and conveyed through a written reply to the candidate.

    d. Candidates participate in various surveys – tutor feedback, non-academic Department survey, course feedback, etc. wherein their concerns if any, are conveyed & appropriate action taken.

iii. **SKYLINE UNIVERSITY COLLEGE PROFESSIONAL COURSES**

1. **LIST OF COURSES**

    a. **CTH Certificate in Tourism and Hospitality**

    The CTH Certificate in Tourism and Hospitality has been designed to provide participants with an understanding of the global structure of tourism and hospitality industry and its components. This program enables the participant to have basic knowledge of tourism industry and its intricacies. It is an internationally recognized certificate which equips the participant with skills and knowledge of operations and management of the tourism sector. The program is comprised of three modules which can be completed in one semester.

    b. **CTH Diploma in Tourism and Hospitality**

    The CTH Diploma in Tourism and Hospitality has been designed to provide participants with an understanding of the global structure of

tourism and hospitality industry and its components. This program enables the participant to have basic knowledge of tourism industry and its intricacies. It is an internationally recognized certificate which equips the participant with skills and knowledge of operations and management of the tourism sector. Diploma in Tourism and Hospitality comprises of six modules which can be completed in two semesters.

2. **ACCA Fundamental Level Course-**
   ACCA Qualification is designed to provide the accounting knowledge, skills and professional values which will deliver finance professionals who are capable of building successful careers across all sectors, whether they are working in the public or private sectors, practicing in accounting firms, or pursuing a career in business.The Fundamentals level is made up of following level –

   a. **Knowledge Module-** The ACCA Knowledge module is a three months course covering three papers of the ACCA qualification F1, F2 and F3 constituting first step towards the ACCA Qualification and capable to get admission on the skill module .

   b. **Skill Module-** The Skill Module of ACCA qualification Covers the F4 – F9 Papers and after successful completion one may proceed to the professional level of ACCA Qualification The Skill module class duration is six months.

3. **EXAMINATION**

   At the end of the course, Certificate will be awarded to the candidates who have cleared the Quizzes, Mid-Terms and the Final exams of all the modules as per the prescribed schedule.

4. **ATTENDANCE POLICY**

   Attendance is mandatory in all classes held during the conduct of the course.

   Absence from classes prevents a candidate from getting full benefit of a course. Accordingly, absence can result in lower grades due to missed assignments, quizzes, exercises and examinations. The minimum attendance required for a candidate to appear for the main final examination in a course is 75% of the total credit hours.

The SUC acknowledges that individual circumstances may prevent a candidate from attending class or classes. It is the University's policy to excuse the absence of candidates that result from the following causes: illness of the candidate, accident, death in family, participating in University activities, at the request of University authorities and compelling circumstances beyond the candidate's control. However, the minimum attendance required for a candidate to appear for the final examination falling under any of this category cannot fall below70% of the total hours allocated to a course with excused absence.

The candidate is responsible for all materials covered and announcements made during his/her absence. Candidates claiming excused absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.

Enforcement of the class attendance policy lies with the faculty. However, the decision of a faculty to withdraw a candidate from class due to poor attendance must be approved by the Head - Admin & Exam Department.

i.   75 % attendance is a must to appear for the main final exam, exceptional cases will be considered only on approval by the Dean & HSA.

ii. Maximum of 5% attendance is taken into consideration on the approved proof which has to be submitted within 5 working days to the Head - Admin & Exam Department.

iii. Candidate having attendance between 51 – 74% will be allowed to attend the exam along with the resit examination subject to the Committee's decision; however they are required to pay the resit exam fee and resit policy would apply for grade.

iv. Candidate having less than 50% are not eligible for the final exam or resit exam and has to repeat the course.

v. The waiver for required attendance to the candidate falling under mitigating circumstances due to some medical problem, death in the family, accident etc, may be considered on approval from the HSA.

vi. Candidate can avail only one chance in an academic year for writing the re-sit exam due to low attendance.

vii. If the candidate is absent for continuous three weeks without any reason and has not informed to the concerned authority, will qualify for removal of name from the candidate roll and will be placed in pending status.

viii. This pending name will be forwarded to their respective advisor & to SSD for the final counseling and update the status accordingly.

ix. Incase if there is no response from the candidate, the name could be placed in temporary cancellation status for the particular semester and will have to pay the required registration fee for the re-activation.

x. If the candidate is not reported to that particular semester his/her name will be cancelled from the SUC and has to apply for the re-registration and which case new academic policy (if applicable) will be applied.

xi. 5% of attendance is reserved to the academic advisory meeting with the advisor.

5. FINANCIAL POLICIES & GUIDELINES

This following policy is intended to define the financial purpose and characteristics of the Centre for Professional Development of SUC.

1. Financial Policies
2. Fee Waivers
3. Fee Installment Plan
4. Refund Policies

A) FINANCIAL POLICIES

Admission policies primarily discuss the initial amount payable for any courses managed / operated by the CPD (both IATA and Internally run courses).

Considering the high cost of kits it is obligatory that the initial fees collected covers the cost of the kits. Below mentioned is the payment schedule of all IATA courses run by CPD.

This payment policy evidently outlines the payment mode and clear payment instructions are to be communicated to the prospective students that Issuance of kits and attendance of classes will be possible only after completing the payment formalities.

i. CPD COURSES

All courses managed / operated by the CPD department will follow the below mentioned payment mode:

At the time of admission-   100% of the course fees (Cash / Current dated cheque only)

ii. IATA COURSES

At the time of admission-   Registration fees along with the post dated cheques are mandatory.

iii. CTH COURSES

At the time of admission-   Registration fees should be paid and the balance payment to be paid as per the installment plan.

iv. ACCA

At the time of admission-   100% of the course fees (Cash / Current dated cheque only)

B) FEE WAIVERS

Discounts / Reduction in fees are offered to encourage professionals from the field to further enhance their skills and expertise. Below mentioned are the fee waivers applicable.

INTERNATIONAL CERTIFICATES

From the same industry   -   5% of the total fees

Sibling fee waiver   -   5% of the total fees

Referral discounts   -   5% of the total fees

An applicant can avail only one waiver per course.

CPD RUN COURSES

From the same industry	-	5% of the total fees
Sibling fee waiver	-	5% of the total fees
Referral discounts	-	5% of the total fees

An applicant can avail only one waiver per course.

C) REFUND POLICY

The refund policy applicable for CPD will be as follows:

SUC COURSES		
PAYMENT MODE	**REFUND APPLICABLE BEFORE START**	**REFUND APPLICABLE AFTER START**
IF FULL FEES PAID BEFORE THE START OF COURSE	10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED	NO REFUND
IF PART PAYMENT DONE BEFORE START OF COURSE	10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED	NO REFUND

IATA COURSES		
PAYMENT MODE	**BEFORE NAME REGN WITH IATA**	**AFTER NAME REGN WITH IATA**
IF PAYMENT IS DONE IN FULL	10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED	TOTAL FEES (-) KIT COST (-) 25% AFTER DEDUCTION OF KIT
IF PART PAYMENT IS DONE AND BALANCE BY PDC	10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED	TOTAL FEES (-) KIT COST (-) 25% AFTER DEDUCTION OF KIT

CTH COURSES		
PAYMENT MODE	**BEFORE REGN WITH CTH**	**AFTER REGN WITH CTH**

IF PAYMENT IS DONE IN FULL BY CASH / CHQ	10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED	AED 2500/- WILL BE DEDUCTED AND THE BALANCE AMOUNT WILL BE REFUNDED

ACCA COURSES		
COURSE NAME	BEFORE REGN WITH ACCA	AFTER REGN WITH ACCA
ACCA COURSES	25% OF THE FIRST MODULE FEES	NO REFUND

D) FEE INSTALLMENT PLAN

SR	COURSE	FEES	FEE WAIVER	REGN	2nd Month	3rd Month	4th Month	5th Month
1	Dangerous Goods Regulations Basic	2,250	112.50	2,250	-	-	-	-
2	Dangerous Goods Regulations - Refresher	1,750	-	1,750	-		-	-
3	CTH Certificate in Travel and Tourism Management,UK	5,350	267.50	2,500	2,850	-	-	-
4	CTH Diploma in Travel and Tourism Management,UK	9,850	500.00	3,500	1,500	1,500	1,500	1,850
5	CTH Diploma in Travel and Tourism Operation ,UK	9,850	500.00	3,500	1,500	1,500	1,500	1,850
6	Diploma in Aircargo and Logistics Management	5,000	250.00	2,500	2,500	-	-	-
7	ACCA (per course)	3,350	-	3,350	-	-	-	-

8	ACCA (Association of Chartered Certified Accountants) - Skills Module - per course	3,600	-	3,600	-	-	-	-
9	IATA UFTAA Foundation & EBT	5,750	287.50	5,750	3000 -	1375	1375	-
10	Skyline Basic Ramp Handling	2,250	-	2,250	-	-	-	-
11	Skyline Load Control	2,250	-	2,250	-	-	-	-
12	Certificate in JAVA	3,250	-	3,250	-	-	-	-
13	Certificate in Finance & Banking	3,250	-	3,250	-	-	-	-
14	Certificate in HRM	3,250	-	3,250	-	-	-	-
15	IATA FIATA	5,000	250.00	5,000	3000 -	1000	1000	-

Note: Post dated cheques need to be submitted at the time of registration.

E) COMBO FEE PLAN

IATA UFTAA + ACS	
UFTAA	5,750.00
ACS	2,500.00
TOTAL	8,250.00
DISCOUNT	*750*
NETT FEES	7,500.00

IATA FIATA + DGR	
FIATA	5,000.00
DGR	2,250.00
TOTAL	7,250.00
DISCOUNT	*500*
NETT FEES	6,750.00

IAOT (KLM CODECO) + ACS	
FIATA	4,000.00

BLC + ACS	
FIATA	2,250.00

DGR	2,500.00
TOTAL	6,500.00
DISCOUNT	500
NETT FEES	6,000.00

DGR	2,500.00
TOTAL	4,750.00
DISCOUNT	500
NETT FEES	4,250.00

F) FINANCIAL RULES & REGULATIONS COMPARISON

Particulars	2012 - 2013
Re-examination fees	
Reexamination fees [SUC Internal Courses]	250
Rexamination fees - IATA Courses	250
Mitigation Re-exam fees [SUC Internal Courses]	250
Revaluation fees	100
Miscellaneous Fees	
Letters from Skyline (Within 24 hours)	60
Urgent Letters (Within the session)	125
CDD	300
CDD (Within 24 hours)	350
Transcript	200
Transcript (Urgent)	250
Provisional Certificate	300
Provisional Certificate (Urgent)	350
SUC attestation - local	25
Resource Utility Fees - Alumni / Outsiders	1,000
Annual Membership Fees - Alumni / Outsiders	500
Hostel fees - Boys / Girls	1,450
Hostel fee Deposit [Internal]	1,000
Hostel fees - Deposit [SUC Hostel]	500
Visa Fees	
Visa Fees - (3 Year Residence / Health Card)	5,500
Visa Fees - (1 Year Residence / Health Card)	3,500

Visa Renewal Fees (including Health Card for 1 year) subject to change as per Govt. regulations	2,750
Miscellaneous Fees - CTH	
Duplicate Certificate (GBP 25/-)	175
Reexamination fees (GBP 30/-)	210
Individual Module Certificate (GBP 15/-)	105
Miscellaneous Fees - IATA	
Letter of Attestation (USD 100/-)	400
Duplicate Diploma Fees (USD 100/-)	400
Change of Country fees (USD 100/-)	400
Duplicate - (Certificates / Mark sheet)	
Certificates - [SUC Internal Courses]	350
Certificates - IATA	500
Transcript [SUC Internal Courses]	150
ID Cards	100
Fines	
Delay in book return - Per Day	1
Dishonor of Cheques	500
Parking Fine / Speeding Fine	200
Smoking	50

IX RESPONSIBILITY OF THE CANDIDATES

a. Candidates shall conduct themselves with reasonable consideration for all other persons within the University College.
b. Candidates shall not indulge in any behavior likely to bring the University College to disrepute.
c. Candidates shall comply with any reasonable instruction issued by any member of staff of the University College.
d. No candidate will tender false or deliberately misleading information.
e. Male and female candidates are not allowed to move together or sit together in classrooms.
f. A candidate shall not use, or incite others to use physical violence while in the University College premises.

g. A candidate shall not damage, threaten to damage or incite others to damage any equipment or property of the University College while on premises.
h. Candidates shall comply with the fees policy of the University College.
i. Candidates shall comply with all regulations pertaining to the use of library and other University College facilities.
j. No candidate shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the University College premises. Violators will be suitably punished.
k. Malicious or willful damage to University College property or the property of any candidate or member of staff will lead to severe disciplinary action.
l. Candidates are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.
m. Candidates should adhere to the class timings as per the rules & regulations in force.
n. Smoking is prohibited in University College as per the UAE Law. Any violation will lead to fines.
o. Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized.
p. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
q. Eatables & drinks are allowed outside the University College building or in the cafeteria only.
r. Candidates using bus should strictly comply with the rules and regulations of transport.
s. Candidates shall not litter or throw rubbish. A littering fine of Dhs.50 is imposed on violations.
t. Candidates shall not remove, deface or damage the premises, equipment or property belonging to the University College.
u. Candidates will be required to make good, in whole to the satisfaction of the Management of the University College, any damage caused to University College property.
v. The University College accepts no responsibility to any private property being lost or damaged in the University College premises.
w. Candidates bringing vehicles shall observe car-parking regulations in force as well as the speed within the University College boundaries.
x. Candidates are not allowed to bring their friends / outsiders (except parents) to the University College. In case of emergency they may contact Administration Department for approval.
y. Candidates must carry their University College Identity Card when they are inside the campus.
z. Playing cards in any form in the University College campus is strictly prohibited.

X. DRESS CODE

Candidates are required to be dressed formally and follow dress codes in conformity with norms of civil society in the United Arab Emirates and particularly that of the Emirates of Sharjah. Personal hygiene is essential and requires continuous attention. Hair must always be well groomed. Short pants and short sleeves are not allowed as per the Sharjah law and if found, the candidate will be asked to leave the University College.

XI. RULES AND REGULATIONS

Any violation of the code of conduct as specified in the candidate handbook is liable for punishment. Some of the specific violations could be:

a. Misbehavior or misconduct, which may distort the image of the University College
b. Misconduct in classroom or library
c. Insult to faculty or staff members
d. Damage to University College property
e. Misconduct during exams
f. Moving around in couples
g. Incorrect dress code
h. Fighting
i. Theft

In order to make fair decisions on any misconduct/ misbehavior or violation of a candidate, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the candidate and other parties involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The Administration Dept. will present the case to the Committee at the time of meeting / hearing.

XII. FUTURE PLANS

a. Designing the appropriate material, this helps the candidates to understand the lessons better.

b. Informing the candidates about their performances and counseling them accordingly.

c. Settling down the issues, which hindered the smooth coordination between different departments in the previous semesters.

V. ENGLISH LANGUAGE CENTRE POLICIES

TABLE OF CONTENTS

WHOM TO CONTACT LIST

S. NO.	QUERY ABOUT	CONTACT PERSON
1.	Overall Department In-Charge	Dr. Victoria Verna
2.	Multimedia facilities in class room	Mr. Anish Chacko /Mr. Firoj Kumar Rauta
3.	IELTS books	Mr.Sundar/Mr.Santosh/ Mr.Sheik
4.	IELTS admission kit	Mr.Art
5.	IELTS course fee payment	Mr.Shushant
6.	Printing and photocopying	Mr. Subeesh Lal

4. **INTRODUCTION:**

English Language Centre (ELC) trains the students to develop four language skills – Listening, Reading, Writing and Speaking to enable them to appear for the IELTS exam and it also offers English language proficiency certificates at Basic, Elementary, Intermediate and Advanced levels. ELC aims to equip the students to comprehend the concepts with clear perception. ELC also offers mathematics crash course under the guidance of the academic faculty members from general education section of the BBA Program.

5. **GOALS:**

   a. To coordinate placement test activities at regular intervals.

   b. To prepare students for qualifying exams to meet the admission requirements for BBA and MBA programs.

   c. To award English proficiency certificates at the completion of Intensive English Language Program.

6. **ACADEMIC IELTS PREPARATORY COURSE – BBA:**

The Academic IELTS preparatory course (AIPC) and mathematics preparatory courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 5.0 out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program):

Exceptions:

   i. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.

ii. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into BBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

Scenario 1: If Student falls short of qualifying score in both English and Maths: In this scenario, the student will undergo the AIPC and maths preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).

Scenario 2: If Student falls short of qualifying score in English but obtains qualifying score in Maths: In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

7. **Preparation for English Language Skills- Academic IELTS Preparatory Course (AIPC):** For students who have passed the Mathematical ability test but have failed the English language proficiency test, the below mentioned categories will apply. However, prospective students who score below 350 in TOEFL are rejected by SUC.

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic – AIPC (total of 190 contact hours). At the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards preparation for IELTS (Academic) during the semester. This is a non credit course.

2. **Category B:** Students who have scored between 425 and 499 in TOEFL (ITP) or between 4.0 and 4.5 in IELTS (Academic) will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced – AIPC (total of 120 contact hours). At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a 3 credit hour course of freshman level (as shown in the table below). AIPC is a non credit course.

CODE	COURSES	COURSE CONTENT
IEP001	AIPC Basic	LISTENING, SPEAKING, READING & WRITING - 1
IEP002	AIPC Advanced	LISTENING, SPEAKING, READING & WRITING - 2

CODE	COURSES	CREDITS
CIS101	Computer Skills-1	**3**
GEN101	General Study Skills	**2**
GEN102	Community Services & Sports	**1**
HUM101	Islamic Culture	**3**
MAT101	Business Mathematics	**3**

3. **Category C:** Students who cannot score a minimum of 5.0 in IELTS (Academic) admitted as per category A & B they will be allowed to re-register for AIPC (Basic or Advanced based on band) semester again. In this category, students can enroll into the freshman level (BBA) with an available 3 credit hour course if they score 4.0 and above in IELTS (Academic).

Note - 1: If the students fail to acquire the required level of English proficiency even after re-admission and wish to exit SUC will be awarded a transcript for the completed BBA level courses.

Note -2: Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident of scoring 500 or above in the subsequent TOEFL test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA program. If they are unable to score 500 in the latest attempt, they will be placed in AIPC (Basic or Advanced) depending on the latest IELTS (Academic) scores.

VI. INTENSIVE ENGLISH LANGUAGE PROGRAM (IELP)

SUC offers IELP to those students whose competency in English language skills are not adequate either to appear for TOEFL exam or to take up Basic / Advanced AIPC. The registered students for IELP have an option to undergo a general English course for one semester. This course is

categorized into four levels-Beginners, Elementary, Intermediate and Advanced. Upon the completion of this course, based on their performance, students will be directed either to Basic AIPC or Advanced AIPC. On successful completion of IELP, candidates will be issued proficiency certificates.

CODE	COURSE	COURSE CONTENT
IELP-B001	BEGINNERS	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 1
IELP-E002	ELEMENTARY	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 2
IELP-I003	INTERMEDIATE	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 3
IELP-A004	ADVANCED	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 4

1. **Scenario 3: If Student falls short of qualifying score in math but obtains qualifying score in English:** In this scenario, the student will undergo IELP (Academic IELTS preparatory course) to improve English language skills towards meeting the admission requirements and she/he will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

   In this scenario, students have to take the Mathematics preparatory course (MAT001 - Numeracy) to improve the mathematical abilities. Such students are eligible to be admitted into courses other than maths at the BBA degree program on a simultaneous progression with the Mathematics preparatory course. Such

students can progress up to Sophomore Level until they pass the Mathematics preparatory course with 60% marks. The courses available for provisional status admission are:

CODE	COURSES
CIS101	Computer Skills-1
ENG101	English Composition
ENG112	Business Communication
GEN101	General Study Skills
GEN102	Community Services & Sports
HUM101	Islamic Culture
HUM102	Critical Thinking & Problem Solving

VII. **ACADEMIC IELTS PREPARATORY COURSE – MBA:** The Academic IELTS preparatory course (AIPC) course is designed for students whose proficiency levels are inadequate to be accepted for admission into the MBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 6.0 out of 9.0 bands for MBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below.

1. **ENGLISH PROFICIENCY REQUIREMENT:** A TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), is required for admission to the MBA Program with the following exceptions:

   1. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.

2. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into MBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

a. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards AIPC. This is a non credit course.

b. **Category B:** The students who have scored between 425 and 529 in TOEFL (ITP) will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. This is a non credit course.

c. **Category C:** The Students, who have scored between 530 and 549 in TOEFL (ITP), will undergo a preparatory

course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll up to 6 credit hours in the first semester. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the MBA program.

CODE	COURSE	COURSE CONTENT
IEP001	AIPC Basic	LISTENING, SPEAKING, READING & WRITING SKILLS - 1
IEP002	AIPC Advanced	LISTENING, SPEAKING, READING & WRITING SKILLS - 2

INTENSIVE ENGLISH LANGUAGE PROGRAM (IELP)

SUC offers IELP to those students whose competency in English language skills are not adequate either to appear for TOEFL exam or to take up Basic / Advanced AIPC. The registered students have an option to undergo a general English course for one semester. This course is categorized into four levels-Beginners, Elementary, Intermediate and Advanced. Upon the completion of this course, based on their performance, students will be directed either to Basic AIPC or Advanced AIPC. On successful completion of IELP, candidates will be issued proficiency certificates.

CODE	COURSE	COURSE CONTENT
IELP-B001	BEGINNERS	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 1

IELP-E002	ELEMENTARY	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 2
IELP-I003	INTERMEDIATE	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 3
IELP-A004	ADVANCED	LISTENING, SPEAKING, READING, WRITING SKILLS, GRAMMAR,PRONUNCIATION AND VOCABULARY - 4

VIII. **PLACEMNT TESTS (TOEFL – ITP & MATHEMATICS):** All the students admitted into the BBA & MBA Programs are required to appear for the Institutional TOEFL (Test of English as a Foreign Language) exam and score a minimum of 500 out of 677, to meet the admission requirements to enter in the BBA program and 550 out of 677 to enter into the MBA Program or any of its equivalent as mentioned in Admission policy.

In addition, the BBA applicants have to undergo SUC administered Mathematics Placement test and score a minimum of 60% marks to qualify for admission. The duration of this test is One hour and the students are allowed to use basic calculators.

IX. TOEFL – TEST CENTER: SUC is an authorized ITP center which conducts the TOEFL tests regularly according to the published calendar. The duration of ITP TOEFL test is 1 hour and 55 minutes. BBA students take Mathematics test before the TOEFL test. Generally, timings are 6:15PM – 7:15PM (Math Test) and 7:30PM – 9:25 PM (TOEFL test). Students may opt for different dates for appearing TOEFL and Maths tests.

X. INTRODUCTION – TOEFL: Test of English as a Foreign Language has 3 sections:

TEST STRUCTURE		
Listening comprehension	50 questions	30-40 minutes
Structure and written expression	40 questions	25 minutes
Reading comprehension	50 questions	55 minutes

1. TEST STRUCTURE

1. **Section-1 (Listening comprehension):** This section consists of:
   a. 3-4 mini talks, 60-90 seconds long with 3-5 questions each,
   b. 2-3 ex   tended conversations, 60-90 seconds long with 3 to 5 questions each
   c. 30-40 dialogues, 5-15 seconds long with 1 question each.

Listening measures the ability to understand English as it is spoken in North America.

2. **Section-2 (Structure and Written Expression):** This section consists of:
   a. 15 multiple choice questions based on the structure of the sentence.
   b. 35 questions -4 parts of the sentence are underlined – incorrect one has to be chosen and the corresponding letter to be written on the answer sheet.

Structure measures the ability to recognize language that is appropriate for standard written English.

3. **Section-3 (Reading Comprehension):** This section consists of: 5 passages from academic texts, 250-350 words each, with 10

questions per passage.

    a. Most of the questions are multiple choices.

    b. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions.

Reading measures the ability to understand short passages similar in topic and style to academic texts used in colleges and universities.

2. **SCORING:** Scores for the listening and structure sections range from 31-68. For reading, the range is 31-67. The average of the three scores is taken and multiplied by 10, to give a total score of between 310 and 677. The students are required to get 500 to be eligible for the admission into BBA program and 550 for MBA program of SUC.

    1. The ITP TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.

    2. They must work to improve their knowledge of the English **language skills** that are covered on the paper version of the TOEFL test.

    3. They must understand the **test taking strategies** that are appropriate for the paper version of the TOEFL test.

    4. They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

3. **PROCEDURE:**

    1. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.

    2. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be

no rest break during the test.

3. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.

4. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.

5. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.

6. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.

7. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.

8. The students are solely responsible for marking answers properly on the answer sheet.

9. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.

10. They have to completely fill the circle with a heavy, dark mark.

4. **IDENTIFICATION:**

   1. Students must provide their original, valid and signed passport in addition to their other I. D.

   2. Students who wear the face covering are required to uncover during the exam. The students face must be visible at all times during testing.

   3. If student does not have a passport, an official letter from the school he or she most recently attended is required, and this letter

must have student photo glued (not stapled) to it, and the title, signature, and seal of the official who issued the identification must overlap the photograph.

4. No other forms of identification will be accepted.

5. **STATIONERY REQUIRED:**

   1. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.
   2. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.
   3. The students must carry a good quality of eraser.
   4. Pencils and erasers will not be supplied by the SUC.

6. **CHEATING & UNACCEPTABLE BEHAVIOR:** SUC has the full right to cancel the paper of anyone who:

   1. Takes a test book or answer sheet from the testing room.
   2. Attempts to take the test for someone else.
   3. Gives or receives assistance during the test.
   4. Fails to follow instructions given by the Invigilator
   5. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet.
   6. Takes dictionaries, other books, notes or other devices into the testing room.
   7. Creates a disturbance or behaves inappropriately.
   8. Copies test questions or answers.
   9. Malpractices in any other way.

XI. **IELTS COURSE DELIVERY:** The IELTS preparation program at SUC is designed for two different levels:

   1. **Advanced AIPC 120-hour Program:** Students, whose score is between 425 and 499 in TOFEL (ITP) or between 4.0 and 4.5 in

IELTS (Academic), will undergo an Advanced Program.

2. **Basic AIPC 190-hour program:** Students, whose score is between 351 and 424 in TOFEL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a Basic Program.

XII.   **IELTS Testing Centre at SUC:**

Prospective students of SUC or general candidates appearing for IELTS   Exam   can register at ITC (IELTS Testing Centre) of SUC either in person   or through online. ITC of SUC operates in liaison with CES –Centre for   exam services. CES is an independent IELTS Test Centre-AE055 which has been established under the auspices of British Council to facilitate   institutions. CES supports in developing the venue and its ancillary services. It organizes IELTS tests (both Academic and General Training) at regular intervals at SUC.

1. **GENERAL REQUIREMNETS:**
    1. 2 passport photographs
    2. A copy of valid passport / UAE National ID /UAE Labor card issued by the Ministry of Labor and Social Affairs along with a UAE driving license
        a. **Passport photo specifications:**
            a. Two identical passport size photographs
            b. Not older than six months,
            c. Head should be fully shown - looking straight at the camera and without spectacles
            d. Photos must have a blue or black background
            e. You have to sign on the reverse of the photographs.

2. ACADEMIC /GENERAL TRAINING MODULES OF IELTS:

1. The total test time is 2hours and 45 minutes.

2. The Academic module of IELTS consists of four components.

   a. **Listening:** The students are expected to listen to an audio recording produced by the native speakers of English .They listen to academic dialogues and monologues; non-academic dialogues and monologues. They are expected to answer the questions as they listen. Ten minutes are given at the end for the candidates to transfer the answers.

   b. **Academic Reading:** The students have to read 3 passages on topics of general interest; one of these texts contains a detailed logical argument. They are expected to answer a variety of questions. 40 questions should be answered in one hour. No extra time will be given to transfer the answers.

   General Training reading texts are taken from notices, advertisements, newspapers etc. Third section involves reading more extended texts.

   c. **Academic Writing:** This module consists of 2 tasks. In task1, the students are expected to look at a diagram or a graph and present the information in their own words (150 words). In task 2, the students are assessed in their ability to present a solution to the problem, present and justify an opinion, compare and contrast evidence and evaluate and challenge ideas etc. They are expected to write in an appropriate style. (250 words).One hour is given for both the tasks.

   General Training Writing: In task 1, candidates are asked to respond to a given situation with a letter requesting information or explaining the situation. In task 2 candidates

are presented with a point of view and they are assessed on their ability to provide general factual information and present a solution.

    d. Speaking: In this module, the student is expected to introduce himself/herself in an oral interview. Later he/she has to talk on a particular topic for 2 minutes. The examiner gives the topic (and one minute is given for preparation).After that he/she has to participate in a discussion for 4-5 minutes. This module assesses the fluency, lexical resource, grammatical range, accuracy, and pronunciation of the students.

3. **On the test day:** Students should carry their original passport /labor card to the examination centre, without which they are not entitled to write the exam. The test announcements start at 8 am. Registration starts at 8.15 am. Exam starts at 9 am. Anyone who arrives late will not be admitted to the test

4. **Results declaration:** Test Report Form (TRF) is published in a fortnight from the date of the test. Students can collect the TRF from the administration department of SUC. They can also check their results online using their candidate number. The TRF is valid for two years from the date of the test.

XIII. TOEFL and IELTS Orientation and Guidance:

ELC extends its help in providing guidance classes to the prospective students of SUC who have registered for TOEFL / IELTS exam. The dates for these classes are set in accordance with their test dates. Administration provides ELC with a calendar and the classes will be held accordingly. The students will be given a thorough exposure to all the components of the tests. These classes are very useful and advantageous for the students. After the class, they are given a mock test which replicates the real exam. The

students can procure their mock exam score   the   following   day   from   the   exam department.

XIV. **ATTENDANCE POLICY - ELC:** The SUC follows a strict policy on attendance. The students attending courses at ELC have to meet the below mentioned attendance criteria:

1. Attendance is noted online for every class and students can view the same on their portal.

2. Attendance is mandatory in all classes held during the conduct of a course.

3. 70% attendance is mandatory to be eligible to write the exam.

4. Attendance is reviewed every fortnight –the students who fall below the 70% will not be allowed to attend the classes for the next week.

5. The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.

6. The attendance sheets for all students are available on the system, which can be printed by the faculty concerned.

7. Under normal circumstances, no names are added by the faculty. Any student attending the class without his/her name being enlisted must report to administration.

8. The necessary reports are generated by the Administration Department.

XV. **GENERAL RULES & REGULATIONS:** Action will be taken according to the rules and regulations of the SUC in case of violation of the code of

conduct as specified in the student handbook. Some of the specific violations could be:

1. Any misbehavior or misconduct, which may distort the image of the SUC
2. Misconduct in classroom or with in the premises of the SUC
3. Any insult to faculty or staff members
4. Any damage to SUC's property
5. Any misconduct during exams
6. Moving around in couples
7. Dress code
8. Fighting and
9. Theft.

In order to make fair decisions on any misconduct / misbehavior or violation of a student, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the student and other part involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The Administration Department will present the case to the Committee at the time of meeting/hearing.

XVI. RESPONSIBILITY OF THE STUDENTS:

1. Students shall conduct themselves with reasonable consideration for all other persons within the SUC;

2. Students shall not indulge in any behavior likely to bring the SUC to disrepute;

3. Students shall comply with any reasonable instruction issued by any member of staff of the SUC;

4. No student will tender false or deliberately misleading information;

5. Male and female students are not allowed to move together or sit together in classrooms;

6. A student shall not use, or incite others to use physical violence while in the SUC premises;

7. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises;

8. Students shall comply with the fees policy of the SUC;

9. Students shall comply with all regulations pertaining to the use of library and other SUC's facilities;

10. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.

11. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action;

12. Students are supposed to switch-off mobile phones in the classrooms and handover to the security before entering for examinations;

13. Students should adhere to the class timings as per the rules & regulations;

14. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines;

15. Chewing of tobacco or any other form of betel etc is prohibited. Any one found to be violating this will be penalized;

16. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines;

17. Eatables & drinks are not allowed in the classroom;

18. Students using bus should strictly comply with the rules and regulations of transport;

19. Students shall not litter the campus;

20. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC;

21. Students will be required to make good compensation to the satisfaction of the Management of the SUC, if any damage is caused to University property;

22. The SUC is not responsible for any private property being lost or damaged in the University premises;

23. Students bringing vehicles shall observe car parking regulations in force as well as the speed within the SUC boundaries;

24. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact Administration Department for approval;

25. Student must carry their University Identity Card when they are inside the campus;

26. Playing cards in any form in the SUC campus is strictly prohibited.

XVII. STUDENT DRESS CODE:

Students are required to be dressed formally and follow dress codes in conformity with norms of civil society in the United Arab Emirates.

XVIII. SERVICES ON THE PORTAL:

Student can login the Skyline Portal to check the following:

1. Attendance

2. Information about the IELTS web sites suggested by the teacher

3. Updated news and events

4. Results

5. All requests

6. Car registration

7. All kinds of letters

8. Names of advisors

9. Room allocation

10. Class schedule

XVII. ADDRESSING GRIEVANCE:

SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.\

For any suggestion or complaint, a student is required to fill in a complaint/suggestion form and submit to the Student Services Department. The form is then duly forwarded to or discussed with the concerned Department head. Any remedial action required, is taken immediately and conveyed through a written reply to the student.

- Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held every month.

- It is mandatory for the students to participate in various surveys such as - tutor feedback, Academic Support Services survey, course feedback, etc. wherein their concerns if any, are conveyed and appropriate action is taken.

VI.   FINANCE DEPARTMENT POLICIES

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WHOM TO CONTACT LIST		
SR.NO.	QUERY ABOUT	CONTACT PERSON
1	**Overall Department In-Charge**	**Mr. Elvin Miranda**
2	Cashiering Function	Mr. Sushant Panigrahi
3	Documenting & Reporting	Ms. Hafsath

VII.   INTRODUCTION

The Finance Department's prime responsibility is to ensure the financial stability and sustainability by projecting and assessing risk of SUC. This is achieved ~~done~~ by implementing effective control systems, supporting & advising departments in managing their budgets and expenditures. The Finance department serves students, staff and SUC community with accuracy. Finance Department provides guidance and orientation on budgeting, accounting and financial services for the academic and administrative departments of SUC that will enable it to achieve its mission. In order to assist SUC in achieving its mission, the department develops implements, maintains and monitors department wise revenues and expenditures that ensure accountability and transparency in managing the financial resources efficiently & effectively. This system requires the department to properly account for the financial transactions in line with the planned budget. It also analyses and reports all budget information in order to help the management take appropriate decisions.

VIII.   GOALS

     i.   To improve and enhance financial position of the University College
     ii.   To monitor the financial operations
     iii.   To follow risk management policies
     iv.   To plan for budget allocation for physical resources
     v.   To Plan for tuition fees for BBA / MBA courses
     vi.   To assist in planning new courses
     vii.   To assist students who needs financial aid
     viii.   To plan for student accommodation
     ix.   To plan budget allocation for learning resources
     x.   To plan budget allocation for faculty resources
     xi.   To plan and allocate funds for extracurricular activities
     xii.   To facilitate funding from industry and alumni endowment

IX.   STRUCTURE OF FINANCE DEPARTMENT

The Finance Department of SUC is managed by the Head - Finance Department. The Head of the department is involved in the functions such as planning, budgeting, forecasting, developing internal systems & procedures, procurement and conducting internal audit, assess risk, coordinate transportation and MIS reporting for smooth operation to achieve SUC's strategic plan. It also assists Human Resources Department in implementing financial related issues.

e.   Financial Audit Committee

Finance Audit Committee is a body which compiles financial information about SUC, prepares monthly, quarterly and annual reports and presents to the management. The committee meeting is held to discuss various issues related to

financial operations, budgeting, revenue collections, and expenditure monitoring, purchasing and any other activities required by the management. FAC meeting are held to take decisions to be implemented by Finance Department.

f. Finance Audit Committee Consists Of The Following Members

    i. Head – Finance Department
    ii. Cashier
    iii. External Auditor

g. Finance Department's Organizing Chart
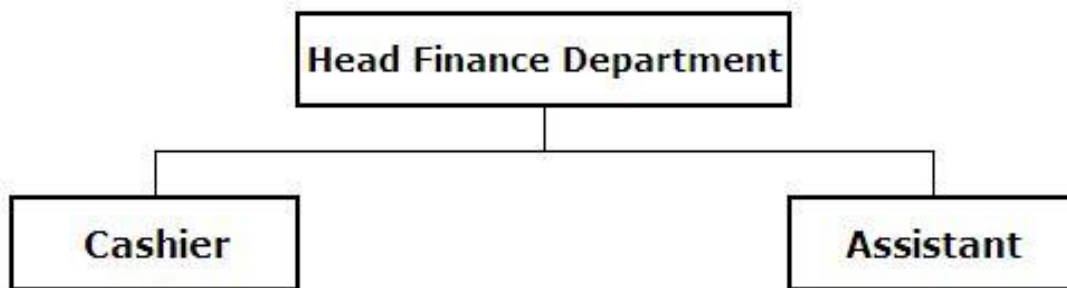
X. BUDGETING & FORECASTING

Budgeting forms one of the prime functions of the Finance Department. The financial budget is prepared on the following basis:

a. Revenue
    i. Revenues from the existing number of students.
    ii. Reserves
    iii. Receipts from miscellaneous sources.
    iv. Receipts from ELC & CPD

b. Sponsorships, donations.
    i. Funds received from charitable institutions towards students scholarships.
    ii. Sponsorships, donations received from corporate.

c. Forecasting
    i. Review the strategic plan projections.
    ii. Review of proposed facilities
    iii. Proposed targets for student's enrollments
d. Preparation Of Overall Budget

    i. Budgets are prepared based on reviewing the previous year's allocated budgets and utilization

   ii. Reviewing projected strategic activities

  iii. Projected fee / market trends

  iv. Proposed budgets from each department

   v. Inflation rate

  vi. Contractual agreements

e. Allocation Of Funds To Various Departments As Per Proposed Budgets

     i. Academics

    ii. Marketing

   iii. Human Resources Department

   iv. Library

    v. Computing

   vi. Administration

  vii. Sports

 viii. Institutional Research Office

   ix. Finance

    x. Centre for Professional Development

   xi. Maintenance

  xii. English Language Centre

 xiii. Students services departments

f. Preparation of Cash Flows

Cash Flows are prepared to express the plans, policies and programs of specific period of time in future: The main objectives of cash flows are:

    i. To integrate inflows and outflows arising out of various functional budgets at different time intervals.

   ii. To assess the projected cash deficits if any, at different time intervals so that finance can be raised at the required time to keep other activities of the organization continue as per plan.

  iii. To set the limits of cash holding by the organization at different points of time for smooth functioning considering the uncertainties involved in the day to-day activities.

XI. FUNCTIONS OF FINANCE DEPARTMENT

The Finance Department performs the functions of revenue & expenditure management of SUC. The revenue management activities are largely focused on receiving fees, donations and any other sources of collection of funds by SUC. The expenditure management activities include payments, purchases, disbursements etc. The finance

department activities also include preparing budgets and allocating funds to respective departments. The department also maintains various books of accounts by following laid down procedures in the policy & procedure manual.

a. REVENUE MANAGEMENT

The main source of revenue generation in SUC is collection of tuition fees.

i. Cash Management
The department manages SUC revenue, bank transactions, and records and safeguards the interest of SUC through evaluating risk management and by judiciously handling financial resources. Individuals authorized to receive cash/funds must do so in accordance with the policies and procedures set forth in this manual.

ii. Revenue Collections
All revenue collections in SUC are in the form of cash; cheques, bank transfers and payment vide credit cards/ debit cards.

iii. Tuition Fee
Tuition fee is collected as per the fee payment plan provided to the students. The finance department relies on debit note raised by the Administration department at the time of enrollment of a student into the Foundation program & Main program and continues till the student is graduated or cancels and exits SUC.

iv. Short Course Fee
The Finance Department is also entrusted to collect fees for the short courses conducted by the SUC. The collection of fees in this case is also based on the debit notes raised by the Administration Department.

1. Educational Activity And Other Incomes
The Finance Department receives income from other sources such as receipts by outsourcing cafeteria, sale of books, income from transport services, income from hostel accommodation, rental of playground, rental of college premises, income from photocopy centre's, sponsorships for events, donations received from corporate etc.

2. Fund Raising

The main source of funds for SUC comes from private donors or financial support extended by charitable institutions / corporate / sponsorships / alumni grants / scholarships programs or amount received from events or programs conducted by SUC. Some of the fund raising methods are as follows:

SR.	INSTRUMENT	SOURCE	ACTIVITIES
1	Donation	Corporate Alumni Individuals	Student scholarships for needy
2	Endowments	Corporate Alumni Individuals	For organizing conferences, research activities, community services, Faculty development programs etc.

SR.	INSTRUMENT	SOURCE	ACTIVITIES
3	Sponsorship	Corporate Government Charitable Organization	Organizing Carnival, National Day, Competitions , Inter-Collegiate Sports: Skyline Cup and Inter-Collegiate Tournaments and Cultural Events
4	Non-Tuition fees internal fund generation	Collections from staff & students	Charitable & Community Services

    a. All collections of private finances are received by the Finance Department
    b. The funds so received are spent in the specified heads for which they are received.
    c. At the end of the fiscal year, utilization reports are summarized and audited.
    d. A copy of the audited reports is documented with SUC and copies send to the donor.
    e. If any unutilized amount remains at the end of the fiscal year, such amounts are carried forward to the next financial year to be utilized in the same heads.

f. Any assets created from the funds will be treated as the SUC assets and are used for the benefit of the SUC community.

v. **Functions Of Finance Department For The Collections**
The revenue and fund collections are the sole responsibility of the Finance Department. Collections made by persons authorized by finance department should deposit the collections on day to day basis. All the receipts by the cashier are accounted in the accounting software indicating clearly the source of receipts.

vi. **Safeguarding Funds**
All revenue collection in any form is maintained in a secured place (Fire proof Cabinet) at all times. Only those persons authorized to receive cash have access to such cash during the business day. Cash receipts not deposited during the business day are to be stored in the SUC's Fire Proof Safe in the Finance Department.

vii. **Functions of Cashier**
The main functions of cashier are:

1. Identify the purpose for which the amount is collected.
2. Identify the purpose for which the amount is paid.
3. For every inward / outward transaction appropriate vouchers are raised with proper details.
4. Reconciling the receipts / payments with cash and cheques.
5. Prepare daily cash / bank reports
6. Daily cash receipts / collection of cheques are deposited in the bank the next working day.
7. Recording daily transactions in the accounting software.
8. Preparing daily, monthly, quarterly and yearly collection reports.

viii. **Process For Collecting Cash**
1. The cashier collects the full payments as per the debit note or the voucher.
2. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.
3. The cashier is solely responsible for verifying, reconciling of all the cash / bank transactions in the day and discrepancies between the total amounts are to be rectified.

ix. **Process For Collecting Cheques**
1. The cashier has to verify that cheques received are in account payee form addressed to "Skyline University College".
2. The cashier has to verify the amount in words and figures.
3. Ensure the cheques are signed.

4. The cashier can accept only cheques which are dated for the month and to receive any post dated cheques the cashier needs to take approval from HOD.
5. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
6. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (SUC Bank A/c No. /Student ID No. / Contact Nos.).
7. The voucher entry for cheques received should be posted only after realization in the bank.

x. **Precautions For Accepting Cheques**
1. Accept cheques from the students who do not have previous history of bounced cheques.
2. Verify that the student is not included in the most recent returned cheque list.
3. If the payer is listed in the returned cheque list, do not accept the cheque.

xi. **Cheques Return Procedures**
1. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
2. On receipt of the return cheque the details are posted in the respective student ledger and the payer will be listed in the defaulters list.
3. A Penalty of AED500/- are charged to the student for bounced cheques.
4. The student is given a maximum of two weeks to clear the return cheque amount failing which the names are forwarded to the Administration department / Students department for further action.
5. If the payment vide cheque is already credited in the student account and the cheque is bounced then reverse the entry to the debit account of the student along with the cheque return charges.
6. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.

b. **EXPENDITURE MANAGEMENT**

Expenditure is a vital component of SUC planned budget where appropriate funds are allocated for each department to fulfill their planned activities. In order to rationally utilize the scarce resources SUC finance department manages the expenditure by monitoring the utilization and expenditures on proper accounts.

i. **Compensation To Employees**
The Finance Department disburses the salaries on monthly basis to all its employees as per the guidelines provided by the HR and as per budget allocated for salaries and compensations. All salaries are sent to respective bank accounts of employees and records are maintained as per the labor laws wherever necessary.

ii. **Faculty And Staff**
The COEC authorizes salary payments for all faculty and staff personnel on the basis of the salaries as per records. The contract copy signed by the Founder President for each employee evidences the authorization for payment as maintained by the Finance Department.

   1. Salaries for full time faculty
   2. Compensation for part time / adjunct / visiting faculty
   3. Salaries for staff
   4. Compensation for student trainees
   5. Compensation for part time staff

iii. **Authority to Make Additional Payments**
Finance Department makes additional payments to employees for personal services and changes to existing salaries and wages only upon written authorization from DEAN which is approved by COEC.

iv. **Confidentiality of Payroll Information**
The Finance Department maintains confidentiality of all disbursements of salaries and compensation and any other additional payments which are authorized by DEAN and which are approved by COEC.

v. **Process Of Releasing Salaries To Faculty / Staff**
Each payroll prepared for disbursement is reviewed and approved by the COEC, HRR prior to the bank transfers. The HHR approves the payroll prepared by Finance Department verifying the following:

   1. Review of all employees' loan and advances and make deductions accordingly.
   2. Review all absences of employees and recommend a salary deduction for such absences as the Head HR deems appropriate.
   3. Make changes to an employee's pay in accordance with written authorization from the Dean and approval of COEC.
   4. Enroll an individual on the payroll in accordance with written authorization from the Dean and approval of COEC.
   5. Salary statements are prepared
   6. The amount due is transferred to the bank accounts for faculty and staff

7. The salary for the academic support staffs are transferred to Central Bank as per the WPS guidelines of United Arab Emirates.

vi. **Reimbursements To Faculty / Staff / Students:**
1. Any faculty / staff or students of SUC spends any amount out of pocket for any official purpose, such amounts are reimbursed provided appropriate bills are produced and approval is taken from the concerned authority.
2. Identify the bill to be reimbursed is within the purview of the budget or policy or approved by an authority.
3. Identify if the nature of purchase has prior approval, if not necessary approval must be sought for the reimbursement.

vii. **Purchases / Procurements, Requisitioning & Preparation Of Local Purchase Order**
1. Every department fills up an online requisition form.
2. The Finance Department verifies the requisition with the budget.
3. The finance department after verifying the inventory position from respective departments invites quotations from vendors.
4. Evaluates the quotation and selects suitable vendor.
5. After selecting the vendor the finance department prepares a local purchase order.
6. Process the local purchase order and sends it to DEAN for authorization and approval from COEC.
7. The approved local purchase order is then sent to the vendor for supplies.

viii. **Inventory**
1. Goods are received against the purchase order are verified for quantity, quality and recorded in the inventory.
2. Verify the inwards and tally with the bill and LPO.
3. Defective, damaged and non-specified items are to be returned to vendor.
4. Received goods sent to the stores for inventory or to the respective department.
5. Maintain stores register along with barcodes.

ix. **Vendors Payments:**
1. Inventory bills verified by store are sent to Finance Department for payment.
2. All payments above AED 500/- are paid vide cheques.
3. Expenditure sheets for the concerned expenditure are updated.
4. Issue crossed cheques in the name of the vendor.

XII. POLICY & PROCEDURES

a. REFUND POLICY FOR BBA (NON-VISA STUDENTS)

DEGREE MAIN PROGRAM

1. Application Fee – AED 1,000/- Non refundable / Non transferable
2. First Installment Fee – AED 5,000/-
   a) AED 5,000/- refundable BEFORE the commencement of the program the student has enrolled.
   b) NO refund is applicable AFTER the commencement of the program the student has enrolled. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
   c) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the first installment fees.
3. Tuition Fee
   a) The tuition fee will be calculated till the date of official cancellation by the student or their guardian.
4. Scholarship/Fee Waiver/Recommendation
   b) If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before release of any academic & support service department documents.

FOUNDATION PROGRAM [AIPC]

1. Application Fee – AED 1,000/ - (Non refundable / Non transferable)
2. First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]
   a) PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
   b) PASS: If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded
      1) The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
      2) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
   c) FAIL: If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.

d) FAIL: If a student fails the IELTS exam and wishes to discontinue, the First Installment fee of AED 5,000/- can be refunded within 5 working days after the declaration of results. Thereafter, no refund applicable.

3. Tuition Fee
   a) The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

b. REFUND POLICY FOR BBA (VISA STUDENTS – LOCAL)

DEGREE MAIN PROGRAM

1. Application Fee – AED 1,000/ - Non refundable / Non transferable
2. First Installment Fee – AED 5,000/- Non refundable / Non transferable
3. Visa Fee – AED 5,500/-
   a) If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the application fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.
   b) If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded
   c) If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the Application fees & First Installment fees.
   d) Visa charges are fully non-refundable once visa is filed to Immigration Authorities. Subject to change as per Government rules and regulations. If a registered student wants to postpone to next succeeding intake, visa postponement charge of AED 1,750/- applies.
4. First Cheque Payment – Visa Letter Case
   a) If the student is granted a visa from SUC based on the letter issued by SUC, No refund of fees paid till First Semester is applicable.
   b) In case, when letter is issued to the student based on which the student got the visa under their sponsorship, in such cases, the SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa cancelled and no refund of first cheque.

5. **Tuition Fee**
   a) If a student cancels BEFORE the commencement of the degree program the fee paid towards tuition (installments) will be refunded. However NO REFUND is applicable for the First Installment fee.
      1) The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.

2) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the first installment fees.

b) If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

6. **Scholarship/Fee Waiver/Recommendation**

a) If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before release of any academic & support service department documents.

FOUNDATION PROGRAM [AIPC]

1. Application Fee – AED 1,000/ - (Non refundable / Non transferable)
2. First Installment Fee – AED 5,000/- [applicable towards the Degree Program]

a) PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

b) PASS: If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded.

1) The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.

2) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

c) FAIL: If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.

d) FAIL: If a student fails the IELTS exam and wishes to discontinue, the First Installment fee of AED 5,000/- can be refunded within 5 working days after the declaration of results. Thereafter, no refund applicable.

3. **First Cheque Payment**

AIPC Program + Maths Crash Course - In case, the student fails any of the placement tests, First cheque payment will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Maths or both. The student will have to pay the First installment fee of the Main Program with immediate effect.

c. **REFUND POLICY FOR BBA/FOUNDATION PROGRAMS (VISA STUDENTS – OVERSEAS)**

DEGREE MAIN PROGRAM

1. First Installment Fee – USD 3,250/- Non-refundable / Non-transferable
2. Visa Fee – USD 1,510/- Non-refundable / Non-transferable

a) If a visa is rejected by the Immigration and Naturalization Authorities, the University will retain the application fee (USD 275/-) + USD 140/- as service charges and refund the remaining fees.

b) If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Passport Guarantee fee will be refunded

c) If the student cancels the degree program after the visa is applied there will be NO REFUND of visa fee.

d) If the student does not reach UAE for any reason and consequently their intake is postponed to the forthcoming intake; student has to repay the first installment fee & visa fee. An additional charge of USD 480/- has to be paid to the SUC for postponement of the semester. The First Installment fee will be transferred to the next semester; however this fee becomes non-refundable in case of any further postponements.

e) Visa charges are fully non-refundable once visa is filed to Immigration Authorities. Subject to change as per Government rules and regulations. If a registered student wants to postpone to next succeeding intake, visa postponement charge of USD 480/- applies.

3. **Tuition Fee**
   a) If an overseas student cancels his / her registration BEFORE the commencement of the program No refund of fee will be applicable, however, fees paid for the following semester (fee paid in advance)
      + The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
      + If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the first installment fees.
   b) Any advanced installment paid will be non-refundable

4. **Merit Based Scholarship**
   a) If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before release of any academic & support service department documents.

FOUNDATION PROGRAM [AIPC]

1. Application Fee – USD 275/ - (Non refundable / Non transferable)
2. First Installment Fee – USD 1,510/- [applicable towards the Degree Program]
   a) PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
   b) PASS: If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of USD 1,510/- cannot be refunded

1) The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.

2) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

c) FAIL: If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of USD 1,510/- will be transferred to the degree program. New fee structure will apply.

d) FAIL: If a student fails the IELTS exam and wishes to discontinue, the First Installment fee of USD 1,510/- can be refunded within 5 working days after the declaration of results. Thereafter, no refund applicable.

3. First Installment Fee
AIPC Program + Maths Crash Course - In case, the student fails any of the placement tests, First Installment Fee will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Maths or both. The student will have to pay the First installment fee of the Main Program with immediate effect.

d. MISCELLANEOUS FEES FOR BBA PROGRAM

PARTICULARS	2012-2013
TRANSFER OF CREDITS FEES	
Fee Waiver for Transfer of credits per course	AED 1,500/-
Transfer of credit – Application Fees	AED 300/-
REPEATING COURSES & POSTPONEMENT FEES	
Repeating Course Fee [BBA Active Students] (AED 1000/- x 3 credits) books included in the total fees	AED 3,000/-
Postponement fees (1 Semester Only - Subject to approval)	AED 1,750/-
Re-registration Fees	AED 1,500/-
Re- sit Fees	AED 500/-
Mitigation Re-exam fees	AED 250/-

Revaluation fees	AED 150/-
MISCELLANEOUS FEES	
Letters from SUC - (Within 24 Hours)	AED 60/-
Urgent Letters – (Within the session)	AED 125/-
CDD	AED 300/-
CDD – (Within 24 Hours)	AED 350/-
Resource Utility Fee – Alumni / Outsiders	AED 1,000/-
Transcript	AED 200/-
Transcript [Urgent]	AED 250/-
Provisional Certificate	AED 300/-
Provisional Certificate [Urgent]	AED 350/-
SUC Attestation – Local	AED 25/-
Annual Membership fees – Alumni / Outsiders	AED 500/-
Convocation fees [AED 1,500/- BBA Graduation fees & Gowns + AED 800/- (AED 400/- per chip minimum of 2 chips as per MOHESR requirements & no. of additional chips depends on MOHESR)]	AED 2,300/-
Hostel Students – Caution Deposit	AED 1,000/-
Hostel fees – Boys [SUC Internal Hostel]	AED 1,450/-
Hostel fees – Girls [External Hostel]	AED 1,450/-
Hostel – Vacation Fees per month	AED 500/-
Toastmasters Membership fees	AED 350/-
Fee per course[BBA Non SUC Students]	AED 3,750/-

(AED 1,000/- x 3 credits) + AED 250/- books + Application Fees = AED 500/- included in the total fees	
VISA FEES	
Visa – (3 Year residence- Health Card) **Subject to change as per Govt. regulations**	AED 5,500/-
Visa renewal with Health Card – For 1 Year **Subject to change as per Govt. regulations**	AED 2,750/-
DUPLICATE – (CERTIFICATES/MARK SHEET ETC)	
Certificates – (Bachelors) (Degree attestation chip will be charged on actual)	AED 750/-
Mark sheet [Final Transcript]	AED 300/-
I.D. Cards	AED 100/-
Examination Entry Slip	AED 100/-
FINES	
Delay in book return – per day	AED 1/-
Tuition fee late fines [per day]	AED 10/-
Dishonor of Cheque	AED 500/-
Parking fine / Speeding fine	AED 200/-
Loss / Damage of locker key	AED 50/-
Smoking *Applicable in non smoking zone*	AED 50/-
FINES ON OUTSTANDING FEES POST GRADUATION CEREMONY	

Outstanding fees < 5000	AED 100/- per month
Outstanding fees >5001 <10,000	AED 200/- per month
Outstanding fees >10,001 <15,000	AED 300/- per month
Outstanding fees >15,001 <20,000	AED 400/- per month
Outstanding fees >20,001 <25,000	AED 500/- per month
Outstanding fees >25,001 <30,000	AED 600/-per month
Outstanding fees >30,001 <35,000	AED 700/- per month
Outstanding fees >35,001 <40,000	AED 800/- per month
Outstanding fees >40,001 <45,000	AED 900/- per month
Outstanding fees >45,001 <50,000	AED 1,000/- per month
Outstanding fees >50,001	AED 1,500/- per month
BOOKS & EXTERNAL EXAM FEES	
TOEFL books (on return of the books to the library, AED 150/- will be deducted and the balance AED 250/- will be refunded to student) [Subject to change]	AED 400/-
TOEFL EXAM FEES [subject to change]	AED 500/-
IELTS BOOK	AED 750/-
IELTS EXAM FEES [Subject to change]	AED 875/-
CHANGE OF MAJOR FEES	
(Note: Kindly note that any additional courses taken will be charged as per the applicable course fees during that period of time)	
Change of Major in the First year	AED 500/-

Change of Major in the Second year	AED 1,000/-
Change of Major in Junior / Senior	AED 2,000/-

SCHOLARSHIP POLICY FOR BBA (CURRENT STUDENTS)

SUC scholarship funds helps to provide the means to attend University College and the opportunity to realize the dreams of students who are not in a position to bear the total expenses of BBA programs. SUC offers scholarships approved by the scholarship committee. The members of the scholarship committee are as follows:

1. DEAN
2. HOD – Finance Department
3. Registrar
4. HOD – Administration and Examination Department
5. HOD – Marketing Department

Current Students: Students who are pursuing their full time BBA Program at SUC are termed as current students, a current student becomes eligible for the above scholarships only once the registration fee is cleared and students joins the program. Current students can avail scholarships in the under mentioned categories:

1. Need based
2. Toppers award
3. Student trainee salary (Separate Document)

Criteria For Awarding Scholarships

1. Duly filled form (which needs to be taken from finance dept after the start of classes, i.e. Fall every year {July & Sept intakes})
2. A request letter detailing the need to avail the scholarship fund.
3. Marks/Grades of the last exam undertaken.
4. Salary certificate of the parent/guardian who is to Support the student.
5. Bank statement of the parent/guardian showing the accounts of the last six months.
6. Recommendation letter from DEAN regarding status of the student.
7. The selected forms are scrutinized by the scholarship committee and recommend the amount and the duration of the scholarship.

i. THE AWARD OF NEED BASED SCHOLARSHIP IS AS FOLLOWS

Need based scholarships are awarded to continuing students, who are from educationally, socially disadvantaged backgrounds. An applicant must show financial need and must produce adequate and supporting evidence to claim the same. Need based scholarship awards range from AED 3,500/- to AED 5,000/- (working scholarships) and AED 2,500/- to AED 3,500/- for (non working scholarships) and is applicable only for one academic year. The award should be renewed every academic year as long as the student is in good academic standing and continues to demonstrate financial need and is subject to the approval of the committee. Only students who are admitted to the University College doing a full time degree course will be considered for this type of scholarship.

ii. TOPPERS AWARD

The scholarship fund each year awards the toppers who top in their respective majors each financial year. The maximum amount that can be offered to each candidate is AED 2,500/-. The criteria for toppers award is based on the academic standing of the student in an academic year. The evidence of this is the toppers list published by administration department and transcripts issued by them.

1. A student in his / her study duration is eligible for either a fee waiver or scholarship.
2. Fee waiver is granted only before commencement of the intake and is a onetime grant.

e. SCHOLARSHIP POLICY FOR BBA (PROSPECTIVE STUDENTS)

The decision to invest in a quality education may be one of the most important decisions the students and the parents will have to make. At SUC, we believe that the choice should be based on the quality of academic programs and opportunities available to the students. By reaching out to motivated and deserving students who have limited financial resources, SUC scholarship funds helps to provide the means to attend University College and the opportunity to realize their dreams.

MEMBERS OF THE COMMITTEE	The chair of the scholarship committee will be appointed by the COEC on approval of Founder President and BOG. Four other members of the Academic Support Service staff will be appointed on the basis of the recommendations by the chair of the Scholarship committee. Members are appointed to the committee for a term of three years. It has been the policy of the University College to involve students in such vital decision where the students are concerned and the scholarship committee will take a broader view to induct one or

	two students to the committee on an ad hoc basis to view, suggest and make broader recommendations to the committee as to how the fund can be better promoted and the service utilization aspect of the fund be improved.
DUTIES OF THE COMMITTEE	The committee will extend support to graduate students who exhibit financial need, as well as academic excellence. The Members of the committee should be socially committed and possess a sympathetic attitude towards genuine cases while at the same time be fair and consistent in their decision making.
FUND MAINTENANCE AND APPROPRIATION	The COEC on approval of Founder President of the SUC will certify the funds available for the scholarship fund on an annual basis. The fund is to be separated from the general operating fund of the University College. The fund is not to be used other than for generating further funds for giving scholarships. The fund may be held within the same account, but a separate accounting must be kept to distinguish it from the other heads. The head of finance will submit periodic reports to the COEC who will further submit the report to Founder President and BOG stating the usage of funds and make suitable suggestions and recommendations needed for further enhancing the service given by the committee.
PROSPECTIVE STUDENTS	Students who intend to join SUC for a full time Undergraduate Program are termed as prospective students, a prospective student becomes eligible for the above scholarships only once the registration fee is cleared and students joins the program. Prospective students can avail scholarships in the under mentioned categories: → Merit based scholarship → Educational establishment waiver (Recommendation received from schools) → Industry fee waiver → Sibling fee waiver → Outstanding in extra curricular activities (At school level only) → Government/Bank fee waiver → Need based scholarship

MERIT BASED SCHOLARSHIP	
INDIAN BOARD	
GRADES	**SCHOLARSHIP AWARDED**
Topper of the School	20% of the total tuition fees (1 girl & 1 boy each)
90% and above	AED 10,000/-
85% to 89%	AED 5,000/-
PAKISTAN BOARD	
GRADES	**SCHOLARSHIP AWARDED**
Topper of the School	20% of the total tuition fees (1 girl & 1 boy each)
90% and above	AED 10,000/-
85% to 89%	AED 5,000/-
ARAB CURRICULUM / UAE BOARD	
GRADES	**SCHOLARSHIP AWARDED**
Topper of the School	20% of the total tuition fees (1 girl & 1 boy each)
85% to 90%	AED 10,000/-
IGCSE CURRICULUM	
GRADES	**SCHOLARSHIP AWARDED**
Topper of the School	20% of the total tuition fees (1 girl & 1 boy each)
5A's & 2 B'S	AED 10,000/-
4A's & 3 B's	AED 5,000/-
AMERICAN CURRICULUM	
GRADES	**SCHOLARSHIP AWARDED**

Topper of the School	20% of the total tuition fees (1 girl & 1 boy each)
A Grade	AED 10,000/-
B Grade	AED 5,000/-
EDUCATIONAL ESTABLISHMENT FEE WAIVER (RECOMMENDATION RECEIVED FROM SCHOOLS)	SUC acknowledges the importance of close association with school principals and counselors. Every year SUC issues four scholarships to each school (2 Principal recommendations & 2 counselor recommendations) which a prospective student can avail at the time of admission only if he/ she carry a letter of recommendation from either of the authorities. The fee waiver applicable is AED 7,500/-. The same is forwarded by the Marketing & Registration Department with evidence to COEC for approval before the same is recorded in student file.
	Documents required
	A recommendation letter from the Principal/Counselor is to be submitted to the Marketing & Registration Department.
INDUSTRY FEE WAIVER	SUC acknowledges the importance of close association with industry and corporate and promotes involvement for encouraging staff from industries to upgrade their academic knowledge. The fee waiver applicable is AED 3,000/-. This waiver can be granted to maximum of two staff from the same company. However the same needs a recommendation letter from the corporate head. The same is forwarded by the Marketing & Registration Department with evidence to COEC for approval before the same is recorded in student file.
	Documents required
	A recommendation letter from the Corporate Head is to be

	submitted to the Marketing & Registration Department.
SIBLING FEE WAIVER	Students joining SUC from the same family can request for special fee waiver. The fee waiver is offered to the one who applies most recently from the family and the maximum amount the scholarship fund authorizes is AED 7,500/- as a onetime grant. If both the siblings take admission at the same time for the same intake both are eligible for a fee waiver for AED 5,000/- each (only granted to direct brothers and sisters). The same is forwarded by the Marketing & Registration Department with evidence to COEC for approval before the same is recorded in student file.
	Documents required
	∗ Passport copies of the students proving the relationship **(Only applicable to direct relations only)** ∗ Any other document to prove the relationship.
OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES	The scholarship fund is a reward to the students who show exemplary skills in various activities and those who contribute in various other fields at their school level. Please note this waiver is applicable only at the time of admission. The fee waiver applicable is AED 7,500/-. The same is forwarded by the Marketing & Registration Department with evidence to COEC for approval before file is sent to administration.
	Documents required
	Original participation certificates with copies to assessment and grant of scholarship
GOVERNMENT/BANK	SUC acknowledges the importance of close association with

FEE WAIVER	government/bank and promotes involvement for encouraging employees from the same to upgrade their academic knowledge. The fee waiver awards AED 12,000/- for UAE Locals and AED 9,600/- for Expatriates The same is forwarded by the Marketing & Registration Department with evidence to COEC for approval before file is sent to administration.
	Documents required
	Valid copy of Employment certificate
NEED BASED SCHOLARSHIPS	Need based scholarships are awarded to students, who are from educationally, socially disadvantaged backgrounds. In addition, an applicant must show financial need and must produce adequate and supporting evidence to claim the same. Need based scholarship awards range from AED 3,500/- to AED 5,000/- [working scholarships] and AED 2,500/- to AED 3,500/- for non working scholarship on yearly basis scholarships and is applicable only for one academic year. The award should be renewed every academic year as long as the student is in good academic standing and continues to demonstrate financial need and is subject to the approval of the committee. Only students who are admitted to the University College doing a full time degree course will be considered for this type of scholarship. This will not apply to student if they have been awarded any fee waivers in the freshman level; however they can apply for the same from the Sophomore Level, subject to approval.
	Criteria for awarding scholarships
	❋ Duly filled form **(which needs to be taken from Finance Dept after the start of classes, i.e. Fall every year {May & Sept intakes}, Spring every year {Jan intake})**

* A request letter detailing the need to avail the scholarship fund.
* Marks/Grades of the last exam undertaken.
* Recommendation letter from the Principal/Counselor of the last school/institution attended.
* Salary certificate of the parent/guardian who is to support the student.
* Bank statement of the parent/guardian showing the accounts of the last six months.

iii. REFUND POLICY FOR MBA PROGRAM (NON-VISA STUDENTS)

DEGREE MAIN PROGRAM

1. Application Fee – AED 1,000/- Non refundable / Non transferable
2. First Installment Fee – AED 5,000/-
   b) AED 5,000/- refundable BEFORE the commencement of the program the student has enrolled.
   c) NO refund is applicable AFTER the commencement of the program the student has enrolled. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
   d) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the first installment fees.
3. Tuition Fee
   e) The tuition fee will be calculated till the date of official cancellation by the student or their guardian.
4. Scholarship/Fee Waiver/Recommendation
   f) If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before release of any academic & support service department documents .

FOUNDATION PROGRAM [AIPC]

1. Application Fee – AED 1,000/ - (Non refundable / Non transferable)

2. First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]

   e) PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

   f) PASS: If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded

      3) The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.

      4) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

   g) FAIL: If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.

   h) FAIL: If a student fails the IELTS exam and wishes to discontinue, the First Installment fee of AED 5,000/- can be refunded within 5 working days after the declaration of results. Thereafter, no refund applicable.

3. Tuition Fee

   g) The tuition fee will be calculated till the date of official cancellation by the student or their guardian

   f. REFUND POLICY FOR MBA PROGRAM (VISA STUDENTS – OVERSEAS)

<u>**DEGREE MAIN PROGRAM**</u>

1. First Installment Fee – USD 3,250/- Non-refundable / Non-transferable

2. Visa Fee – USD 1,510/- Non-refundable / Non-transferable

   f) If a visa is rejected by the Immigration and Naturalization Authorities, the University will retain the application fee (USD 275/-) + USD 140/- as service charges and refund the remaining fees.

   g) If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Passport Guarantee fee will be refunded

   h) If the student cancels the degree program after the visa is applied there will be NO REFUND of visa fee.

   i) If the student does not reach UAE for any reason and consequently their intake is postponed to the forthcoming intake; student has to repay the first installment fee & visa fee. An additional charge of USD 480/- has to be paid to the SUC for postponement of the semester. The First Installment fee will be transferred to the next semester; however this fee becomes non-refundable in case of any further postponements.

   j) Visa charges are fully non-refundable once visa is filed to Immigration Authorities. Subject to change as per Government rules and regulations. If a

registered student wants to postpone to next succeeding intake, visa postponement charge of USD 480/- applies

3. Tuition Fee
    c) If an overseas student cancels his / her registration BEFORE the commencement of the program No refund of fee will be applicable, however, fees paid for the following semester (fee paid in advance)
        + The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
        + If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the first installment fees.
    d) Any advanced installment paid will be non-refundable
4. Merit Based Scholarship
    h) If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before release of any academic & support service department documents.

FOUNDATION PROGRAM [AIPC]

1. Application Fee – USD 275/ - (Non refundable / Non transferable)
2. First Installment Fee – USD 1,510/- [applicable towards the Degree Program]
    i) PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
    j) PASS: If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of USD 1,510/- cannot be refunded
        5) The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
        6) If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
    k) FAIL: If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of USD 1,510/- will be transferred to the degree program. New fee structure will apply.
    l) FAIL: If a student fails the IELTS exam and wishes to discontinue, the First Installment fee of USD 1,510/- can be refunded within 5 working days after the declaration of results. Thereafter, no refund applicable.
3. First Installment Fee

    AIPC Program + Maths Crash Course - In case, the student fails any of the placement tests, First Installment Fee will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Maths or both.

The student will have to pay the First installment fee of the Main Program with immediate effect.

g. MISCELLANEOUS FEES FOR MBA PROGRAM

PARTICULARS	2012-2013
TRANSFER OF CREDITS FEES	
Fee Waiver for Transfer of credits per course	AED 2,625/-
Transfer of credit – Application Fees	AED 300/-
REPEATING COURSES & POSTPONEMENT FEES	
Repeating Course Fee [MBA Active Students] (AED 1,750/- x 3 credits)	AED 5,250/-
Postponement fees (1 Semester Only - Subject to approval)	AED 1,750/-
Re-registration Fees	AED 1,500/-
Re- sit Fees	AED 700/-
Mitigation Re-exam fees	AED 350/-
Revaluation fees	AED 150/-
MISCELLANEOUS FEES	
Letters from SUC - (Within 24 Hours)	AED 60/-
Urgent Letters – (Within the session)	AED 125/-
CDD	AED 300/-
CDD – (Within 24 Hours)	AED 350/-
Resource Utility Fee – Alumni / Outsiders	AED 1,000/-
Transcript	AED 200/-

Transcript [Urgent]	AED 250/-
Provisional Certificate	AED 300/-
Provisional Certificate [Urgent]	AED 350/-
SUC Attestation – Local	AED 25/-
Annual Membership fees – Alumni / Outsiders	AED 500/-
Convocation fees [AED 2,000/- MBA Graduation fees & Gowns + AED 800/- (AED 400/- per chip minimum of 2 chips as per MOHESR requirements & no. of additional chips depends on MOHESR)]	AED 2,800/-
Hostel Students – Caution Deposit	AED 1,000/-
Hostel fees – Boys [SUC Internal Hostel]	AED 1,450/-
Hostel fees – Girls [External Hostel]	AED 1,450/-
Hostel fee – Vacation Deposit	AED 500/-
Toastmasters Membership fees	AED 350/-
Fee per course [MBA Non SUC Students] (AED 1750/- x 3 credits) + AED 250/- books + AED 500/- Appl. Fees per course	AED 6,000/-
VISA FEES	
Visa – (3 Year residence- Health Card) **Subject to change as per Govt. regulations**	AED 5,500/-
Visa renewal with Health Card – For 1 Year **Subject to change as per Govt. regulations**	AED 2,750/-
DUPLICATE – (CERTIFICATES/MARK SHEET ETC)	

Certificates – (Masters) (Degree attestation chip will be charged on actual)	AED 750/-
Mark sheet [Final Transcript]	AED 300/-
I.D. Cards	AED 100/-
Examination Entry Slip	AED 100/-
FINES	
Delay in book return – per day	AED 1/-
Tuition fee late fines [per day]	AED 10/-
Dishonor of Cheque	AED 500/-
Parking fine / Speeding fine	AED 200/-
Loss / Damage of locker key	AED 50/-
Smoking *Applicable in non smoking zone*	AED 50/-
FINES ON OUTSTANDING FEES POST GRADUATION CEREMONY	
Outstanding fees < 5000	AED 100/- per month
Outstanding fees >5001 <10,000	AED 200/- per month
Outstanding fees >10,001 <15,000	AED 300/- per month
Outstanding fees >15,001 <20,000	AED 400/- per month
Outstanding fees >20,001 <25,000	AED 500/- per month
Outstanding fees >25,001 <30,000	AED 600/- per month
Outstanding fees >30,001 <35,000	AED 700/- per month

Outstanding fees >35,001 <40,000	AED 800/- per month
Outstanding fees >40,001 <45,000	AED 900/- per month
Outstanding fees >45,001 <50,000	AED 1,000/- per month
Outstanding fees >50,001	AED 1,500/- per month
BOOKS & EXTERNAL EXAM FEES	
TOEFL books (on return of the books to the library, AED 150/- will be deducted and the balance AED 250/- will be refunded to student) [Subject to change]	AED 400/-
TOEFL EXAM FEES [subject to change]	AED 500/-
IELTS BOOK	AED 750/-
IELTS EXAM FEES [Subject to change]	AED 1,000/-
CHANGE OF MAJOR FEES *(Note: Any additional courses taken will be charged as per the applicable course fees during that period of time)*	
Change of Emphasis in the 1st TWO SEMESTER	AED 1,000/-
Change of Emphasis in the 3rd and 4th SEMESTER	AED 2,000/-
Change of Emphasis in the 4th SEMESTER onwards	AED 3,000/-

XIII.   **SERVICES TO STUDENTS**

   a.   **CAFETERIA**

   The SUC has a cafeteria located at the ground floor wherein food is available at subsidized rates to the students. The cafeteria has a varied set of menu which caters to Arabic, Asian and continental cuisines which are prepared under the hygienic standards lay down by the Sharjah Municipality. Regular inspections are carried out by the external and internal authorities.

   b.   **STUDENT TRANSPORT POLICY**

   SUC provides transport facilities to the students living in Sharjah, Dubai and Ajman. The transportation facilities are arranged with the Swift line Transport Company. The timings, bus stops and route plan are pre-determined by the finance department. All students who avail transportation are required to approach the finance department and fill up the transportation registration form providing the exact details of place of stay (if, possible landmarks near your location for easy identification), contact numbers. Students are allotted the time and designated placed for the pick-up and drop. A monthly fee is charged from the students and in case of students discontinues the transport services, the same should be intimated to the finance department before the start of the next month. Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where a student is issued with a bus pass and has to be shown on demand. Transport fees are charged for the calendar month irrespective of how many days they avail the facility in the month. All students using the transport facility must abide by the rules and regulations as mentioned in the transport policy below.

XIV.   **RISK MANAGEMENT**

   Risk management review at SUC is performed periodically by the Finance Department and the external auditor. To minimize the risks SUC follows the steps as mentioned below and takes all possible steps to assess the future risks arising out of possible situations.

   a.   **ROLE OF FINANCE DEPARTMENT**

   The Finance Department has a fundamental role to play in the management of risk. Its role is to:

   i.   To comply and adhere to the strategic plan laid by SUC.
   ii.   To assess general and specific risks arising out of external or internal issues.

iii. Assessing and responding to legal compliance as per the changing socio-economic and legal scenarios.
iv. Raising awareness of the need for risk management and take major decisions affecting SUC's risk profile or exposure.
v. Determine long term & short term financial planning and strictly adhere to the planned budgets.
vi. Annually review the deviations and suggests mechanisms for the departments to monitor and control their expenditure patterns against allocations.
vii. Ensure that there is adequate training for managing the resources effectively and efficiently.

b. ASSESSING INTERNAL RISK MANAGEMENT AND IMPLEMENTING INTERNAL CONTROL SYSTEMS

i. Evaluating annual department budgets in relation to activities and developmental programs in compliance with strategic plans.
ii. Scrutinizing budget requirements in comparison to the previous budget allocations and expenditures.
iii. Allocation of budget on specific heads.
iv. Centralizing procurements.
v. Seeking utilization reports.
vi. Centralizing payments through Finance Department.
vii. Prepare income & expenditure reports on monthly basis.
viii. Identifying major variances.
ix. Reporting to the management and taking corrective measures.
x. Conducting internal & external audit to review the effectiveness of the system.

c. GENERATION OF MONTHLY REPORTS

Periodic statements are compiled to review the risk factors and take corrective measures.

i. Monthly Collection Report
ii. Quarterly report of operations (after three months of operations)
iii. Income & Expenditure comparison with Budgeted figure
iv. Statement of Activities
v. Statement of Cash flows

XV. FINANCIAL REPORTING

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The objective of these reporting is to help management in making rational decisions. Reported income and

expenses, assets & liabilities are directly related to the SUC's financial performance. Financial reporting also provides information about the University's resources, obligations, and liquidity, solvency, and funds flows. The report includes quantitative and qualitative data relating to the performance of SUC. There are three basic financial statements prepared by the Finance Department.

1. Balance sheet
2. Income & Expenditure statement
3. Statement of cash flows
4. Financial Report Evaluation

a. **FLOW CHART**
   i. Generating Financial Statements
   ii. Schedule of revenue / expenditures
   iii. Coordinating with Internal / External Auditor
   iv. Finalizing all financial statements
   v. Submission of Audited Statements to SUC Management
   vi. Review of previous year data
   vii. Drafting of minutes of meeting with SUC Management

b. **DISSEMINATION OF DATA AND DECISION MAKING**

   i. The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of budget allocations, income & expenditure, statement of cash flows and variances with respect to the organization as a whole and departments in specific.
   ii. The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.
   iii. Different financial statements are disseminated for helping the management to take decisions related to cash flows, risk management and developmental activities for the future.

XVI. **AUDIT PROCEDURES**

a. **INTERNAL AUDIT**

   Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve an organizations operations. It helps the SUC accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance process.

   i. **Objectives**
   Internal Audit assists SUC in assessing risks and evaluating the controls designed to address those risks. Internal Audit furnishes management

with analysis, recommendations, counsel and information concerning the activities reviewed. The audit objective includes promoting effective control at reasonable costs.

ii. **Scope**
The scope of internal audit activity includes examining and evaluating the policies, procedures and systems which are in place to ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs. Internal audit also provides special services within the SUC concerning issues related to internal controls, special investigations, and other areas of interest and concern.

The standard procedure for each audit includes the following steps:
   i. Based on the strategic plan the scope and objectives are defined.
   ii. The department wise auditing of physical assets and the budget to actual variances are conducted.
   iii. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
   iv. Reporting to the management about the status and unanswered discrepancies.
   v. Key issues and alternative activities are discussed with the management.
   vi. Records are maintained for future review.

XVII. PHYSICAL FACILITY MANAGEMENT

The key purpose of the framework plan for physical facility management is to provide clean and healthy Institutional environment. Facilities Management involves upkeep of buildings, grounds, utilities and equipment to meet the mission of SUC.

a. POLICIES AND OBJECTIVES

The Maintenance Department maintains all buildings, grounds, utilities, equipment, mechanical and electrical systems. Any and all changes to physical facilities must be coordinated through or performed by the maintenance department. The primary objective of the maintenance department is to provide an acceptable environment in which the department can achieve its goals. The specific goals of maintenance department are:

   i. Reduce operating interruptions and equipment and structural failures.
   ii. Improve work methods and procedures
   iii. Increase productivity of operations and maintenance personnel.
   iv. Select the most cost effective form of maintenance and operations, i.e. outside contracts.

v. Reduce and eliminate fire and safety hazards.
vi. Improve and maintain the aesthetic quality of the SUC.
vii. Creating awareness to conserve energy which complies with general rules and regulations.
viii. Maintaining adequate level of inventory for regular repairs & maintenance.
ix. As part of contract agreement major maintenance rests with University City maintenance department.
x. Outsourcing the cleaning functions to maintenance agencies.

The general categories for maintenance are described as follows:

i. Emergency Maintenance
In case of emergency contingency arising in the premises of SUC, the first preference is given to rectifying that problem. It includes replacing or leasing of assets to enable the regular operations without major interruptions. Emergency work supersedes all other categories of maintenance.

ii. Corrective Maintenance
Corrective maintenance includes repairing, replacement of components etc to increase the optimum functioning of facilities and assets in SUC. This includes routine repairs of buildings, electricity & water supply, fire & safety alarm systems, parking lots, grounds, utilities, assets & equipments.

iii. Preventive Maintenance
Preventive maintenance is undertaken on a regular basis as per predetermined schedules of maintenance of all vital facilities and assets which help in providing uninterrupted service to the SUC community. It is regularly followed to avoid any major breakdowns that may hamper the operations of SUC. Preventive maintenance is done on a routine basis to identify and rectify minor problems in a timely manner and to extend the life and improve the capability of the facilities and equipments in their performance.

b. SERVICE CATEGORIES

The Maintenance Department is responsible for the conditions of all facilities in the SUC. Services are divided in two categories:

i. Physical Plant Services
ii. Office Equipment Services

Physical Plant Services are services rendered to buildings and structures. These services are budgeted by SUC. Examples of Physical Plant services include:

i. Maintenance to Buildings and Grounds
ii. Maintaining walks, pavements and grounds
iii. Painting on planned painting cycle.
iv. Repair and maintenance of machinery, motors, pumps, air condition, and other equipment considered to be a part of the physical plant and not assigned to a specific department.
v. Maintenance of electrical, plumbing, computer maintenance, networking etc
vi. Special housekeeping and event preparations.

c. SAFETY

It is imperative that the SUC provides a safe and conducive environment to everyone working and studying in it or visiting it, besides ensuring safety of its records, documents and property-moveable and immoveable.

a. Fire Prevention Measures

1. It is of utmost importance to be aware of conditions that may cause a fire emergency and thereby endanger the safety of occupants in the workplace. The major causes of fire at the workplace include overloaded electrical outlets and extension cords, misuse of electrical items, mishandling of flammables, improper storage of combustibles, unsupervised cooking and improper disposal of smoking materials on campus grounds. Implementing fire prevention measures is the key in an attempt to insure one's personal safety and safety of officemates.

2. In case of a fire, emergency, serviceable fire extinguishers have been positioned at accessible locations. The SUC is well equipped with the automated fire system which is frequently monitored by the local fire department authorities. Frequent examinations are carried out by the authorities to test the fire system during emergencies. The SUC also provides information to employees and students on fire related issues and advice on fire prevention requirements as well as current fire protection practices.

b. Fire Preventive Measures

i. To bring awareness about dos and don'ts in the event of fire through notices.
ii. Encourage occupants to actively participate in fire prevention awareness programs.

iii. Regularly observe all exits to keep them clear of obstructions at all times.
iv. Report any tampering with the fire alarm, smoke.
v. Inspection of offices for overloaded circuits, frayed or damaged electrical cords, improperly used extension cords, improperly used appliances.
vi. Forbid the use of open flame devices for any purpose in the SUC.
vii. Respect the "No Smoking Policy" in all SUC facilities.

d. HOUSEKEEPING

i. Exits, stairways and passageways leading to and from exits must be kept free of obstructions at all times. Furnishings, decorations, combustible objects, or inflammables must not block exits, access to exits. Dispose of all trash as soon as possible in trashcans or dumpsters. Waste materials must never be piled in corridors or stairways while awaiting removal.
ii. Inflammable and combustible materials must be placed in an approved storage area.

e. ELECTRICAL WIRING AND APPLIANCES

Maintenance Department should periodically inspect all electrical equipment and cords to ensure proper use and safe conditions. Properly ensure all electrical equipment is properly grounded. If any evidence is found of frayed, cracked or damaged wiring or electrical outlets, the equipment affected should be taken out of service until repairs are made. During weekends or holidays all office electrical equipments should be switched off.

f. FIRE SAFETY INSPECTIONS

The SUC is frequented by the Civil Defense authorities for safety inspections. All facilities and hazard prone areas are visited and sufficient advices are imparted during such reports. Fire Inspection is done to:

i. Buildings
ii. Campus Equipments
iii. Fire protection and suppression systems

g. FIRE HAZARD IDENTIFICATION

All fire prone areas are frequently checked by the SUC maintenance department and the civil authorities and information is exchanged as to the preparedness during any eventualities.

XVIII. FACILITIES

SUC campus aims to create a positive and vibrant learning climate by fostering a dynamic and lively interaction with the diverse students emanating from various other accredited educational institutions and universities that are located in the United Arab Emirates.

a. DESCRIPTION OF FACILITIES

The land area with the campus of SUC consists of approximately 40 acres of land. The forty acre site is located in the education hub in the south east in the University City gives an added advantage to the institution. The SUC moved to this new location in August 2006, with an overall area of 166346.99 m ² (Length: 353.82m; Width: 483.82m) and total build up area of 6843.69m² X 2 = 13687.38m². The following table shows the optimum utilization of the land area:

Facility	Capacity	Area Covered (m²)
Total Land Area	483.82 X 345.13	166980.80
Classrooms	28	1697.59
Computing Centers	3	242.59
Library Center (With Reading Facility & discussion rooms)	1	631.26
Rental Book Store	1	Within Library
Printing Center	1	34.26
Medical Room	1	39.62
Meeting Room	1	68.16
Common Room	2	187.70
Multi-Purpose Hall	1	255.08
Gym facility (With changing room)	1	188.13
Full-Time Faculty Rooms	25	637.5
Adjunct Faculty Rooms	13	108
Server Room (IDF)	1	37.04
Mosque & Ablution	1+1	230.01
Administrative Rooms	19	184.5
Canteen	1	271.31
Wash Room	8	212.11
Storage Area	7	245.00

a. Classrooms With Audio-Visual Equipments

SUC has 28 classrooms that are equipped with state of the art audio visual equipments provided with Internet connections. Classrooms are available for group viewing and individual viewing by using CD ROM based interactive CDs and Video cassettes. All faculty members use these facilities consisting of LCD projector and computer as an instructional aid. The computers can be connected to the Internet for additional resources.

b. Library

The library is dedicated to providing learning resources to the academic programs and research activities. It is located at the first floor of the SUC building. The print collection consists of more than 15,000 reference books with approximately 7400 titles, 15 magazines and around 22 scientific journals. In addition to the 15,000 reference books from the business section which is common to both the BBA and MBA requirement, a separate MBA section is developed to include books that are more specific to the MBA study. The library has a seating availability for 160 users and it also has separate rooms for group discussion. Library holdings are available through the online public access catalog system (OPAC). Using this catalog, the users can access book titles, full-text journals, and electronic databases. SUC library has established a co-operation with Sharjah University Library and Sharjah Public Library where our students and faculty can access their facilities and resources by showing their ID cards. The library is open Sunday through Saturday from 0900 hrs to 2200 hrs.

c. Bulletin Boards

Bulletin boards are available at SUC for posting informational notices. Student Services Department is responsible for updating the bulletin boards. Notices may only be displayed on designated bulletin boards and for a period of time. No notices may be posted on glass doors or building walls.

d. Computer Labs

The SUC has three computer laboratories with around a total of 140 computers with different configurations to match the requirements of the curriculum. Assisted by a lab officer, students are free to use this facility with prior appointment. All the computers have Internet accessibility. The computers in the lab are regularly updated for uninterrupted access by the students.

e. Printing & Photocopying Center

The SUC has a printing and photocopying centre located in the library with two heavy-duty photocopiers and printers for students to take

photocopies and print their assignments. However, extensive care is taken to protect the copyrights of publishers.

f. Cafeteria Services

The SUC has a cafeteria located at the ground floor wherein food is available at subsidized rates to the students.

g. Hostel

The SUC provides separate Hostel/Student accommodation for boys and girls. The management and supervision of the hostels is done by the Sports department.

h.   Lockers

Lockers where the students can keep their respective belongings and the keys will be issued to the students through the sports department. Students leaving the SUC due to cancellation, transfer to other institution or graduation are requested to return the key to the concerned person.

i. Parking [Campus]

Students who use their own transportation are requested to collect the car stickers from the Administration Department. Students are requested to park their car on their designated area without blocking other cars. Students are urged to drive slowly and cautiously when entering and leaving the premises.

j. Mosque and Prayer Rooms

Prayer room including ablution is located in the First Floor for men and women separately.

k.   Common Room

Common room is designated to students for the celebration of birthday or for conducting rehearsals for any upcoming events.

l. Multi-Purpose Hall

The Sports Department provides facilities for various games such as Table Tennis, Badminton, Chess, Carom etc in the multipurpose hall which can be utilized by the students between 11 A.M. to 7 P.M. during their break time and afternoon.

m.   Gymnasium

The Sports Department provides a well equipped gym which can be used by its Students, Staff and faculty. Students have to ensure they register their names with the Sports Department before they can use the well equipped Gym facilities. Students can use this facility between 11.30 A.M. to 7 P.M. and 1 P.M. to 1.30 P.M. from Sunday to Thursday wherein the days allocated to boys are Sunday, Tuesday and Thursday and for girls it is on Monday and Wednesday. Boys and girls are not allowed to use the gym simultaneously.

VII. HUMAN RESOURCES DEPARTMENT POLICIES

TABLE OF CONTENTS

WHOM TO CONTACT LIST

SL.NO.	QUERY ABOUT	CONTACT PERSON
1	**Overall Department In-Charge**	**Ms. Sunita Marwaha**
2	▪ Employee Passport related ▪ Student Visa/ Passport related ▪ Employment visa ▪ Labour contract new/renewal ▪ Labour card new/ renewal ▪ Visa cancellation ▪ Visa transfer	**Mr. Abdul Haleem**
3	▪ Passport withdrawal ▪ Offer letter, Contract, Probation, Confirmation letter ▪ Leave application & approvals, Medical leaves ▪ NOC, Consulate & Bank letters ▪ Air ticket & Annual Leave planning ▪ Employee Attendance	**Ms. Gold**

	- Orientation & clarifications - Resignation, Reliving, Experience letter - Warning letter, Grievance filing - Final settlement - Interpersonal issues	**Ms. Sunita**

I.   INTRODUCTION

The Human Resources Department is responsible for fulfilling the Vision and mission of SUC by developing sound HR policies that provide conducive work environment and develops a positive work and learning culture to enhance quality in the SUC. HR Department helps in recruiting, retaining, motivating and developing team of capable and dedicated academic and academic support service employees who are oriented to professionally achieve the SUC objectives.

HRD engages in continuous updation of Faculty & staff members so as to professionally respond to day today challenges in the work environment. To ensure each employee keep abreast with the ever-changing trends HRD coordinates the need based Faculty and Staff Development Programs.

II.   GOALS

a.   To maintain professional environment and improve the quality of work

b.   To improve Faculty and Staff satisfaction

c.   To recognize and reward contributions by Faculty and Staff members towards Organizational Development

d.   To ensure non-discrimination approach towards students by Faculty & Staff members

e. To consistently improve Academic quality

f. To plan budget for Human Resources Recruitment & Development

g. To recruit Faculty members with diversified cultural backgrounds in order to serve the multicultural educational environment

h. To follow non discriminatory procedures to ensure equal opportunity in recruitment

i. To conduct Faculty & Staff Development Programs

III. STRUCTURE OF HUMAN RESOURCES DEPARTMENT

The Human Resources Department of SUC is managed by the Head Human Resources. The Head Human Resources is primarily involved in implementing the HR policy & Procedures of SUC. The Head Human Resources performs the functions such as planning, organizing, recruiting, developing, motivating & maintaining human resources to manage smooth operation as per SUC's strategic plan. The department also involves in number of activities like providing orientation, settling down assistance, and organizing, training & development, employee related activities of SUC. The department also engages in faculty and staff evaluation process and maintains personal records which are updated time to time.

HR Department's organizing chart:

Head HR Department (Ms. Sunita Marwaha)

Ms. Gold (HR Assistant)   Mr. Abdul Haleem (PRO)
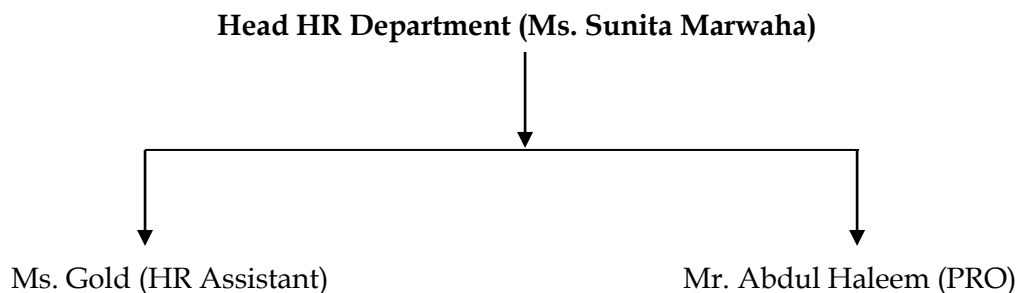
IV. HR FUNCTIONS

a. PLANNING

    i. Reviewing strategic plan
    ii. MOHE documentation and compliance
    iii. Labor Law compliance
    iv. Assessing the faculty & staff requirements through search committee
    v. Identifying the training need
    vi. Defining the institution's policy & procedures
    vii. Developing promotional and retention policies
    viii. Departmental Budgeting and developing compensation policies
    ix. Leave planning, leave salary, ticketing etc.,
    x. Remuneration in coordination with finance

b. ORGANIZING

    i. Job description
    ii. Resourcing, advertising, Short listing
    iii. Building a pool of resume, candidates for any prospective job opportunity
    iv. Adhering to sound recruitment procedure
    v. Communication & Negotiation
    vi. Issuing offer & Contracts
    vii. Orientation, Induction
    viii. Initial Settlement in work environment
    ix. Job description & job allocation
    x. Oversee and approval of monthly salary and allowances
    xi. Coordinating with various departments for Medical, Id & Password, Hardware, Software, Office allocation and maintenance
    xii. Faculty & staff Visa processing
    xiii. Salaries, weekend payment, other allowances

c. MOTIVATING

    i. Organizing Training & Development programs
    ii. Appreciation and Encouragement
    iii. Recognizing & Rewarding
    iv. Promotion, job enrichment & enlargement
    v. Employee benefit policy development
    vi. Conference

d. CONTROLLING

   i.   Ensuring adherence to policy & Procedures
   ii.   Performance evaluation of individual Full time Faculty/ Adjunct faculty/ Staff members through FES/SES system and disseminating formal & informal feedback to management, faculty & staff from time to time
   iii.   Handling staff/ Faculty grievance and disciplinary procedures
   iv.   Initiating preventive and corrective measures
   v.   Faculty Evaluation/ Staff Evaluation through predetermined evaluation policies

e. STUDENT RELATED ACTIVITIES

   i.   Job allocation for scholarship students and need based Student trainees recruitment
   ii.   Ensure safe custody of student & staff passport
   iii.   Visa processing

f. ONLINE SERVICES
   i.   Maintain HR updates on website
   ii.   Faculty & Staff Personal data
   iii.   Leave eligibility
   iv.   Air ticket eligibility
   v.   Leave Application
   vi.   Air ticket Application
   vii.   Passport withdrawal
   viii.   Online certificates
   ix.   Visa & Passport updates
   x.   Online reminders
   xi.   Faculty Satisfaction survey
   xii.   FDP/SDP feedback
   xiii.   Faculty Evaluation forms

V. HR POLICIES & PROCEDURES

HR policy and procedures section of this manual is divided into two sections. "Section A" deals with Faculty related policy & procedures and "Section B" deals with staff related policy and procedures.

HR policy and procedure manual provides a guideline to faculty and staff on various aspects of employee selection to separation.

Section A

FACULTY POLICY & PROCEDURES

a. FACULTY SEARCH & APPOINTMENTS

To have an effective recruitment policy the Faculty Search Committee is in place comprising of Dean, Head Quality Assurance, Registrar, Head HR and a subject expert. The Faculty Search Committee engages in identifying suitable candidates for Faculty positions from varied sources. Search Committee initiates the process of Faculty recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, and/or additional Faculty requirements due to the launching of new program/s and to follow the guidelines as mentioned below.

i. OBJECTIVES

1. To plan for Faculty resources requirement for the Academic year

2. To identify and recruit suitable candidate for the Academic position.

ii. GUIDELINES FOR SEARCH COMMITTEE

Guidelines for Faculty Search Committee for BBA & MBA are based on SUC policy, which are as follows:

1. To maintain a student/Faculty ratio of 28:1

2. To maintain a full-time to part-time Faculty ratio at 75% to 25%

3. To maintain Faculty grade ratio

4. To maintain Faculty diversity

5. To maintain Faculty members as per the specialization requirements of majors and emphasis offered in SUC BBA/MBA programs.

The SUC follows the rank/Faculty ratio of full time Faculty members in its BBA/MBA programs as given below:

BBA	
Grade	**% of Full-time faculty members**
Professor	10%
Associate Professor	20%
Assistant Professor	40%
Lecturer	30%
MBA	
Grade	**% of Full-time faculty members**
Professor	30%
Associate Professor	70%

HR initiates the process of Faculty search by following the process mentioned below

iii. PROCESS FLOW

Step–1: HR in consultation with Administration Department reviews the requirement of Full time (FT)/ Visiting/ Adjunct Faculty requirement based on faculty load/ FT-PT ratio and feeds the information to Faculty Search Committee (FSC).

Step–2: FSC finalizes the requirement and takes necessary approval from the Dean. Following the approval to fill the positions the HRD will start the search process through recruitment agencies, online recruitment sites, SUC website and also posts the advertisement in the leading national and international newspapers.

Step–3: The HRD scrutinizes the resumes and conducts preliminary interview and shortlists the potential candidates.

Step–4: The shortlisted candidates for Academic position will be invited to appear for an interview with the FSC panel which includes the subject expert. The finalized candidate by FSC is recommended to the Chair of Executive Council (COEC) for review and submission to Founder President's office for appointment approval.

Step–5: After finalizing the candidate/s for the position a formal offer letter (Job expectation and job description) is drafted by HRD and sent to the Founder President office for approval and signature.

Step–6: The selected faculty is given a six months probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC) constituting Dean, Head Quality Assurance, Registrar, Head HR and a subject expert.

Step–7: Faculty Feedback Review Committee (FFRC) will evaluate the performance of the newly appointed Faculty member based on student's interim faculty feedback, peer review and the recommendations are submitted to Dean for necessary consideration.

Step–8: Dean forwards his recommendation and probationary performance status report of the newly appointed Faculty member to COEC for review and approval. The probationary performance status report is based on Dean's evaluation, evaluation of FFRC report and on formal and informal inputs received.

Step-9: Based on Dean's recommendation and COEC approval about the probationer HRD issues letter of confirmation signed by the Founder President.

Step-10: In case of Adjunct/ Visiting Faculty upon positive review their profiles are placed under active considerations and are considered whenever opportunity arises.

b. **DEFINITION OF TITLES**

SUC aims to bring together a team of highly dedicated Faculty members who are capable of contributing to the educational needs of the SUC and of society at large.

In addition to fulfilling the general criteria, Faculty members described in the following sections must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

- **Faculty Titles, Full-time Positions**

The following are the job specifications of full time Faculty positions at SUC. These positions are filled as and when the vacancies arise as per the standard rank/Faculty ratio of SUC. However it does not assure automatic promotion/ rank change of an existing Faculty member upon attainment of stated experience/ qualification criteria.

a. **DEAN** – The position of Dean is attained by appointment/selection from Professor after a positive evaluation of performance and promise. An appointee to this rank must hold a doctorate or have the requisite professional Academic experience. The candidate must have at least five years of full time teaching & administrative experience in a University/ Institution at the rank of Professor and or worked at SUC with relevant experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of refereed publication having effective teaching and administrative experience. This position requires the individual to handle all responsibilities pertaining to Academic operations of the SUC.

b. **PROGRAM COORDINATOR** – The position of program coordinator at post graduate level is attained by appointment/selection from Professor after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate or have the requisite professional Academic experience. The candidate must have at least five years of full time teaching / administrative experience in a University/ Institution at the rank of Professor and or

worked at SUC with relevant experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of refereed publication having effective teaching and administrative experience. This position requires the individual to handle all responsibilities pertaining to academic operations of the SUC at MBA level.

c. **PROFESSOR** – The rank of Professor is usually attained by appointment or promotion from Associate Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to Academic institution and society.

d. **ASSOCIATE PROFESSOR** – The rank of Associate Professor is usually attained by appointment or promotion from Assistant Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full time teaching experience at the level of Assistant Professor in a University or worked in SUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least two referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society.

e. **ASSISTANT PROFESSOR** – The rank of Assistant Professor is usually attained by appointment or promotion from Lecturer after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full time teaching experience at the level of Lecturer in a University or worked in SUC at the rank of Lecturer for at least three years and must have a total teaching experience of seven years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least one referred publication and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to Academic institution and society.

f. **LECTURER** – An appointee to this title must have completed the Doctorate Degree or Masters Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching at higher education level shall be preferred.

Note: A Faculty member with higher qualification and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances.

The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with the Executive Council during non availability of suitable Faculty. The Executive Council consists of the Chair of Executive Council, Dean, Head HR, Head Quality Assurance, and Registrar.

- **Faculty Titles, Visiting/ Adjunct:**

Other categories shall be Visiting Faculty and Adjunct Faculty appointments in the above named titles.

a. **VISITING FACULTY (International)**: A person who is on sabbatical from the full-time teaching Faculty of an accredited University or from a comparable educational institution may be appointed on a Semester or Annual basis as Visiting Professor or Visiting Associate Professor or Visiting Assistant Professor or Visiting Lecturer. The qualifications and requirements shall commensurate with similar appointments to full-time Faculty ranks.

Faculty recruited under this contract is treated as full time in nature. The Visiting Faculty in this category will be provided visa, subsidized accommodation, and transportation. Visiting Faculty members will have a full teaching load and should complete all tasks (Academic administrative work / Invigilation duties / Academic Advising / Services to Community & SUC) allocate to them during a particular semester. Visiting Faculty who are on yearly contract would have to participate in research work & services to SUC & community during the Academic year.

b. **VISITING FACULTY (Local)**:

YEARLY CONTRACT FACULTY: If the Faculty is recruited for yearly contract from within the UAE the position can be Yearly Contract Faculty. Yearly Contract Faculty is full time in nature and is expected to take 9-12 credits in a semester. Under yearly contract Faculty members will have to perform same duties as specified under Visiting Faculty Section.

c. **ADJUNCT FACULTY:**

SEMESTER CONTRACT FACULTY: If the Faculty is recruited for a semester contract from within the UAE or outside the position can be Semester Contract

Faculty, and Faculty is expected to take 9-12 credits in a semester. Under semester contract Faculty members will have to perform same duties as specified under Visiting Faculty Section.

PART TIME CONTRACT FACULTY: A Part Time Faculty is appointed on hourly basis. Part Time Faculty members will be remunerated on per lecture basis and can be engaged for up to a maximum of 6 credits per semester.

Note: Yearly contract Faculty members are encouraged to contribute to conduct research as well as services to community and SUC. However, their appraisal shall be based only on teaching effectiveness component of the FES.

- **FACULTY TEACHING LOAD**

Allocation of teaching load is assigned by Dean considering student's number, contact hours, preparation required and other factors and the implementation is carried out by Admin. The particulars of same are as follows:

BBA

Full Time Faculty

Designation	Teaching Load/ Week	Contact hrs	Academic Activities	Administrative & Advisory Work Load
Dean	6 credit hrs	(3 X 15)	Research, publications, conference participation	3 hrs for Academic advisory and rest for other services (Community & SUC) &

				administrative activities
Professor	12 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Associate Professor	12 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Assistant Professor	12 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative

				activities
Lecturer & Faculty member covering general education courses	15 credit hrs	(3 X 15)	Publications, conference participation and services	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Faculty members with administrative position	3 release hrs	As per credit allocation	Publications, conference participation	administrative activities as per position

Visiting Faculty (International & Local)

S. No	Particulars	Credit Hours/Sem
1	Yearly	9-12

Adjunct Faculty

S. No	Particulars	Credit Hours/Sem
1	Semester	9-12
2	Part Time	6

MBA
Full Time Faculty

Designation	Teaching Load/ Week	Contact hrs	Academic activities	Administrative & Mentoring Work Load
Program Coordinator	6 credit hrs	(3 X 15)	Research, Publications, Conference Participation	3 hrs for Academic mentoring and rest for other services (Community & SUC) & administrative activities
Professor	9 credit hrs	(3 X 15)	Research, Publications, Conference Participation	6 hrs for Academic mentoring and rest for other services (Community & SUC) & administrative activities
Associate Professor	9 credit hrs	(3 X 15)	Research, Publications,	6 hrs for Academic

			Conference Participation	advisory and rest for other services (Community & SUC) & administrative activities
Faculty members with administrative position	3 release hrs	As per credit allocation	Publications, Conference Participation	administrative activities as per position

Visiting Faculty (International & Local)

S. No	Particulars	Credit Hours/Sem
1	Yearly	9

Adjunct Faculty

S. No	Particulars	Credit Hours/Sem
1	Semester	6-9
2	Part Time	3

- **JOB DESCRIPTIONS**

  a. **DEAN**

  Job Summary

  This position requires the individual to handle all responsibilities pertaining to Academic and Academic support services operations of the SUC. To fulfill overall Academic and related administrative responsibilities the Dean shall oversee and co-ordinate the SUC operations, so that stipulated Academic and Academic support standards are maintained and monitored. Motivate Faculty members to function efficiently & effectively. The Dean shall coordinate overall operations of the Academic & Academic Support Departmental services, ensuring Academic integrity within the guidelines of SUC, accreditation, state & federal regulation. The Dean provides leadership for Faculty members, Staff, and Students in meeting the Academic mission of the SUC.

  Objectives:

   i. To effectively implement Academic & Academic Support policies for achievement of vision of SUC.
   ii. To contribute, monitor and measure the institutional effectiveness system of the SUC.
   iii. To provide academic leadership, administration and management
   iv. To facilitate a congenial, productive and safe working environment to the Faculty & Staff
   v. To report to the COEC & Founder President of the SUC

Responsibilities:

Dean is responsible to implement the vision, mission, purpose, goals and objectives of the SUC related to Academic activities. The detailed responsibilities are as follows:-

1. To observe, supervise, and help to evaluate the Faculty and Staff in the development and implementation of curriculum; to supervise the instructional processes, to review and evaluate the Academic programs.

2. To act as the Academic & Academic support leader of the SUC, responsible for its day-to-day Academic operations, which includes class scheduling of students; overseeing of the Academic advising and University counseling programs; monitoring student Academic progress; coordinating the efforts and activities of both Academic and Academic support Departments.

3. To develop SUC policies, procedures and programs in consultation with EC & HRD for the SUC

4. To facilitate and ensure, efficient and effective conduct of all courses

5. To be responsible for convening, participating and leading in various committees of the SUC such as Academic Committee, Program Review Committee, and Faculty & Staff Performance Evaluation Committee.

6. To ensure compliance with the requirements of Commission on Academic Accreditation (CAA) of the UAE and other external agencies; to maintain the educational standards and quality of education established by MOHE-CAA.

7. To portray the big picture of the SUC positively to students, community and the society as a process of building the image and goodwill of the SUC.

8. Initiate process of designing, developing and introducing new programs/courses/methodologies for meeting the needs of the time.

9. To make recommendations to the HRD regarding the hiring, retention and termination and the assignment of faculty & staff members.

10. To provide general guidelines on the recommendation of Learning Resource Committee in finding Academic resources in the process of achieving desired program learning outcomes.

11. To establish orientation programs in coordination with HRD for new Faculty members to ensure their familiarity and adherence to SUC policies and procedures in all areas of the Academic operation.

12. To arrange Faculty & Staff Development Programs in coordination with HRD and create opportunities for scholarly and professional growth of Faculty members

13. To participate in the Faculty evaluation committee meetings which evaluates the teaching effectiveness, research, publications and scholarly activities and services of all Faculty members to ensure that they are meeting the expectations of Academics in a given Academic year

14. To ensure the periodical publication of Skyline Business Journal (SBJ) and other internal research documents and serve on the editorial board

15. To oversee the coordination of the co-curricular and extra-curricular activity programs of the SUC; to assist in maintaining a comprehensive Calendar of SUC events; to keep the entire SUC community informed of various programs and activities.

16. Approval of schedules and seat allocation and other administration related approvals

17. To coordinate Academic guidance of students; to have access to Academic records of all students; to oversee the grading and the reporting of standards and methods used by faculty members in measuring student achievement.

18. To develop an Academic culture at the SUC and make learning a meaningful experience for students

19. To assist in the admission process for the testing, interviewing, and evaluating of student applicants for enrollment.

20. To oversee the admissions of transferring students from other accredited institutions by awarding appropriate Transfer of Credits (TOC) as per the established policies of the SUC.

21. To review the planning and yearly activities of each Academic Support Services Departments of SUC.

22. To review monthly reports of each Academic Support Services Departments and hold regular meetings with HOD's.

23. To approved all operational task of SUC.

24. To perform other duties as assigned by the COEC of the SUC.

25. To act as integral part of promotion board

26. Carrying a teaching load of 6 credits per semester

b. PROGRAM COORDINATOR

Job Summary

This position requires the individual to handle all responsibilities pertaining to Academic and administrative operations of MBA. To fulfill overall Academic and related administrative responsibilities the Program Coordinator shall oversee and co-ordinate the Academic affairs of the MBA program, so that stipulated Academic standards are maintained and monitored. Motivate Faculty members to function efficiently & effectively. The Program Coordinator shall coordinate overall operations of the MBA program, ensuring Academic integrity within the guidelines of SUC, accreditation, state & federal regulation. The Program Coordinator provides leadership for MBA Faculty members, Staff, and Students in meeting the Academic mission of the SUC.

Objectives:

i. To effectively implement Academic and Academic Support policies for the achievement of vision of SUC.

ii. To contribute, monitor and measure the institutional effectiveness system of the SUC.

iii. To provide Academic leadership, effective administration and management

iv. To facilitate a congenial, productive and safe working environment in the faculty

v. To report to the Dean

Responsibilities:

Program Coordinator is responsible to implement the vision, mission, purpose, goals and objectives of the SUC related to Academic activities. The detailed responsibilities are as follows:-

1. To liaison with Dean for carryout the Academic operation at the MBA level.

2. To observe, supervise, and help to evaluate the Faculty, in the development and implementation of curriculum; to supervise the instructional processes, to review and evaluate the MBA programs.

3. To act as the academic leader of the MBA program, responsible for its day-to-day academic operations, which includes overseeing of the academic mentoring and counseling programs; monitoring student Academic progress; coordinating the efforts and activities of both Academic and Academic support Departments.

4. To develop MBA Academic policies, procedures and courses in consultation with Academic Committee

5. To facilitate and ensure, efficient and effective conduct of all courses

6. To be responsible for convening, participating and leading various assigned committees of the SUC such as Academic Committee, Program Review Committee etc.,

7. To maintain the educational standards and quality of education established by MOHESR & comply with CAA guidelines.

8. To portray goodwill of the SUC amongst students, community and the society.

9. To monitor the data collection processes of Institutional Effectiveness system pertaining to Academics and make decisions in consultation with Dean on the recommendation of the Academic Committee, Program Review Committee, Faculty Performance Evaluation Committee on Academic related issues, implement decisions as and when they are ratified and approved by the Board of Governors as a measure of enhancing Academic standards and improving overall effectiveness of the SUC.

10. To initiate process of designing, developing and introducing new programs/courses/methodologies for meeting the needs of the time.

11. To make recommendations to the Dean regarding the hiring, retention and termination and the assignment of Faculty members.

12. To provide general guidelines on the recommendation of Learning Resource Committee in enhancing Academic resources in the process of achieving desired program learning outcomes.

13. To establish orientation programs in coordination with HRD for new Faculty members to ensure their familiarity and adherence to SUC policies and procedures in all areas of the Academic operation.

14. To arrange Faculty Development Programs in coordination with HRD and create opportunities for scholarly and professional growth of Faculty members

15. To oversee the coordination of the co-curricular and extra-curricular programs of the SUC; to assist in maintaining a comprehensive calendar of SUC events; to keep the entire SUC community informed of various programs and activities. To make sure active participation of MBA students in all the activities.

16. To coordinate Academic guidance of students; to have access to Academic records of all students; to oversee the grading and the reporting of standards and methods used by faculty members in measuring student achievement.

17. To develop an Academic culture at the SUC and make learning a meaningful experience for students.

18. To assist in the admission process for the testing, interviewing, and evaluating of student applicants for enrollment.

19. To oversee the admissions of transferring students from other accredited institutions by awarding appropriate Transfer of Credits (TOC) as per the established policies of the SUC.

    a. To perform other duties as assigned by the Dean of the SUC.

    b. To act as integral part of promotion board

    c. Carrying out teaching load of 6 credits per semester.

c. HEAD 0F QUALITY ASSURANCE

Job Summary

To manage the SUC Institutional Quality and support the values, goals and mission of the Institution. Facilitate the achievement of institutional goals through the development & implementation of policies & procedures in Academics and operation.

Responsibilities:

Head Quality Assurance is responsible to implement the vision, mission, purpose, goals and objectives of the SUC related to Academic and operational activities. The detailed responsibilities are as follows:-

    i. To liaise with/report to the Dean on all Academic and management issues relating to institutional effectiveness

    ii. Tools development as per MOHE guidelines in coordination of Dean.

    iii. To plan and implement Institutional Effectiveness

    iv. Review and analyze various tools and Update tools with quality perspective.

1. Strategic Planning

2. Learning outcome matrix review

3. Policy & Procedure review

4. FES & SES review

5. Job Description

6. Goals & Objectives

7. Teaching Effectiveness Committee Management

8. Review of teaching material & assessment tool

9. Review of quality of all assessments

10. Presentation audit

11. Quality Check

12. CDP/ CDD

13. FES/SES review

14. IE Tools

15. Catalogue review

16. International Accreditation

17. Participating in various local and international awards, MOHESR workshops and meetings

v.   Planning, conducting, implementing, feedback, and reporting the institutional effectiveness strategies in consultation with Dean.

vi. Overseeing operations of Quality Assurance department, in specific includes:

vii. MOHE replies in coordination with Dean.

viii. To undertake any other aspect of duties assigned by SUC from time to time

d. FACULTY MEMBERS (PROFESSOR, ASSOCIATE PROFESSOR, ASSISTANT PROFESSOR)

Job Summary

Faculty members within the rank of Professor, Associate Professor, Assistant Professor are required to carry out teaching, scholarly activities and services to SUC & community.

Job Responsibilities

i. Carrying a teaching load as per specified in "Faculty Teaching Load" section of this handbook.

ii. To effectively implement academic policies and work towards achieving the vision of SUC.

iii. To develop learning outcomes and accordingly achieving them.

iv. Preparing lectures, tutorial, class exercises, quizzes, tests, etc., towards achieving learning outcomes

v. To plan, develop and administer teaching methodology related pedagogy and evaluation for effective achievement of learning outcomes

vi. To Facilitate the learning process of the students by creating a positive/congenial learning environment

vii. Monitoring, assessing, recording, and disseminating students' performance periodically

viii. Counseling/ advising the students to achieve higher degree of academic excellence

ix. Coordinating with Dean regarding all Academic matters and guidance

x. Building up public relations, maintaining functional relationships with other Departments.

xi. Conducting scholarly research, publishing papers in refereed national and international journals and attend in national and international conferences

xii. Effectively participate in committee activities to achieve objectives of committee which includes events, co curricular and extracurricular activities

xiii. Taking responsibility of assigned IE tool

xiv. Accomplish administrative responsibilities assigned from time to time

xv. Any other duties and responsibilities deemed necessary by the Dean, in the interest of the SUC.

e. **FACULTY MEMBERS (LECTURER & FACULTY TEACHING GENERAL EDUCATION COURSES)**

The job responsibilities of Lecturer & Faculty Teaching General Education Courses shall be the same as mentioned above *except:*

i. Teaching load shall be 15 hrs per week

ii. Research & scholarly work is not mandatory

c. **CONRACTS**

i. **Terms of Contract Renewal and Promotions**

Appointed Faculty members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Faculty Handbook. Included in these standards are the expectations of the appointed Faculty to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. It also provides the guidelines of expected performance and contributions in effectively executing teaching responsibilities

and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

1. **Format of Contract**

The contract of appointment for the respective positions includes the following:

   i. Job title of appointment
   ii. Grade
   iii. Salary structure
   iv. Benefits
   v. Duration of Contract
   vi. Working Hours
   vii. Notice period
   viii. Probation period
   ix. Terms and conditions of employment

Contracts with specific period shall automatically terminate at the completion of the period mentioned in contract. However contracts may be renewed at the initiative and consent of the both parties.

2. **Duration of Contracts**

Duration of initial contract is based on Academic requirement and renewal/discontinuation is based on the periodical Academic performance evaluation of each Faculty member in the main areas of teaching, scholarly research and services to SUC & community, recommendations of Dean to COEC office and approval of Founder President. Decisions regarding possible renewal/ nonrenewal of the contracts are sent to faculty members at least six months before the end of the existing contract.

3. **Gratuity**

Gratuity will be paid as per UAE law. Gratuity becomes due and payable on the termination of the employment contract, once a faculty has completed continuous one year of service with SUC. Final dues will be paid to the faculty members once academic, administrative and other obligations and formalities are duly fulfilled.

4. **Notice Period**

Both the parties can exercise their right to discontinue the services with prior notice of minimum one semester to either party. However the employer can terminate the faculty member without any notices in case of breach of contract.

*Note: For the details, kindly refer **to "SEPARATION POLICY & PROCEDURES".***

d. **CREATION OF FACULTY PERSONAL FILE AND MAINTENANCE**

SUC maintains a **personal file** on each Faculty member, which contains the progressive record of the individual and it is updated on a yearly basis for any references. Faculty members are required to update the CV's and personal information as and when any changes occur in the current status of information and or SUC requirements.

The file consists of the following records:

   i.   Pre recruitment correspondence
   ii. A copy of the individual's CV with copies of Academic, professional and experience certificates. Records are updated on yearly basis.
   iii. Copy of employment contract with subsequent annual increment letters
   iv. Copy of confirmation letter
   v.   Copies of certificates of Faculty Development Program

vi.   Copies of certificates of conference participation, scholarly work/ Publications

vii.   Performance Evaluation records

viii.   Appreciation, Awards & achievements

ix.   Warning letters or any other letter issued to the faculty member

x.   Leave record

xi.   Grievance records

xii.   Medical insurance records of self and family

xiii.   Passport and visa related documents

xiv.   Personal details form

xv.   Miscellaneous documents

e. **RELOCATION SUPPORT**

i.   SUC provides accommodation for the first month of employment in furnished hotel apartment for the Faculty recruited from outside of UAE, for which the accommodation allowance from the salary is deducted and extra amount beyond accommodation allowance will be paid by SUC.

ii.   SUC provides full relocation support which involves issuance of visa, medical insurance and labor card, visa stamping etc. for self.

iii.   SUC provides financial support in the form of salary advance for miscellaneous expenses such as residence & the purchase of personal household items to faculty recruited from outside of the UAE.

iv.   An advance amount totaling to one and half month salary is granted on request to meet the initial expenses.

v.   Procedure for availing advance upon joining in first month is that the Faculty will be given 25% of salary advance which will be deducted from that month's salary.

vi.   After one month an amount of 25% of 1.5 month's salary can be taken from University as Loan for the miscellaneous expenditures related to residence.

vii.   In addition remaining 75% of remaining amount of 1.5 months salary can also be taken as salary loan upon submission of undertaking that Faculty member is taking

an accommodation & after 2 weeks of taking the amount the copy of municipality house contract will be submitted to HRD.

viii. The advance of 1.5 month's salary will be repaid via salary deduction, in equal installments of 15% of loan amount over a period of eight months time after one month of the advance has been processed.

ix. Repayments of installment can be raised from 15% to complete the repayment within one Academic Year.

x. Once repayment of *"Relocation Loan"* is complete Faculty member can apply for salary loan, for which eligibility is only in alternate years as per loan policy of SUC.

xi. The advance and accommodation facility is available for newly hired Faculty members relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to Faculty member hired within the UAE or who are requesting a transfer of sponsorship.

xii. In addition to settling down loan "*Furniture allowance*" is provided to a Faculty member to settle down in UAE comfortably. A separate policy for same is attached (see **EMPLOYEE BENEFIT** section). Employee is eligible for furniture allowance after confirmation of his probation, till then he/she can apply for settling down loan as per the policy of the organization, however if settling down loan is taken the employees furniture allowance is paid after adjusting towards the outstanding settling down loan.

f. NEW EMPLOYMENT ORIENTATION

SUC carries out employment orientation to the newly appointed Faculty members in order to make them acquainted with the roles and responsibilities of the job, reporting systems and to achieve functional coordination desired between different Departments. The broad aim of the orientation is to provide information to new Faculty member & enable them to carry out their required roles and responsibilities in an effective manner.

The main focus of the SUC orientation process is to:

i. Enable new Faculty member to settle down as soon as possible in the multicultural work environment.

ii. Enable to build relationships and rapport with colleagues.

iii. Understand the scope of academic responsibilities of the position.

iv. Get acquainted with the functioning of SUC in a holistic manner.

Procedure

The induction process follows the 'Faculty Orientation checklist' and is completed in the first week of joining.

i. A new Faculty member shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.

ii. The Head HR carries out orientation on policy & procedure and various benefits extended to the Faculty members

iii. The new member will be introduced to all the members of SUC.

iv. The Faculty member is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.

v. The new Faculty member is trained to access the portal and may seek clarification from HR or Dean, if any doubts still exist.

vi. HRD will introduce various functional Departments of SUC to the new Faculty member and orients them on services provided by various Academic Support Services Department

vii. The Dean orientation covers following:

    1. Academic philosophy of SUC

    2. Introduction of Skyline University College

    3. Goals for the Academic Year 2012-2013

    4. Mission, Goal, Purpose for the Academic Year

    5. Job Description/ Academic Roles & Responsibilities

    6. BBA/ MBA Academic Program

7. Introduction to Academic Support Services Department. Communication flows, Reporting systems, Interdepartmental coordination

8. Work culture and basic system

9. Confidentiality & Conflict of Interest

10. Initial assignment & necessary training

11. Faculty work load

12. Work rules, regulations & Departmental mission statement

13. Receive information concerning basic departmental procedures, including: orders for stationery, photocopying, printing, mail collection, sending and receipt of faxes, use of telephone system, secretarial support etc.

14. Explanation of Departmental communication channels: notice boards, staff meetings

15. Handover information concerning the administrative and other responsibilities of Faculty in the Department

16. Receive relevant reports

17. Explanation of Departmental organization including HOD's responsibility

18. Receive details of forthcoming meetings and a SUC Calendar of events

19. Handing over CPD & Teaching Goals of each course

20. Explaining diversity ratio

21. Explaining Internship

22. Explaining Dissertation

23. Explaining Institutional effectiveness list

24. Appraisal procedures if applicable

25. Feedback mechanism

26. Establish what is expected of you during the forthcoming year, or for the period of your contract

viii. The HQA orientation covers following:

1. Explaining Institutional effectiveness

2. Academic quality and teaching effectiveness

3. Course Delivery Package (CDP) and course assessment tools

4. Teaching methodologies, Nature of SUC student community

5. Appraisal system (FES) covering Teaching effectiveness, Scholarly activities and Services to community, Academic Support evaluation & advisory.

ix. The Faculty member will be oriented in details by the various functional departmental heads such as:

1. Student Service Department

2. Computing Department

3. Administration & Examination

4. Library

5. Stationary requirements, photocopying, printing, mail collection, sending and receipt of faxes, use of telephone systematic.

The new Faculty member, Dean, HQA and Head HR will sign the orientation checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new Faculty member. A copy will be placed in the new Faculty member's personnel file, which will be kept and maintained in the Human Resources Department.

g. **SUMMER SEMESTER APPOINTMENTS**

Regular Full-Time Faculty is eligible to teach up to an equivalent of six credits of summer courses. Faculty members are remunerated additionally for summer term teaching if he/she has completed required no. of credits of teaching during that Academic Year. Faculty members joining in spring or summer semester can be allotted summer courses, but will not be entitled for any additional remuneration for summer semester.

BBA

1. To qualify for the additional payments for summer teaching Faculty members (Assistant Professor and above) are required to complete 24 credit hrs in one Academic Year (Spring & Fall). In case it is less than 24 credit hrs the summer teaching load is adjusted for the difference and payment is paid for any remaining credits as per the policy.

2. To qualify for the additional payments for summer teaching Faculty members (Lecturer & Faculty member covering general education courses) are required to complete 30 credit hrs in one Academic Year

3. Teaching load allocated in summer is to a maximum of 6 credits.

4. If Faculty members opt for assigned teaching during the approved summer annual leave period is paid double the additional payment made during summer.

5. Faculty members who are allocated with Dissertation Guidance work on and above the above mentioned teaching load are paid an additional payment as per the policy. However if the Faculty member is allocated less than above mentioned workload for teaching in a semester the remaining credits can be adjusted towards guiding students for Independent Study, in this case the Faculty member will not be eligible for any additional payments.

MBA

1. To qualify for the additional payments for summer teaching Faculty members (Associate Professor) are required to complete 18 credit hrs in one Academic year (Spring & Fall). In case it is less than 18 credit hrs the summer teaching load is adjusted for the difference and payment is paid for any remaining credits as per the policy.

2. Teaching load allocated in summer is to a maximum of 6 credits.

3. If Faculty members opts for and assigned teaching during the approve summer annual leave period is paid double the additional payment made during summer.

4. Faculty members who are allocated with Dissertation Guidance work on and above the above mentioned teaching load are paid an additional payment as per the policy. However if the Faculty member is allocated less than above mentioned workload for teaching in a semester the remaining credits can be adjusted towards guiding students for Independent Study, in this case the Faculty member will not be eligible for any additional payments.

h. PROBATION

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the Faculty member is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC. The feedback will help the probationer to be considered for induction as a regular full time Faculty member.

1. **Procedure for Evaluation of Probation**

   a. Induction by all HOD's

   b. Interim Students Feedback in 3rd or 4th week

   c. Final student's feedback as per the IE calendar

   d. Peer Review

   e. Observation and Informal feedback from various departments

   f. Dean recommendation report(Based on above mentioned feedbacks)

   g. Dean forwards his recommendation and probationary performance status report of the newly appointed Faculty member to COEC for review and approval. The probationary performance status report is based on Dean's evaluation, evaluation of FFRC report and on formal and informal inputs received.

h. Based on Dean's recommendation and COEC approval about the probationer HRD issues letter of confirmation

i. Based on recommendation of the Dean and the approval/rejection of the COEC, HR calls a meeting of Dean and probationer and issues the letter of confirmation/ rejection signed by the Founder President to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

2. **Terms & Conditions during probation period**

a. All Faculty members are hired on probation for the first six months of their employment.

b. During the probationary period the new hired Faculty member will be entitled to all paid government holidays and health insurance scheme.

c. The Faculty must complete the probationary period successfully to be eligible for the SUC benefit programs.

d. No paid leave/annual leave can be granted during probation period. Leave can be taken in case of emergency during probation only after due approval from Dean. In which case the probation period will be extended by the period of leave taken.

e. Confirmation of probationer is based on the Dean recommendation which in turn is based on various feedbacks.

f. On confirmation the Faculty member is eligible for all benefits from the date of appointment.

g. In some cases confirmation is conditional for maximum of one semester after the probation period. This is to facilitate further counseling for improving overall performance.

In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

i. FACULTY PERFORMANCE EVALUATION

The FES is the tool that evaluates the overall performance of Faculty members at SUC. The purpose of this tool is to establish grounds to measure the performance of Faculty members annually as per the FES framework. The tool serves as the basis of reference for performance evaluation of Faculty members through a systematic method of collection, collation, interpretation, analysis and dissemination of data followed by an effective decision making exercise in a given Academic year.

Note:

- *Refer **Appendix A** for the evaluation components and weights.*
- *Refer FES manual for further details on BBA & MBA evaluation.*

Faculty Performance Evaluation decisions are based on the table below:

Rating	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation

Decisions based on Faculty Performance Evaluation

- ❖ Renewal & Non Renewal of Term Contract
- ❖ Merit based Increments
- ❖ Promotion

- ❖ Training & Development
- ❖ Job Enrichment/ Enlargement

- **RENEWAL & NON RENEWAL OF TERM CONTRACT**

The process of renewing term contract is initiated nine months before the maturity of contract. Based on FES performance evaluation for the existing contract period, the FES Committee recommends to the COEC either to renew or reject the renewal of the Faculty member's contract based on the Faculty standing as per the FES criteria of rating scale mentioned above. If the Faculty members falls "Below Expectation" the Faculty member is kept under observation for a period of one semester which will be treated as notice period if the performance is not improved (Refer FES manual for criteria of acceptable performance).

COEC review the personal file & based on FES committee recommendation in consultation with Dean decides to extend or discontinue the contract for the next term. After the decision HR informs the Faculty member about the status of renewal/ non renewal of the contract for the next term at least six months before the maturity of the current contract.

- **MERIT BASED INCREMENTS**

The process of merit based increment decisions in salary is initiated at the end of spring semester every year. The FES Committee follows the procedure mentioned in FES manual for evaluation and forwards the recommendations to COEC who reviews the reports of each Faculty member and discusses with the Performance Evaluation Committee to form his decision. Finally, COEC & Dean meets individual Faculty members and hands over the increment letter and copy of which is filed with HRD.

- **PROMOTION**

SUC promotion policy is based on the vacancies created at each level due to retirement/resignation/expansion. The promotions are generally subject to scrutiny by the FSC on the basis of eligible Faculty applying for the promotion. The number of promotional opportunities at various levels is proposed to the COEC by the FIC (Faculty Information Committee). On receiving approval from the COEC the FSC initiates internal search for the

right candidate within SUC before releasing the vacancies open to the external sources. Preference is given to fill the vacancy/vacancies through eligible Faculty member within SUC. Upon not finding the right candidate within the SUC then the vacancy/vacancies is/are filled through external sources. The vacancy/vacancies will normally be released at the beginning of spring semester for appointment in fall semester. The SUC policy follows the Faculty grade ratio as specified in "**FACULTY SEARCH & APPOINTMENTS"** section.

- **Eligibility criteria for Promotion**

  Faculty eligible for internal promotions to the next grade must normally have completed five years of service in their existing grade. A Faculty member may apply for promotion along with supporting documents at the end of the spring semester of the 4th year.

  A Faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance during the tenure with SUC. The candidate is required to submit an application form detailing the outstanding contribution made by him/her such as research articles published in refereed or reviewed journals, student feedback, new courses developed or taught, contributions made in developing curriculum/s, number of different courses taught, innovation in teaching methodology, honors received, and contribution to development of SUC etc. to the Human Resources Department. Candidates may submit any material or information which they feel will be helpful at the time of filing application.

  All applications are collated by the Human Resources Department and forwarded to the FSC for review. The FSC will review the candidatures of all the candidates and forwards the recommendations to the Promotion Board for their approval. Promotion Board constitutes of FES chaired by the COEC.

In addition to the availability of position as per Faculty grade ratio a Faculty members should suffice the criteria mentioned in table to be eligible for promotion:

Designation	No. of Years of Service (Previous Rank)	Teaching Effectiveness (FES Average Rating During the Previous Rank)	Research Publication + Conference Presentation (Refereed Publications + reputed conference)	Service Activities (FES Average Rating During the Previous Rank)
Professor to Dean	5	≥70%	3+2	≥70%
Associate Professor to Professor	5	≥70%	3+2	≥70%
Assistant Professor to Associate Professor	5	≥70%	3+2	≥70%
Lecture to Assistant Professor	3	≥70%	-	≥70%

Note: Kindly refer FES Manual for further details for promotion.

- **Documents for Application of Promotion**

An application for promotion is prepared by the Faculty member and should include the following:

1. Covering letter incorporating the Faculty member's request for promotion and list of attachments
2. Faculty promotion form to be filled by candidate giving basic information on biographic data, degrees, employment history, previous promotions, etc
3. The applicant's current curriculum vitae

4. List and copies of scholarly publications. Complete and accurate documentation of all research, scholarly and creative activities, including complete bibliographic listing of publications, status of journals (refereed, indexed, etc). Copies of published items and other reported research and creative activities must be available for examination by reviewers.

5. List of scholarship contributions considered in previous promotion. Candidate should incorporate portfolio, details of previous promotion supported by official documents, including list of evaluated materials (i.e. papers, books, etc), date of submission for promotion, etc

6. List and copies of unpublished work

7. List and description of services at all levels. When providing evidence to support their achievement in relation to service to the relevant profession, academic peers and the wider community, applicants are encouraged to relate their claims to measurable outcomes that demonstrate their contribution to the initiation of links between the SUC and external stake holders.

8. Any other relevant information

- **Process**

   1. The application for the promotion along with all the supporting documents is received by HRD in case the position is open.

   2. HRD forwards the application to FES Committee in its annual meeting for consideration of promotion application.

   3. The FES takes into account the Dean's report, annual appraisal and other relevant factors for decision making.

   4. Based on the review of application, initial screening is carried out and the selected ones will be required to face an internal and/or external interview to determine the right candidate for the promotion.

   5. The recommendation for promotion is forwarded to COEC & Founder President for approval and final decision.

6. The decision is communicated to the Faculty member by FES committee during its annual review feedback session with the Faculty member.

- **FACULTY TRAINING & DEVELOPMENT**

Faculty Training & Development is an integral part of SUC organizational culture. It is aimed at continuously developing the Faculty members with respect to teaching pedagogy, methods and scholarly pursuits. SUC arranges internal & external training and development opportunities for improving skills, knowledge & values of its faculty members on a regular basis.

SUC provides funds for its Faculty members for the participation in seminars, conferences, and workshops organized by academic and professional bodies. This participation is subject to recommendation and approvals as per the process.

1. **Faculty Conference & Research Publication Grant**

   Dissemination of the scholarly work of the Faculty through appropriate peer reviewed channels is essential for the recognition of the quality of work. Contingent upon the availability of funds, other resources and subject to the competition, the SUC provides funds for presentation/ publication in significant professional meetings, conferences, seminars, and publications in peer reviewed journals where Faculty members can share their scholarly and productive outputs. The grants may cover expenses associated with Faculty travel and conference registration fees up to a specified maximum amount. Faculty member can obtain the specified amount as per published policy at the onset of Academic Year. The amount can be acquired one month before conference only in case if they have completed minimum one year of continuous service in SUC. A Faculty member can carry forward the Conference presentation fund for one year and avail the accumulated fund once in two years or avail next year's conference fund in the current year. Any balance left after one conference participation and research publication can be utilized subsequently for similar additional activities. After the period of two years any balance fund not

utilized will be forfeited. If the employment contract of Faculty member is cancelled or terminated then any such fund utilized in advance from the next Academic year will have to be reimbursed by Faculty member or adjustment against their full and final settlement.

Research Committee reviews the written requests for Conference/Research Publication Grants for eligibility and sends its recommendations to the Dean for approval. Each grant request must include information regarding the acceptance of paper for publication, reviewers report, relevance of the paper to the member's professional development, impact rating of the journal, and the grant required for research publication.

Funds are allocated individually to Faculty for development activities; participation in National, Regional and International conferences, Symposium, Seminars and publication in peer reviewed journal is as referred in Annexure B.

Visiting/Yearly Contract Faculty members are also eligible to participate in such conferences only after arrangement of replacement & approval of management, whereas participation has to be sponsored by individual. Leave taken for conference participation will be deducted as pro rata basis.

2. **Faculty Proposals for Project Grant**

The Faculty members of SUC are encouraged to submit the research proposal to SUC/ Govt. / Industry/ Private Research agencies to receive grants to conduct research projects of significant nature. In this regard SUC extends institutional support with respect to successful completion of the research projects granted by external bodies.

All Full Time Faculty members are eligible to receive Faculty research grants. Faculty member may also submit collaborative proposals in which case the role and responsibility of each investigator must however be clearly outlined.

Two types of Research Grant Awards are possible:

a. On-campus projects to be carried out during the Academic year using resources that are immediately accessible
b. Projects required traveling to destinations off campus to conduct research or gather data

Research proposals are evaluated by Research Committee on the basis of the quality and anticipated impact, the utility of the research to the community, industry, and Academics are considered. Topic of the proposal should be addressed in sufficient detail to enable a fair evaluation by reviewers. Recommendations for grants are submitted to the Dean. Upon Dean's approval it is forwarded for COEC's for approval.

- **JOB ENRICHMENT/ ENLARGEMENT**

In addition to the teaching job description Faculty members are assigned additional responsibilities related to Academics and Academic support for those members who show keen interest in contributing to the area of Academic or Academic support development by their active participation and improving the standards of education at SUC. This additional responsibility is considered as enrichment/enlargement of the Academic job profile of the Faculty member. This activity is a direct outcome of FES and is aimed as utilizing the latent talent of Faculty members for self development and contribution to the institutional effectiveness.

VI. COMPENSATION

A competitive compensation package is offered to attract well qualified and trained manpower to manage Academic activities and to raise the Academic standards as envisaged in the Vision & Mission of the SUC. The compensation package includes following components:

- Basic Salary
- Social Allowance
- Accommodation Allowance
- Administrative Allowance (If applicable)
- Benefits (Details are available in benefit section)

SUC strives to reward employees at every level based on their evaluation by FES and major contributions to the organization. The purpose of SUC's salary compensation system is to maintain:

- Internal pay equity and bring consistency within and across the members of SUC
- Consistency in application of salary grade system
- High degree of employee morale, motivation and performance through competitive salaries

a. INPUTS OF COMPENSATION STRUCTURE

SUC follows a systematic and organized method of salary structure based on well defined job classification. A pay structure is established based on the following parameters:

- Job analysis based on Feedback from FES
- Current Industry Inputs
- Government/ Ministry inputs
- Academic standing/ Experience of faculty members

The compensation structure at SUC is a well defined system having salary ranges in each grade/rank. Each grade has a specified minimum and maximum basic amount, social and accommodation allowances along with increment ranges. The salary structure is determined based on internal and external inputs, budgets and adjusted on an annual basis depending on economic scenario. In addition to above there are additional allowance & facilities which are extended to faculty members as per their contract.

b. DISBURSEMENT OF SALARIES

All salaries for Full Time/Yearly/Semester/Adjunct Semester Faculty members are transferred to their bank accounts normally by 27th of each month. Part Time salaries are disbursed on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from HR & Dean.

c. MERIT PAY / ANNUAL INCREMENTS

SUC annual increment policy is directly linked to the performance appraisal (FES). The annual increment policy is designed to reward both performance and meritorious service. SUC adopts a minimum increment policy. However increments above minimum level are variable according to the performance appraisal. Economic conditions and changes in SUC's profitability also can limit the availability and disbursement of increments within the budgetary limits. Merit increases are awarded in the month of September every year. Employees on probation or those who have not completed one year with the SUC are not considered for increments.

The SUC Salary Review Committee, based on performance evaluation ratings recommends to COEC.

VII. APPRECIATION

SUC adopts an appreciation policy to motivate the Faculty members to encourage them to contribute their best to execute the various Academic and Academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Faculty through **Letter of Appreciation.**

CATEGORIES:

The Awards to the Faculty members are given in three categories bases on annual FES:

a. Overall Excellence in Academics

b. Excellence in Teaching Effectiveness

c. Excellence in Research

d. Excellence in Services

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

1. The Faculty to be eligible for the awards must have achieved atleast 70% in each of the components of FES.

2. Based on the discussion with Faculty member in FES review meeting Dean will add his evaluation to FES.

3. Outcome of overall FES evaluation in each component will decide awards

VIII. WORKING HOURS & LEAVE POLICY

a. STANDARD WORK HOURS

The SUC observes 40 hours work schedule on a weekly basis wherein 8 hrs per day may be worked out in different combinations as decided from time to time. Normally the work timings for Faculty members are:

Morning: 09:00 am to 01:30pm (Sunday to Thursday)

Evening: 05:00 pm to 08:30 OR 06:00 pm to 09:30pm (Sunday to Thursday) OR 06:30 pm to 10:00 pm (Sunday to Thursday)

The Faculty members may avail straight working hrs from 09:00 am to 05:00pm or 02:00 pm to 10:00 pm depending upon their class schedule.

Faculty member willing to alter work timings are required to do it after due approval from Dean and information to HRD. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave. Any Flexibility or provision of working from home is available on case to case basis and details of same are sent to Dean and HRD for approval.

*Note: Refer "**Unauthorized Leave"** for the official actions.*

b. LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

Types of Leave

- Annual Leave   40 days within the Academic year
- Sick Leave   45 days continuous or interrupted in 1 year
- Maternity leave   45 days

i. Earned Annual Leave

Faculty members are entitled for annual leave of 40 days in an Academic year.

The Faculty members can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks within one Academic year. Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. If any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws. Any alterations in annual leave plans require prior approval from Management. Entitled leave should be availed in total, if not, the balance shall be forfeited.

In case a Faculty member avails leave during the semesters it will be deducted from annual leave. If the leave taken on Thursday and also on subsequent Sunday the weekends will be included in the leave making it a total of four days. Same is applicable for year-end annual leave.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

ii. Sick Leave

In case of sick leave Faculty members are required to submit a medical certificate from a competent authority along with leave form at the time of joining back to avail

the eligible sick leave. If the sickness occurs outside the UAE, Medical Certificates issued by doctor/ hospital, must be attested by a government medical authority of the country in which the sickness occurs will be accepted as authentic after attested by Ministry of Foreign Affair, UAE embassy.

Faculty member shall not be entitled to any paid sick leave during the probation period.

Sick Leave pay:

- First 15 days : Full pay
- Next 30 days : Half pay
- Any subsequent periods : Leave without pay

iii. Maternity Leave

A female worker shall be entitled to maternity leave with full pay for a period of forty five days, including both pre and post natal periods, provided that she has completed not less than one year of continuous service with her employer. A female worker who has not completed the aforesaid period of service shall be entitled to maternity leave with half pay.

iv. Unauthorized Absence

Faculty members absent from duty without prior information will be considered as unauthorized abscence. In case of such unauthorized absence the following conditions apply:

a. Absence of 7 continuous days without information from the SUC will lead to Summary termination.

b. Absence of 20 days during one Academic year without information from the SUC will lead to Summary termination.

c. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Dean. The application for such leave should be filed within three days of resuming duties, failing which the absence shall be treated as unauthorized leave. This occasional leave shall be deducted from annual leave.

Responsibility of Faculty Member

The Faculty member is responsible for the following:

i. It is imperative on the part of Faculty members to arrange substitution of duties during any kind of leave of absence in consultation with the Dean.

ii. To initiate leave applications and follow the leave approval procedure of SUC

iii. To return from leave on the due date

iv. Faculty members intending to avail of any leave should apply to the Dean at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.

v. To inform through email or in person to HRD when he/she resumes duty

vi. Faculty member must fulfill all the application procedures before proceeding for any kind of leave

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Failing to join after completion of annual leave leads to cessation of payment against salary with immediate effect.

c. NATIONAL/PUBLIC/OFFICIAL HOLIDAYS

Faculty members are entitled to national/public holidays as per notifications issued by the SUC based on Government notifications. Faculty members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

The following National and Public holidays are tentatively included in the annual calendar and formally declared as per government notifications:

- UAE National Day
- Islamic New Year
- New Years Day

- Prophets Birthday
- Isra Wal Meraj
- Eid Al Fitr
- Eid Al Adha

Note: As per UAE law it is mandatory to deduct the Government notified National/Religious holidays from the leave periods

d. RELIGIOUS HOLIDAYS

Faculty members are entitled for half day leaves twice in an Academic Year to celebrate their religious festivals. Permission to avail such leave must be obtained in advance from Dean and leave application to be filed with HR Department.

IX. FACULTY RESPONSIBILITIES, DUTIES, PROFESSIONAL CONDUCT & ETHICS

a. PROFESSIONAL RESPONSIBILITY AS A FACULTY MEMBER

Duties and responsibilities of a Faculty member as listed in Job description includes teaching, teaching pedagogy, scholarly work, and services. Such responsibilities are assigned keeping in view the position and expertise of the Faculty member. It is required of all Faculty members to perform these duties professionally and ethically.

Faculty members are expected to devote their energies in developing and improving their scholarly competence. All Faculty members must accept the obligations to exercise critical self discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. Faculty members are entitled to freedom in their classroom in discussing their subject, but should be careful not to introduce in their teaching inappropriate matters which are insensitive to the social cultural code of UAE.

b. RESPONSIBILITY TOWARDS STUDENTS

- To encourage students' free and fair pursuit of learning
- To strive for the best scholarly standards of the discipline
- To demonstrate respect for the student as an individual
- To play the role of effective guide and advisor
- To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit
- To respect students' privacy
- Faculty members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
- Faculty members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
- Faculty members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching inappropriate matter or matter that has no relation to their subject.
- Faculty members must maintain respect for the student's role as a learner.
- Faculty members must evaluate students on the merit of their academic performance.
- Faculty members must be available at reasonable intervals to students for consultation on course work.
- Faculty members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
- Faculty members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any members of students & SUC community.
- Faculty members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise

of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. An employee can be exempted from the restrictions in this paragraph by COEC as to a specified gift or favor. The exemption must be in writing and include sufficient justification.

c. RESPONSIBILITY TOWARDS SUC & EMPLOYEES

i. WORKING IN SHIFTS

SUC might offer Faculty member straight shift schedule depending upon the teaching schedule which can be availed from 9:00 AM to 5:00 PM or 2:00 PM to 10:00 PM after approval from HR. The straight shift is only a privilege and not a right and therefore can be amended or withdrawn at any given point of time. During meetings, midterm exam, final exam time or any other official requirement this privilege is automatically suspended.

ii. ON DUTY EXEMPTION FROM SUC

Faculty members may take on duty exemption from the SUC campus with written authorization from HR. These exemptions may be taken for meeting officials with prior appointments from the industry, consultancy work, training programs, research work, projects and official work from home. These exemptions may be granted on evidence being produced.

1. Outside Employment

Full-time Faculty members are not allowed to be employed in any other institution. However, outside teaching in Universities can be carried out with prior written authorization from SUC authorities. The financial received would be divided on 25% by the SUC and 75% to the faculty member.

2. Commercial Consultancy

It is recognized that consulting with local firms and institutions add significant value to the SUC's community due to experience in new environment. If Faculty members are involved in commercial consultancy the same should be carried after prior written approval, it is to be noted that consultancy schedule should be carried during free hours and should not hamper SUC's operations. Commercial consultancy which is assigned by the SUC is compensated as per the agreement. If it is arranged by the Faculty members (BBA/MBA), the remuneration received would be divided on 50% by the SUC and 50% to the Faculty member.

Proposal for any such consultancy should be approved by the Research Committee and must have signed "Memorandum of Understanding" between the organization and SUC/Individual Faculty member.

d. **MANAGEMENT DEVELOPMENT PROGRAMS**

SUC encourages and promotes its Faculty members to organize MDP programs for the General Public, Government organizations, Semi-Government and Private organizations in the region. The organizing Committee / team of the MDP may select MDP programs developed by the Faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure quality of MDP programs are designed and developed having academic and practical inputs relevant to the current market demand.

The remuneration for the Faculty involved in organizing and conducting the MDP is decided on the basis of MDP remuneration policy.

Note: Kindly refer Annexure E "Management Development Policy" for further details.

e. **VOLUNTARY RESIGNING FROM SERVICES**

When considering resignation of service, Faculty members must consider the impact of their decision on the SUC and must give at least 16 weeks (one semester) notice in advance of their intention. Faculty member should make sure to submit the required

documents before the start of the fall or spring semester in order to get relieved on completion of that semester or if the notice is given in between the semester the Faculty member should complete the ongoing as well as subsequent semester in order to complete the notice period. The SUC reserves the right to prorate termination benefits if due notice is not given.

Faculty member who resigns must fulfill all obligations to the SUC prior to final departure. Dean must confirm in writing that they have fulfilled their obligations prior to receiving the final payment. Such obligations include submission of all exam papers, grades etc related to their last semester of teaching at the SUC.

f. ADHERENCE TO POLICIES & PROCEDURES OF SUC

Faculty members must abide by Human Resources policies of the SUC.

g. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all Faculty members must subscribed to high standards of professional conduct. Membership in the Academic community imposes upon the students, Faculty members and Administrators an obligation to respect the dignity of others, to acknowledge their right to express differing opinion and to foster and defend intellectual honesty, freedom of enquiry and instruction, and free expression.

Faculty member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. A Faculty member will be informed promptly by Dean in written of any allegation of unprofessional conduct made against him/her. Complaints of unprofessional conduct, professional dishonesty, lack of professional integrity, professional unethical behavior will be investigated and appropriate action taken.

i. Faculty members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, faculty members must shown due respect for the opinion of others.

ii. Faculty members must acknowledge the Academic contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

h. NON DISCRIMINATORY POLICY

No Faculty member or employee of SUC shall discriminate against any person because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group, gender, Administrative practices or any other action it undertakes. The SUC is obligated to maintain those practices, processes and circumstances that afford equal opportunity to all individuals. Highest level of professional conduct is expected from faculty members, which involves respect for all the Faculty & Staff members irrespective of their position.

i. ETHICS

SUC recognizes and supports the principle that Faculty members who speak or write as private citizens must be free from institutional censorship or discipline. It must however be understood that a faculty member's special place in the community imposes particular obligations and serious responsibilities in conduct of behavior and activities in the best interest of the profession and SUC.

i. Academic Ethics and Responsibilities

Institutions of higher education exist for the common good. The common good at SUC depends upon an uninhibited search for truth and its open expression. Therefore Faculty members are free to pursue scholarly inquiry without undue restriction and voice and publish individual conclusions concerning the

significance of evidence that they consider relevant keeping in mind the moralities and sensibilities of the host culture.

For Faculty members the notion of Academic freedom is linked to the equally demanding concept of academic ethics and responsibilities. As a Faculty member, a person inherits certain ethical obligations and responsibilities to students, to the fellow faculty members, to SUC, to the profession and to the society at large. Some of these are listed below:

ii. Faculty member's ethical obligations and responsibilities to their Profession:

Academic integrity is the essence of intellectual life. SUC promotes highest standards of honesty in teaching and research as members of a community committed to advancement of knowledge.

Members of the Academic community are expected to conduct themselves with integrity as a matter of principle. All scholars and researchers at SUC are responsible for upholding the following principles:

- Faculty members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
- Faculty members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
- Faculty members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
- Faculty members must use funds designated for research purposes in prescribed manner.
- Faculty members must reveal to the SUC, sponsors, journals or funding agencies any potential or actual conflict of interest – financial or otherwise that might influence their decisions while reviewing manuscripts, conducting

research or seeking permission for undertaking work supported, assisted or supported by outside sources.

- Each Full-time Faculty member owes primary professional responsibility to the SUC and must avoid outside obligations, financial interests, gifts or employment that can affect the objectivity of their decisions as a member of the SUC community.

- Faculty members must recognize that their primary responsibilities are to the SUC when they determine the amount (if any) and character of work done outside the SUC. Such outside work must be consistent with SUC regulations. When Faculty members follow subsidiary interest, these must never compromise their freedom to draw intellectually honest conclusion.

- The fundamental responsibilities of Faculty members as scholars include maintenance of competence in one's field of specialization and exhibition of such professional competence in classrooms, library and in public arenas of such activities as discussions, lectures, consulting, publications or participation in professional organizations and meetings.

iii.   Faculty member's ethical obligations and responsibilities to the public:

- The demonstration of professional integrity by Faculty members includes recognition that the societies at large judge the profession and the SUC by one's statements and behavior therefore they have to maintain professional integrity and demonstrate good code of conduct.

- Faculty members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to members of the society at large expressing different opinions, and make every effort to indicate that they are speaking or acting on behalf of the SUC when speaking or acting as private persons.

iv. PROHIBITION OF HARASSMENT

Harassment in any form be it gender, race, color, religion, age, nationality, disability or any other factor prohibited by law is strictly prohibited at SUC both at the work place and off the premises, including social activities conducted or sponsored by SUC.

1. Sexual Harassment

Sexual Harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or condition of an individual's employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Sexual Harassment can occur between individuals of opposite sex or the same sex. Sexual Harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

2. General Harassment

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities.

Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

When any employee believes that he/she has been subjected to prohibited Harassment or has questions concerning the policy, he/she must notify the Human Resources Department Head immediately.

Employees are encouraged to report potential Harassment before it becomes severe or pervasive. Reports will be investigated impartially and appropriate corrective action if any will be taken including discipline for inappropriate conduct. Complaints will be handled confidentially, except as may be necessary for investigation and resolution. This policy prohibits retaliation, Harassment or other adverse action because of making a complaint, assisting in an investigation, opposing Harassment or otherwise exercising rights protected by law.

j.   INTELLECTUAL PROPERTY

i.   Definition

Any Academic, research, training material and assignments created by the Faculty member and the students during their tenure at SUC will be considered as the intellectual property of SUC.

- SUC has a right to use all the material (teaching & training) developed by Faculty member during their tenure for conducting its operations or to enhance its image in the competitive environment for

- The SUC believes that all published works of its community should be available to interested scholars.

- SUC holds the rights on all the course material (CDP, CDD) in their structure, content, and the methodology of conduct. In other words the Faculty members may not conduct the same course using the same content and methodology as followed in SUC during the tenure.

- The Faculty members/ Students also reserve the right to use the created material for their career advancement.

- The SUC also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual's own initiative and individual labors.

- SUC reserves the right to determine whether or not the material will be copyrighted in the name of the author for the material produced by Faculty members under assignment of SUC.

- Any arrangement relating to copyright matters involving sponsored project must be referred to the COEC. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the SUC and the

sponsor should be reached regarding the rights to any copyrighted materials produced by the project.

- The SUC has the right to use the course materials developed by its Faculty member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.

- The SUC Faculty members must not include the contents of multimedia, electronic, computer bases or distance education courses which constitute breach of intellectual property rights.

X. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides guidelines for Faculty members to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

A grievance is a matter of concern for SUC therefore all matters brought to the notice of the management through the Grievance procedure are resolved in a professional manner. It must be noted that grievance procedure can only be invoked in cases as stated within the section "Definition of Grievance" below.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rule of evidence that is applicable in a court of law. To the extent that any provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

a. Applicability

The Grievance Redressal Procedure shall not apply to the Dean, Executive Council. All other Faculty members may seek redressal through this process.

b. Definition of Grievance

A Grievance is a formal complaint made by a member of the Faculty that his/her terms or conditions of employment at SUC, or ability to act in his/her professional or Academic capacity at the SUC is significantly impaired due to serious violation as a result of one or more of the conditions listed below:

Violation of Academic freedom as defined in this manual

- Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
- Violation or misapplication of SUC contractual provision, practice, procedure, regulation or rule
- Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

c. Procedure of Grievance Redressal

The order in which adversarial parties may try to resolve their disputes is as stated below:

   i.   Informal attempts at reconciliation by the adversarial parties
   ii.   File formal "Notice of Grievance"
   iii.   Formation of a Grievance Committee
   iv.   Mandate of a Grievance Committee
   v.   The Grievance Hearing
   vi.   The findings of the Grievance Committee
   vii.   The final decision of the COEC
   viii. Communication of decision to the parties

i. Informal Attempts at Conflict Resolution

Before a formal grievance is filed, a potential grievant should attempt to resolve the grievance informally with the concern parties or may take the help of arbitration within the SUC.

ii. Notice of Grievance

If informal approaches to resolve grievance fails, then Faculty member with grievance must file a "Grievance form" available with HRD and must be submitted to the HRD. The "Grievance form" shall contain a concise statement of the reasons that led to the grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

iii. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) members from a pool of eligible Faculty members who are not party to the grievance. The Dean and Head HR must ensure that the appointees to the Grievance Committee are free from perceived bias, conflict of interest or such previous association with the issues that are raised by the grievance and/or hold close association with the parties to the grievance. No person must be involved in the pending grievance process that has rendered a previous judgment on parties to the grievance on hand.

The Grievance Committee will receive a copy of the "Grievance Redressal Form" along with supporting documents filed by the parties to the grievance.

iv. Mandate of a Grievance Committee

The responsibility of the Grievance Committee is to recommend what action should be taken and suggests a time frame for compliance. In reaching its recommendation, the Committee should consider the relief requested by the grievant(s), but the Committee has wide discretion and may recommend appropriate relief within SUC Guidelines and Regulations.

The type and extent of relief by the Committee's discretion may be influenced by its views on factors such as:

- Whether the violation was intentional or unintentional
- Whether the violation involved negligence or was a result of reasonable misinterpretation of responsibilities
- The likelihood of the immediate or possible future harm involved and its magnitude.

In case the Faculty member's continued presence would hamper or prejudice the investigation, the Faculty member may be suspended, for a period, which would be as brief as possible. The employee under suspension would not be allowed to enter the premises unless accompanied by a designated senior member of Faculty.

v. The Grievance Hearing

Once a "Grievance Redressal Form" has been appropriately filed and all necessary information has been included, the Dean along with and the Head HR will convene the organizational meeting of the Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

- Elect a Chair
- Establish procedures necessary for a fair and orderly meeting
- Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- Solicit documents or other hard copy or electronic evidence from parties to the grievance

The manner in which the oral proceedings are conducted will be determined by the Chair of the Grievance Committee in consultation with the members of the Committee through the documentation of the proceedings. At the discretion of the Committee, parties and their advisors may be allowed to question the witnesses.

vi. The Findings of the Grievance Committee

The proceedings of the hearing by the Committee shall be recorded and a report of its deliberations and its recommendations, specifying the rational(s) for its recommendations are submitted to the Dean to help him arrive at final decision in the case. Once the Committee has completed its receipt of oral and written evidence, it shall meet in executive sessions to consider its conclusion and recommendations. In executive session, only members of the committee shall be present. The Committee's recommendation must be submitted within five (5) days of completion of its deliberations. Copies of the Committee's recommendations and report shall be forwarded to the parties of the grievance.

vii. The Final Decision of the COEC

The COEC decision shall be submitted to the parties as soon as possible, ordinarily within five working days of receipt of the Committee's recommendations. The COEC decision will be submitted to the parties in writing and sent to the office address of the parties at the SUC.

The COEC decision in all cases will be final.

Unless confidentiality is waived in writing by all parties, participants are required to maintain confidentiality of the proceedings. Information concerning a grievance may be provided to appropriate officials of the SUC on a need-to- know basis. The person so informed shall be bound by the confidentiality requirements.

XI. DISCIPLINARY PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of Faculty members work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The

disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HR by forming an adhoc Disciplinary Committee consisting of Dean, and one more member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

a. Categories

The three broad categories covered under the procedure are given below:

- Dereliction of responsibilities
- Indiscipline or Misconduct
- Gross misconduct

When one of the mentioned categories is found, a Faculty member is subject to this Procedure, regardless of occupation, or position, may be warned, or dismissed by management in accordance with the provisions of this policy. The Dean's determination of category for disciplinary action shall be reasonable, based on the provisions of this policy, and be factually supported. A single disciplinary action may include one or more categories.

- **Dereliction of responsibilities**

    Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the faculty member. Categories include but are not limited to:

    - o Failure to produce a sufficient quantity of work,
    - o Failure to produce work of acceptable quality,
    - o Failure to produce accurate work,
    - o Failure to produce work on time,
    - o Poor manner of work performance,

o Continued tardiness, absenteeism, or other abuses of leave

For problems related to inherent disciplinary issues, action would normally not be initiated without prior counseling and corrective measures being explored and given a chance. However, if it is established that the capability problem is related to the negligence, motivation or commitment of the employee, formal action will follow.

- **Indiscipline or Misconduct**

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by a Faculty member that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

o Violence or other aggressive or disruptive behaviors,

o Illegal activities,

o Willful violations of Federal/State law or regulations or SUC policies

o Insubordination,

o Misuse of State property,

o Refusal or failure to carry out reasonable instructions

o Smoking in non-designated areas

o Distribution of unauthorized pamphlets or literature

o Breach of any of the SUC regulations

o Engaging in any other professional activity outside the SUC without the prior written consent of the Dean

o Gambling

o Failure to maintain/obtain credentials or the falsification of credentials, or

o Professional misconduct.

- **Gross Misconduct**

  Gross Misconduct occurs when a Faculty member's actions

  (or inaction):

  - Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), member(s) of the public, and/or to person(s) over whom the SUC has responsibility, or
  - Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
  - Theft of SUC property
  - Criminal offence
  - Indecent conduct
  - Taking any other paid employment or remunerative activity
  - Reporting for duty whilst under the influence of alcohol or drugs
  - Acts of incitement
  - Harassment or actual acts of discrimination
  - Breach of duty regarding confidential information
  - Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
  - Taking gifts or favors from the employees to tilt the decision in their favor.
  - Failure to declare an interest which may be contrary to the best interests of the SUC.

b. Corrective Measure

The level of action will depend on the seriousness of the offence. HRD will convene a meeting with the adhoc Disciplinary Committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the HR Head must hold a "Pre-Disciplinary Meeting" with the Faculty member to provide him an opportunity to address concerns before it makes the disciplinary decision. Other

then the Committee one more Faculty member may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

i. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Faculty member's work, omission, conduct, tardiness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. The first warning, unless it is a serious matter shall be verbal.

ii. Written Warning

Failure to heed the verbal warning and improve, or if the act is repeated, or a more serious offence is committed, or there is involvement in a subsequent but different offence, and which warrants disciplinary action will result in a written warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

iii. Final Written Warning

In the event of failure to improve in spite of verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning shall be given to the Faculty member. When the final written warning is issued the Faculty member is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

iv. Dismissal

The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs.

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Incapability	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Serious Misconduct	Final Written Warning	Dismissal		
Gross Misconduct	Dismissal			

Disciplinary action taken against you will be based on the following procedure:

In all the cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not regarded.

a. **Authority to Take Disciplinary Action**

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR & EC.
- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, Head HR & EC
- The responsibility to deal with dismissal cases would be with the founder president in conjunction with the COEC

XII. SEPARATION POLICIES AND PROCEDURES

Separation includes retirement, resignation, non-renewal of contract, dismissal due to adequate cause related to academic non performance, breach of contract, indiscipline, moral turpitude, discontinuance of an Academic program, and financial exigency. These Guidelines apply to conditions whereby a Faculty member, whether on initial or reappointed contract, may be separated from employment with the SUC prior to the expiration of a Faculty member's contract or resignation.

Note: No policies nullify conditions of employment contained in the contract of appointment.

a. Dismissal

Dismissal is the termination of employment before the term of appointment has expired. Dismissals for reasons of Academic non performance or breach of contract, indiscipline, & moral turpitude are initiated by Dean.

Assurances

The SUC policies and procedures on Faculty dismissal ensure:

- The rights of the individuals are protected under these policies and procedures.
- Dismissal shall not violate the rights of the individual under applicable UAE laws.
- The threat of dismissal will not be used to restrain Faculty members in exercising their academic freedom.
- The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
- The principal of natural justice and due process will be adopted to give fair chance to the Faculty member to defend wherever applicable.

b. Justifications

Dismissal may be justified by one or more of the following:

1. Adequate Cause

Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds related to substantial neglect of professional or academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or SUC. The dismissal is done by giving 16 weeks of notice or in lieu of pay as per the clause "Notice and Termination" of the contract is justified except in case of adequate cause.

2. Procedure for Dismissal for Adequate Cause

The dismissal of Faculty member due to adequate cause requires formal notification in writing to the affected Faculty member by the Dean after the approval taken from the COEC office. The notice should inform the Faculty member of the decision to dismiss and the specific ground for dismissal.

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the faculty member in his/her

Professional capacity as an instructor or researcher, personal misconduct, the Faculty member can be suspended with immediate effect by the Founder President on recommendation of COEC on the inputs provided by the Dean's office and the Disciplinary Committee. The Dean in consultation with Head HR will constitute an adhoc disciplinary committee to establish the facts of the case. The adhoc Disciplinary Committee shall offer the Faculty member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward the findings to Dean and Dean will forward

his recommendation to COEC for approval. If the facts support the original charge, the Faculty will be dismissed by the Founder President.

Should the SUC decide to dismiss the Faculty member, he/she will normally receive salary and benefits until the effective date of dismissal as per UAE law.

c. **Discontinuance of Academic Programs**

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

i. **Procedure for Dismissal due to Discontinuance of an Academic Program**

Before recommending discontinuing an Academic program the Dean shall deliberate with EC Committee and on the basis of their recommendations and educational considerations present the closure of the Academic program to the Directors.

The decision to discontinue an Academic program can be made by the Board of Governors only. Termination of Faculty member appointments or major changes in Academic programs must conform to principles established in the strategic plan presented to Board of Governors by Dean. The discontinuance requires affirmative vote of the Board of Governors.

1. **Financial Exigencies**

Termination of employment is justified by a demonstrated and bonafide financial crisis that threatens the continuation of one or more Academic programs in their present form.

2. **Financial Exigency**

a. **Declaration**

The declaration of an exigency requires that the dismissal of the Faculty member is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, Dean in coordination with the EC Committee advice the COEC the detected financial exigency. Based on the recommendation of the Dean, EC Committee and approval of COEC a detailed report will be presented to the Founder President and the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

3. **Retrenchment**

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Dean & EC is mandatory.

A retrenchment plan must be developed by the Dean and forwarded to COEC for approval. If acceptable, COEC will present it In front of the Board of Governors. Termination of faculty member's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with Founder President.

The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of Founder President.

d. **Payment of Salaries and Benefits in case of Separation from Employment**

In case a Faculty member is separated from employment under Dismissal Justified by Adequate Cause, the Faculty member's salary shall be terminated effective upon the

date of dismissal. As per labor law Faculty member resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air ticket, non accrued annual leaves, furniture allowance) forfeit as soon as Faculty member resigns from services. In case of SUC terminates a Faculty member will be eligible for repatriation ticket for Faculty member alone who is under SUC Visa.

If a Faculty member's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Faculty member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa.

XIII. EMPLOYEE BENEFITS

a. VISA & LABOUR CARD

SUC grants employment visa to Full Time and International Visiting Faculty members. An employment visa is processed after an agreement of employment is reached between a prospective faculty member and SUC, an appointment letter is issued and an employment contract is signed between the Faculty member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 3 years. The visa is renewed for an additional period of three years on the expiry of the existing visa. This will continue till both the parties wish to retain or extend the employment contract. If any Faculty member terminates or the contract is terminated due to misconduct before the completion of one year of employment with SUC then he/she will have to bear all the visa expenses either through cash payment or adjusted at the time of full and final settlement by SUC. After completion of one year or in case when visa is renewed for subsequent three years and if the Faculty member wishes to terminate the agreement during the subsequent contract period, the SUC bears the visa expenses. If the SUC

terminates Faculty member during the contract period, the SUC shall bear the visa expenses.

b. INSURANCE

SUC provides all the Faculty members with medical insurance coverage. SUC has entered into a contract with a private insurance company to provide medical and health coverage for full-time and international visiting faculty members.

SUC provides the Full time Faculty members a medical insurance coverage for their eligible dependents with. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year.

c. PAID ANNUAL LEAVE & LEAVE SALARY

All Faculty members can avail forty days (40) of annual leave in an Academic Year. This can be planned with the academic schedules and requires approval from Dean. However, the SUC may require the Faculty member to return to his place of employment prior to the end of his / her leave period when such return is deemed necessary for the proper performance of operations of SUC. The decision to call back Faculty member from the approved annual leaves rests with the Dean or his nominee.

The Faculty member is entitled for the leave salary and it is paid in advance before proceeding for leave and his salary for the approved leave period shall not be transferred to the bank account. If Faculty wishes not to take leave salary a formal request must be made in written to HRD. Faculty who is having loan balance from SUC or has any undertaking letter issued will be given only 50% of the leave salary when they proceed on leave and the balance amount will be paid once they join back from their leave

No leave balance as on 31st Aug of each year can be carried forward to next Academic Year, and all the non availed balance leave gets forfeited on 1st Sept of each Academic Year hence no leave salary can be claimed above the availed leave.

Request for advance leave salary must be made at least one month prior to the date of departure. Faculty members resuming duty after annual leave must intimate their Dean and the Human Resource Department their date and timing of resumption of duty by an e-mail.

d. **AIRLINE TICKET ALLOWANCE FOR EXPATRIATES**

General Rule & Regulation for Faculty Air Tickets:

- Faculty members are entitled to annual leave airline tickets for themselves and eligible dependents from UAE to first port of entry in home country.
- Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic Year. For new Faculty members airline ticket can be availed only after completion of 8 months of continuous services in SUC.
- If the Faculty member joins in fall semester then he/she will be eligible for airline ticket during annual leave.
- If Faculty member joins in summer semester then he/she will be eligible for air ticket from next academic year. Faculty members and their families shall be eligible to economy class air ticket only.
- Faculty members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE. *Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year at the time of air ticket requisition.*
- Destination will be considered as per their nationality or as per their passports. However when a national of one country is recruited from another country,

permanently resides in another country or temporarily resides in another country due to unstable conditions in his country, the place of permanent residence may be treated as his home country.

- In case a Faculty member travels to a destination, which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – whichever being the lesser amount shall be reimbursed to the member of Faculty.

- The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.

- Encashment of ticket amount is not permitted.

- If both husband and wife are working in SUC, the air ticket facility will be available to one of them whichever is higher.

- Repatriation tickets will be given only after completing one year of first contract period and if the Faculty member resigns before the completion of first contract period then the initial air passage amount reimbursed to the Faculty member at the time of arrival to UAE will be deducted from full & final settlement.

- As per labor law Faculty member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Faculty resigns from services. In case of termination staff will be eligible for pending ticket.

e. PARKING

The SUC's internal parking is aimed at providing convenient parking for Faculty & Staff members, Students and Visitors and to facilitate the safe operation of all motor vehicles within the premises of SUC.

Any member of the Staff, Faculty or Student body who operates a motor vehicle on campus must register that vehicle with the SUC and stick the parking sticker on their vehicles. Without sticker SUC reserves the right to decline the access into the premises and the trespassers will be prosecuted. Stickers may be obtained from the Administration office. Registration entitles a person to drive on campus and to park in designated parking spaces in parking lots only. SUC does not guarantee the availability or location of a parking space. Faculty & Staff Parking lot is allocated on first come first serve basis. Parking in SUC is done at owner's risk. The SUC at any

given point of time takes no responsibility for any kind of damage or theft within the premises of SUC.

f. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial Academic year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points in both the shifts. Faculty member's willing to avail the service of transportation should fill the "Transport Availing Form" with HRD. Transportation service provided by SUC is in addition to individual's package and it should not be considered the right. Reimbursement of any kind of transportation is not allowed unless there is a prior approval by HR.

g. INITIAL ACCOMMODATION ASSISTANCE & SETTLING DOWN LOAN

SUC provides Faculty accommodation in furnished hotel apartment for the first month of employment. The rentals for the accommodation will have to be paid by Faculty or it is deducted from the housing allowance of the salary. In case the rental exceeds the housing allowance of Faculty member additional expenses will be on SUC account. The Faculty members are allocated individual room & the apartment will be shared by two people. If Faculty vacates the hotel accommodation before completion of one month, he/she has to inform HRD well in advance.

When an employee is recruited from outside of the UAE, there are miscellaneous expenses such as residence & the purchase of personal household items that may require temporary cash. To enable the Faculty member to defer this initial settling-in expenses, salary advance & loan can be taken from the organization. The Faculty member should repay the advance amount in the form of post dated cheque or shall permit Finance Department to deduct from salary in equal installments over a period of time, to commence one calendar month after the advance has been processed. The repayment of loan amount should be done within the same Academic year in which loan has been taken.

Note: Kindly refer "RELOCATION "for settling down loan policy.

h. FACULTY LOAN/ SALARY ADVANCE POLICY

All Faculty members under SUC sponsorship are eligible for one month salary advance every Academic Year and are subjected to following terms & conditions:

- Total amount of advance that can be issued to Faculty member in the organization stands valid till date, which is a maximum amount of Faculty member's gross monthly salary and can be availed only in alternate years.

- If the Faculty member has availed initial accommodation assistance loan, a request for the loan can be forwarded only after repayment of initial accommodation loan.

- Faculty member is subject to only month's salary as advance in a financial year (from 1st September till 31st August) where the entire advance amount will be deducted from the salary corresponding to the same month.

- Loan taken from SUC should be repaid back within 8 months from the onset i.e., minimum installment should be at least 15% of the total loan amount.

- A Faculty who has collected salary undertaking letter from SUC addressed to any financial institution for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions that the entire liability against the captioned loan which s/he has take is duly paid.

- Faculty is required to submit their original passport to HRD before the loan is sanctioned.

- The management of SUC has the right of lien over all dues to the Faculty member upon resignation/termination until the advances taken from SUC are settled in full.

- The Management reserves the right to approve/disapprove any advance request/to fix the loan recovery amount and reserves the right to deliver the final decision in the case of any mitigation from Faculty member based on the

recommendations of Finance Department. The above guidelines are not to be construed as a right of the Faculty member.

i. FURNITURE ALLOWANCE

Furniture Allowance is extended to enable a Faculty member to settle down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of four years depending on the Faculty grade and subsequently 20% of initial amount paid as maintenance allowance paid annually after completion of four years from initial payment.

Furniture Allowance is paid only to Faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing etc. will not be eligible for this benefit

The amount payable is as per the employee's designation at the time of joining or when the policy was introduced. Each employee has to produce bills at the end of each year till four Academic years to support the purchases for the total amount given.

Faculty Member is eligible for Furniture Allowance only after confirmation of his probation, till then he/she can apply for loan as per the policy of the organization, however if settling down loan is taken the employees Furniture Allowance once due after confirmation will be first adjusted towards the loan outstanding in their account with the SUC and thereafter if any balance is left will be paid to the employee.

Faculty member discontinuing their services with the SUC or vice versa before completion of contract period due to termination/resignation has to reimburse the amount of the Furniture Allowance/ Maintenance Allowance (Whichever is applicable) paid on pro rata basis.

Note : Kindly refer to Annexure C "Furniture Allowance".

j. SUMMER PAYMENT POLICY

BBA

Regular full-time Faculty is eligible to teach up to an equivalent of six (6) credits of summer courses. Faculty members are remunerated additionally for summer term teaching if he/she has completed 24 credits in case of Assistant Professor & above or 30 credits in case of Lecturers and General Education Faculty teaching during that Academic Year. Therefore Faculty members will receive additional remuneration if they teach beyond 24 credits & 30 credits in an Academic Year in summer semesters. Faculty Members joining in spring or summer semester can be allotted summer courses, whereas will not be paid any additional remuneration for summer semester.

Faculty member at & above the grade of Assistant Professor are eligible for payment of summer teaching courses after completion of total 24 credits in Fall & Spring semester of that Academic Year & the Faculty members at Lecturer & covering general education at any level from Lecturer and above are eligible for payment of Summer teaching courses after completion of 30 credits in that Academic year. However if the Faculty members are allocated less credits in an Academic Year due to fewer no. of related courses in any particular semester, then Faculty member are required to teach summer courses, and payment of same will be applicable only when required credits (24 credits for Assistant Professor and above, 30 credits for Faculty at lecture and general education Faculty above Assistant Professor level) is covered i.e., If an Assistant Professor is allocated 12 credits in fall & 9 credits in spring then Faculty member has to take 3 more credits in summer to complete 24 credits to be eligible for summer payment, and any credit taken over 24 credits will be paid to Faculty member. In addition upon successful completion of the required no. of credits hours by Faculty member as per the policy & Faculty handbook during an Academic Year, Summer payments are paid @ 4,000/- for each additional 3 credits course taught by the Faculty during Summer semester.

Faculty members joining in spring or summer semester can be allotted summer semester courses, whereas will not be eligible for summer payment, as they have not completed the required no. of credits in an Academic Year for the eligibility of Summer payment.

MBA

Regular full-time Faculty is eligible to teach up to an equivalent of Nine (9) credits of summer courses. Faculty members are remunerated additionally for summer term teaching if he/she has completed 18 credits during that Academic Year. However if the Faculty members are allocated less credits in an Academic Year due to fewer no. of related courses in any particular semester, then Faculty member have to teach summer courses, and payment of same will be applicable only when required credits (18 credits) is covered i.e., If a Faculty member is allocated 9 credits in fall & 6 credits in spring then Faculty member has to take 3 more credits in summer to complete 18 credits to be eligible for Summer payment, and any credit taken over 18 credits will be paid to faculty member. In addition upon successful completion of the required no. of credits hours by Faculty member as per the policy & Faculty handbook during an Academic year, Summer payments are paid @ 4,000/- for each additional 3 credits course taught by the Faculty during Summer semester.

Faculty members joining in spring or summer semester can be allotted summer semester courses, whereas will not be eligible for summer payment, as they have not completed the required no. of credits in an Academic Year for the eligibility of summer payment.

k. DISSERTATION GUIDANCE POLICY

Dissertation is an integral part of the program of study in the curriculum. The objective of Dissertation is imperative to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of dissertation as independent study is supported with study of the research methodology. All the Faculty members are eligible to receive additional payment for guiding student for Dissertation.

Note: Kindly refer to Annexure D "Dissertation Guidance Policy".

XIV. MISCELLANEOUS

a. HOST CULTURE

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression and rude behavior are seldom seen; authority and calm are the norm. All the Faculty members are expected to adhere to the decency code of UAE both in their personal and professional lives.

b. VISA APPLICATION AND RENEWAL PROCEDURES

i. NEW VISA

o The SUC grants work visa to permanent Faculty, International Visiting Faculty and Staff members. A work visa is processed only after an agreement of employment is reached between a prospective Faculty member and the SUC, an appointment letter issued and an employment contract is signed between the faculty member and the SUC.

o The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period of 3 years. The visa is renewed every 3 years till both parties agree for the employment.

❖ Documents required for processing employment visa are:

▪ Photocopy of Faculty member passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.

▪ Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.

▪ 12 colored passport size photograph of the Faculty member.

ii. HEALTH CARD AND MEDICAL REPORT

o After joining SUC Faculty member should submit original visa and original passport to HRD.

o SUC will arrange for Health Insurance card of individual Faculty member and coordinate its attestation with Ministry of Health, which will be sponsored by self.

o Faculty member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

o For the eligible family members, the Faculty member has to process the health card and medical certificate on his own.

❖ Documents Required for medical test:

▪ Passport copy

▪ Photograph as per requirement

▪ Applicable Fee

iii. RESIDENCE VISA FOR FAMILY

- o Attested Marriage Certificate
- o No objection letter from the sponsor
- o Forms to be filled and signed by sponsor
- o Relevant skilled certificates/ Degree (Attested)
- o Copy of Passport of family
- o Copy of passport/ Residency permit of sponsor
- o Tenancy Contract

Note: Faculty member himself has to process the above and bear the expense for family visa. However guidance can be taken from PRO.

iv. FOR FACULTY MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHEINSTITUTIONS/ORGANIZATIONS

- o The prospective Faculty member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.
- o The SUC will then file for Faculty member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
- o Faculty member will be required to fill in personal details form which contains information related to processing of residence visa.
- o The SUC will then file for Faculty member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
- o The SUC Human Resource Department will retain the Faculty member's passport in safe custody once the employment visa is stamped during the

period of the Faculty member's tenure with SUC. The passport may be retained by the Faculty member as per guidelines provided under the SUC "Employee Passport Retention Policy".

v. RENEWAL OF PASSPORT

❖ Documents required for passport renewal:

- Original passport and application from Embassy
- Photograph as per requirement
- Necessary fee
- All above should be submitted to visa section by self

vi. VISA RENEWAL

o The visa for Faculty member is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 3 years. The visa is renewed if the Faculty member continues to be in the services of the SUC at the time of renewal.

o The Faculty member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Faculty member in the process.

vii. VISA CANCELLATION/TRANSFER

o The employment visa sponsored by the SUC will be till the time a Faculty member is gainfully employed by SUC. The visa will be cancelled / transferred within one month (30 days) from the date a Faculty member retires, is terminated, resigns or seeks transfer to a new sponsor after termination / resignation.

o All visas under the Faculty member sponsorship (family) must be cancelled before the Faculty member's SUC visa can be cancelled.

o For transfer of visa to a new sponsor, the Faculty member must furnish a contract letter with the new sponsor. The SUC will issue a No Objection Certificate to the new employer if it does not have objection to the transfer.

o The original visa transfer document provided by the new employer will be signed by the SUC signing authority and handed over to Faculty member for transfer. The Faculty member is required to furnish photocopy of his/her passport documenting cancellation of the SUC visa, photocopy of his/her new visa and labor card.

o The visa cancellation / transfer process must be accomplished within 30 days from the date of its initiation or the SUC will be forced to list the Faculty member as an absconding case with General Directorate for Naturalization & Residence, United Arab Emirates.

o The Faculty member's end of term benefits with the SUC will only be released by the SUC upon completion of the visa cancellation / transfer procedure.

o A Faculty member has 28 days to exit from UAE from the date of cancellation of his/her visa.

o Transfer of visa is possible only from one Government sector to another government sector. In case of private sector cancellation is must, only after which visa can be transferred.

viii. **ISSUANCE AND RETURN OF PASSPORT TO/BY FACULTY MEMBERS**

After getting the visa stamped on passport, SUC will retain Faculty member's passport for safe custody. The passport will be released to the Faculty member for their use (travel, renewal, presentation for verification by government authorities, obtaining visas etc) as per the existing Rules and Regulations of SUC.

o The Passport Withdrawal Application Form available in the Human Resources Department, duly completed by the Faculty member, should be

submitted to the Finance Department at least 48 hours in advance prior to the requirement of the passport. Exception to the time limit may only be allowed only in case of extreme urgency or exigencies.

o The passport must be returned to the SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.

o The Faculty member must notify the SUC authorities (Human Resources Department) in writing if he/she is unable to return the passport on the date specified in the Passport Withdrawal Application Form on or before the due date of return.

o Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the faculty member.

c. PASSPORT RETENTION POLICY

After the processing of the employment visa, the passport may be retained by the employee with immediate effect after fulfilling the below mentioned criteria and filling the Passport Retaining Form available with the HRD/ portal.

o Faculty member retaining his/her passport will submit the passport to HRD as and when required by the SUC for official purposes.

o Faculty member retaining their passport should make sure that before traveling outside the country must duly fill up all necessary documentation with HRD and obtain all approvals from necessary authorities (i.e. traveling on a holiday, annual leave, duty travel, emergencies etc.)

o Faculty member retaining his/her passport must have an amount of at least AED 3,000/, credit accumulated towards his/her gratuity, otherwise an equal amount of money must be deposited with the finance department in four equal installments of AED 750/- each. Please note once the gratuity level in your account reaches AED 3,000/ or equivalent amount is deposited with the finance department, the passport will be handed over to the employee. The money deposited by the employee will duly be refunded once the gratuity reach

equivalent of AED 3000/- or if the employee leaves the organization prior, the amount paid by the employee under this policy would be refunded duly.

o If the Faculty member wishes to retain the passport with the SUC, the same can be withdraw from the SUC as and when required by duly filling up the necessary forms and getting the approvals from the authorities. The employee can retain the passport for a maximum duration of one month, during annual leave, duty travel, and emergency travel / otherwise for any other requirements.

o Faculty member retaining passport will be issued letter to financial institution with a clause that the SUC holds no responsibility or liability for any sort of financial obligation on behalf of the employee to any financial institution operating in the territory of UAE or abroad, employee will have to sign an undertaking letter to this effect before letter is issued.

o Letters addressed to financial institution would bear the reason of issuance of the letter i.e. for loan, credit card etc.

o Faculty member retaining their passport will be eligible for salary advances or loans from the SUC only after submission of their original passport to HRD.

d. FACULTY LOAN AGAINST GRATUITY POLICY

SUC is introducing the "Loan against Gratuity" from AY 2011-2012 for the Faculty members completed more than 7 yrs of services. Details of same are as follows:

1. Faculty will be eligible for this loan after completion of 7 years of continuous services with SUC.

2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.

3. Faculty member is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.

4. Approval of loan is based will be the sole discretion of HRD & Management.

5. The Faculty member should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan.

6. No-Liability certificate should be produced from the bank where the salary is transferred.

7. Repayment can be done within the two periods either one year or two years. Repayment amount per month will depend on the period of repayment chosen.

8. Repayment can be done via salary deduction or post dated cheques. No adjustment or postponement in the repayment pattern will be done.

9. In case cash repayment, if the payment is not done in any month on the specified date SUC will have all the right to stop the salary/leave salary or any kind of due payment of Faculty member for the next month until the pending repayment is cleared.

10. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.

11. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.

12. The Faculty member will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.

13. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid the Faculty member.

14. The policy is applicable to WPS Faculty member only in case the post dated cheques are submitted in Finance Department.

15. In case of bouncing of cheque the fine shall be the liability of the Faculty member.

16. Faculty availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.

17. Faculty member under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.

18. Faculty member will have to introduce a nominee from the SUC in the initial application of gratuity loan. This nominee will be liable to pay the pending amount in case of persons found absconding/ leaving UAE without information. No interest will be applicable to such repayment by nominee.

19. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification.

Criteria for availing Gratuity Loan:

➢ Purchase of land / house/ flats in the home country
➢ Emergency medical treatment
➢ Children's higher education
➢ Children's migration
➢ Fixed deposits

Processing of such loan may take at least a time period of one month except in medical emergency cases.

e. **BANK ACCOUNT**

SUC Finance Department will assist Faculty member to open a bank account.

❖ Documents required:

▪ Duly filled and signed bank application form

▪ Passport with visa copy

▪ Salary certificate

f. TRAVEL POLICIES

1. Conference Participation

Faculty members when traveling for conference participation must ensure that they complete all conference participation formalities at least a month in advance. These include filling leave form for conference participation, collection of conference participation allowance and tickets from Finance Department, collection of passports from Human Resources Department etc.

Faculty members resuming duty after conference participation must intimate their Dean and Head HR their date and timing of resumption of duty by an e-mail. Faculty members are required to submit a report highlighting activities undertaken and the accomplishments during the duty trip to HRD within a week's time.

2. Policy on Travel during National Holidays

Faculty members wishing to travel out of the country during National Holidays are required to fill "Permission to leave station" form. Faculty members resuming duty after outstation travel must intimate their Dean and the Human Resource Department their date and timing of resumption of duty by an e-mail.

3. Policy on Travel during Annual Leave

As a policy, annual leave cannot be accumulated and must be exhausted within an Academic Year. Annual leave dates are normally approved by 31st Dec of every calendar year. Normally a change in approved annual leave dates is not accepted unless recommended by Dean. Faculty members entitled to air ticket must request for procurement of their air ticket at least 4 months prior to the date of their departure upon approval of leaves. Request for advance leave salary must be made at least one month prior to the date of departure. Faculty members resuming duty after annual leave must intimate Dean and the Human Resource Department their date and timing of resumption of duty by an e-mail.

4. Policy on National / Public Holidays Falling Between Annual Leave

Faculty can link National and Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as per the UAE labor laws.

5. National/Public/Official Holidays

Faculty members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications issued on these occasions. Faculty members are also be entitled to official holidays declared by the SUC as per the Academic calendar or communications issued by the Human Resources Department in this regard.

g. NO SMOKING POLICY

The SUC follows a No Smoking policy at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc which is as per the SUC rules as well as by law. Sharjah Government has introduced a ban on smoking in public, Sharjah Municipality has started taking strict actions against individuals and organizations not following the law of No Smoking, with fines of between Dh1,000 (US$1,564) for the individual and Dh10,000 for the owners for violating the ban. The municipality has set up hotlines dedicated to receive complaints from the public about violation of the ban from 1 June 08. A designated area is allocated for smokers within the premises of SUC. Students are required to use the space on the left hand side behind the SUC building (while facing from the front of the SUC building).

Management may pay a surprise visit anytime members of Faculty disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Faculty member.

h. ALCOHOLIC DRINKS AND NARCOTIC DRUGS

SUC does not allow or authorize anyone to bring in any kind of alcoholic drinks or narcotic drugs into its premises for consumption; and furthermore prohibits any person under intoxication to enter or remain in the SUC. Violations will be viewed seriously and result in immediate suspension / expulsion / termination.

i. DRESS CODE

Male:

Male members of Faculty are expected to wear dress pants/trousers, business shirts with a tie along with formal shoes. Sandals are not permitted. Preferably jackets should be worn when the weather permits. Male members of Support Staff must wear uniform provided by the SUC.

Female:

Female members of Faculty are expected to wear dress pants/trousers or dresses/skirts, which are on or below the knee. Blouses or jackets, which cover the upper arm, are appropriate. Female members of Support Staff must wear uniform provided by the SUC.

Section B

VIII. STAFF POLICY & PROCEDURES

XV. HR POLICIES & PROCEDURES

a. STAFF SEARCH & APPOINTMENTS

To have an effective recruitment policy the Staff Search Committee is in place constituting of Dean, HEAD HR and concerned HOD. The committee engages in identifying suitable candidates for vacant positions from varied sources. Search committee initiates the process of staff recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, and/or additional staff requirements because of the expansion of operations.

i. OBJECTIVES

1. To plan for staff requirements to accomplish the academic support services at SUC

2. To identify and recruit suitable candidate for the position.

HR initiates the process of Staff search by following the process mentioned below

ii. PROCESS FLOW

Step–1: HOD reviews the requirement of Department based on workload and sends the requisition to HRD.

Step–2: HRD convenes a meeting of SSC to review and approve the proposed staff requirement. Upon Committee's recommendation HRD takes necessary approval from the Dean.

Step-3: Following the Dean's approval to fill the positions the HRD will start the search process through recruitment agencies, online recruitment sites,

SUC website and also posts the advertisement in the leading national and international newspapers.

Step–4: The Human Resource Department scrutinizes the CV and conducts preliminary interview and shortlists the potential candidates.

Step–5: The shortlisted candidates will be invited for a personal or telephonic interview with the Interview panel. The finalized candidate by SSC is recommended to the COEC for appointment approval and for submission to the Founder President.

Step–6: After finalizing the candidate/s for the position Job expectation and job description is sent to the candidate for clarity in understanding the job expectations.

Step–7: Once confirmed by the candidate with the recommendation of the COEC office a formal offer letter is drafted by HRD and sent to the Founder President's office for approval and signature.

Step–8: The approved Staff is given a two months probationary appointment during which the performance is evaluated by the respective Head HR & HOD's of the Departments with whom the probationer interacts.

Step–9: Staff Probation Review report with the recommendation of Dean will be considered by the SSC after the review and approval of COEC and HRD prepares the formal confirmation letter to be forwarded to Founder President for signature.

Step–10: Confirmed Staff will be inducted as regular employee of SUC and formal confirmation letter is issued signed by the Founder President.

b. DEFINITION OF STAFF TITLES AND JOB DESCRIPTION

Each employee will be provided with a job description of the position to which they have been appointed. Amendments to the job profile are made from time to time in relation with the changing needs of SUC and employee's own capability, interest and management requirements.

EMPLOYEE CLASSIFICATION

Staff members at SUC are classified under the following categories:

- **Full Time Employees –** are employees hired to work regularly for 48 hours per week. They are required to fulfill all the obligations required for the organizational growth and sustenance. They are entitled for leave, medical, air travel etc., benefits as per their grade and revisions.

- **Part-Time Employees –** are employees generally hired to work for up to 6 hours per day or less than 30 hours per week. Generally they are paid on hourly basis as per the agreement at the time of contract.

- **Temporary Employees –** are hired for a specific duration of time to accomplish the objectives of specific project or assignment undertaken by SUC. Temporary employees can be appointed on a monthly salary or hourly basis.

- **Contractual/Outsourced Employees –** are employees of firms or self employed individuals with whom SUC has contracted for service.

c. CONTRACTS

i. Terms of Appointment, Contract Renewal and Promotions

Those appointed as Staff members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Staff

Handbook. Included in these standards are the expectations from the position for which the Staff is appointed. The Staff is required to provide SUC with full and accurate information about their Academic credentials, official transcripts, certificates of experience and other professional details.

ii. Format of Contract

The contract of appointment for the respective positions includes the following details:

1. Job title of appointment
2. Grade
3. Salary structure
4. Benefits
5. Duration of Contract
6. Working Hours
7. Notice period
8. Probation period
9. Terms and conditions of employment

Limited contracts with specific period shall automatically terminate at the end of the period. However contracts may be renewed at the initiative of management and on consent of both the parties.

iii. Duration of Contracts

Initial duration of contract for Staff appointments are normally for four years. Based on the periodical administrative performance evaluation of each Staff member in the main areas of administration and services to SUC, and recommendations of Head of the Department the initial contracts may be renewed/ discontinued. Decisions regarding possible renewal of the initial contracts are sent to Staff members at least six months before the end of the existing contract. In case of satisfactory performance the Staff member may be offered a renewed contract.

iv.   Gratuity

Gratuity becomes due and payable on separation of the Staff from SUC due to termination/ resignation/ superannuation of the employment contract. Gratuity is generally paid to a Staff who has completed continuous one year of service with SUC Gratuity is payable as per **UAE law.** Final dues will be paid to the Staff members once administrative and other obligations and formalities are duly completed and handed over.

v.   Notice Period

Both the parties can exercise their right to discontinue the services with prior notice of minimum one semester to either party. However the employer can terminate the Staff member without any notice in case of breach of contract.

*Note: For the details, kindly refer to "**SEPARATION POLICY & PROCEDURES**".*

d. CREATION OF STAFF PERSONAL FILE AND MAINTENANCE

SUC maintains a personal file of each Staff member, which contains the progressive record of the individual and it is updated on a yearly basis for references.

The file consists of the following records:

- ❖ Pre-recruitment correspondence
- ❖ A copy of the individual's CV with copies of Academic, professional and experience certificates. Records are updated on yearly basis.
- ❖ Copy of employment contract with subsequent annual increment letters
- ❖ Copy of confirmation letter
- ❖ Copies of certificates of Staff Development Program
- ❖ Performance Evaluation records
- ❖ Appreciation, warning letters or any other letter issued to the Staff member
- ❖ Leave and air ticket record

- ❖ Grievance records

- ❖ Medical insurance records of self and family

- ❖ Passport and visa related documents

- ❖ Data declaration form

- ❖ Miscellaneous documents

- ❖ HR Department maintains current year & previous year's contract records in active files and old documents are shifted to HRD master database.

- ❖ Records of employees who left the organization are maintained in HRD master database for the period of 2 years from last day of working.

- ❖ HR ERP containing all the personal information in soft format along with soft copies of CV, Certificates, Passport copies, health history etc., in printable format.

It is the responsibility of individual employee to notify HRD of any change in name, address, telephone number, family detail etc., so that the accurate information can be maintained and used in case of any emergency, if necessary, including outside normal working hours.

e. NEW EMPLOYMENT ORIENTATION

INTRODUCTION

SUC is committed to providing a conducive working environment for its employees to successfully execute their responsibilities and duties. To enable the Staff to carry out their required role and responsibilities to a high and consistent standard an induction program is conducted for the new staff members.

The main focus of the SUC's fresh employee orientation process is to serve the following purpose:

- Assist new members of Staff to settle down as soon as possible

- Act as a starting point for building relationships and rapport the stakeholders

- Opportunity to set standards for the role and the Department

- To clearly understand statutory obligations and requirements

- To ensure important information about SUC and the Department in which they will be working so that they have the best chance to be successful in their new role with the SUC.

- To acquaint with the functioning of SUC in a holistic manner.

PROCEDURE

- A newly recruited Staff member reports to the Human Resource Department on the first day of work to complete all the documentary formalities.

- The HRD carries out orientation on policy & procedure and about the various benefits extended to the staff members like leave, health insurance, air ticket, summer payment, and other allowances.

- The new member will be introduced to all the members of SUC.

- The Staff member is allocated with SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.

- The new Staff member is informed to access the portal and seek clarification from HR or HOD, if any.

- The Head HR will introduce various functional Departments of SUC to the new Staff member and initiates the orientation program.

- Services provided by various Academic Support Services Department

The Head HR covers following:

- Accessing University College Website & Portal

- University Telephone & Staff Contact List

- Probationary period

- Group medical insurance program

- General HR Policies & Procedures

- Transfer and Promotions

- Annual leave, sick leave and other leaves

- Attendance – proper reporting

- Changes in Personnel records

- Working hours (core hours and University College's expectations)

- Compensation policy for extra hours worked (no overtime payments)

- Pay procedures: when, where, how

- E-mail ID

- Confidentiality and conflict of interest

- Visa and residency procedures

- Brief orientation of Sharjah

- Brief orientation on the organizational structure of the University College

- Brief orientation on communication channels, staff meetings, email lists, etc

- Brief orientation about College layout

- Safety procedures

- Dress Code

- No Smoking Policy

- Allocation of office/ Work Desk Space

The Head of Department covers following:

- Goals of the first few months – what he/she should learn

- Type of on the Job Training he/she will be given

- Job Description, Task allocated, Reports and other work related that will be given

- Notice boards

- Working hours, rest periods, attendance policies, calling in etc

- Work rules, regulations & departmental mission statements

- Cafeteria facilities

- Parking facilities

- How to get supplies

- Show new employees his/her job and have him/her observe others doing it. Explain each step performed

- Introduce employee to his/her mentor, department personnel, etc

- Provide complete answers to any questions raised or information sought

- Employee's duties & responsibilities relevant for the position.

- Standards of work, regularity and desirable professional conduct expected from the employee.

- On administrative procedures of the department or group, such as hours of work, reporting system etc.,

- Explain pertinent safety regulations and demonstrate the use of necessary office equipment.

The new employee, Head of Department and Head HR will sign the orientation checklist within one month of commencement to acknowledge that all the important information has been reviewed with the new employee. A copy will be placed in the new employee's personnel file, which will be kept and maintained in the Human Resources Department.

f. PROBATION

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the Staff member is placed on probation for a period of two

months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC. The feedback will help the probationer to be considered for induction as a regular full time Staff member.

PROCEDURE FOR EVALUATION OF PROBATION

i.   Orientation checklist during Induction and job expectation

ii.   Observation and Informal feedback from various Departments

iii.   HOD recommendation report(Based on above mentioned feedbacks)

iv.   HRD forwards the recommendation to the Dean for approval/ rejection.

v.   Based on approval/ rejection by the Dean, HR coordinates a meeting of Head HR, Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

vi.   Dean recommends to COEC for review and approval and forwarded to the Founder President for signature of the formal confirmation.

The Staff member who is on probation is given a proper orientation by Heads of all Administrative Departments and wherein the Academic & Academic Support rules and regulations, job descriptions, work culture, terms of probations and the criteria of feedbacks. Upon finding the staff member suitable in all respects the gives a recommendation report to HRD.

HRD will forward the confirmation/ rejection letter to Dean for recommendation and forwarded to the COEC for review and approval. Based on approval/ rejection by the COEC, HR coordinates a meeting of Head HR, Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

TERMS & CONDITIONS DURING PROBATION PERIOD

- All Staff members are hired on probation for the first two months of their employment.

- During the probationary period the new hired Staff member will be entitled to all paid government holidays and health insurance scheme.

- The Staff must complete the probationary period successfully to be eligible for the SUC benefit programs.

- No paid annual leave/sick leave can be granted during probation period. However leave can be taken in case of emergency during probation only after duly approved by Dean. In which case the probation period will be extended by the period of leave taken.

- Confirmation of probationer is based on the Dean's recommendation which in turn is based on various feedbacks.

- On confirmation the Staff member is eligible for all benefits from the date of appointment.

- In some cases conditional confirmation/ extension of probation for maximum of one month after the probation period is communicated. This is to facilitate further counseling for improving overall performance.

- In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

g. RELOCATION

i.   SUC provides full relocation support which involves issuance of visa, medical insurance and labor card, visa stamping etc. as per their contractual agreements.

ii. Staff recruited from outside of the UAE the SUC provides financial support for miscellaneous expenses such as residence & the purchase of personal household items.

iii.   An advance of totaling to one and half month salary is granted on request to meet the initial expenses.

iv.   Procedure for same is upon joining in first month the Staff will be given 25% of salary advance which will be deducted from that month's salary.

v.   After one month an amount of 1.5 months' salary can also be taken as salary loan upon submission of undertaking that *"Staff member is taking an accommodation & after 2 weeks of taking the amount the copy of municipality house contract will be submitted to HRD".*

vi.   The advance of 1.5 month's salary will be repaid via salary deduction, in equal installments of 15% of loan amount over a period of eight months time after one month of the advance has been processed.

vii.   Repayments of installment can be raised from 15% to complete the repayment within one Academic Year.

viii.   Once repayment of *"Relocation Loan"* is complete Staff member can apply for salary loan, for which eligibility is only in alternate years as per loan policy of SUC.

ix.   The advance facility is available for newly hired Staff members relocating from outside the UAE and who enter the country under SUC's sponsorship. It does not apply to staff member hired within the UAE or who are requesting a transfer of sponsorship.

Note: Kindly browse "EMPLOYEE BENEFIT" section for further details and clarifications on initial accommodation assistance.

h.   STAFF PERFORMANCE EVALUATION

INTRODUCTION

SUC has a firm commitment to evaluate performance of all levels of Staff members through a formalized SES system. The primary purpose of SES is to assist each Staff member to improve their performance and services to SUC stake holder. The procedures outlined in this document apply to all Academic Support Staff of SUC.

Staff performance evaluations are periodically conducted to support and provide guidance to Staff members regarding professional development and obtain information for management to decide on renewing and extending contracts, promotions, terminations and award merit based increments/ appreciation. Evaluators of Staff and Department are Dean, Head HR, HQA, HOD, Students & Self.

All these procedures are explained in detail in the Staff Evaluation System.

*Note: Kindly browse "**STAFF EVALUATION SYSTEM**" section for further details.*

OBJECTIVES:

The formal performance evaluation system is designed to:

i.   To get a 360° feedback about employee's performance

ii.   Motivate Staff to improve performance, job satisfaction and morale by providing them appropriate feedback at regular intervals.

iii. Serve as a systematic guide for supervisors in allocating tasks and job responsibilities to the Staff

iv.   To identify areas of training needs and plan training programs.

v.   To reward/ correct/ reprimand Staff

vi.   Help in assigning roles and responsibilities and plan manpower allocation to optimally utilize their capabilities.

vii. Provides an opportunity for management to develop systems to increase efficiency and resolve operational issues at regular intervals.

PERFORMANCE GRADE

Staff Performance is categorized into – Outstanding, Exceeds expectation, Meet expectation, below expectation as mentioned below.

Rating	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation

*Note: Refer **Appendix C** for the evaluation components and weights.*

These grades are used for taking decisions with respect to:

- ❖ Renewal & Non Renewal of Term Contract
- ❖ Merit based Increments
- ❖ Promotion
- ❖ Training & Development
- ❖ Job Enrichment/ Enlargement
- ❖ Appreciation
- ❖ Warning

RENEWAL & NON RENEWAL OF TERM CONTRACT

Assessment for the purpose of renewing term contracts is carried out nine months before the expiry of the running contract. SUC's Staff Evaluation Committee reviews the file, and forwards their recommendation to the COEC for his approval. The COEC reviews the recommendations and communicates the decision to Hear HR for the execution at least six months before the expiry of the contract.

 The outcome of SES is one of the following:

- A four years renewal of the existing contract

- To inform the non renewal of existing contract

- To serve notice of termination

MERIT BASED INCREMENTS

Assessment for the purpose of awarding increments is conducted at the end of summer semester every year as follows:

- The Staff Evaluation Committee considers the performance evaluation of each full-time Staff member at the time of submitting recommendations to the HRD.

- The HR reviews the recommendations and discusses with EC and sends the final recommendation to Dean for his approval.

PROMOTION

The number of promotional opportunities at various levels is proposed to the Founder President by the SUC salary review Committee.

On approval of Founder President HRD releases the vacancy to be filled up from internal or external sources.

Preference is given to filling the vacancies through internal over external sources. Only when internal sourcing is not possible the vacancy is filled through external sources.

Employees competing for internal promotions must normally have completed minimum of five years of service in a lower position than the position for which an application is tendered. A Staff member may apply for promotion at the beginning of the spring semester of the second year or fall of third year. The candidate is required to submit an application detailing the outstanding contribution made to the operations of SUC. The contributions can be specified such as innovation, improvement in operational methods, or any other noticeable achievements recorded by Human Resources Department. Employees are encouraged to submit any material or information that they feel will be helpful for review for promotion at the time of application.

All applications are collated by the Human Resources Department and forwarded to the Staff Recruitment & Promotion Committee (EC) for review. The committee constitutes of

Dean, EC, Head HR and concern HOD. The committee will review the candidature of all the applicants and forward the recommendations to Dean for consideration.

DOCUMENTATION FOR PROMOTION CONSIDERATION

An application for promotion consideration is prepared by the Staff member and should include the following:

- Covering letter incorporating the Staff member's request for promotion and list of attachments

- Staff promotion form to be filled by candidate giving basic information on biographic data, degrees, employment history, previous promotions, etc

- The applicant's current curriculum vitae

- List of contributions made in current position supported by official documents

- Recommendation from concerned Head of Department

- Any other relevant information

To complete the application HRD adds the following:

- Report on the Staff evaluation of the employee

- Noticeable achievements recorded by Human Resources Department

PROCESS

The Human Resources Department will notify all eligible Staff members about the date of interview with Staff Recruitment & Promotion Committee at least two months in advance. Promotion Board is set up on ad-hoc basis and will consist of Dean, Head HR, Head Quality Assurance, and Registrar.

OUTCOME & FEEDBACK

The promotion board will inform its decision to the candidates in writing within 15 days of the meeting. The unsuccessful candidates will be notified with the reasons for their failure. The decision of the Promotion board is binding and there is no appeal.

TRAINING & DEVELOPMENT

SUC is committed in developing professional skills and expertise among the Staff members so as to provide better services to the students. The SUC conducts regular in-house Staff Development Programs aimed at improving employee work skills. HRD also organizes training programs by experts from external sources whenever necessary.

OBJECTIVES:

    i.   To develop operational efficiency.

    ii.   To improve delivery of Academic Support Services and stake holders care.

    iii.   To develop planning and organizing skills among staff members.

    iv.   To develop interpersonal communication skills

PROCESS

- Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the year end review
- Allocation of budget for training and development for the Academic year
- Planning resources and training & development programs for the Academic year.
- Planning an annual calendar for training and development programs
- Conducting training program feedback for effectiveness of the program and the trainer.

SUC also provides funds for Staff members to attend external training programs which are approved by Research & Development Committee and Heads of Department based on the Staff training and Development plan

JOB ENRICHMENT / ENLARGEMENT

Along with the responsibilities mentioned in job description Staff members are assigned additional responsibilities related to other functional areas. These additional responsibilities are assigned to accomplish the task more effectively and sometimes it is carried as a result of re-engineering the Department, and training the Staff.

APPRECIATION

SUC adopts an appreciation policy to motivate the Staff members to encourage then to contribute their best to execute the various Academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates staff through **Letter of Appreciation.**

CATEGORIES:

a. STAFF AWARDS

The awards to the Staff members are given in three categories bases on annual SES:

1. HOD of the Academic year
2. Operational Staff of the Academic year
3. Support staff of the Academic year

PROCESS FOR SELECTING STAFF FOR APPRECIATION/AWARDS:

❖ The Staff to be eligible for the awards must have achieved at least 70% in SES.

❖ Based on the discussion with staff member in SES review meeting Dean will add his evaluation to SES.

❖ Outcome of overall SES evaluation will decide awards

b. STAFF SEMESTER POLLING SYSTEM

SUC initiated an informal 360 degree measure to motivate Staff member's semester wise. This system enables to acknowledge and appreciate Staff member every semester by the perceptual voting of Staff on the individual Academic support services Staff's performance. This is an attempt to ensure that each Staff member understands the importance of interdepartmental communication as an important tool in service industry.

This system works on online polling system wherein each and every Staff member chooses their preferences in terms of Staff's overall performance. This survey gives an opportunity to all for sharing their perception. This feedback is conducted in fall & spring semester of each Academic year and the results of same are communicated to the Staff members.

WARNING

Warning is a notice given to the Staff member to inform the areas of weakness and giving a chance to improve the performance within the specified time frame. In case an improvement is not observed by the Head of Department after the observation period the staff would be summarily terminated. In such a situation the observation period will be considered as notice period as per the details mentioned in warning letter.

XVI. COMPENSATION

Compensation package for the Staff at SUC is aimed at attracting qualified employees to conduct the operations in Academic support services and to retain the trained employees for a long term.

PURPOSE

The purpose of SUC salary and Payroll Administration System is to maintain:

• Internal pay equity and consistency within and across various Departments in SUC

- Employee morale, motivation and performance required for executing the jobs effectively and efficiently.

COMPENSATION STRUCTURE

The inputs for developing compensation package are taken from the industry trends, economic situation (inflation), work load and Staff Evaluation System.

SALARY STRUCTURE: The salary structure constitutes a range of Basic salary, Social allowance, and Accommodation Allowance pertaining to each level/ grade. Each grade has a specified minimum and maximum amount. The salary structure is reviewed and adjusted on yearly basis and recommendations of the salary review committee.

Compensation Structure involves:

- Basic Salary
- Social Allowance
- Accommodation Allowance
- Benefits

DISBURSEMENT OF SALARIES

All salaries transferred to Staff member's bank accounts will normally be affected by 27th of each month. Part time/ trainee salaries will be disbursed on or before the 7th working days of the following month.

MERIT PAY/ ANNUAL INCREMENTS

INTRODUCTION

It is a policy of the SUC to link all annual increments with performance (merit). This philosophy stems from the belief that employees should be rewarded based on their contributions towards assisting the SUC in achieving its goals and objectives. The merit policy is designed to reward both performance and meritorious service.

PURPOSE

SUC is committed to rewarding employees at every level based on merit, job performance, and improving the systems in the operations through a creative and innovative idea. Merit pay increases are one way of recognizing outstanding job performance by employees. The limits of merit pay are flexible based on the recommendations of staff evaluation committee.

PROCEDURE

Human Resource Department publishes the grading scale which becomes the basis of determining increments. Merit increases are awarded in the month of September every year. Employees on probation or who have not completed one year's tenure with the SUC are not considered for merit increases.

The SUC Staff Evaluation Committee recommends the annual increments based on performance evaluation ratings and recommendations of the Head of Department to the Human Resources Department.

XVII. WORKING HOURS & LEAVE POLICY

a. STANDARD WORK HOURS

The College observes 48 hours work schedule for all academic support staff.

The work timings are:

Morning: 09:00 am to 01:30 pm

Evening: 05:00 pm to 10:00 pm

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee.

    i.   It is mandatory for all employees to attend for work regularly as per the specified time and are required to comply strictly and accurately with "Automated Attendance System" i.e., attendance recording procedure of SUC.

    ii.   All the absences must be notified to HRD in advance in the form of duly filled leave form along with approval from Head of Department or Dean and COEC.

iii. In case of sick leave absence can be notified to HRD after resuming back to office, whereas the leave form should be supported by medical certificate duly attested by competent authority.

iv. If the leave form is not filled within two working days after resuming from the availed leave then HR Department is authorized to deduct the leave from the balance annual leave in employee's account.

v. Reporting late to office or absence from office without information or pre approval may result in disciplinary action.

vi. During Ramadan SUC observe timings as per guidelines of UAE Government.

vii. The decision to close the SUC other than official holidays, alter basic workweek or standard work hours rests with the Dean or his nominee.

viii. Unless an official information regarding a holiday is not communicated to an employee it is considered the SUC is working

b. LEAVES

The following is a broad outline of the leave system.

Types of Leave

- Annual Leave   30 days within the Academic year
- Sick Leave   45 days continuous or spread over in 1 year
- Maternity leave   45 days
- Unauthorized leave   7 days

i. EARNED ANNUAL LEAVE

o Academic support Staff member is entitled for 30 days annual leave on completion of a full Academic year. In case a Staff member joins after the beginning of an Academic year annual leave will be calculated on pro rata basis.

o The HRD and Dean approves leave plan of employees subject to smooth functioning of SUC operations. And if necessary divide such leave into not more than two periods.

o SUC policy encourages employees to take full annual leave in one calendar year and does not encourage carrying forward of annual leaves, except under special circumstances. Academic year starts from 1st Sept and ends on 31st Aug of the following year. Sanctioned leave should be availed in total, if not, the balance is considered null and void.

o Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. If any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws.

o Staff member can avail only accrued leaves per Academic year.

o Any alterations in annual leave plans require prior approval from Management. Entitled leave should be availed in total, if not, the balance shall be forfeited.

o In case a Staff member avails leave during the semesters it will be deducted from annual leave. If the leave taken on Thursday and also on subsequent Sunday the weekends will be included in the leave making it a total of four days. Same is applicable for yearend annual leave.

o In case the service is terminated, he/she shall be entitled to earned leave accrued till last day of working in case of having completed one Academic year of services.

o Leave requests must be approved by the Head of Department, Dean and Head HR. Annual leave request may be altered against the request based on busy work schedules of SUC and shortage of available Staff.

o An employee proceeding on leave must provide complete duty allocation in written to the immediate subordinate. Employee proceeding on leave must hand

over the duly signed handover sheet both by immediate subordinate and HOD to HR Department along with leave requisition.

ii. SICK LEAVE

A certificate issued by a UAE Medical Authority substantiating absence from duty due to sickness must be submitted to HRD. If the sickness should occur outside the UAE original Medical Certificates issued by a Medical Authority of the country should be attested by following authorities:

o Ministry of foreign affairs of that country

o UAE embassy located in that country

o Ministry of external affairs in UAE

Sick leave requisition without duly attested medical certificate will be deducted from an employee's accrued annual leave.

Staff member shall not be entitled to any paid sick leave during the probation period.

Sick Pay Leave:

o First 15 days : Full pay

o Next 30 days : Half

o Any subsequent periods : Without pay

iii. MATERNITY LEAVE

A female worker shall be entitled to maternity leave with full pay for a period of forty five days, including both pre and post natal periods, provided that she has completed one year of continuous service with SUC. A female worker who has not completed the aforesaid period of service shall be entitled to maternity leave with half pay as per the labor law of UAE.

iv.   UNAUTHORIZED LEAVE

Staff members availing unauthorized leave without information to HRD:

o For 7 intermittent days in a month - service will be subject to Summary termination.

o For 20 intermittent days in a year - service will be subject to Summary termination.

Occasional leave for a day or so, due to exceptional, pressing circumstances, must have prior information/ approval to the Head of Department, Head HR in case of planned leave, failing which the absence shall be treated as unauthorized leave.

RESPONSIBILITY OF STAFF

It is the responsibility of the Staff

o To submit leave application before proceeding for the leave.

o To return from leave on the due date.

o Staff members intending to avail of any leave should apply to the Head of Department at least 48 hours in advance. This will facilitate alternative arrangements being organized in good time.

o Staff resuming duty after any emergency or medical leave should report to Human Resources Department along with duly filled leave form and medical certificate within 2 days of joining otherwise leave will be deducted from annual leaves.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Unauthorized leave of more than 7 days may be considered as resignation.

Staff members are not entitled to any other leave beyond what is specified above unless granted by the Dean or his nominee. It becomes the duty of the Staff member to inform through email to HRD when he/she resumes duty.

v. NATIONAL/PUBLIC/ OFFICIAL HOLIDAYS

Staff members are entitled to national/public holidays as per notifications issued by the SUC based on Government notifications and as communicated by the Dean's office or HRD in accordance to the Academic Calendar.

Most holidays are based on the sighting of the moon, and are not fixed dates. Many of them are therefore only confirmed the day before they take place. Also, note that Eid Al Fitr and Eid al Adha move back by about 10 days per year.

- o New Year Day
- o Eid Al Fitr
- o Lailat Al Qadar
- o Eid Al Adha
- o Islamic New Year
- o Ashoora
- o Prophet's Birthday
- o Lailat Ma'raj
- o UAE National Day
- o Isra Wal Meraj

vi. RELIGIOUS HOLIDAYS

Members of Staff are entitled for 2 half day leave in an Academic Year to celebrate their religious festivities provided their absence does not hinder the operations of SUC. Permission to avail such leave must be obtained in advance and authorized by Head of Departments and submitted to the Human Resource Department.

vii. ADDITIONAL WORK/ OVER TIME

Members of Staff working on weekends as per HRD approved schedule are remunerated in addition to their salary. This provision is as per financial policy.

XVIII. ETHICS, WORK RULES & PERSONAL CONDUCT

STAFF MEMBER'S RIGHT & RESPONSIBLITIES

Duties of Staff members consist of responsibilities assigned by the Dean and/or appropriate administrative authority, such as Head HR, Heads of Departments, Head Quality Assurance, Registrar etc. Normally, duties and responsibilities will be related to the administrative area and Department where the Staff member is assigned to work.

a. PROFESSIONAL CONDUCT

To ensure a professional and idealistic work environment, all Staff members must adhere to high standards of conduct, such as honesty, integrity and ethical behavior. The Staff members and administrators have an obligation to respect the dignity of others, free expression of differing opinions and to inculcate and defend intellectual honesty, freedom of enquiry and instruction. Staff members must comply with the standards and principles of conduct set forth in this Handbook. Complaint of unprofessional conduct is subject to investigation. The Staff member will be informed promptly by Head HR of any allegation of unprofessional conduct carried out with a verbal warning to avoid any such incidence in future.

b. RESPONSIBILITY AS AN EMPLOYEE

Staff members are expected to devote their energies in developing and improving their administrative competence. All employees must accept the obligations to

exercise critical self-discipline and judgment in using, extending, and transmitting information and practice intellectual honesty.

As Administrators, Academic Support members are responsible for the following:

- To facilitate Student's pursuit of learning

- To strive for best standards of the Student services

- To demonstrate respect for the Student as an individual

- To adhere to the proper role of guide and advisor

- To respect Students' privacy

- To notify promptly to the HRD or Head of Department or Dean whenever emergencies such as illness or accident prevent maintaining official work schedule.

- To be committed in discharging their duties primarily on campus of the SUC and other sites when required by the SUC

- To facilitate Students orientation as and when required.

- To project positive image of SUC to community and stakeholders.

c. **PRESENCE AT WORK PLACE & ABSENCE**

Except for approved leave, absence due to official assignments outside the SUC or other official exemptions, Staff members are expected to participate in the administrative work of the SUC throughout the Academic Year. All the employees are expected to follow the official timings and automated attendance system. If the same is not done without prior permission the absence is considered as leave and is subject to deduction from the balance annual leaves of the employee.

All Staff members are required to be available on campus during official working hours of the SUC all year around. Staff members may take leave of absence for professional development with written authorization from Head of Departments or

in an emergency, but must inform their Head of Department and Human Resources Department or Dean. Absence or non adherence to office hours will be subjected to disciplinary action.

d. NON DISCRIMINATORY POLICY

SUC strives to create a work environment free from Discrimination and Harassment. Employees of SUC shall not discriminate against other because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group or gender in any of its programs, activities, contracts, human resources administration practices or any other action it undertakes. The SUC is obligated to maintain and implement best practices, processes and circumstances that afford equal opportunity to all individuals. All employment policies, systems and processes are designed to ensure that all employees are treated fairly and in compliance with Sharjah and UAE laws.

PURPOSE

SUC is committed to providing equal employment opportunity to all persons regardless of race, color, religion, sex, age, national origin or disability and prohibits discrimination on these or another basis prohibited by law.

PROCEDURE

Employees subjected to prohibited Discrimination or Harassment should immediately report the incident to the HOD. The HOD in turn must immediately inform the Human Resource Department in writing about the incident for investigation. If one of the parties involved in discrimination is HOD, the incidence may be reported in writing to Head HR or Dean.

The Head HR or Dean will immediately investigate the complaint and handle it as confidentially as possible consistent with the policy & procedures of investigation

and resolution. Any proof discrimination will be addressed impartially and necessary corrective action is initiated.

SUC prohibits any form of retaliation against the employee filing a complaint of Discrimination or Harassment. The Head HR shall ensure full compliance during and following the investigative process. If it is found that retaliation has occurred, appropriate punitive action will be taken.

e. PROFESSIONAL ETHICS

SUC recognizes and supports the principle that Staff members who speak or write as private citizens must be free from institutional censorship or discipline. It must however be understood that a Staff member's special place in the community imposes particular obligations and serious responsibilities in conducting of behavior and activities in the best interest of the profession and the SUC. These issues are addressed in the SUC's policy on freedom of expression, ethics and responsibilities and honesty and integrity in discharging day - to – day administrative functions.

f. FREEDOM OF EXPRESSION

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Therefore it is essential that like Staff members are free to pursue scholarly inquiry without undue restriction and voice individual conclusions concerning issues that they consider relevant.

Within the boundaries of professional behavior, each Staff member is entitled full freedom to express disagreement with other members of the SUC community. Although Staff members must observe the regulations of the SUC, they maintain the right to criticize and seek revision. Staff members are also citizens or residents of a nation or community and should be free from institutional censorship when speaking, writing or acting outside the SUC. However it is important that Staff

members take cognizance of the moralities and sensibilities of the host culture. At no time defaming of institution is acceptable and if for any reason the SUC name is scrutinized the Staff members contract will be subjected to immediate termination.

g. ETHICS & RESPONSIBILITES

For Staff members the notion of freedom of expression is linked to the equally demanding concept of ethics and responsibilities. As a Staff member, a person inherits certain ethical obligations and responsibilities to students, to the fellow members, to the SUC, to the profession and to the society at large. Some of these are listed below

i. Staff member's ethical obligations and responsibilities to Students' of the SUC.

- Staff members must seek to induce high moral values in Students, including honesty, integrity and inculcate the free spirit of learning.

- Staff members must act professionally in their relationships with the Student.

- Staff members must exercise critical self-discipline and judgment in using, extending and transmitting information.

- Staff members must not engage in any exploitation, harassment or prohibited discriminatory treatment of Students.

- Staff members must not accept from Students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. An employee can be exempted from the restrictions in this paragraph by COEC as to a specified gift or favor. The exemption must be in writing and include sufficient justification.

ii. **Staff member's ethical obligations and responsibilities to other members of the SUC's community.**

- Staff members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any members of the SUC community

- Staff members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Staff members must show due respect for the opinion of others

- Staff members must acknowledge the contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

iii. **Staff member's ethical obligations and responsibilities to the SUC as an institution.**

- Staff members must recognize that their primary responsibilities are to the SUC and therefore are prohibited to work (even for free) during the official working hours of the SUC. Official approval from Dean or his nominee is required for engaging in any work outside the SUC. Such outside work must be consistent with SUC regulations.

- Staff members must not reveal any information or data he/she might know as part of the job.

- Staff members must not falsify, change - records, certifications, signatures which they may be privy to.

- Staff members are prohibited to keep (take custody of) records of the SUC for personal use.

- When considering termination of service, Staff members must consider the impact of their decision on the SUC and must give at least 16 week notice in advance of their intention.

iv. **Staff member's ethical obligations and responsibilities to the public.**

The demonstration of professional integrity by Staff members includes recognition that the societies at large judge the profession and the SUC by one's statements and behavior. Hence the fundamental responsibilities of Staff members as administrators include maintenance of professional competence in day-to-day administration of the SUC and when participation in professional organizations and meetings. Staff members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to members of the society at large expressing different opinions, and make every effort to indicate that they are not speaking or acting on behalf of the SUC when speaking or acting as private persons.

v. **Conflict of interest.**

Each full-time Staff member owes primary professional responsibility to the SUC and must avoid outside obligations, financial interests or employment that can affect the objectivity of their decisions as a member of the SUC's community.

Employees must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

Employees must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties. Examples of matters and relationships that could create a conflict of interest or a potential conflict, include, but are not limited to, when an employee or a member of the employee's immediate family:

- Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.

- Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities

- Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to the SUC.

- Accepts other employment or compensation that could reasonably be expected to impair the individual's independence of judgment in the performance of official duties

Makes personal investments that are contrary to the SUC interests

vi. Outside Employment

A Staff member at any point of time during the contract period with SUC is not eligible for any part time or full time job outside SUC. He may be employed at any other institution or in industry off campus only with the prior written authorization from the Head HR and the Dean.

h. PROHIBITION OF HARASSMENT

Harassment in any form be it gender, race, color, religion, age, nationality, disability or any other factor prohibited by law is strictly prohibited at SUC both at the work place and off the premises, including social activities conducted or sponsored by SUC.

i. Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or

condition of an individual's employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Sexual Harassment can occur between individuals of opposite sex or the same sex. Sexual Harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

ii. General Persecution

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities.

Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

Procedure

When any employee believes that he/she has been subjected to prohibit Harassment or has questions concerning the policy, he/she must notify the Head HR immediately.

Employees are encouraged to report potential harassment before it becomes severe or pervasive. Reports will be investigated impartially and appropriate corrective action if any will be taken including discipline for inappropriate conduct. Complaints will be handled confidentially, except as may be necessary for investigation and resolution. This policy prohibits retaliation, Harassment or other adverse action because of making a complaint, assisting in an investigation, opposing Harassment or otherwise exercising rights protected by law.

i. CONFIDENTIAL INFORMATION

Unauthorized dissemination of information is viewed to be both harmful to individuals as well as to SUC.

Employment Information -The details of an employee's terms of employment and compensation should be treated as confidential matters and not disclosed to other employees, students, their spouses or parents, except as necessary.

Employer Information - Employees may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about the SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by employees in the performance of their job duties for SUC. Employees shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

Unauthorized use or disclosure of confidential information may result in discipline, up to and including immediate termination, prosecution, or other available action.

Upon termination of employment, employees must return any and all confidential information, including all copies of such documents prepared or produced in

connection with their employment at SUC pertaining to SUC's business or the employee's services for SUC, whether made or compiled by the employee or furnished to the employee in connection with such services to SUC.

All information that:

i.   Is or has been acquired by the employee during, or in the course of your employment, or has otherwise been acquired by the employee in confidence,

ii.   Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.

iii. Has not been made public

Shall be confidential, and employee shall not at any time, whether during the course of work or after separation with SUC, disclose such information to any person without written consent of concern authority.

XIX. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides Guidelines for Staff members to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

A grievance is a matter of concern for the smooth functioning of SUC therefore all matters brought to the notice of the management through the Grievance procedure are resolved in a professional manner. It must be noted that grievance procedure can only be invoked in cases as stated within the section "Definition of Grievance" below.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rule of evidence that is applicable in a court of law. To the extent that any provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

a. Applicability

The Grievance Redressal Procedure shall not apply to the Dean and Executive Council. All other Staff members may seek redressal through this process.

b. Definition of Grievance

A Grievance is a formal complaint made by a Staff that his/her terms or conditions of employment at SUC, or ability to act in his/her professional or Academic capacity at the SUC is significantly impaired due to serious violation as a result of one or more of the conditions listed below:

- Violation of Academic freedom as defined in this manual
- Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
- Violation or misapplication of an applicable SUC contractual provision, practice, procedure, regulation or rule
- Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

d. Procedure of Grievance Redressal

The order in which adversarial parties may try to resolve their disputes is as stated below:

    ix.   Informal attempts at reconciliation by the adversarial parties

    x.   File formal "Notice of Grievance"

    xi.   Formation of a Grievance Committee

    xii.   Mandate of a Grievance Committee

    xiii.   The Grievance Hearing

    xiv.   The findings of the Grievance Committee

    xv.   The final decision of the COEC

    xvi.   Communication of decision to the parties

e. Informal Attempts at Conflict Resolution

Before a formal grievance is filed, a potential grievant should attempt to resolve the grievance informally with the concern parties or may take the help of arbitration within the SUC.

f. Notice of Grievance

If informal approaches to resolve grievance fails, then staff member with grievance must file a "Grievance form" available with HRD and must be submitted to the HRD. The "Grievance form" shall contain a concise statement of the reasons that led to the grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

g. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) members from a pool of eligible Staff members who are not party to the grievance. The Dean and Head HR must ensure that the appointees to the Grievance Committee are free from perceived bias, conflict of interest or such previous association with the issues that are raised by the grievance and/or hold close association with the parties to the grievance. No person must be involved in the pending grievance process that has rendered a previous judgment on parties to the grievance on hand.

The Grievance Committee will receive a copy of the "Grievance Redressal Form" along with supporting documents filed by the parties to the grievance.

h. Mandate of a Grievance Committee

The responsibility of the Grievance Committee is to recommend what action should be taken and suggests a time frame for compliance. In reaching its recommendation, the

Committee should consider the relief requested by the grievant(s), but the Committee has wide discretion and may recommend appropriate relief within SUC Guidelines and regulations.

The type and extent of relief by the Committee's discretion may be influenced by its views on factors such as:

- Whether the violation was intentional or unintentional
- Whether the violation involved negligence or was a result of reasonable misinterpretation of responsibilities
- The likelihood of the immediate or possible future harm involved and its magnitude.

In case the Staff member's continued presence would hamper or prejudice the investigation, the Staff member may be suspended, for a period, which would be as brief as possible. The employee under suspension would not be allowed to enter the premises unless accompanied by a designated senior member of Staff.

i. The Grievance Hearing

Once a "Grievance Redressal Form" has been appropriately filed and all necessary information has been included, the Dean along with and the Head HR will convene the organizational meeting of the Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

- Elect a Chair
- Establish procedures necessary for a fair and orderly meeting
- Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- Solicit documents or other hard copy or electronic evidence from parties to the grievance

The manner in which the oral proceedings are conducted will be determined by the Chair of the Grievance Committee in consultation with the members of the Committee through the documentation of the proceedings. At the discretion of the Committee, parties and their advisors may be allowed to question the witnesses.

j. The Findings of the Grievance Committee

The proceedings of the hearing by the Committee shall be recorded and a report of its deliberations and its recommendations, specifying the rational(s) for its recommendations are submitted to the Dean to help him arrive at final decision in the case. Once the Committee has completed its receipt of oral and written evidence, it shall meet in executive sessions to consider its conclusion and recommendations. In executive session, only members of the Committee shall be present. The Committee's recommendation must be submitted within five (5) days of completion of its deliberations. Copies of the Committee's recommendations and report shall be forwarded to the parties of the grievance.

k. The Final Decision of the COEC

The COEC decision shall be submitted to the parties as soon as possible, ordinarily within five working days of receipt of the Committee's recommendations. The COEC decision will be submitted to the parties in writing and sent to the office address of the parties at the SUC.

The COEC decision in all cases will be final.

Unless confidentiality is waived in writing by all parties, participants are required to maintain confidentiality of the proceedings. Information concerning a grievance may be provided to appropriate officials of the SUC on a need-to- know basis. The person so informed shall be bound by the confidentiality requirements.

XX. DISCIPLINARY PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC policy & procedures. The SUC believes that the majority of Staff members work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HR by forming an adhoc Disciplinary Committee consisting of Dean, Executive Council, and one more member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

b. Categories

The three broad categories covered under the procedure are given below:

- Dereliction of responsibilities
- Indiscipline or Misconduct
- Gross misconduct

When one of the mentioned categories is found, a Staff member is subject to this Procedure, regardless of occupation, or position, may be warned, or dismissed by management in accordance with the provisions of this policy. The Dean's determination of category for disciplinary action shall be reasonable, based on the provisions of this policy, and be factually supported. A single disciplinary action may include one or more categories.

- **Dereliction of responsibilities**

Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the staff member. Categories include but are not limited to:

- Failure to produce a sufficient quantity of work,
- Failure to produce work of acceptable quality,
- Failure to produce accurate work,
- Failure to produce work on time,
- Poor manner of work performance,
- Continued tardiness, absenteeism, or other abuses of leave

For problems related to inherent disciplinary issues, action would normally not be initiated without prior counseling and corrective measures being explored and given a chance. However, if it is established that the capability problem is related to the negligence, motivation or commitment of the employee, formal action will follow.

- **Indiscipline or Misconduct**

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by a Staff member that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

- Violence or other aggressive or disruptive behaviors,
- Illegal activities,
- Willful violations of Federal/State law or regulations or SUC policies
- Insubordination,
- Misuse of State property,

- Refusal or failure to carry out reasonable instructions

- Smoking in non-designated areas

- Distribution of unauthorized pamphlets or literature

- Breach of any of the SUC regulations

- Engaging in any other professional activity outside the SUC without the prior written consent of the Dean

- Gambling

- Failure to maintain/obtain credentials or the falsification of credentials, or

- Professional misconduct.

- **Gross Misconduct**

  Gross Misconduct occurs when a Staff member's actions

  (or inaction):

  - Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), member(s) of the public, and/or to person(s) over whom the SUC has responsibility, or

  - Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.

  - Theft of SUC property

  - Criminal offence

  - Indecent conduct

  - Taking any other paid employment or remunerative activity

  - Reporting for duty whilst under the influence of alcohol or drugs

  - Acts of incitement

  - Harassment or actual acts of Discrimination

  - Breach of duty regarding confidential information

- Taking gifts or favors from Students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
- Taking gifts or favors from the employees to tilt the decision in their favor.
- Failure to declare an interest which may be contrary to the best interests of the SUC.

c. Corrective Measure

The level of action will depend on the seriousness of the offence. HRD will convene a meeting with the adhoc Disciplinary Committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the HR Head must hold a "Pre-Disciplinary Meeting" with the Staff member to provide him an opportunity to address concerns before it makes the disciplinary decision. Other then the committee one more staff member may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

i. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Staff member's work, omission, conduct, lateness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. The first warning, unless it is a serious matter shall be verbal.

ii. Written Warning

Failure to heed the verbal warning and improve, or if the act is repeated, or a more serious offence is committed, or there is involvement in a subsequent but different offence, and which warrants disciplinary action will result in a written warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

iii. **Final Written Warning**

In the event of failure to improve in spite of verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning shall be given to the Staff member. When the final written warning is issued the Staff member is put under close scrutiny for the period of 1 semester. Failing to comply will lead to termination with immediate effect.

iv. **Dismissal**

The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs.

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Incapability	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Serious Misconduct	Final Written Warning	Dismissal		
Gross Misconduct	Dismissal			

Disciplinary action taken against you will be based on the following procedure:

In all the cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely

independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not regarded.

a. **Authority to Take Disciplinary Action**

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR & EC.
- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, Head HR & EC
- The responsibility to deal with dismissal cases would be with the Founder President in conjunction with the COEC

XXI. SEPARATION POLICIES AND PROCEDURES

Separation includes retirement, resignation, non- renewal of contract, dismissal due to adequate cause related to Academic non performance, breach of contract, indiscipline, moral turpitude, discontinuance of an Academic program, and financial exigency. These Guidelines apply to conditions whereby a Staff member, whether on initial or reappointed contract, may be separated from employment with the SUC prior to the expiration of a Staff member's contract or resignation.

Note: No policies nullify conditions of employment contained in the contract of appointment.

a. **Dismissal**

Dismissal is the termination of employment before the term of appointment has expired. Dismissals for reasons of Academic non performance or breach of contract, indiscipline, & moral turpitude are initiated by DEAN.

1. **Assurances**

The SUC policies and procedures on Staff dismissal ensure:

- The rights of the individuals are protected under these policies and procedures.
- Dismissal shall not violate the rights of the individual under applicable UAE laws.
- The threat of dismissal will not be used to restrain Staff members in exercising their Academic freedom.
- The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
- The principal of natural justice and due process will be adopted to give fair chance to the staff member to defend wherever applicable.

2. **Justifications**

Dismissal may be justified by one or more of the following:

a. **Adequate Cause**

Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds related to substantial neglect of professional or Academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or SUC. The dismissal is done by giving 16 weeks of notice or in lieu of pay as per the clause "Notice and Termination" of the contract is justified except in case of adequate cause.

b. **Procedure for Dismissal for Adequate Cause**

The dismissal of Staff member due to adequate cause requires formal notification in writing to the affected Staff member by the Dean after the approval from COEC. The notice should inform the Staff member of the decision to dismiss and the specific ground for dismissal.

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Staff member in his/her professional capacity

as a instructor or researcher, personal misconduct, the Staff member can be suspended with immediate effect by the Founder President on recommendation with the COEC on the inputs provided by the Dean's office and the Committee if any complaints. The Dean in consultation with the EC and HR Head will constitute an adhoc Disciplinary Committee to establish the facts of the case. The adhoc Disciplinary Committee shall offer the Staff member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to Dean and Dean will forward his recommendation to COEC for approval. If the facts support the original charge, the staff will be dismissed.

Should the SUC decide to dismiss the Staff member, he/she will normally receive salary and benefits until the effective date of dismissal as per UAE law.

b. **Discontinuance of Academic Programs**

Termination of employment may also be based on the discontinuance of an Academic program reflecting judgments concerning the strategic planning of the SUC.

i. **Procedure for Dismissal due to Discontinuance of an Academic Program**

Before recommending discontinuing an Academic program the Dean shall deliberate with DEAN and EC and on the basis of their recommendations and educational considerations present the closure of the Academic program to the Board of Governors.

The decision to discontinue an Academic program can be made by the Board of Governors only Termination of Staff member appointment or major changes in Academic programs must conform to principles established in the strategic plan presented to Board of Governors by COEC. The discontinuance requires affirmative vote of the Board of Governors.

1. **Financial Exigencies**

Termination of employment is justified by a demonstrated and bonafide financial crisis that threatens the continuation of one or more Academic programs in their present form.

2. **Financial Exigency**

Declaration

The declaration of an exigency requires that the dismissal of the Staff member is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, Dean in coordination with the EC and Academic Committee advise the COEC the detected financial exigency. Based on the decision of the Dean, EC and Academic Committee and recommendation of COEC a detailed report will be presented to the Founder President and the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

Retrenchment

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of Academic programs. Consultation between the Dean and the EC or COHD is mandatory.

A retrenchment plan must be developed by the DEAN and forwarded to COEC for approval. If acceptable, COEC will present it In front of the Board of Governors. Termination of staff member's appointments or major changes in Academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions.

The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual

during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of Dean.

ii. Payment of Salaries and Benefits in case of Separation from Employment

In case a Staff member is separated from employment under Dismissal Justified by Adequate Cause, the Staff member's salary shall be terminated effective upon the date of dismissal. As per labor law Staff member resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air ticket, non accrued annual leaves, furniture allowance) forfeit as soon as Staff member resigns from services. In case of SUC terminates a Staff member will be eligible for repatriation ticket for Staff member alone who is under SUC Visa.

If a Staff member's service is separated because of discontinuance of an Academic program or declaration of financial exigency, the Staff member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an Academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa. If the Staff member resigns before the completion of first contract period then the initial air passage amount reimbursed to the Staff member at the time of arrival to UAE will be deducted from full & final settlement.

XXII. EMPLOYEE BENEFITS

a. VISA & LABOUR CARD

The SUC grants work visa to permanent Academic Support Services Staff. A work visa is processed after an agreement of employment is reached between a prospective Staff member and the SUC, an appointment letter issued and an employment contract is

signed between the Staff member and the SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 3 years. The visa is extended (renewed) till the Staff member's tenure with the SUC currently after every 3 years. If any Staff member terminates the contract before the completion of one year of employment with SUC then he/she will have to bear all the visa cost. Thereafter, if the visa is renewed for subsequent three years as per contract and if the Staff member wishes to terminate the agreement during the contract period, no visa charges will be deducted. If the SUC terminates any Staff member during the contract period, the SUC shall bear the cost of visa expenses for the Staff member.

b. INSURANCE

SUC provides all the Staff members with medical insurance coverage. SUC has contracted via a private insurance carrier to provide medical and health coverage for full-time Staff members and their eligible dependents as per the contract.

c. PAID ANNUAL LEAVES & LEAVE SALARY

All the Academic Staff can avail thirty days (30) of annual leave per calendar year. This can be availed at the time convenient to the employer. The Staff member hereby acknowledges that the University may require the Staff member to return to his place of employment prior to the end of his / her leave period when such return is deemed necessary for the proper performance of business of the SUC by the Dean or his nominee.

For the annual leaves the Staff can get the leave salary advance before proceeding for leave is he/she has worked for more than one year with SUC. Only accrued leaves can be taken any given point of time. No pending leaves can be carried forward to next Academic Year, and all the pending leaves forfeit on 1st Sept of each Academic Year.

If any internal or external loan is taken the Staff member is eligible only for 50 % of leave salary advance and balance can be taken after rejoining from annual leaves. Staff member will be given leave salary in advance before proceeding for leave and his salary transfer to the bank will be stopped for the approved leave period.

Request for advance leave salary must be made at least one month prior to the date of departure. Staff members resuming duty after annual leave must intimate Dean and the Human Resource Department their date and timing of resumption of duty by an e-mail.

d. AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

Staff members are entitled for air tickets as per the below mentioned:

1. **Assistant Manager and above:** Staff members under this grade and above are entitled to annual airline tickets for themselves and eligible dependents from UAE to first port of entry in home country. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic Year.
2. **Supervisory:** Staff members under this grade are entitled to annual airline tickets for themselves to first port of entry in home country.
3. **Clerical Staff:** Staff members under this grade are entitled to annual airline tickets for themselves once in two years to first port of entry in home country.

General Rules & Regulation for Staff Air Tickets:

1. Staff members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC. In case a staff member joins the organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 8 months tenure with the SUC.

2. Staff members eligible for air ticket once in two years for self can avail the facility after completion of 18 months tenure with the SUC. In case a Staff member joins the organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 18 months tenure with the SUC.

3. Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year. Staff members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE.

4. Staff members and their families shall be eligible to economy class air ticket only.

5. All the Staff members are eligible for the airline ticket from UAE to first port of entry i.e., major international airports in respective countries only.

6. Any changes i.e., advancement or postponement in ticket dates requested by Staff, after the ticket is booked shall be borne by Staff member themselves.

7. The destination of travel for Staff will be considered as per their nationality or as per their passports. However when a national of one country is recruited from another country permanently resides in another country or temporarily resides in another country due to any reason, the place of permanent residence may be treated as his home country.

8. In case a Staff member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – which ever being the lesser amount shall be reimbursed to the member of Staff.

9. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.

10. Encashment of ticket amount is not permitted.

11. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year or individually i.e. benefit is given to the employee.

12. Repatriation tickets will be given only after completing one year of first contract period and if the Staff member resigns before the completion of first contract

period then the initial air passage amount reimbursed to the Staff member at the time of arrival to UAE will be deducted from full & final settlement.

13. As per Labor Law Staff member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Staff resigns from services. In case of termination staff will be eligible for pending ticket

Note: Refer "Airline Ticket Requisition Form" No. Form #: HRD|STF-003

e. TRAVEL POLICIES

1. Policy on Duty Travel

Staff members when undertaking schedule duty travel must ensure that they complete all duty trip travel formalities at least a week in advance prior to undertaking such duty travel. These include filling leave form for duty travel, collection of duty trip allowance and tickets from finance department, collection of passports from Human Resources Department etc.

Staff members resuming duty after duty travel must intimate their Head of Department, Human Resource Department their date and timing of resumption of duty by an e-mail. **Staff members are required to submit a report highlighting activities undertaken and the accomplishments during the duty trip.**

2. Policy on Travel during National Holidays

Staff members wishing to travel out of the country during National Holidays are required to fill permission to leave station during holidays form. Staff members resuming duty after outstation travel must intimate their Head of Department and the Human Resource Department their date and timing of resumption of duty by an e-mail.

3. **Policy on Travel during Annual Leave**

As a policy Annual leave cannot be accumulated and must be exhausted as far as possible within an Academic year. Annual leave dates are normally approved by 30th June of every Calendar year. Normally a change in approved annual leave dates is not accepted unless recommended by Dean. Staff members entitled to air ticket must request for procurement of their air ticket at least 4 months prior to the date of their departure upon approval of leaves. Request for advance Leave salary must be made at least one month prior to the date of departure. Before proceeding for annual leaves Staff member should forward handover report of job responsibility to Dean duly signed by the subordinate who will take care of responsibility and Head of Department. Staff members resuming duty after annual leave must intimate their Head of Department and the Human Resource Department their date and timing of resumption of duty by an e-mail.

4. **Policy on National / Public holidays falling between annual leave**

Staff can link National and Public holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as per the UAE labor laws. Holidays for which provisions has been made by law shall be reckoned as part of annual leave if such holidays fall within the annual leave.

f. PARKING

The SUC's parking and traffic system is established to provide convenient parking for Staff members, students and visitors and to facilitate the safe operation of all motor vehicles on property owned or controlled by the SUC.

Any member of the Staff, Staff or Student body who operates a motor vehicle on campus must register that vehicle with the **SUC** in order to receive a **Parking Sticker**. Registration entitles a person to drive on campus and to park in designated parking spaces in parking lots only. It does not guarantee the availability or location of a

parking space. Parking space is available on first come first service basis. SUC is not liable for any parking space in case of unavailability of parking.

Parking is provided free of charge in designated areas on campus. All vehicles must be registered and have a valid SUC sticker in order to be parked on campus. Stickers may be obtained from the Administration office. Parking in SUC is done at owner's risk. The SUC at any given point of time takes no responsibility for any kind of damage or theft within the premises of SUC.

g. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to all members staying within the Emirate of Sharjah. Staff members are picked and dropped from central pickup points to SUC in both the shifts, which reduced the cost and efforts required for the individuals transportation. Pickup and drop locations are decided by driver & Head of Finance Department and approved by HR Head after lot of consideration, keeping in mind convenience of most of the Staff members. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained.

h. INITIAL ACCOMMODATION ASSISTANCE & SETTLING DOWN LOAN

Skyline University College provides accommodation for the first week of employment in hostel facility within the University campus, depending on the availability of space. Accommodation in first week will give sufficient time to the staff member to locate residence for self.

The accommodation facility is available for newly hired Staff relocating from outside the UAE and who enter the country under the University College's sponsorship. It does not apply to Faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

When an employee is recruited from outside of the UAE there are miscellaneous expenses such as residence & the purchase of personal household items that may require temporary cash. To enable the employee to defer this initial settling in expenses

salary advance & loan can be taken from the organization. SUC provides accommodation for the first week of employment in hostel facility within the University campus, depending on the availability of space. Accommodation in first week will give sufficient time to the staff member to locate residence for self.

*Note: Kindly refer "**RELOCATION** "for settling down loan policy.*

i. STAFF LOAN/ SALARY ADVANCE POLICY

All Staff members under SUC sponsorship are eligible for one month salary advance every Academic Year and are subjected to following terms & conditions:

- Total amount of advance that can be issued to Staff member in the organization stands valid till date, which is a maximum amount of Staff member's gross monthly salary and can be availed only in alternate years.

- If the Staff member has availed initial accommodation assistance loan, a request for the loan can be forwarded only after repayment of initial accommodation loan.

- Staff member is subject to only month's salary as advance in a financial year (from 1st September till 31st August) where the entire advance amount will be deducted from the salary corresponding to the same month.

- Loan taken from SUC should be repaid back within 8 months from the onset i.e., minimum installment should be at least 15% of the total loan amount.

- A Staff who has collected salary undertaking letter from SUC addressed to any financial institution for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions that the entire liability against the captioned loan which s/he has taken is duly paid.

- Staff is required to submit their original passport to HRD before the loan is sanctioned.

- The management of SUC has the right of lien over all dues to the Staff member upon resignation/termination until the advances taken from SUC are settled in full.

- The Management reserves the right to approve/disapprove any advance request/to fix the loan recovery amount and reserves the right to deliver the final decision in the case of any mitigation from Staff member based on the recommendations of Finance Department. The above guidelines are not to be construed as a right of the Staff member.

XXII. MISCELLANEOUS

a. HOST CULTURE

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression and rude behavior are seldom seen; authority and calm are the norm.

b. VISA APPLICATION AND RENEWAL PROCEDURES

i. NEW VISA

- The SUC grants work visa to permanent Staff members. A work visa is processed only after an agreement of employment is reached between a prospective Staff member and the SUC, an appointment letter issued and an employment contract is signed between the Staff member and the SUC.
- The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a

period of 3 years. The visa is extended (renewed) till Staff member's tenure with the SUC currently after every 3 years.

❖ Documents required for processing employment visa are:

- Photocopy of Staff member passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.
- Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
- 12 passport sizes colored photograph of the Staff member.

ii. HEALTH CARD AND MEDICAL REPORT

- After joining SUC Staff member should submit visa page and original passport to HRD.
- SUC will arrange for Health Insurance card of individual Staff member and coordinate its attestation with ministry of health, which will be sponsored by self.
- Staff member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.
- For the eligible family members, the Staff member has to process the health card and medical certificate on his own.

❖ Documents Required for medical test:

- Passport copy
- Photograph as per requirement
- Applicable Fee

iii. RESIDENCE VISA FOR FAMILY

- Attested Marriage certificate
- No objection letter from the sponsor
- Forms to be filled and signed by sponsor
- Relevant skilled certificates/ Degree (Attested)
- Copy of Passport of family
- Copy of passport/ Residency permit of sponsor
- Tenancy Contract

Note: Staff member himself has to process the above and bear the expense for family visa. However guidance can be taken from PRO.

iv. FOR FACULTY OR STAFF MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTIONS/ORGANIZATIONS

1. The prospective Staff member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.

2. The SUC will then file for Staff member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.

3. Staff member will be required to fill in personal details form which contains information related to processing of residence visa.

4. The SUC will then file for Staff member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.

5. The SUC's Human Resource Department will retain the safe custody of the Staff member's passport once the employment visa is stamped during the period of the Staff member's tenure with the SUC. Any willful negligence or

disregard of this essential proviso will lead to disciplinary action being initiated against the Staff member.

The passport may be retained by the Staff member as per guidelines provided under the SUC's "Employee Passport Retention policy".

v.   RENEWAL OF PASSPORT

- ❖ Documents required for passport renewal:

    - Original passport and application from Embassy
    - Photograph as per requirement
    - Necessary fee
    - All above should be submitted to visa section by self

vi.   VISA RENEWAL

- The Staff member visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 3 years. The visa is extended (renewed) if the Staff member continues to be in the services of the SUC at the time of renewal.
- The Staff member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the faculty or staff member in the process.

vii.   VISA CANCELLATION/TRANSFER

- The employment visa sponsored by the SUC will be till the time a Staff member is gainfully employed by the SUC. The visa will be cancelled / transferred within one month (30 days) from the date a Staff member

retires, is terminated, resigns or seeks transfer to a new sponsor after termination / resignation.

- All visas under the Staff member sponsorship (family) must be cancelled before the Staff member's SUC visa can be cancelled.

- For transfer of visa to a new sponsor, the Staff member must furnish a contract letter with the new sponsor. The SUC will issue a No Objection Certificate to the new employer if it does not have objection to the transfer.

- The original visa transfer document provided by the new employer will be signed by the SUC's signing authority and handed over to Staff member for transfer. The Staff member is required to furnish photocopy of his/her passport documenting cancellation of the SUC visa, photocopy of his/her new visa and labor card.

- The visa cancellation / transfer process must be accomplished within 30 days from the date of its initiation or the SUC will be forced to list the Staff member as an absconding case with General Directorate for Naturalization & Residence, United Arab Emirates.

- The Staff member's end of term benefits with the SUC will only be released by the SUC upon completion of the visa cancellation / transfer procedure.

- A Staff member has 28 days to exit from UAE from the date of cancellation of his/her visa.

- Transfer of visa is possible only from one Government sector to another government sector. In case of private sector cancellation is must, only after which visa can be transferred.

viii. **ISSUANCE AND RETURN OF PASSPORT TO/BY STAFF MEMBERS**

After getting the visa stamped on passport, SUC will retain Staff member's passport for safe custody. The passport will be released to the Staff member for their use (travel, renewal, presentation for verification by Government

authorities, obtaining visas etc) as per the existing Rules and Regulations of SUC.

1. The Passport Withdrawal Application Form available in the Human Resources Department, duly completed by the Staff member, should be submitted to the Finance Department at least 48 hours in advance prior to the requirement of the passport. Exception to the time limit may only be allowed only in case of extreme urgency or exigencies.
2. The passport must be returned to the SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.
3. The Staff member must notify the SUC authorities (Human Resources Department) in writing if he/she is unable to return the passport on the date specified in the Passport Withdrawal Application Form on or before the due date of return.

Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the Staff member.

c. **PASSPORT RETENTION POLICY**

After the processing of the employment visa, the passport may be retained by the employee with immediate effect after fulfilling the below mentioned criteria and filling the Passport Retaining Form available with the HRD.

➢ Employee retaining his/her passport will submit the passport to HRD as and when required by the SUC for official purposes.
➢ Employees retaining their passport should make sure that before traveling outside the country must duly fill up all necessary documentation with HRD and obtain all approvals from necessary authorities (i.e. traveling on a holiday, annual leave, duty travel, emergencies etc.)
➢ Employee retaining his/her passport must have an amount of at least AED 3,000/, credit accumulated towards his/her gratuity, otherwise an equal amount of money

must be deposited with the finance department in four equal installments of AED 750/- each. Please note once the gratuity level in your account reaches AED 3,000/ or equivalent amount is deposited with the finance department, the passport will be handed over to the employee. The money deposited by the employee will duly be refunded once the gratuity reach equivalent of AED 3000/- or if the employee leaves the organization prior, the amount paid by the employee under this policy would be refunded duly.

➢ If the employee wishes to retain the passport with the SUC, the same can be withdraw from the SUC as and when required by duly filling up the necessary forms and getting the approvals from the authorities. The employee can retain the passport for a maximum duration of one month, during annual leave, duty travel, and emergency travel / otherwise for any other requirements.

➢ Employees retaining passports will be issued letter to financial institution with a clause that the SUC hold no responsibility or liability for any sort of financial obligation on behalf of the employee to any financial institution operating in the territory of UAE or abroad, employee will have to sign an undertaking letter to this effect before letter is issued.

➢ Letters addressed to financial institution would bear the reason of issuance of the letter i.e. for loan, credit card etc.

➢ Employee retaining their passport will not be eligible for grant of salary advances or loans from the SUC.

➢ Employee retaining their passport should submit their labor card (if applicable) to the Human Resources Department.

d. **STAFF LOAN AGAINST GRATUITY POLICY**

SUC is introducing the "Loan Against Gratuity" from AY 2011-2012 for Staff members completed more than 7 yrs of services. Details of same are as follows:

1. Staff member will be eligible for this loan after completion of 7 years of continuous services with SUC.

2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.

3. Staff member is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.

4. Approval of loan is based will be the sole discretion of HRD & Management.

5. The Staff member should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan.

6. No-Liability certificate should be produced from the bank where the salary is transferred.

7. Repayment can be done within the two periods either one year or two years. Repayment amount per month will depend on the period of repayment chosen.

8. Repayment can be done via salary deduction or post dated cheques. No adjustment or postponement in the repayment pattern will be done.

9. In case cash repayment, if the payment is not done in any month on the specified date SUC will have all the right to stop the salary/leave salary or any kind of due payment of Staff member for the next month until the pending repayment is cleared.

10. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.

11. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.

12. The Staff member will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.

13. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid the faculty/staff member.

14. The policy is applicable to WPS Staff member only in case the post dated cheques are submitted in finance department.

15. In case of bouncing of cheque the fine shall be the liability of the Staff member.

16. Staff availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.

17. Staff member under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.

18. Staff member will have to introduce a nominee from the SUC in the initial application of gratuity loan. This nominee will be liable to pay the pending amount in case of persons found absconding/ leaving UAE without information. No interest will be applicable to such repayment by nominee.

19. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification.

Criteria for availing Gratuity Loan:

➢ Purchase of land / house/ flats in the home country

➢ Emergency medical treatment

➢ Children's higher education

➢ Children's migration

➢ Fixed deposits

Processing of such loan may take at least a time period of one month except in medical emergency cases.

e. BANK ACCOUNT

SUC's Finance Department will assist Staff member to open a bank account.

❖ Documents required:

- Duly filled and signed bank application form
- Passport with visa copy
- Salary certificate

f. NO SMOKING POLICY

The University Collage follows a strict No Smoking policy at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc which is as per the university rules as well as by law. Sharjah Government has introduced a ban on smoking in public, Sharjah Municipality has started taking strict actions against individuals and organizations not following the law of No Smoking, with fines of Dh1,000 (US$1,564) for the individual and Dh10,000 for the owners for violating the ban. The

municipality has set up hotlines dedicated to receive complaints from the public about violation of the ban from 1 June 08.

A designated area for smokers outdoor exists. Members of Staff are suppose to use the space on the right hand side behind the University building (while facing from the front of the University building) while students are required to use the space on the left hand side behind the University building (while facing from the front of the SUC building).

Management & HRD may pay a surprise visit anytime. The members of Staff disregarding No Smoking policy indoors is served with a verbal warning on the first instance, a cautionary note is issued on the second instance. Thereafter disciplinary proceeding is initiated against the Staff member.

g. ALCOHOLIC DRINKS AND NARCOTIC DRUGS

Nobody in SUC is allowed or authorized to bring in any kind of alcoholic drinks or narcotic drugs into the College for consumption; and furthermore prohibited to enter or remain in the SUC while intoxicated. Violations will be viewed seriously and result in immediate suspension /expulsion /termination.

h. DRESS CODE

Male:

Male members of Staff are expected to wear dress pants/trousers, business shirts with a tie along with formal shoes. Sandals are not permitted. Preferably Jackets should be worn when the weather permits. Male members of Support Staff must wear uniform provided by the University.

Female:

Female members of Staff are expected to wear dress pants/trousers or dresses/skirts, which are on or below the knee. Blouses or jackets, which cover the upper arm, are appropriate. Female members of Support Staff must wear uniform provided by the University.

i. STAFF PROPERTY

SUC does not accept liability of any loss of, or damage to, property which the employees bring onto the premises. It is expected from the employees not to bring personal items of value onto the premises and, in particular, not to leave any items overnight.

QUICK REFERENCE GUIDE

FORMS

APPENDIX A

A. Faculty / Staff Forms

SR. No.	DESCRIPTION	FORM NO.
1	Academic Staff Interview Report Form	HRD|STF-001
2	Academic Support Staff Interview Report Form	HRD|STF-002
3	Faculty Promotion Form	HRD|STF-003
4	Grievance Redressal Form	HRD|STF-004
5	New Academic Staff Orientation Checklist	HRD|STF-005
6	New Academic Support Staff Orientation Checklist	HRD|STF-006
7	Employee Data Declaration Form	HRD|STF-007
8	Transportation Availing Form	HRD|STF-008
9	Passport Retaining Form	HRD|STF-009

10	Air Ticket Requisition Form	HRD|STF-010
11	Duty Travel Form & Per Diem Form	HRD|STF-011
12	Passport Withdrawal Form	HRD|STF-012
13	Permission to Leave Station During National/Religious/Official Holidays Form	HRD|STF-013
14	Probation Review Form	HRD|STF-014
15	Staff Leave Request & Authorization Form	HRD|STF-015
16	Leave Salary Calculation Form	HRD|STF-016
17	Exit Interview Form	HRD|STF-017
18	Staff Clearance Form-Final Release of Passport	HRD|STF-018
19	Personal Undertaking for Issuance of Passport	HRD|STF-019
20	Yearly Adjunct (Semester/Part Time) Faculty Leave Form	HRD|STF-020
21	Part Time Employee Attendance Sheet	HRD|STF-021
22	Part Time Faculty Clearance Form	HRD|STF-022
23	Seminar & Conference Participation Form	HRD|STF-023
24	Research Publication Form	HRD|STF-024

B. Student Forms

SR. No.	DESCRIPTION	FORM NO.
1	Application Form for the Issuance of Passport to Students	HRD|STU-001
2	Student Clearance Form - Final Release of Passport	HRD|STU-002
3	Personal Undertaking for the Issuance of Passport	HRD|STU-003

SEMINAR & CONFERENCE PARTICIPATION

Funds allocated individually to Faculty for Development Activities and Participation in National, Regional and International Conferences, Symposium & Seminars is as follows:-

Criteria:	
A	Opportunities to attend Seminars and Conferences are extended to Faculty members provided it does not interfere with assigned Lecture and Academic schedules and must be recommended by the HRD, Research Committee Chair and approved by Dean.
B	A Faculty should complete at-least one year of continuous service with the University College to be eligible for the above facility
C	A Faculty member must have published at least one research paper in the same Academic year before being eligible to present a research paper in a Conference. Cost of airfare will be borne by the Faculty member

Funds Allocation:
LOCAL – (UAE – WITHOUT OVERNIGHT STAY)
Maximum of Dhs : 750/-
Participation Fees : Dhs 570/-
Per Diem allowance per day Dhs 60/- up to a maximum of 3 days is borne by the University College
Such participation will be restricted to one Seminar or Conference in a calendar year
LOCAL – (UAE)
Maximum of Dhs : 2,250/-
Participation Fees : Dhs 750/-

Per Diem allowance per day Dhs 500/- up to a maximum of 3 days is borne by the University College

Such participation will be restricted to one Seminar or Conference in a calendar year

REGIONAL – (GCC COUNTRIES)

Maximum of Dhs : 3,500/-

Participation Fees : Dhs 950/-

Per Diem allowance per day Dhs 850/- up to a maximum of 3 days, be borne by the University College

Such participation will be restricted to one Seminar or Conference in a calendar year

INTERNATIONAL

Maximum of Dhs: 4,500/-

Participation Fees : Dhs 1,200/-

Per Diem allowance per day Dhs 1,100/- up to a maximum of 3 days, be borne by the University College

Such participation will be restricted to one Seminar or Conference in a calendar year

Annexure C

FURNITURE ALLOWANCE

DESIGNATIONS	AMOUNT
LECTURE	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000

PROFESSOR	12,000
DEAN	15,000

Annexure D

DISSERTATION GUIDANCE POLICY

Dissertation guidance is an integral part of the program of study in the curriculum. The

NO OF STUDENTS	NO OF INDEPENDENT HRS PER STUDENT	TOTAL NO OF GROUP HRS	TOTAL HRS	NO OF CREDITS	PAYMENT PER CREDIT	TOTAL PAYMENT
12 X 3	36	9	45	3	1500	4500

objective of Dissertation guidance is imperative to enable the Students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of dissertation is supported with study of the research methodology.

All Faculty members are eligible to receive additional payment for guiding Student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load of teaching as per the below mentioned table:

8 X 3	24	6	30	2	1500	3000
4 X 3	12	3	15	1	1500	1500

1. Supervisors will be allocated by Administration after approval from Dean.
2. There would be attendance maintained by each supervisor for Students in the ERP system.
3. Group meeting to meet Students in for Group hors will have to be scheduled by Supervisors in coordination with Administration.

It is to be noted that if a Faculty member is allocated 12 Credit hrs in a semester and on and above the teaching load if Students are allocated for guiding for Independent study an additional payment as per above table will be made, however if the Faculty member is allocated less than 12 credits for teaching in a semester the remaining credits can be allocated towards guiding Students for Dissertation as per above table, in this case the Faculty will not be eligible for any additional payments.

Annexure E

MANAGEMENT DEVELOPMENT PROGRAM POLICY

TBA (To be approved by EC and MDP Chair)

IX. INSTITUTIONAL RESEARCH OFFICE POLICIES

TABLE OF CONTENTS		
SR. NO.	**SECTION**	**PAGE NO.**
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III	STRUCTURE OF IR OFFICE	4
IV	INSTITUTIONAL EFFECTIVENESS SYSTEM	4
V	ROLE OF INSTITUTIONAL RESEARCH OFFICE	6
VI	POLICY AND PROCEDURES	6
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WHOM TO CONTACT LIST		
SL.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Mr. Vinaitheerthan R.

I. INTRODUCTION

The Institutional Research office is responsible for collection, organization, compilation, and dissemination of information. Institutional research office's major role is to measure, analyze and report findings that facilitate in gauging the level of institutional effectiveness. Results from the various assessments are used to provide guidance in preparing strategic plan and amend academic and administrative operative decisions. It also enables allocation of resources for increasing the effectiveness of SUC delivery systems. Institutional Research office uses existing databases and gathers additional data as warranted to determine the future course actions in achieving the Vision and Mission of SUC.

II. GOALS

a. To achieve the quality standards for fulfilling the SUC Vision and Mission
b. To identify the data requirements, plan and develop assessment tools helpful in gathering appropriate information for measuring institutional effectiveness
c. To assist Institutional Effectiveness Committee in planning, implementing and maintaining the institutional effectiveness system
d. To compile, analyze and disseminate information for decision making in the process of institutional effectiveness
e. To record, organize and present output to meet the accreditation requirements
f. To provide inputs for strategic plan review
g. To facilitate the staff and faculty evaluation system

III. STRUCTURE OF INSTITUTIONAL RESEARCH OFFICE

EXECUTIVE COUNCIL

INSTITUTIONAL RESEARCH OFFICE

IV. INSTITUTIONAL EFFECTIVENESS SYSTEM

Institutional effectiveness is an ongoing, integrated and systematic set of institutional processes that includes planning, evaluation of programs and services, identification and measurement of learning outcomes, use of data for decision-making that results in improvements in conducting the programs, providing services and overall institutional quality. Institutional effectiveness system ensures that the assessment for improvement is emphasized and activities are accomplished with complete transparency and

objectivity; Data is collected periodically, analyzed, interpreted and recommendations / corrective actions are suggested for improvement.

Institutional Effectiveness System works on the following Principle:
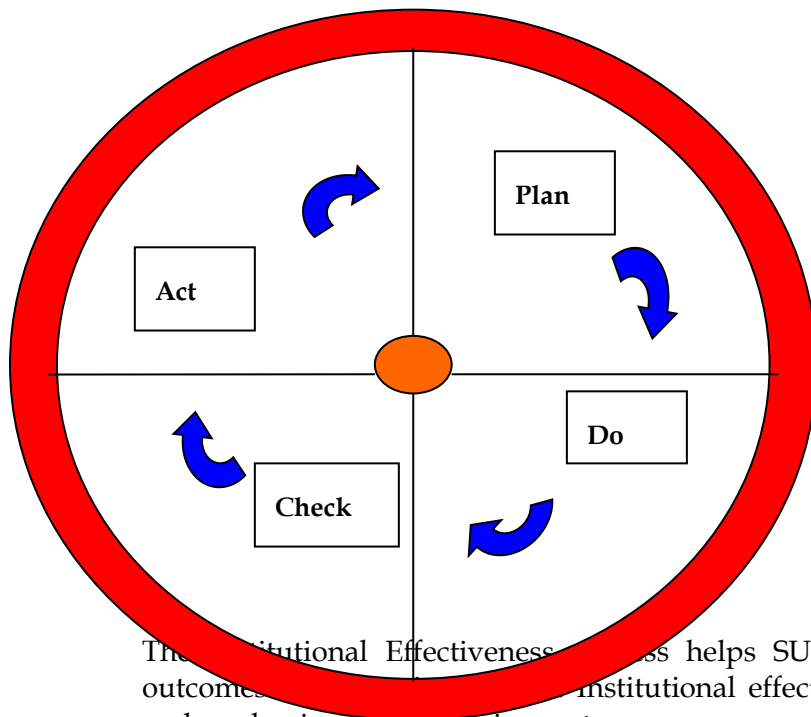
- **PLAN** – Develop policy & procedure, determine objectives, develop systems and processes.
- **DO** – implement the systems and processes.
- **CHECK** – Monitor, Compile and analyze and compare the outcomes against the objectives.
- **ACT** – Initiate preventive and corrective actions and provide feedback.

The Institutional Effectiveness process helps SUC to measure the achievement of outcomes. The Institutional effectiveness system evaluates academic and academic support services outcomes

a. Educational /Academic Outcomes

  i. Program outcomes are measured through direct & indirect measures (Employer Survey, Alumni Survey, etc.)
  ii. Effective measurement of course learning outcomes.

b. Academic Support Services Outcomes

Outcomes related to the following administrative units and processes:

  i. Admissions practices including marketing and administration units
  ii. Human resources utilization including faculty and staff members
  iii. Learning resource systems (library and IT)
  iv. Financial resources
  v. Student services including Advising and Job Placement
  vi. Facilities for co-curricular and extracurricular activities

V.   ROLE OF INSTITUTIONAL RESEARCH OFFICE

a.   Planning and Decision Support

Institutional Research Office (IRO) identifies the data requirements, plan and develops assessment tools helpful in gathering appropriate information for increasing institutional effectiveness. IRO compiles, analyzes and disseminates information for decision making in the process of institutional effectiveness

b. Quality Enhancement

SUC is committed to excellence in all aspects of academics and academic support service departments. IRO ensures that SUC meets the specified standards and requirements across all areas.

c. Survey

SUC community survey is a major responsibility of the Institutional Research Office. Student, staff, graduate and employer perceptions and opinions are imperative in determining the future directions of SUC. IRO contributes to the development of survey tools and the analysis of their results.

d. Enrollment Forecasting / Trend Analysis

It provides analytical support to marketing department in identifying the trends and forecasting student enrollments.

e. Assistance in Accreditation

As a key source of data and information within SUC, IRO is responsible for assisting in the process of accreditation.

VI. POLICIES AND PROCEDURES

Institutional data is a valuable asset of SUC. It contains information regarding students, faculty, staff, and resources. In order to protect this valuable data, and ensure the sharing of it in an accurate and a consistent manner, all the institutional data are centralized in the Institutional Research Office. The following are policy for reporting and sharing the Institutional Data.

a. Data Submission and Reporting

    i. A calendar indicating the deadlines and responsibility for the submission of data pertaining to Institutional Effectiveness is provided to all the IE Committees at the beginning of every academic year. Reports should be submitted by all committees and departments within the timelines mentioned in the calendar. Any unforeseen issues

pertaining to report submission should be discussed immediately by the persons responsible.

ii. Any updates in the feedback form should be notified at the beginning of the Academic year. Any error cited in the questionnaire needs to be reported to the concerned head of department and committee chair person.

iii. The contents and format of enclosures of the faculty Portfolio is finalized by the faculty portfolio committee at the beginning of every academic year. The faculty members should submit the Portfolios to the IR Office as per the standard formats.

iv. The course delivery package of all the courses offered by the SUC at the BBA and MBA level should be submitted by both full-time and Part-time faculty members to the Institutional Research Office one week before the start of every semester.

v. IRO forwards all feedback reports to the concerned committees for review.

vi. All the IE sub committees forward their reports and recommendations to the IR Office.

vii. IR office forwards the compiled reports of the IE subcommittees to Executive Council for review and recommendation.

b. Data Requests and Processing

i. The time to process any data by the IR Office will be from one to three working days. The time could exceed depending on the amount and mode of entry (manual entry or automated entry) of the data.

ii. The feedback analysis report of the workshops, management development programs, corporate courses conducted under the Center for Professional development, various events of the SUC, Staff and faculty development programs are submitted to the Dean. The coordinator/ instructor can collect his feedback report from the IR Office after receiving written or verbal approval from Dean.

c. Confidentiality

All data compiled at the IR office shall be considered confidential and may be disseminated only to persons/committee/agencies authorized by the Dean.

d. Information Integrity

Information recorded at the IR office has to be maintained with utmost integrity of sources, processes and dissemination. It is imperative that the information is used strictly according to predetermined purpose.

e. Retention and Disposal

  i. All the institutional data which is in the hard copy form is stored in the IR Office for three years and then moved to a secured store room.
  ii. All redundant paper documents are sent for recycling while such confidential documents are shredded.
  iii. Regular back up of records in electronic format is taken by the Computing department at the end of the semester.

f. Institutional Effectiveness Committee

The Institutional Effectiveness Committee is headed by Dean and consists of the following members:

  i. Head-Quality Assurance
  ii. Executive Council Members
  iii. Head - Institutional Research
  iv. Supervisor – Quality Assurance

g. Responsibilities of the IE Sub Committee Chairs

  i. Review the IE Tool with the committee members and prepare internal plan of action of the committee for the academic year
  ii. Encourage all committee members to present their views and to explain the rationale for their opinions
  iii. Ensure committee MOM, reports, and recommendations are completed and appropriately disseminated in a timely manner
  iv. Forward Reports and recommendations to IR office as per the IE Calendar.

h. Responsibilities of the Committee Members

  i. Regularly prepare for and attend committee meetings;
  ii. Actively participate in meetings;
  iii. Share information during committee discussions, recommend and express opinion for decision making
  iv. Support decisions of the committee or ensure that MOM minutes include concerns/reservations with decision (s)

i. General Format of IE Sub Committee's Report

  i. Report Introduction
  ii. Members of Committee
  iii. Display of Data
      a. Data Analysis

b. Outcomes Achieved

c. Key Performance Indicators

 iv. In comparison to last year

 v. Positives

 vi. Areas of Improvement

 vii. Recommendations to EC

 viii. Conclusion

Attachment
 MOM of all meetings

VII. INSTITUTIONAL EFFECTIVENESS TOOLS

Assessment Tools Used in the Institutional Effectiveness System

Following are the assessment tools used in the process of measuring the Institutional Effectiveness System:

S. NO.	Category	INSEFF TOOLS	PAGE NO.
1	IR	IE Committee	12
2		Students Academic Feedback Conduct and Review	14
3		Students Academic Advising Feedback Review Committee	15
4		Academic Support Services Feedback Review Committee	16
5		Semester Report by Dean	17
6		Program Review Committee – BBA and MBA	18
7		Re – visit of Vision, Mission, Purpose, Program Goals Committee	19
8		Re – Visit of Strategic Plan	20
9		Re – Visit of Policy and Procedure	21
10		Annual Report and Fact book	22
11	ACADEMICS	Business Updates	23
12		Newsline	25
13		Faculty Portfolio and Course Files	26
14		Skyline Business Journal (SBJ)	27
15		Program Objectives Measurement	28
16	MARKETING	Enrollment Analysis Committee	29

17		Student Market Survey Committee	30
18		Student Counseling Committee	31
19		Suggestion & Complaint Forms Analysis	33
20		CR Committee	36
21		Employer Survey	38
22	SSD	Employment Rate	39
23		Alumni Committee	40
24		Graduate Information Survey	42
25		Events Committee	43
26		Corporate Relations Committee	44
27		Student Accommodation Committee	
28		Admissions Committee - BBA	46
29		Admissions Committee - MBA	48
30		Examination Committee	50
31		MQP Admission Process Committee	52
32	ADMIN	TOC Committee (BBA & MBA)	53
33		Disciplinary Action Committee	54
34		Faculty Schedule Allocation Committee	55
35		Academic Progression Committee	56
36		Placement Test Committee (BBA)	60
37		Placement Test Committee (MBA)	62
38		Faculty and Staff Satisfaction Review Committee	64
39	HRD	Faculty and Staff Search Committee	65
40		Faculty Information Committee	67
41		Faculty and Staff Development Program Committee	68
42	SPORTS	Sports Committee	70
43	FINANCE	Financial Audit Report	71
44		Facilities Committee (FRC)	73
45	COMPUTING	Computing Resources Committee	74
46	LIBRARY	Library Resources Committee	76

1.   INSTITUTIONAL EFFECTIVENESS COMMITTEE

Institutional Effectiveness committee aids in developing, implementing and improving continuously the process of recording and maintaining comprehensive institutional effectiveness system (cross functional) to achieve SUC's objectives. IE committee conducts its operations through different sub committees to evaluate effectiveness of Academic and Academic Support Services units for their usefulness and resourcefulness in achieving Institutional effectiveness processes. IE committee reviews all the Institutional effectiveness tools in terms of scope, applicability and effectiveness of the tools at the end of every academic year and updates IE tools based on the suggestions for improvements from the committees by adding, replacing and modifying them to be enforced for the next academic year. Institution Effectiveness committee provides inputs for proper planning, monitoring and evaluation of processes to maintain and enhance quality of Academic and Academic Support Services.

i.   Objectives

a. To aid in achieving SUC's Objectives
b. To plan, monitor and review the institutional effectiveness system
c. To allocate different committee to manage Institutional Effectiveness system
d. To suggest and recommend necessary amends to the Institutional Effectiveness system including organization process

ii.   Process Flow

Step 1
Institutional Effectiveness committee identifies the Institutional Effectiveness (IE) tools for the implementing the institutional effectiveness system.

Step 2
IE committee forms different IE sub committees for implementing IE tools.

Step 3
IE sub committees forward its reports to IE committee through IR office in the standardized formats.

Step 4
IE Committee reviews the reports from the sub committees and all the Institutional effectiveness tools in terms of scope, applicability and effectiveness of the tools at the end of every academic year and updates IE tools based on the suggestions for improvements from the committees by adding, replacing and modifying them to be implemented from the next academic year and forward its recommendation to EC review.

Step 5
EC reviews the report and forwards the accepted recommendations to the concerned department for implementation.

iii.   Dissemination of Data For Decision Making

The IE committee forwards the consolidated report on institutional effectiveness system to EC for annual review and necessary action. It also provides guidelines for next academic year.

2.   STUDENTS ACADEMIC FEEDBACK CONDUCT AND REVIEW COMMITTEE

Student academic feedback review committee compiles the feedback reports of all academic courses, dissertation, internship and interim feedback for new faculty members. This committee adopts an integrated approach towards resolving all academic issues which helps in smooth conduct of the academic programs. The student's online academic feedbacks are conducted at the end of every semester.

i.   Objectives

a. To comprehensively evaluate the student academic feedback.
b. To provide feedback this is helpful in improving the faculty members' teaching methodology.
c. To aid Human resources department in identifying the training needs for the development of faculty members.

ii.   Process Flow

Step 1
IR office plans, organizes and conducts the online Student academic feedbacks **(ANNEXURE–IRO-004, ANNEXURE–IRO-005, ANNEXURE–IRO-011, ANNEXURE–IRO-040 & ANNEXURE–IRO-041**) as per feedback calendar

Step 2
Student academic feedback review committee reviews the analysis report forwarded by IR office.

Step 3
The committee convenes a meeting with individual faculty members and discusses the positive aspects and possible areas of improvement.

Step 4
The chair prepares the review report with the committee's recommendations and comments by the faculty members and forwards to Human Resources Department for records and feedbacks to individual faculty members.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It helps to improve the overall academic delivery and the teaching effectiveness of the faculty members. It also provides guidelines for next academic year.

3. STUDENT ACADEMIC ADVISING FEEDBACK REVIEW COMMITTEE

Academic advising focuses on providing academic & career guidance and overall personality development. Further the advisors play a vital role in enabling the student to adapt into the university environment. Advising also monitors student's continuous academic progression during his/her tenure in SUC. Academic advising Feedback helps to assess the views of students on the Advising process and the effectiveness of Advising. The online Student Academic advising **(ANNEXURE–IRO-002)** is conducted at the end of every academic year.

- **Objectives**

  a. To evaluate and improve the academic advising process.
  b. To aid advisors / mentors to adapt to the requirements of the students needs.

- **Process Flow**

  Step 1
  IR office plans, organizes and conducts the online Student academic advising feedback as per feedback calendar.

  Step 2
  Student academic advising review committee reviews the analysis report forwarded by IR office.

  Step 3
  The committee discusses the positive and possible areas of improvement in the academic advising process.

  Step 4
  The committee prepares the review report and forwards to IR for EC review.

- **Dissemination Of Data For Decision Making**

  The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

4. ACADEMIC SUPPORT SERVICES FEEDBACK REVIEW COMMITTEE

Academic Support Services Committee reviews the students' feedback on services provided by the academic support departments. The feedback helps SUC to identify the gaps in the existing services provided by the Academic Support Services departments. The Online Students Academic support services feedback **(ANNEXURE–IRO-019)** is conducted at the end of the spring semester.

i. Objectives

a. To identify the gaps in the existing services provided by the Academic Support Services Departments.
b. To improve the services offered by the Academic Support Services Departments.

ii. Process Flow

Step 1
IR office plans, organizes and conducts the online Student academic support services feedback as per feedback calendar.

Step 2
Student academic support services feedback review committee reviews the analysis report forwarded by IR office.

Step 3
The committee prepares the review report along with its recommendation and forwards to IR for EC review and implementation.

iii. Dissemination Of Data For Decision Making

The Committee forwards the yearly report to IR office for EC review and necessary action. It also provides guidelines for next academic year.

5. SEMESTER REPORT BY DEAN

The semester report covers the details of the progress of the academic and academic support services operation during the semester. The semester report is prepared by the Dean is submitted to the Board of Governors. This enables the management to understand the progress of overall operations and helps them to give necessary directions for improvement.

i. Objectives

a. To improve the overall academic and academic support services process.

ii. Process Flow

Step 1
Dean prepares the semester report based on the inputs received from various academic and academic support service department including HQA, HSA and HAA.

Step 2
The Semester reports are forwarded to BOG Review.

Step 3

BOG calls for meeting with Dean and discusses the issues and provides guidelines.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6. PROGRAM REVIEW (BBA & MBA)

Program review is a periodical assessment done by the committee to review the currency, relevancy and competency of the courses in the curriculum to meet and fulfill the requirements of the industry and businesses. The program review committee consists of faculty members on each majors, business courses, general education and industry professionals, Alumni, current student representatives, Dean and HQA. The program review committee meets every year to review the curriculum; any recommended amendments are incorporated from the new academic year.

i. Objective

a. To review the curriculum and learning resources in line with the needs of industry.
b. To add or delete courses based on currency, relevancy and competency required by the industry.
c. To incorporate latest teaching methodologies for program effectiveness.

ii. Process Flow

Step 1
Committee reviews the internal and external reports such as the faculty course reports, internship, dissertation, employer survey and alumni survey analysis reports.

Step 2

Committee revises the course contents & structures, learning outcomes, academic strategies, assessment modes and core texts based on the reviews from internal and external sources.

Step 3

Committee forwards its recommendations to IR for EC review and implementation of the revised curriculum from the next academic year.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

7. REVISIT – VISION, MISSION, PURPOSE AND PROGRAM GOALS & OBJECTIVES

Committee for revisiting Vision, Mission, Purpose and Program goals & objectives constantly reviews the business environment and assesses the SUC's Vision and Mission. Inputs from external and internal environment are used for revising program goals and objectives.

i. Objective

a. To align the organization with the dynamic external environment.
b. To develop appropriate short and long term sustainable strategies.

ii. Process Flow

Step 1

Committee reviews the Vision, Mission statements to meet the requirements of dynamic external environment and the stakeholders.

Step 2

Committee forwards its recommendation towards aligning SUC Vision and Mission with the external environment for review and approval for Board of Governors.

Step 3

After the approval from BOG, necessary amendments are carried out and the committee prepares the final report which is forwarded to EC for implementation.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for review.

8. STRATEGIC PLAN COMMITTEE

Strategic plan committee revisit/reviews current strategic plan to assess the status of strategic plans/goals on yearly basis. Any deviations in the strategic plan are thoroughly discussed and corrective actions are suggested for achieving the strategic goals. The strategic plan committee also prepares the new strategic plan as per the SUC strategic schedule.

i. Objective

    a. To achieve strategic goals of SUC.
    b. To evaluate status of SUC and compare actual status vs. the planed status.
    c. To recommend appropriate actions.
    d. To prepare for developing new strategic plan.

ii. Process Flow

Step 1
The committee reviews the current status of SUC strategic plan objectives during annual meetings.

Step 2
The committee makes recommendations and suggests appropriate action plans.

Step 3
The committee forwards its report to IR office for EC review and implementation.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next strategic plan review.

9. REVISIT – POLICY AND PROCEDURES

Academic and Academic Support departments in the SUC implements policy and procedures for achieving the strategic objectives. The policy and procedures have to be revisited and revised to meet the requirement of the dynamic environment. The committee revisits and revises periodically each of the policy and procedures and updates the documents and communicates to the stakeholders.

i. **Objective**

   a. To improve SUC's academic and academic support service processes.
   b. To make sure policy and procedures are in line with the SUC's Vision & Mission and external agencies requirements.

ii. **Process Flow**

   Step 1
   Committee reviews the policy and procedures of Academic and Academic Support Services departments on annual basis.

   Step 2
   The committee forwards its recommendation to EC for review and implementation.

   Step 3
   The committee updates the policy and procedure manuals after the approval from the EC and the same is communicated to those concerned.

iii. **Dissemination Of Data For Decision Making**

   A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.

10. ANNUAL REPORT AND FACT BOOK

Annual report and Fact Book provides an opportunity for SUC to outline its activities conducted during the academic year and provides guideline for the future. It is one of the important vehicle by which SUC can be proactive in demonstrating its accountability to its stakeholders. Committee compiles and publishes the information on various academic and academic support services departments activities carried out during every academic year

i. **Objective**

   a. To document and compile academic, academic support services and extracurricular activities during the academic year.
   b. To highlight the milestones achieved by SUC during the academic year.
   c. To highlight individual contribution to the community, awards and achievement by the SUC community.

ii.   Process Flow

Step 1

Committee receives the information from academic and academic support services departments regarding the activities carried out during the academic year.

Step 2

Committee compiles the information, prepares reports and sends it BOG review and approval.

Step 3

Committee publishes the Annual report and Fact Book.

iii.   Dissemination Of Data For Decision Making

Annual report and Fact book are forwarded to various stakeholders and a copy is retained at the IR Office.

11.   BUSINESS UPDATE

In this modern world due to technological advancement there is a rapid growth in every sector of business. It's imperative for the students, academicians and industry professionals to be updated with necessary information to increase the knowledge base for a meaningful industry academia interaction. Business Update is a monthly circulation containing articles of interest with comments on the recent business information within the specialized areas of general management, marketing, information system, finance, human resources and tourism. It's an effective means of relating theory with practice in the process of improving the learning environment.

i.   Objectives

a. To compile significant news from the areas of general business, marketing, information system, finance, human resources and tourism sectors and update the different stakeholders.
b. To provide critical comments and disseminate compiled information to students, academia, business and industry professionals.
c. To utilize the business updates to strengthen SUC - Corporate relationship.

ii.   Process Flow

Step 1

A designated committee compiles business information from various published sources on monthly basis submitted by internal or external source.

Step 2

The committee critically reviews the compiled information and adds editorial comments.

Step 3

The chair forwards the compiled document for proof reading.

Step 4

The proof read document is send to IT department for uploading on the portal and distribution to professionals and the hard copy placed in the library.

Step 5

Based on monthly feedbacks received a semester wise report is generated by the committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12. NEWSLINE COMMITTEE

Newsline is an internally published magazine to provide a platform for the student's community to display their inherent talents. Published annually the magazine helps to exhibit various co curricular and extracurricular activities during the academic year. The News line committee meets periodically to plan, organize and publish the articles and news collected from faculty and students during academic year. The purpose of News line is to give an opportunity to students to showcase achievements, talents, opinions on cultural, ethnic events. News line is an annual internal publication of SUC.

i. Objectives

a. To disseminate information related to faculty and student's achievements, opinion and any other cultural or ethnic activities during the academic year.
b. To highlight the students artistic and literary talents.
c. To encourage students to participate co curricular and extracurricular activities.

ii. Process Flow

Step 1

Newsline Committee is responsible for inviting the candidatures of students interested to be part of News line Magazine. Proper designations such as Student Editor, designer, surveys etc. would be set in place.

Step 2

Once finalized the students' team will report to the concerned faculty team for further research and compilation of activities, news and other related items.

Step 3

Formal and informal meetings among the students and faculty members will be arranged to finalize the format and contents of the magazine.

Step 4

The dummy format prepared will be forwarded to the printer.

Step 5

The Newsline Magazine is published in final platform.

Step 6

Distributed to the SUC stakeholders to provide update on SUC yearly activities**.**

Step 7

News line committee Chairperson convenes the year end meeting to prepare consolidated report and submit to IR Office.

13. FACULTY PORTFOLIO

Faculty portfolio is a record of academic activities performed during the academic year with the focus on learning outcomes. This portfolio includes evidences of Teaching Pedagogy used; Scholarly activities conducted and services rendered. The purpose of this document is to facilitate academic references, faculty evaluation and to prepare course files.

i. Objectives

a. To maintain academic records for references
b. To facilitate the objective evaluation of performance of faculty members.
c. To prepare course files

ii. Process Flow

Step 1

Faculty members submit semester wise teaching portfolio and annually submits research & services summary to IR Office.

Step 2

IR office forwards components of teaching portfolio and research & services to designated committees for review.

Step 3

After completion of the review by committees, the reports are forwarded to the FES committee for necessary action.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.

14. SKYLINE BUSINESS JOURNAL

Skyline Business Journal is an annual publication of SUC. SBJ invites original research articles /management case studies / book reviews from academicians and practitioners on management, business, tourism, information systems, marketing, finance and organizational management. The research work published in SBJ serves as a medium to keep the academicians informed of the current trends and issues in the business arena. These inputs help faculty members to orient the students for updating their knowledge and applications.

i. Objectives

a. To provide a platform for researchers to publish their research work in areas of business management.
b. To provide an opportunity for academic exposure and networking at the regional and global level.
c. To share the knowledge gained from scholarly activities amongst the industry and academia.

ii. Process Flow

Step 1
Editorial board of SBJ calls for research papers through various channels.

Step 2
Papers submitted for publications are allocated to experts for blind review.

Step 3
Comments received from reviewers are intimated to authors for acceptance, modification or rejection **(ANNEXURE–ACD-001).**

Step 4
After final acceptance of the research papers the editorial board meets to decide the sequence and sends the same for proof reading and formatting.

Step 5
The final draft is sent for publication and distribution.

Step 6
Report is generated by SBJ committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

15. PROGRAM OBJECTIVES MEASUREMENT

Program objective measurement is an important tool which indicates the efforts of SUC in helping the students achieve the predetermined program objectives. Program objective measurement is carried out through direct and indirect measures. The direct measurement is through Business capstone course, each individual Major capstone course, dissertation and internship. Similarly the indirect measurement is through Employer Survey, Alumni Survey and Graduating Students Survey. Learning outcomes of the capstone courses must be aligned with program objectives and each major capstone courses learning outcomes must be aligned with each major's objectives and also internship and capstone courses evaluation criteria must be aligned with program objectives.

i. Objectives

a. To compile reports of direct measuring tools.
b. To identify the gaps between academic planning and execution.
c. To recommend necessary actions.

ii. Process Flow

Step 1
Compile reports from direct and indirect measurement tools.

Step 2
Analyze the business capstone courses, dissertation and internship for measuring program objectives.

Step 3
In addition to the business capstone courses each major capstone courses are used for measuring the achievement of the respect major's objectives.

Step 4
Identify the gaps.

Step 5
Recommends necessary actions.

Step 6
Report is generated by the committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

16. ENROLLMENT ANALYIS COMMITTEE

The Enrollment analysis committee carries out different types of analysis on the collected data which includes callers, visitors, enrollment patterns, adverting schedules, impact feedback, fees structures, fee waivers and scholarships, individual target achievement and yearly planning and execution of activities. Enrollment analysis provides an in-depth knowledge of target segments covered in the enrollments and provides a basis for future action plans.

i. Objective

a. To identify the effectiveness of marketing strategies
b. To aid in setting targets for the future intakes
c. To identify factors influencing the target segments

ii. Process Flow

Step 1
The enrollment committee identifies the enrollment statistics components and sources of collecting the same.

Step 2
The enrollment office will forward the collected data to IR office.

Step 3
IR office carries out the enrollment analysis based on the enrollment statistics and forwards its report to enrollment committee.

Step 4
Enrollment Committee prepares the review report with recommendations to IR office for EC review.

iii. **Dissemination Of Data For Decision Making**

The committee will forward a consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

17. **STUDENT MARKET SURVEY COMMITTEE**

Student Market survey tools helps SUC to identify the factors which influenced the decision of freshman students to join SUC in various majors. It helps the marketing department in reviewing and planning marketing strategies for the next intakes based on the survey analysis. The online survey [**MKT-030-Student Market Survey**] is carried after each intake and the respondents are the freshman students.

i. **Objective**

a. To identify factors influencing the decision to join SUC academic programs.
b. To provide insights into the effectiveness of SUC marketing strategies.
c. To develop appropriate marketing strategies for the future intakes.

ii. **Process Flow**

Step 1
The Student marketing survey committee plans and conducts the online students marketing survey for the freshman students.

Step 2
IR Office forwards the survey analysis report to the Committee.

Step 3
Students marketing survey committee reviews the report and forwards its recommendation to IR office for EC review.

iii. **Dissemination Of Data For Decision Making**

The committee will forward a consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

18. STUDENT COUNSELING COMMITTEE

Section A - Counseling For Postponement & Re Activation

A student during the course of BBA may postpone one semester in an academic year. SSD has a responsibility to counsel the students at the time of applying the postponement form indicating the academic and financial consequences of the postponement/temporary cancellation/course withdrawal which may delay the graduation of the student. Additionally SSD also engages in follow up of postponed students, temporary cancellation students and course withdrawal students to reactivate their admission/repeat the course so as to avoid any further implications in their graduation process. Postponement & Re activation analysis Report is generated to understand the reasons for postponements & re activations during an academic year. This report is based on applications filled with the SSD.

Section B - Counseling For Student Cancelation

Students applying for cancellation are counseled for reconsideration by giving alternative options and informing them the pros and cons of cancellation. If the student still insists on continuing with the cancellation an exit interview is conducted. The exit interview provides a feedback on the reasons for exiting SUC and satisfaction with the services provided by SUC. Exit interview is a process to ascertain valuable inputs about the student experiences during his tenure of study at SUC **(ANNEXURE–SSD-002)**. Students Cancellation report is generated on a monthly basis based on the analysis of students cancellation rate.

i. Objectives

a. To provide counseling to postponing, temporary cancellation and course withdrawal student.
b. To follow up with the reactivation/repeating course students.
c. To reduce the attrition rate of the students.
d. To conduct exit interview for cancelled students for feedback.

ii. Process Flow

Section A – Postponement/Temporary Cancellation/Withdrawal

Step 1
Student files postponement form or temporary cancellation form or course withdrawal form for only one semester with SSD.

Step 2
SSD scrutinizes the application form for eligibility and extends this facility only to eligible candidate.

Step 3

SSD counsels the eligible students by indicating the consequences of the postponement /temporary cancellation /course withdrawal which may delay the graduation of the student.

Step 4

Students fills up the necessary postponement form and at the same time the students will be issued with the revised graduation plan along with revised fee payment schedule.

Step 5

Before the end of the postponed semester **SSD** follows up with the postponed students or temporarily cancelled students and course withdrawal students for reactivation into the program and registration to the repeating course wherever applicable.

Step 6

SSD generates semester wise and yearly reports for records and review.

Step 7

Report submitted by the committee is forwarded to IR office for EC review.

Section B – Student Cancellation

Step 1

Student files cancellation forms with SSD.

Step 2

SSD counsels the students for reconsideration by giving alternative options and informing them the pros and cons of cancellation.

Step 3

If the student still insists SSD processes the form and forwards to concerned departments.

Step 4

During the cancellation process student completes the cancellation form and exit interview form.

Step 5

SSD processes the cancellation and forwards to administration department for deactivating the students from administrative records, issues student account settling notice to finance, deactivates the student portal services and withdraw identity card. If the student is on SUC visa, the cancellation will be processed as per HRD policies.

Step 6

SSD generates monthly, semester wise and yearly reports for records and review.

Step 7
Report submitted by the committee is forwarded to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

19. SUGGESTION & COMPLAINT FORMS ANALYSIS

The suggestion & complaint process in SUC is for the purpose of receiving feedback from students about academic or non-academic issues. The SSD is responsible for receiving, processing and forwarding the suggestions and complaints to respective departments for necessary action. The student is free to lodge suggestions as well as register their grievances through online portal services **(ANNEXURE–SSD-014 & ANNEXURE–SSD-015)**.

i. Objectives

  a. To develop a process of students feedback regarding academic and academic support services issues
  b. To encourage students' participation in the development and improvement of SUC
  c. To identify the gaps in existing level of services provided to the student and suggestion for improvement.
  d. To address grievances and issues of the students through proper process in a timely manner.

ii. Process Flow

Step 1
Student files suggestions/complaints with SSD.

Step 2
SSD processes the form and forwards to Dean directly if the issues concerned are related to teaching, faculty behavior or any personal comments. If the issue is minor relating to indiscipline, arguments it is taken to the faculty member directly. If the issue is related to the non-academics it is forwarded to the concerned departments.

Step 3
Reply from the concerned Dean/faculty/department is communicated and discussed with the students by SSD.

Step 4

In case the student is dissatisfied with the reply, the matter is taken to the next level.

Step 5

SSD generates monthly, semester wise and yearly reports for records and review.

Step 6

Report submitted by the committee is forwarded to IR office for EC review.

iii.   Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

20.   CLASS REPRESENTATIVE (CR) COMMITTEE

CR committee is a collective representative body of the SUC students. It works in coordination with the SSD. CR committee meetings are conducted thrice during fall and spring semester and twice during the summer semester. This committee acts as a bridge between the SUC Administration and the student body of SUC to interact on academic and academic support services issues. The recorded minutes of the meeting are circulated to all concerned departments for taking necessary action.

i.   Objectives

a. To encourage CR to interact and have meeting with the students body to understand their important areas of concern
b. To encourage CR committee to communicate the issues and suggestion for improvement to the management.
c.   CR Committee should mobilize and motivate students to participate in events
d. To communicate the management response back to the students in a convincing manner to enhance satisfaction level of the student.

ii.   Process Flow

Step 1

SSD initiates the process of electing the academic and academic support services class representatives at the beginning of the academic year.

Step 2

SSD declares the elected body and constitutes the CR committee for the academic year.

Step 3

SSD convenes CR meetings as per the calendar along with the Dean, HSA & HOD's of the various functional departments and records the minutes of the meeting.

Step 4

SSD circulates the minutes to the respective departments for necessary action.

Step 5

SSD complies and consolidates the main issues from the MOM's and necessary action taken and forwards to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

21. EMPLOYER SURVEY

Employer's feedback provides an opportunity to assess the student's academic standing in the virtual working environment. It helps SUC to understand and update its curriculum and teaching methodology for improving the overall academic delivery to meet the requirement of the industry. The Employer survey **(ANNEXURE–SSD-001)** is conducted by the SSD in the organization where SUC BBA graduates and the MBA graduates are employed. The employer feedback is conducted periodically after the completion of at least six months after employment.

i. Objectives

a. To evaluate SUC graduates employability.
b. To find out the employer's view about the role of SUC in preparing its graduates to meet their needs.
c. To analyze the performance and application of knowledge, skills and values of SUC graduate in the work environment.
d. To understand and bridge the gaps between the industry & SUC curriculum.

ii. Process Flow

Step 1

The SSD will identify and approach the employers for the employer survey.

Step 2

The surveyed data received by the SSD is forwarded to the IRO office for analysis.

Step 3

The employer survey Committee meets to discuss the analysis sent by the IRO and identifies the strengths and concerns.

Step 4

The committee prepares the report in the standard format about the level of objectives targeted & achieved as well as recommendations and suggestions for the approval and implementation in the next academic year and send it to EC review through IR office.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

22. EMPLOYMENT RATE (BBA and MBA Graduates)

Employment rate refers to the number of BBA graduates /MBA graduates of SUC who are employed in the industry or who are operating their own business. Employment data is collected **(Annexure-SSD-032)** to calculate the employment rate of graduated students of current batch. This rate will enable SUC to establish the employability of its BBA graduates/ MBA graduates. It also helps us to understand the demand of SUC graduates in employment market with respect to the specialization and the level of placement. This detailed analysis enables SUC to take appropriate decisions in increasing the employability of the future graduates.

i. Objectives

    a. To measure the employability of the current SUC graduates.
    b. To provide inputs to academic committee for reviewing courses and teaching pedagogy.
    c. To analyze the market value by specialization and range, of the SUC BBA graduates/MBA graduates.

ii. Process Flow

Step 1

SSD contacts the graduated students after six months to know their status.

Step 2
SSD collects feedback and forwards data to IR office for analysis.

Step 3
IR office classifies status into employed, self employed, pursuing higher education, seeking employment and others.

Step 4
IR office forwards the analysis report to the committee.

Step 5
Committee reviews the analysis report and forwards its report to EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

23. ALUMNI COMMITTEE

SUC being one of the oldest institutions in UAE has a large number of graduated students who are its goodwill emissaries. SUC Alumni is an important forum which helps in building the public image and creating trust in the society. Its inputs are used for updating program in its structure, design and content and assists in internship & placement. The alumni committee coordinates alumni relations and conducts periodic surveys **(ANNEXURE–SSD-018)**.

i. Objectives

a. To strengthen ties with Alumni.
b. To encourage alumni to actively contribute in academic and non academic activities.
c. To guide and assist alumni in their placements.
d. To associate alumni in the community service activities.

ii. Process Flow

Step 1
SSD makes a formal presentation to the graduating students about the importance of contributing to SUC.

Step 2
Students register online with the alumni association.

Step 3

Alumni committee plans and conducts the Alumni meet.

Step 4

Alumni committee in coordination with the SSD arranges annual election to elect the office bearers for the current academic year.

Step 5

SSD & Alumni committee conducts the annual feedback survey during the alumni meet.

Step 6

The newly formed committee plan and issues annual activity calendar.

Step 7

Alumni committee generates semester wise and yearly reports for records and review.

Step 8

Report submitted by the committee is forwarded to IR Office.

iii.   Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

24.   GRADUATE INFORMATION SURVEY

Graduate information survey **(ANNEXURE–SSD-017)** is conducted annually to understand SUC's contribution to their personal and professional development. It specifically identifies the areas of strength and weaknesses in knowledge, skills and values imparted in the SUC's academic programs. This tool will also be used for assessing the gaps in the Academic Support Services. Further it helps in understanding the prospective students for MBA and professional progression made after attaining the degree from SUC.

i.   Objectives

a. To understand the SUC's contribution in personal and professional development.
b. To understand the areas of improvement in the academic programs.
c. To understand the areas of improvement in the academic support services.
d. To identify the prospective students for SUC's MBA program.

ii.   Process Flow

Step 1
The committee plans and conducts the online survey for the graduating students.

Step 2
IR office forwards the survey analysis report to the committee.

Step 3
Committee reviews the report and forwards its recommendation to IR office for EC review.

iii.   Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

25.   EVENTS COMMITTEE

Events committees plays a vital role in organizing extra & co curricular activities at the university and inter – university level during an academic year in line with the mission of SUC for development of the overall personality of the students. The events organized provide a platform for students to apply their managing skills in organizing and conducting the events under the guidance of faculty and staff.

i.   Objectives

   a.   To plan year round extra & co curricular events at SUC.
   b.   To develop organizing skills and team spirit among students.
   c.   To provide an opportunity for display of student talents.

ii.   Process Flow

Step 1
SSD carries out orientation presentation explaining the functions of the events committee and initiates the process of forming the clubs and the committees**.**

Step 2
SSD announces the names of the clubs & committee members and assigns respective roles and responsibilities.

Step 3
Events committee plans, budgets and publishes the yearly events calendar.

Step 4

The committee organizes events as per the calendar and encourages participation.

Step 5

Committee conducts the event wise feedback survey **(ANNEXURE–IRO-048)**.

Step 6

Committee generates event wise reports for records and forwards it to Dean's review

Step 7

Report submitted by the committee is forwarded to IR Office.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

26. CORPORATE RELATION COMMITTEE

The purpose of corporate relations committee is to develop and maintain relations with the experts from industry so that their experiences can be shared with the academia community of SUC to enrich the conduct of the courses and expose the student to the best practices in the industry through field visits and guest lecture. The committee also identifies opportunities of internship and placements for its students. This tool helps in understanding industry requirements and helps in improving the preparedness of our graduate for suitable employment.

i. Objectives

a. To identify organizations this can add value to SUC and built strong corporate relationship.
b. To identify organizations for resource personnel for guest lectures, field visits, internships and placements opportunities.
c. To invite industry experts for program review process.
d. To promote consultancy and joint projects with the identified organizations.
e. To organize field visits, guest lectures, consultancy and joint projects.
f. To develop soft skills among SUC students through PSDP.

ii. Process Flow

Step 1

Committee identifies the organizations which have value addition to SUC and generates adequate database.

Step 2

Committee solicits contacts from SUC community including faculty members to identify opportunities of collaboration of mutual interest with the organizations.

Step 3

SUC plans and initiates activities to build a long term relationship with the organizations with or without commercial interest.

Step 4

Committee negotiates and signs memorandum of understanding with the organizations.

Step 5

Committee explores for resource personnel, field visits, internships and placements opportunities.

Step 6

The committee arranges for internship and job placement of students.

Step 7

Committee prepares the review report forwards it to IR office for EC Review.

iii.   Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

27.   ADMISSIONS COMMITTEE [BBA]

Skyline University College follows a non-discriminatory policy to admit students who have successfully completed General Secondary School Certificate of UAE or its equivalent for admission in to the BBA program. This tool aims at analyzing the students Schooling background coming from different school education system followed in different parts of the world. It also helps in analyzing their qualifying grade of the enrolled students. Students failing to meet the high school grade criteria for the BBA program can be registered with provisional admissions as per guidelines of MOHESR. This tool also incorporates sample audit of new student files which includes submission of documents i.e. application form completely filled and verified high school documents, TOEFL or IELTS score, Math placement or SAT score, valid passport copy with visa, photograph, invoice, admission letter, documents related to Skyline University College

Visa, documents related to Transfer of credits (if applicable) and document related to Hostel admission.

i. Objectives

a. To ensure the admission criteria are met as per the admission policies.
b. To verify the authenticity of the submitted certificates/documents.
c. To conduct sample audit of new student record.
d. To analyze the composition and grades of enrolled students.
e. To provide inputs to academics and marketing department.

ii. Process Flow

Step 1
Documents of registered students submitted by Marketing Department are verified by the Administration Department to ensure the authenticity of the grades for BBA admission.

Step 2
Administration department prepares the report as per check list after the audit of the files and submit to the committee.

Step 3
The report is reviewed by the committee and the sample audit of the files is done.

Step 4
Analyze the students profile in terms of the composition and grades of enrolled students and disseminate the results to academic and marketing department for planning activities after closing of admissions of each intake.

Step 5
Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

28.   ADMISSIONS COMMITTEE [MBA]

Skyline University College follows a non-discriminatory policy to admit students who have successfully completed accredited Bachelors degree for MBA admissions. It also helps in analyzing their qualifying grade as applicable for the enrolled students. Students failing to meet the bachelor degree grade criteria at the MBA level can be registered for provisional admissions as per guidelines of MOHESR. This tool also incorporates sample audit of new student files which includes submission of documents i.e. application form completely filled and verified high school documents, TOEFL or IELTS score, valid passport copy with visa, photograph, invoice, admission letter, documents related to Skyline Visa, documents related to Transfer of credits (if applicable) and document related to Hostel admission.

i.   Objectives

   a.   To ensure the admission criteria are met as per the admission policies.
   b.   To verify the authenticity of the submitted certificates/documents.
   c.   To conduct sample audit of new student record.
   d.   To analyze the composition and grades of enrolled students.
   e.   To provide inputs to academics and marketing department.

ii.   Process Flow

Step 1
Documents of registered students submitted by Marketing Department are verified by the Administration Department to ensure the authenticity of the grades for BBA admission.

Step 2
Administration department prepares the report as per check list after the audit of the files and submit to the committee.

Step 3
The report is reviewed by the committee and the sample audit of the files is done.

Step 4
Analyze the students profile in terms of the composition and grades of enrolled students and disseminate the results to academic and marketing department for planning activities after closing of admissions of each intake.

Step 5
Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii.   Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

29.   EXAMINATION COMMITTEE

Examination committee functions with the support of following subcommittees:

a. Exam & Invigilation Schedule
b. Quality Check
c. Result Analysis

These subcommittees in coordination with the examination department facilities the smooth conduct of examination as per the guidelines.

i.   Objectives

a. To coordinate the exams related activities throughout the academic year.
b. To plan, control and conduct midterm and final exams as per published schedule.
c. To compute, compile and finalize exam results for declaration.
d. To analyze semester wise results and maintain records.

ii.   Process Flow

Step 1
Provides exam guidelines and determines the exam paper submission deadlines.

Step 2
Initiates quality check process and finalizes the question papers for administering during the exams.

Step 3
Examination department coordinate with the exam & invigilation scheduling subcommittee to prepare and release exam schedules and invigilation.

Step 4
Ensures the smooth conduct of the examinations.

Step 5
Computes compiles and finalizes the results in consultation with the faculty members.

Step 6
Analyzes the results and generate reports.

Step 7
Analyzed reports are submitted by the committee to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

30. MQP ADMISSION PROCESS COMMITTEE

The MQP committee reviews the prospective MBA applicants' academic status. Based on the review students not qualifying the admission requirement as per the policy for the main program are offered Pre – MBA courses to enable them to qualify for admission into the main post graduation program. The committee follows the specified MQP policy & procedures for allocating Pre – MBA courses.

i. Objectives

a. To determine the MQP criterion as per the MBA admission policy and accordingly assess courses to be offered.
b. To analyze status of MQP admissions during each intake.

ii. Process Flow

Step 1
Marketing & registration department receives the applications for MBA admissions and forwards the applications to administration department.

Step 2
Administration forwards the non qualifying application for the main program to MQP committee for assessment of the applications as per the MQP policy.

Step 3
Administration prepares and informs the course plan and MQP schedule to the approved MQP applicants.

Step 4
The data relating to registered students for MQP is analyzed and reported to IR for EC Review for each intake.

iii. **Dissemination Of Data For Decision Making**

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

31. **TOC COMMITTEE [BBA AND MBA]**

The TOC committee processes & facilitates the transfer admission students from an accredited institution to SUC by equating their earned academic credits equivalent to SUC business management courses as per the specified TOC policy & procedures.

i. **Objectives**

   a. To adhere to the SUC TOC criterion as MOHESR guidelines.
   b. To equate courses for transfer as per eligibility.
   c. To analyze status of TOC admissions during each intake.

ii. **Process Flow**

Step 1
Marketing & registration department receives the TOC applications for admission and forwards to the committee.

Step 2
The committee processes the applications as per the TOC policy and forwards the approved applications to administration department.

Step 3
Administration department prepares a graduation plan and forward the same to marketing & registration department.

Step 4
Marketing & registration department discusses the granted TOC's and graduation plan with students and upon his consent registers the student.

Step 5
The data relating to students registered under TOC is analyzed by the committee during each intake.

Step 6
Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

32. DISCIPLINARY ACTION COMMITTEE

Disciplinary action committee is in place to ensure discipline within SUC campus to maintain a peaceful learning environment. The scope of this committee includes maintaining personal, social, classroom and exam related discipline amongst students.

i. Objectives

a. To maintain a disciplined educational environment.
b. To take corrective action in case of reported in-discipline.

ii. Process Flow

Step 1
In case of in-discipline observed within the campus administration & security department are informed.

Step 2
Administration Department enquires into the matter and prepares a fact report and initiates a corrective action at their level.

Step 3
Issues unresolved at the administration department level are reported to DAC for action.

Step 4
A DAC meeting is convened to further investigate the matter and provide opportunities to concerned parties to defend their case.

Step 5
DAC take actions based on the facts presented.

Step 6
Report is finalized and recorded in student files.

Step 7
Analyzed reports are submitted by the committee to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

33. FACULTY SCHEDULE AND ALLOCATION COMMITTEE

The committee involves in allocating and scheduling of faculty to the courses for the upcoming semester as per the SUC teaching load policy under the guidelines of MOHESR. The committee reviews the courses as per the curriculum applicable for the batch and allocates courses to the existing faculty members based on their areas of expertise. The committee forwards its request to the faculty search committee if faculty resources are not meeting the academic requirement for the conducting the courses as per the allocation plan.

i. Objectives

a. To utilize the faculty resources optimally and effectively in conducting the courses every semester.
b. To maintain the teaching load as per SUC policy.
c. To inform faculty search committee about the requirement for new faculty members as per the allocation plan.

ii. Process Flow

Step 1
Committee plans the course for the next semester based on the curriculum for the batch.

Step 2
Committee plans faculty allocation and teaching load based on student's strength.

Step 3
Committee forwards its request to faculty search committee if faculty resources are not meeting the academic requirement for the conducting the courses as per the allocation plan.

Step 4
Committee finalizes the allocation and prepares the schedule and forwards it to administration department for conducting courses.

Step 5

Administration department finalizes and updates the semester calendar and communicates to faculty members and operative departments.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

34. ACADEMIC PROGRESSION COMMITTEE

Academic progression committee specially deals with the progression, retention and academic standing till graduation. During the under graduating studies the students may come across situations where in they may have to temporarily withdraw courses; keeping records of these information helps SUC to keep track of attrition rate, fulfilling graduation requirement and successful completion of graduation. The academic progression committee deals with the following sub components and reports to EC through IR office for necessary decision making.

1. Progression, Retention & Graduation (PRG)
The progression rate is a measure of the number of students progressing from one level to another level. This measure helps in comparing the number of students progressing by level and majors on an annual basis. Further it helps in determining the graduation status.

2. Satisfactory Academic Progression Review [SAP]
All Students enrolled at Skyline University College shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at SUC. A freshman student will be evaluated at the end of spring semester for good academic standing and there after the academic progression will be reviewed every semester.

3. Postponement, Re Activation, Course Withdrawal And Cancellation
The details of postponement, reactivation, course withdrawal and cancellation will be received from SSD on monthly basis.

4. Professional Skills Development Program
To meet the industry requirements the committee organizes professional skills development program (PSDP) for developing personality traits, communication skills, interpersonal skills and business technical skills necessary for the work environment. This process of development begins at end of freshman level till the student graduates. The PSDP includes goal setting, resume writing, and

interview handling. Its purpose is to prepare the students to meet the challenges lying ahead in the industry.

i. Objectives – Academic Progression Committee

a. To analyze the student's progression, retention and graduation rate during the academic year.
b. To develop soft skills among SUC students
c. To ensure the student meet the qualitative & quantitative requirements.
d. To observe the students improvement in their academic performance during the semesters.
e. To collect information on postponement, reactivation, course withdrawal and cancellation from SSD to know graduation status of the students

ii. Process Flow

Section-A - Progression, Retention & Graduation (PRG)

Step 1
The Examination dept prepares a list of students progressed from one level to next level based on qualitative and quantitative academic status.

Step 2
Examination department forwards the list of students progressed to the committee for review and approval.

Step 3
Committee takes a decision on progression, retention and graduation of students.

Step 4
The committee analyzes the progression, retention and graduation rates separately.

Step 5
Based on the findings the committee plans & implements actions for affected students.

Step 6
Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

Section B – SAP Committee

Step 1
Administration identifies the students under SAP category.

Step 2

Administration declares the list of students falling under SAP category and issues letter to students through academic advisors.

Step 3

Student's files appeal to administration department to allow them to continue the next semester as per their academic standing.

Step 4

Administration presents the cases to the Review Committee.

Step 5

Committee reviews the appeal and approves/rejects courses according to their academic profile as per policy.

Step 6

Committee chair convene semester wise meeting to review the cases.

Step 7

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

Section C - Postponement, Re Activation, Course Withdrawal And Cancellation

Step 1

Admin receives the report of postponement, reactivation, and course withdrawal from SSD on monthly basis.

Step 2

Admin forwards the information to progression committee for review.

Step 3

The committee forwards its report to the EC review through IR Office.

Section D - Professional Skills Development Program

Step 1

Administration department plans the PSDP schedule in coordination with committee for each level of students.

Step 2

The committee identifies suitable professionals in consultation with corporate relations committee.

Step 3

Compiles/develops appropriate material for PSDP and posts on SUC student portal.

Step 4

Committee conducts workshops on professional development.

Step 5

Feedback is conducted to measure satisfaction level **(ANNEXURE–IRO-013)**.

Step 6

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

35. PLACEMENT TEST COMMITTEE [BBA]

The purpose of the placement test committee is to design, administer & conduct SUC qualifying tests as per MOHESR standards. The committee analyzes the results to determine the status of the students for admission into main program or to be enrolled in the preparatory courses. Committee also reviews the support material and instruments used on an annual basis.

i. Objectives

a. To plan, schedule and execute placement test during the intakes.
b. To declare and analyze the results for administrative and operational planning of student admissions.
c. To correlate the placement test scores post foundation course tests results.
d. To update the resource materials yearly.

ii. Process Flow

Step 1

Committee Coordinates with the administration & marketing department for planning and issuing the annual placement test calendar.

Step 2

The committee prepares and administers the test as per the calendar.

Step 3

The committee evaluates the internal tests and declares the collective result after receiving inputs from external placement testing agencies.

Step 4

At the end of each intake committee analyzes the comparative of status of placement test data vs. post foundation course tests results and forwards the reports to concerned departments for necessary planning and actions.

(Annexure XXX detailing the guidelines for Maths and English crash course Faculty along with report format)

Step 5

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

36. PLACEMENT TEST COMMITTEE [MBA]

The purpose of the placement test committee is to design, administer & conduct University College qualifying tests as per MOHESR standards. The committee analyzes the results to determine the status of the students for admission into main program or to be enrolled in the preparatory courses. Committee also reviews the support material and instruments used on an annual basis.

i. Objectives

a. To plan, schedule and execute placement test during the intakes.
b. To declare and analyze the results for administrative and operational planning of student admissions.
c. To correlate the placement test scores post foundation course tests results.
d. To update the resource materials yearly.

ii.   Process Flow

Step 1
Committee Coordinates with the administration & marketing department for planning and issuing the annual placement test calendar.

Step 2
The committee prepares and administers the test as per the calendar.

Step 3
The committee evaluates the internal tests and declares the collective result after receiving inputs from external placement testing agencies.

Step 4
At the end of each intake committee analyzes the comparative of status of placement test data vs. post foundation course tests results and forwards the reports to concerned departments for necessary planning and actions.

Step 5
Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

Note: In addition to the above steps students seeking admission for MBA with 5 years of working experience after completion of graduation with CGPA 2.0 to 2.49 are required to undergo an interview to establish academic aptitude for joining the MBA Program.

iii.   Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

37.   FACULTY AND STAFF SATISFACTION REVIEW COMMITTEE

The Faculty and Staff satisfaction review committee assesses the faculty and staff member's perception about their overall satisfaction with professional development opportunities, instructional design and development services, technical support, promotion policies, resource ability, administration policies and other factors relevant to the governance of the SUC. The faculty and staff satisfaction online surveys **(ANNEXURE–IRO-006)** are conducted at the end of every academic year and the results of the survey analysis will be reviewed by the committee.

i.   **Objectives**

   a.   To understand the gaps and deficiencies that have a bearing on the institutional effectiveness with a focus on optimizing faculty satisfaction.
   b.   To provide conducive professional work environment for faculty and staff members.
   c.   To understand the satisfaction level of faculty and staff regarding SUC policies.

ii.   **Process Flow**

   Step 1
   The Committee administers the online survey among the faculty and staff members.

   Step 2
   IR Office analyzes and forwards the results of the survey to the committee.

   Step 3
   Committee prepares the review report and forwards to IR office for EC review.

iii. **Dissemination Of Data For Decision Making**

   The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

38.   FACULTY AND STAFF SEARCH COMMITTEE

The SUC is committed to offer equal opportunities of employment at all levels without discrimination on the basis of race, gender, religion or national origin. Faculty Search committee will ensure the recruitment of competent faculty personnel. It exercises proper procedures and controls in the manpower recruitment and ensures compliance with UAE laws. Faculty/Staff search is initiated based on the requirements. These vacancies can arise due to the resignation, termination, retirement, promotion, and due to the launching of new program/s.

i.   **Objectives**

   a.   To plan for faculty resources requirement for the academic year.
   b.   To identify and recruit suitable candidate for the academic support services position.

ii. Process Flow

Step 1

Dean will review the faculty member requirement and academic support services staff requirement from Department heads.

Step 2

The HR- Head will discuss the requirement with the Dean and will start the search process through contacting recruitment agencies, online recruitment sites, posting on SUC website and also post the advertisement in the leading national and international newspapers.

Step 3

The Head of Human Resource department scrutinizes the resumes and short list the candidates and conduct preliminary round of interview.

Step 4

The short listed candidate for academic position is sent for panel interview which constitutes of Dean, experts from area of specialization and the short listed candidate for academic support services position will be sent to concern department heads for interview.

Step 5

Panel recommends the suitable candidate for the appointment of academic position and Head of Departments forwards their comments to the Dean final recommendation.

Step 6

Human Resources Department issues a formal offer letter to the candidate approved by Dean.

Step 7

Search committee will review the performance report of the newly recruited faculty member based on student's interim faculty feedback and peer review. For the newly staff member recruited for academic support services, the search committee reviews the reports from concerned Head of Department. **[Criteria to be identified]**

Step 8

Based on the approval from the Search committee the Head of Human Resources issues a formal confirmation letter approved by Dean.

Step 9

Search committee will prepare the yearend report and forward it to IR office for EC review.

iii. **Dissemination Of Data For Decision Making**

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

39. FACULTY INFORMATION COMMITTEE

The information regarding the qualification, grade, and diversity of faculty members, student-faculty ratio and full time to part time faculty ratios needs to be gathered to comply with MOHESR guidelines adopted by SUC policy. Faculty information committee identifies information component which needs to be collected and complied for the academic recruitment purpose to maintain equal opportunity without discrimination at all levels.

i. Objectives

a. To aid in recruitment of faculty.
b. To maintain required student-faculty ratio, part time-faculty member ratio and grade wise ratio.
c. To aid in allocating courses and teaching load according to expertise and level of faculty positions.
d. To maintain diversity policy of SUC.

ii. Process Flow

Step 1

Faculty information committee identifies the information component and Human resources department collects the information and forwards the complied information to the committee.

Step 2

Committee prepares the review report and forwards it to IR office for EC Review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

40.   FACULTY AND STAFF DEVELOPMENT PROGRAM COMMITTEE

Growing organizations need to be learning organizations and evolve to fulfill the mission and vision for which they are established. Learning is a process of identifying areas of problems that emerge in the course of operations and also equipping the employees to face emerging challenges. The key stakeholders of an educational institution that is faculty and staff members must be prepared at Skyline University College to achieve the organizational mission and vision during its growth phase.

i.   Objectives

a. To improve teaching methodologies and efficiency in work.
b. To provide platform for professional development.
c. To enable faculty and staff compatible to cultural environment and Information technology tools.
d. To enhance subject content.
e. To promote inter disciplinary interactions and deliberations for evolving research areas.

ii.   Process Flow

Step 1
Faculty and Staff Development Program (FDP and SDP) Committee identifies the FDP and SDP programs based on Training Need Analysis conducted on regular basis.

Step 2
Resource persons are identified from internal and external sources based on the field of training and available expertise. SDP and FDP programs are conducted in coordination with Human Resources Department.

Step 3
Online Feedbacks **(ANNEXURE–IRO-010)**   are collected from the participants.

Step 4
IR Office will forward feedback result analysis to the FDP and SDP Committee.

Step 5
FDP and SDP Committee prepare the review report and forward it IR office for EC review.

iii.   Dissemination Of Data For Decision Making

The committee will forward the consolidated report at the end of every academic year to IR office for EC for annual review and necessary action. It also provides guidelines for next academic year.

41. SPORTS COMMITTEE

The Sports Committee thrives to promote the social, mental and physical development of every student. Sports Committee has a basic function of training teams and conducting Intra-mural and Inter University/College sports activities which are conducted every academic year. The Committee designs athletic programs which contribute towards the social, mental and physical development of all the students.

i. Objectives

a. To promote good health and physical fitness.
b. To develop sportsmanship, team spirit, friendship, brotherhood and leadership qualities through games and sports.
c. To educate in utilizing leisure time fruitfully.
d. To train SUC teams for Inter University level participation.

ii. Process Flow

Step 1
Sports committee prepares the sports calendar before the start of every academic year.

Step 2
Sports activities are conducted as per the schedule and students, faculty members and staff member's feedback will be taken after each activity.

Step 3
IR Office forwards the feedback analysis report to the sports committee.

Step 4
Sports committee prepares the review report with recommendations and forwards it to IR office for CHOD review.

iii. Dissemination Of Data For Decision Making

The sports committee prepares the yearly reports and forwards it to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

42. FINANCIAL AUDIT REPORT - FAR

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The report includes quantitative and qualitative data relating to the performance of SUC. Financial statements provide an overview of SUC's financial condition in both short and long term. All the relevant financial information of SUC is presented in a structured manner under the four basic financial statements:

1. **Balance Sheet**

   Also referred to as statement of financial position which reports on SUC's assets, liabilities, and ownership equity at a given point of time.

2. **Income Statement**

   Also referred to as Profit and Loss statement (or a "P&L"), reports on SUC's income, expenses, and profits over a period of time.

3. **Statement Of Retained Earnings**

   Explains the changes in SUC's retained earnings over the reporting period.

4. **Statement Of Cash Flows**

   Reports on SUC's cash flow activities, particularly its operating, financing and investing portfolios.

i. **Objectives**

   a. To generate financial audited reports useful for taking rational financial decisions.
   b. To provide reliable indication of SUC's financial position and operating results.
   c. To report income and expenses statements for appropriate financial control.
   d. Financial reporting also provides information about SUC's resources, obligations & liquidity, solvency, and funds flows.

ii. **Process Flow**

   Step 1
   Finance department records and generates financial statements periodically.

   Step 2
   Finance department conducts internal audit review of various departments annually.

Step 3

Based on the internal auditing summary report is prepared.

Step 4

Coordinates the external audit process.

Step 5

Submits the audited statements to SUC management containing comparative analysis and comments on variances for future planning.

Step 6

Head finance forwards audited statements to IR office for records and presentation to BOG.

iii. Dissemination Of Data For Decision Making

The IR Office consolidates the yearly reports and forwards to management & BOG for annual review and necessary action. It also provides guidelines for next academic year.

43. FACILITIES COMMITTEE - FRC

Facilities Committee recommends approves and procures appropriate resources required for creating conducive learning environment and smooth operations in SUC. The committee fulfills the requirements of each functional department by assessing their requirements based on the requisitions submitted by the departments.

i. Objectives

a. To improve the services offered by the academic and academic support departments.
b. To assess the requisition for adequate resource requirement for the departmental functions.
c. To procure required resources.

ii. Process Flow

Step 1

FRC floats the resources requirement form at the end of the academic year for planning the requirements of next academic year.

Step 2

FRC receives the proposal from each department and reviews for adequacy.

Step 3
FRC evaluate the request and forwards its recommendation to finance.

Step 5
Finance department after due approvals initiates the process of procurement.

Step 6
Convenes yearly FRC meeting auditing for comparative closing.

Step 7
Head finance on the recommendation of FRC prepares the final report along with the resources adequacy report and forward to IR office.

Step 8
Report submitted by the committee is forwarded by IR office to EC for review.

iii. Dissemination Of Data For Decision Making

The IR Office consolidates the yearly FRC reports and forwards to EC for annual review and necessary action. It also provides guidelines for next academic year.

44. COMPUTING DEVELOPMENT COMMITTEE – CDC

Computing Development Committee recommends and approves, appropriate computing & IT resources required for the faculty, staff and students in carrying out the academic activities and research in the University College. Computing resources includes hardware, software, online resources, website management, in house ERP maintenance & development. It also manages procurement of licenses and liaisons with service providers. The adequacy of these resources is ascertained through annual feedbacks from Faculty, Staff and Students **(ANNEXURE–IRO-015)**.

i. Objectives

a. To provide guidelines for maintaining adequate computing resources.
b. To plan, allocate and propose budget for development of computing resources.
c. To provide suggestions for development of resources based on the requirement of faculty, staff and students.

ii. Process Flow

Step 1
Computing department prepares annual CDC meeting calendar & budget and seeks approval of annual budget from finance department.

Step 2

Places the approved budget proposals and presents the current status of its available resources to the CDC.

Step 3

CDC reviews the relevancy of the requests and approves the development plan as per allocated budget.

Step 4

CDC periodically reviews adequacy and identifies areas of improvements.

Step 5

Computing department coordinates with the academics for updating required classroom, lab, software and statistical resources.

Step 6

CDC reviews computing resource adequacy feedback from faculty, staff and students on annual basis at the end of academic year.

Step 7

Convenes yearly computing resource development meeting after stock auditing and plans resources procurement and budget for next academic year.

Step 8

Head of the Computing department submits the report to IR Office.

iii. Dissemination Of Data For Decision Making

The IR Office consolidates the yearly CDC reports and forwards to EC for annual review and necessary action. It also provides guidelines for next academic year.

45. LIBRARY RESOURCE COMMITTEE – LRC

Library Resource Committee (LRC) recommends and approves, appropriate library resources required for the faculty, staff and students in carrying out the academic activities and research in SUC. Library resources include text books, reference books, online databases, research journals, magazines and audio-visual support material for conducting the courses and research work. The adequacy of these resources is ascertained through annual feedbacks from Faculty, Staff and Students. **(ANNEXURE–IRO-016)**

i. Objectives

a. To provide guidelines for maintaining adequate library resources.
b. To plan, allocate and propose budget for development of library resources.

c. To provide suggestions for development of resources based on the requirement of faculty, staff and students.

ii. Process Flow

Step 1
Library prepares annual LRC meeting calendar & budget and seeks approval of annual budget from finance department.

Step 2
Places the approved budget proposal and presents the current status of available resources to the LRC.

Step 3
LRC reviews the relevancy of the requests and approves the development plan as per allocated budget.

Step 4
Library coordinates with the academics for updating text books.

Step 5
LRC periodically reviews adequacy and identifies areas of improvements.

Step 6
LRC reviews Library resource adequacy feedback from faculty, staff and students on annual basis at the end of academic year.

Step 7
Convenes yearly library collection development meeting for planning resources procurement and budget for next academic year.

Step 8
Convenes yearly LRC meeting after stock auditing and plans resources procurement and budget for next academic year.

Step 9
Head-Library submits yearly LRC report to IR Office.

iii. Dissemination Of Data For Decision Making

The IR Office consolidates the yearly LRC reports and forwards to EC for annual review and necessary action. It also provides guidelines for next academic year.

X. LIBRARY DEPARTMENT POLICIES

TABLE OF CONTENTS

I. INTRODUCTION

The SUC Library was established in 1990. The Library caters to all the students, faculty and staff of SUC to pursue higher studies and research in accomplishing their degrees as well as the local community. The Library provides conducive learning environment in teaching and research programs of SUC by acquiring and making available all learning resources. The sole objective is to serve the right information to the right user at the right time.

SUC Library strives to enhance the personal growth of students and contribute to the development and sustainability of students, faculty and other members through free access to ideas, information, educational and scientific research, cultural experiences and educational opportunities.

II. GOALS

a. To plan, develop, procure and maintain adequate library resources for smooth operation as per SUC's strategic plan.
b. To provide a learning environment conducive to academic needs along with regular updating of learning resources.
c. To orient the students, faculty and staff with regards to the usage of library resources and use of new technology in Library.
d. To disseminate relevant and updated information to faculty, students and staff.
e. To provide users with prompt offline and online services.
f. To conduct regular LRDC activities, maintain records and report.

III. STRUCTURE OF LIBRARY DEPARTMENT

The Library of SUC is managed by the Head-Librarian. The Head-Librarian is involved in the functions such as to plan, design, develop, procure & maintain adequate library resources for smooth operation as per SUC's strategic plan. The Library also involves in number of activities such as user training and updating the information requirements of SUC. It provides online and offline information and disseminates to the respective departments.

a. Library Resources Development Committee (LRDC)

The guidelines for the Library are provided by the LRDC. The SUC Library conducts its operations under the guidance of Head-Librarian with his team and fulfills the academic requirement of students, faculty, staff and community.
To plan and suggest improvements of the library resources and services the LRDC approves and implements decision for increasing the utilization of library resources and also assist in weeding policy.

Library Resources Development Committee consists of the following members:
  i. Dean (or his nominee)
  ii. Head–Librarian
  iii. Nominated Faculty members (BBA Program & MBA Program) – maximum of three
  iv. Head Finance Department

b. Library Organizing Chart
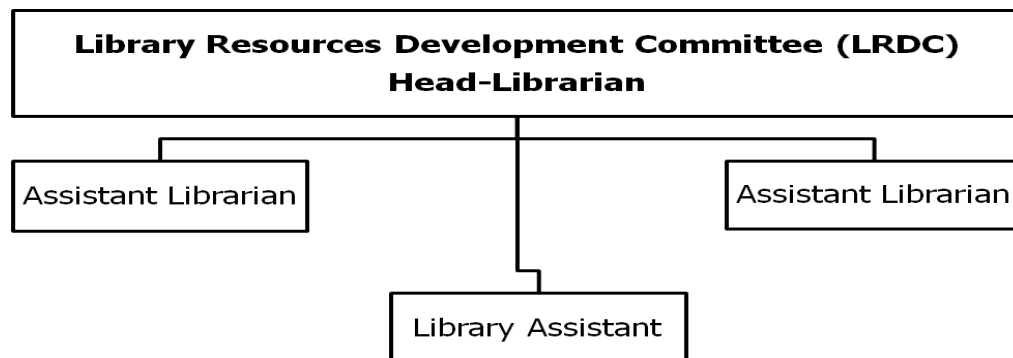
IV. **COLLECTION & DEVELOPMENT**

a. **Objectives**

The primary goal of the Library is to support objectives of SUC.

The objectives of collection development are:
  i. To support the SUC curriculum,
  ii. To strengthen the collection, and
  iii. To provide for the research and information needs of the SUC community.

b. **Selection Responsibility**

The process of selection, acquisition and organization of library resources is a cooperative venture between the LRDC Committee which comprises of faculty members of different subject areas, Dean, & the Head-Librarian. The acquisition is accomplished through the submission of requests by the faculty. These requests are approved by the LRDC Committee, and Dean.

c. **Fund Allocation/ Budget**

It is the responsibility of the LRDC committee with due approval of Finance Dept to allocate the budget for library collections as per the strategic plan of SUC. The funds available for online databases which include online journals and audio-

visual materials are divided equally among different subject areas of study. The budget is finalized each year in the month of July/August for the next academic year.

d. Selection Criteria

The following criteria apply to selection of materials (excluding periodicals) for the library collection:

    i. Support and enrichment of the curriculum of the SUC
   ii. appropriate academic level
  iii. strength of present holdings of subject area
   iv. authority, including reputation of author and publisher
    v. availability and price

Other guidelines for selection:

   vi. Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.
  vii. Multiple copies of titles are purchased only under unusual circumstances.
 viii. Paperback editions of books are purchased if available, and then sent to the Library Bindery for binding.
   ix. Materials are selected in a wide range of formats. Hardbound and paperbound print, a variety of electronic formats, audio-visual, etc. When multiple formats are available, the Library avoids duplication in most cases. Decisions on choice of format are based on ease of use, the need for simultaneous users, preservation, storage and price.
    x. Consideration to replace lost or damaged materials is based on availability, significance to the collection and previous use.

Items selected for acquisition are typically chosen from reviews in professional journals (i.e. Choice) and publisher announcements.

e. Periodicals

The Library acknowledges that periodical subscriptions represent an ongoing commitment; therefore, budgeting and selection differ from that involved in purchasing periodicals. The selection of periodical title does involve a prospective longstanding commitment, and because of annual increases in subscription rates, the acquisition of a periodical title receives substantially more consideration than the acquisition of a single periodical.

Some or all of the following criteria are used in evaluating periodical titles for acquisition or cancellation:

    i. Support of present academic curriculum

ii. Present use of this or other periodicals in a subject area
iii. Projected future use
iv. Price, projected availability of funds
v. Reputation of journal and/or inclusion in a prominent abstracting and indexing source.

f. Magazines

The Library also subscribes to several magazines related to different subject areas mainly on global news, trends in education, tourism, wildlife and other recreation magazines for its students. The selection is done by the LRDC keeping in view the authenticity and popularity of the magazines.

g. Electronic Resources

The Library is well equipped in terms of providing electronic resources in the form of E- journals and electronic databases. The Library has 25 computer terminals especially for electronic resources access and has been named as E-library area. The effectiveness ease of use and multi user access procedure guides the selection, acquisition and maintenance of electronic resources. Electronic resources are provided to support the instructional program and research needs of the SUC community.

The selection of electronic resources is the responsibility of the Graduate Professional Librarians and trained support staff working in coordination with faculty and staff in other departments of the SUC.

The primary criteria for the selection of electronic products are the extent to which it is relevant to the curriculum; improves the overall library collection; and/or enhances the user's access to information. Other factors considered during the selection process are:

i. Compatibility of the resource with existing hardware and technical support
ii. Licensing restrictions and costs
iii. Ease of use
iv. Multi user quality
v. Data ownership

Electronic databases are evaluated annually paying particular attention to changes in the databases and in the needs of the SUC community.

h. **Non Print/ Audio Visual Resources**

The Library acquires reference resources available via CD-ROMs, DVDs audio and video Cassettes, software and other non-print formats based on similar criteria as print and audio-visual materials. Acquisition of these resources is based on appropriateness and compatibility. These non print resources are effective tools in teaching methods and are used extensively.

i. **Gifts**

The Library will accept gifts with the understanding that they will not necessarily be added to the collection. The material will be evaluated by the same standards of the selection as those used in the purchase of new materials. Gifts, which do not comply with the Library's objectives and policies, will be refused. The Library does not set aside special sections for any gift books or accept books on indefinite loan. The Library reserves the right to discard any and all gifted books and journals**.** The Library accepts donations of materials with the understanding that any materials deemed inappropriate to the collection will be discarded or may be returned to the donor upon request. A gift plate identifying the donor is inserted in gift materials or items purchased with gift funds.

j. **Intellectual Property Rights**

The Library seeks to provide information to the SUC academic community that encourages the development of analytical, critical and creative thinking skills. In order to provide such a collection, the Library supports the Intellectual property rights and copyrights of all the materials as per the UAE laws.

k. **Censorship**

The selection of library books and materials is based on the library user's right to read and his freedom from censorship by others. Some library materials are controversial and may offend some persons. Selections for the library will not be made on the basis of anticipated approval or disapproval, but rather on the merits of the material in relation to the building of the collection, and to serving the interests of the users and supporting the curriculum.

The Library holds censorship to be a purely individual matter and declares that while anyone is free to reject for himself books and other materials of which he does not approve; he cannot exercise the right of censorship to restrict the freedom of others.

Should a person challenge library materials, he will be expected to complete a request for reconsideration of library resources. Upon completion of this form, the Head-Librarian will make an evaluation of the request.

V. ACQUISITION PROCEDURES

a. Orders

i. Requisition forms are available in the portal and should be completed by faculty members and submitted to Head-Librarian who in turn gets approval from Dean. Each form must have all three signatures before the order can be placed.

ii. The technical services assistant Checks the requisition forms and searches the OPAC to verify that the library does not already hold the title. If the Library already has a copy, the call number is written on the order card and sent back to the faculty member.

iii. After the forms have been Checked in OPAC, the acquisitions assistant searches each title in books in print to verify the accuracy of the information on the card and to verify the availability of the item. Each order card must include the ISBN number, author, title, publisher information and price.

iv. The order cards are then entered into a database, listing the title/author, the ISBN number and the price. After the prices are totaled, a list is printed to attach to a purchase requisition for the Finance Department.

v. When the purchase order is received from the Finance Department, the librarian enters it into the budget spreadsheet. After the order is placed, the forms are kept in files. The purchase order number is written on each form, and the forms are filed by purchase order number. The purchase order is attached to the purchase requisition and placed in a file to await receipt of the items.

b. Receiving and Invoicing

i. The Acquisitions assistant Check the items received to verify accuracy of shipment. The order card is matched with the item, and a processing slip listing the date received and the price of the item is placed in a pocket with the order card to be given to the Librarian. A tattle tape is inserted in the item if needed. The item is then received and invoiced in LibSys.

ii. The Acquisitions assistant notes the date received the budget account and the amount to be paid on the invoice and then prepares a Cheque request for the Finance Department. A copy of all documentation is retained for library records.

iii. The Cheque requests are then given to the Librarian to be entered into the budget spreadsheet.

VI.   CATALOGING

The Library collections including print and non prints are cataloged electronically through the Library Management software called **LibSys** using the **Dewey Decimal classification (DDC) system 22nd edition** and subjects heading are given through **Library of Congress Subject Headings(LCSHs) 30th edition**. The only exceptions are periodicals, which are arranged in alphabetical order by title. Bibliographic records are exported from LibSys to the **Online public access catalog (OPAC),** ensuring that the records meet national bibliographic standards. The bibliographic records are available in the **Anglo American Cataloguing Rules II (AACR II)** format and are also available in mnemonics format. All the details are maintained in the **Accession Register.**

a.   Dewey Decimal Classification (DDC) Scheme explained

    i.   000 Computer Science, Information & General Works
   ii.   100 Philosophy & Psychology
  iii.   200 Religion
   iv.   300 Social Sciences
    v.   400 Language
   vi.   500 Science
  vii.   600 Technology
 viii.   700 Arts & Recreation
   ix.   800 Literature
    x.   900 History & Geography

This scheme follows a decatomy hierarchical structure and further each class is divided into 10 subdivisions.

b.   OPAC (Online Public Access Catalogue)

The Library's collection is managed through the LibSys online Catalog system known as OPAC or Online public access Catalog. The Library is able to manage its acquisitions, cataloging, circulation and public access using this system. After library materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the library users. The OPAC includes local information for our Library (barcode number, collection, bibliographical details, call number, copy/volume number, holding library and format type).

c.   Cataloging Procedures: Rental and Reference Books

    i.   All reference books, a barcode with protector tape pasted on the back cover. For rental and reference books used in circulation is fixed with barcode and a protector tape on the back cover.

ii. The Librarian then logs on to LibSys and enters the bibliographic records of the book. After that suitable subject heading from the Library of Congress subject headings a call number from DDC 22nd edition is given. A tag is added to the record, which includes local information for our Library (barcode number, collection, and call number, volume number, holding library, and price and format type). Barcode labels are printed and pasted for reference books with the accession numbers provided to each book. Whereas for rental collections, the accession number is preceded with RB and pasted. All theses entries are automatically added to the record in the OPAC and it is automated through LibSys software.

iii. All these activities are performed by the technical services assistant or by Library Assistant before shelving the books in order.

d. Cataloguing Procedures: Serials

The Serials/Journals details like volume, issue and year are entered in an accession register called "KARDEX" and the same are maintained in the Library.

e. Cataloguing Procedures: Audio Visual Materials

The Librarian logs on to LibSys and enters the bibliographic records of the AV Materials. After that suitable subject heading from the Library of Congress subject headings and accession number is assigned to each AV material. A tag is added to the record, which includes local information for our Library (barcode number, holding library, and price and format type). Two barcodes are printed and pasted each on the back cover of the AV Box and on the material.

VII. CIRCULATION

Library Use

The Library is open to the faculty members, staff, students, and alumni and even to outside members who are engaged in research activities for use of the collection.

a. Borrowing Privileges

Borrowing privileges are available to SUC faculty, staff and currently enrolled students, as well as alumni and outside members who can avail membership for their research purposes. The SUC provides identity cards to each student which is also used as a membership cards or library cards for issuance/return of books and other materials. The ID card is scanned with barcode technology and the books are issued with the help of Circulation module of **LibSys** (Library database management software). For the faculty members, staff and other members' special identity card or membership cards are developed through the **LibSys** and the same is maintained in the Library for the members borrowing record.

b. Borrower or Library Membership Cards

Individuals must complete a registration card and update their individual registration or ID card in the LibSys software using the barcode technology in order to borrow materials from the Library. For faculty, staff and currently enrolled students, barcodes are attached to SUC identification cards at the beginning of each semester or any other convenient time. This card must be presented for all borrowing transactions. Library cards are issued to outside members if they have annual membership or alumni membership of the Library. For such members library membership comes at AED 250 annual charges with a security deposit of AED 500 (refundable).

c. Borrower Confidentiality

The SUC Library protects the confidentiality of each member. The Library staff will not disclose information regarding any member's circulation record, i.e., what materials are Checked out to whom. If a book is urgently needed, the staff will attempt to contact the member about returning the item.

d. Circulation Policy for MBA Program, BBA Program and other Members Borrowing Materials, Loan Periods and Returns

The number of books to be issued and loan period is classified into 4 broad categories. They are as follows:

    i. BBA Program
    ii. MBA Program
    iii. Faculty and Staff
    iv. Others include CPD students, Alumni and outside members

  i. Membership Fees

    The Library fees for SUC student is included in the annual fees as per the institution policies. The alumni and outside annual membership charges are AED 250 with a security deposit of AED 500 and it has to be renewed each year.

    Collection of core text books from library is the responsibility of the Student and no refund of utilisation fee will be made.

  ii. Rules for Circulation of Print Materials
  iii.

Membership Type	No. of Core Text Books	Loan Duration	No. of Reference Books	Loan Duration
MBA Program	3	Permanent	3	7 days
BBA Program	5	Semester	2	7 days
CPD	Kits	Sale	Manuals	Sale
Alumni & others	N/A	N/A	2	7 days

Due dates are stamped in the Check out leaflet which is at the end of the book upon Check out.

iv. Rules for Circulation of Non-Print Materials (NPMs)

The students cannot check out any audio visual materials from the Library. They can use the Audio Visual materials like CDs, DVD, Cassettes materials in the Library with the permission of their respective faculty. Students may use audio-visual materials in the electronic library area of the Library. Materials must be returned to the circulation desk during library hours after use.

v. Renewals

Users may renew any materials borrowed from the Library provided that no other person has made a request for the item. Two renewals will be allowed for any issued materials. On-campus students must present the book and a current identification card at the Circulation Desk. Requests for renewals by telephone will only be accepted from students who attend all of their classes' off-campus.

vi. Late Fines

The Library charges fine of AED 1/= day for overdue books from the students.

vii. Penalty for Damages/Lost

The cases of penalty for any damage or lost of any item will be referred to Head-Librarian for action.

e. **Circulation Policy for Faculty & Staff**

The faculty members can avail library books by observing the following circulation policy.

Categories of Faculty
  i. Regular Faculty
  ii. Part-time Faculty

i. Rules for Circulation of Print Materials

The categories of members and their privileges are as follows:

Category of Faculty & Staff	Max. no. of books	Loan Duration
Regular	10	120 days for core text (15 days for reference books)
Part-time (For more than a year)	4 (2 core text & 2 reference books)	120 days for core text (15 days for reference books)
Staff	4	15 days for all books

Note: All reference print materials including reference books, current issues of periodicals, bound volumes of periodicals, reports, manuals etc. will be issued for fifteen days only. The faculty will have to return the materials before due date in case of demand by any other member of the Library.

All core text and reference materials borrowed by the faculty have to be returned to the library at the end of each academic year.

ii. Rules for Circulation of Non-Print Materials (NPMs)

Non- print materials (NPMs) in the collections of Library include items such as DVDs/CDs/Videos/CDs/ Video Cassettes, Audio Cassettes, Slides etc.
  1. All audio-visual materials will be issued to the faculty for the classroom demonstration only through the computing department who would display the material as per faculty requirement and then return to the Library. Items can be retained maximum for seven days only.
  2.   Lending period: Seven days only.

iii. Renewals

Issued documents and other items are renewable, provided there is no demand for the material by other members. Two renewals are allowed for any issued material.

iv.   Penalty for Damages/Lost

The cases of penalty for any damage or lost of any item will be referred to the Head-Librarian for action. The actions range from hefty fines to debarring from Library for a semester.

f.   Non-Circulating Materials

Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the Library.

g.   Security

The Library is very strict on any theft/ wear and tear of library collection. Proper actions will be taken against those who violate any Library rules. The actions range from hefty fines to debarring from Library for a semester.

h.   Clearance Certificate/ No dues certificate

All those who leave the organization must return, replace or pay for all outstanding print and non-print materials that they have not returned to the Library. SUC Library will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the Library.

VIII.   WEEDING POLICY

The Library holdings are evaluated to identify inappropriate or outdated materials. This process is accomplished through a cooperative effort between the Library staff and the academic faculty. Faculty members who are in the LRDC have the responsibility of weeding outdated or inaccurate materials in their area of expertise. The Library staff is responsible for removing multiple copies, multiple editions, outdated materials and worn or damaged materials.

a.   Basic Criteria

The main criterion for discarding books from reference collection is their lack of use. The following factors are also important and are considered by LRDC Committee:

i.   Obsolete and/or inaccurate material
ii.   Subject no longer of current interest
iii.   Poor physical condition
iv.   Old edition is no longer appropriate within current environmental context

    v. Whether the title to be discarded is part of multi-volume set or series

b. Frequency of Discard

    i. 2% of stock annually
    ii. Dissertations after 3 years of submission
    iii. As an ongoing collection management tool for each collection area

c. Retention (what not to discard)

    i. Seminal works and selected copies of dissertations (approved by the Faculty)
    ii. Local study material

d. Disposal of Withdrawn Stock

    i. Last copies of material in good physical condition are offered to members of the Library
    ii. Withdrawn books shall be handed over to any needy universities or institutions or ogranisations or recycling agencies
    iii. Other material may be offered for sale at the Library's discard through exhibition
    iv. Material in poor physical condition is disposed

e. Considerations for Periodicals

    i. Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
    ii. Titles which contain information that is not useful long-term, such as newsletters and trade magazines, usually have automatic discard patterns established such as "latest two years only retained".
    iii. Annuals, biennials and regularly updated editions of guidebooks, handbooks, almanacs and directories have a de-selection pattern established depending on the value of the information contained retained in the earlier editions. Often one or two older editions are kept in Reference and/or Circulating collections.
    iv. Duplicate issues of journals and magazines are discarded when a volume has been bound.

IX. CONSERVATION, PRESERVATION AND RESTORATION

Library materials are expensive to purchase, to process, and to house. SUC Library acknowledges the necessity of preserving all holdings. The Librarians will consult with the LRDC to determine what action should be taken with damaged books or other damaged materials. The Librarian will help to determine an emergency plan and oversee the initiation of action should an emergency arise.

a. **General Principles**

   i.   Care and handling of library materials will be stressed to library employees and library users.
   ii. Temperature and humidity controls will be sought for library materials.
   iii. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
   iv. Binding will be used to preserve periodicals and other materials as needed.

b. **Replacement of Lost, Damaged, Missing and Torn Library Materials**

   i.   Books

   The Librarians are responsible for making decisions regarding the replacement of lost, damaged, missing or worn library materials. The librarian will determine whether to replace a specific book or purchase a comparable book guided by the following considerations:

   1. Does the material being replaced meet general library collection policy?
   2. Does the frequency of use justify replacement?
   3. Is the item used for class reserve reading or is it on a faculty recommended reading list?
   4. Is the item listed in Books for SUC Libraries or other recommended book lists?

   ii. Periodicals

   Library staff will identify lost, damaged and missing serials and will take steps to replace these materials. Decisions to replace annual, biennial and irregular serials will be handled according to the policy for monographs described above with the Acquisition Librarian having the responsibility to order replacements.

   The following serial items will not be replaced when lost or damaged:

   1. Newspapers and newsletters
   2. Titles that are not held permanently
   3. Titles that are not indexed

   Since back issues may be expensive, the decision to replace will be guided by the following considerations:

1. Does the material being replaced meet general Library collection policy?
2. Does the frequency of use justify replacement?
3. Should microforms be purchased rather than replacing paper issue(s)?
4. Is the periodical readily available elsewhere, including full-text sources available to Johnston Memorial Library users?
5. Does the information in the particular title have lasting value?
6. Is the lost or damaged piece more than five years old?

X. LIBRARY FACILITIES & SERVICES

a. Library Services

Library is providing the following services to the users:

i. Online Public Access Catalogue (OPAC)
ii. Internet/CD ROM Search Assistance
iii. Online Resources Services (EBSCO, E-Library)
iv. News clipping Service
v. Reference/Referral Service
vi. Current Awareness Service (CAS)
vii. Selective Dissemination of Information (SDI)
viii. Query Based Service (QBS)
ix. Table of Content

b. Library Timings

The Library is open with all facilities and services for the students from 9.00 A.M to 10.00 P.M on all workings days and also on weekends from 9.00 A.M to 7.00 P.M

c. Newspaper Clipping Service

The Library also subscribes to several newspapers and has a special service of newspaper clipping in which important news related to the subject areas is clipped and is maintained for future reference. This is done by the Library staff with the help of faculty from different subject field on daily basis. (**List of newspaper is given in the appendix**)

d. SDI/CAS Services

The Library offers Selective Dissemination of Information (SDI) and Current Awareness Service (CAS) through news update, library information service, mails, seminars, orientation and through reference desk.

e. Discussion Rooms

There are four rooms for students' discussion and one big room for the faculty members. The rules and regulations are as follows:

    i. The rooms for students have to be reserved in advance. The group which wants to use the rooms for discussion should give their names and the time for use at least one day before the requirement.

    ii. The rooms are for studies and group discussions purpose only.

    iii. If the group wants to use the bigger room for discussion they need a written permission from the faculty members.

    iv. The faculty members can use the rooms at their leisure.

f. Online Resource Service

The Library is equipped with 25 computer terminals with internet access. Students can access online databases subscribed by the library here. This database gives access to 5000 e-journals.

g. General Rules of the Library

    i. Silence should be maintained in the Library.

    ii. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.

    iii. Cell phones should be switched off or kept in the silent mode with in Library premises.

    iv. Library ID Cards should be shown at entrance & also on demand whenever there is a Check.

    v. Library ID cards/borrower cards are not transferable. Books are issued against borrower cards only on production of their own Library ID card.

    vi. On completion of course No dues Certificate will be issued only on surrender of Library ID card / borrower's card.

    vii. Overdue charges will be collected if book is not returned by due date.

    viii. If book is lost borrower is responsible to replace the book or pay latest market price. If title is out of print price will be charged as per Library norms.

    ix. No eatables are allowed in the Library.

    x. Violations of Library rules can lead to hefty fines / debarred from Library.

    xi. Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.

    xii. Library computers are meant for library search only and students are allowed to work on their assignments also.

XI. PERFORMANCE MEASUREMENT OF LIBRARY

The Library conducts feedbacks at the end of each academic year regarding utilization, infrastructure and other issues. The feedback report is effective in measurement of the various issues and requirement related to the library. The report of the feedback is evaluated by the LRDC committee and makes it suggestions and recommendations depending upon the findings of feedback.

XII. APPENDIX

UPDATED STATUS OF LIBRARY RESOURCES*-AS ON 21 JUNE 2012

Material	2012
Reference Books	15147
Titles of References (approx.)	7782
Dissertations-as on 1.5.12	420
Scientific Journals	21
Magazines	13
Association Memberships & E-Databases	07
CDs/DVDs	240
News Papers	11
Internet Terminals	25
Internet Terminals for staff use	03

For more details please get in touch with Head-Librarian.

XI. MARKETING & REGISTRATION DEPARTMENT POLICIES

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DEPARTMENT STRUCTURE – MARKETING AND REGISTRATION

DIRECTOR – ACADEMIC SUPPORT SERVICES

↓

DY. DIRECTOR – MARKETING & REGISTRATION

ASST. MANAGER – ARAB   **ASST. MANAGER – NON ARAB**

MARKETING ASST   **SUPERVISOR**

ADMINISTRATIVE OFFICER   **RECEPTIONIST**
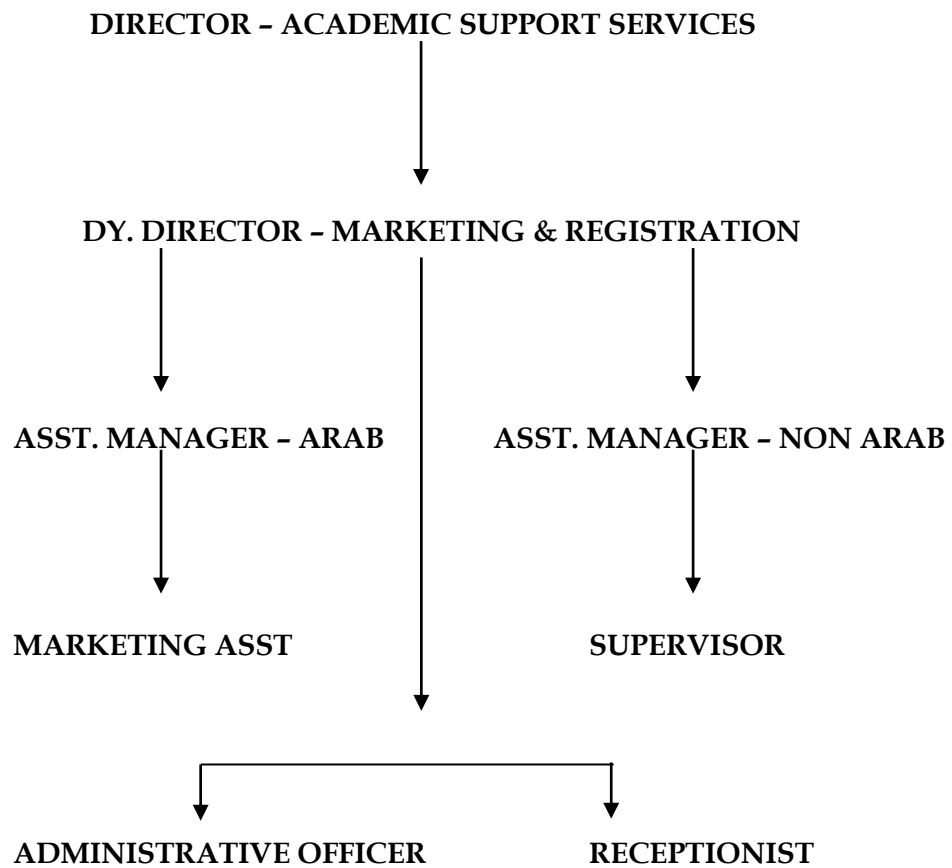
WHOM TO CONTACT LIST

S. NO.	QUERY ABOUT	CONTACT PERSON
1	Overall in-charge of the department	Mr. Firas Al Tabbaa
2	Admission policies, fee structures, admission requirements, admission deadlines, fee waivers and scholarships for <u>Arab</u> prospective students and parents	For Arab enquiries: Mr. Rabih Abdallah supported by Ms. Nisrine Zitan
3	Admission policies, fee structures, admission requirements, admission deadlines, fee waivers and scholarships for <u>Non Arab</u> prospective students and parents	Mr. Rajesh C. P. and Mr. Milton D'Souza
4	Dealing with Government organizations and business councils	Mr. Firas Al Tabbaa, DASS
5	Dealing with Non Arab cultural clubs and Associations	Mr. Milton D'Souza and Mr. Rajesh C. P.
6	Dealing with Arab cultural clubs and Associations	Mr. Firas Al Tabbaa and Mr. Rabih Abdallah
7	Coordinating visits to Arab schools and their workshops	Mr. Rabih Abdallah supported by Mr. Firas
8	Coordinating visits to Non Arab schools and their workshops	Mr. Rajesh C. P. supported by Mr. Milton D'Souza
9	Responding to International enquiries through portal	Ms. Nisrine Zitan and Mr. Milton D'Souza
10	Handling visits and enquiries to regional places including GCC	Mr. Rabih Abdallah supported by Mr. Firas Al Tabbaa
11	Handling visits and enquiries from African countries	Mr. Rajesh C. P.
12	Handling visits and enquiries from Asia, China and CIS countries	Mr. Milton D'Souza
13	Handling preparation and dissemination of minutes of marketing meetings, analysis and compilation of departmental statistics, keeping track of budgets, expenses, media	Ms. Iris Mendoza

I. INTRODUCTION

The Marketing & Registration Department is responsible to enroll prospective students irrespective of age, color, gender, religion, race, national origin and disabilities creating a co-educational multicultural academic environment making SUC a dynamic center of learning.

The Department is responsible to build a strong brand image & project the core values of SUC to the prospective students, SUC community & general public locally & internationally. The aim of the department is to reach the target segment by participating in various promotional activities, locally & internationally.

The Marketing and Registration department admits school graduates & matured students by following the guidelines of Ministry of Higher Education and Scientific Research, UAE and the admission policy of SUC based on the availability of seats for each major which is in accordance to the strategic plan of SUC.

II. GOALS

The purpose of the marketing department is to create and implement a brand identity reflecting the SUC's position, place and uniqueness locally and globally:

a) To evaluate & analyze the employment market trends & the industry requirements locally & internationally
b) To plan & develop brand identity of SUC in local and international markets
c) To plan and develop marketing strategies
d) To explore new market segments locally & internationally
e) To enroll prospective students into SUC without discrimination of age, color, gender, religion, race, nationality and disabilities
f) To maintain & build public relations with SUC community & its prospects

III. SERVICES PROVIDED

The Marketing & Registration Department provides placement counseling to the prospective students by creating awareness about programs on offer, courses, academic progress, career opportunities & the importance of accredited degrees in the job markets. It also explains the opportunities of furthering higher studies in local & international universities.

The marketing department extends services to the students in three stages:

a) Pre enrollment services
b) During Enrollment services
c) Post enrollments services

Pre- Enrollment Services

The following pre enrollment services are undertaken by the marketing department by helping the prospective student to make the right choice of major to be successful in the suitable career.

i) Interacts with the prospect to understand their areas of interest, the strength and weaknesses

ii) Explains the standing of the university with the help of MOHESR accreditation and its acceptability in the job market and for pursuing higher studies in the local and international markets

iii) Explains the detail of program, its duration, the majors and the potential career opportunities in UAE and the region

iv) Helps the prospect to choose suitable area of major to be pursued

v) Explains the admission requirements and fee structures

vi) Explains the facilities available in SUC

vii) Verifies the documents to check the eligibility

viii) Verifies the eligibility for transfer of credits, if applicable

ix) Is readily available for clarifying any queries raised by the prospect

During Enrollment Services

i) Helps in filling up of registration / application forms

ii) Orients about the English / Maths placement tests and provides model papers

iii) Issues the hall tickets for the placement test and informs the date and time of the test

iv) Helps students to complete the process of fee payment

v) Informs about the placement test results and organizes retest, if applicable

vi) In case of failing the English and/or Maths placement test, advises them of enrolling in 120/190 hours of English foundation or Numeracy crash course as applicable

Post Enrollment Services

i) Organizes campus tour to acquaint students with the facilities available in SUC

ii) Guides the enrolled students for the academic and non academic orientation program

IV. REGISTRATIONS & NEW ADMISSIONS

SUC follows a non-discriminatory policy to admit all such students who have completed the General Secondary School Certificate of UAE or its equivalent as per International Grade Conversions published by World Education Services Inc. (www.wes.org), subject to availability of seats. The registrations are carried out in accordance to the admission policies and procedures of MOHESR, UAE and the number of seats approved by Committee of the Head of Departments (COHD) as per the strategic plan.

a) BBA Degree Programs

i) Entry Requirements

1) New Admissions

An applicant seeking admission for BBA program is required to fulfill the following conditions:

a. High School Grade

i. Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. (www.wes.org). Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education and Youth. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country.

ii. Seven subjects of IGCSE/GCSE/GCE (O-Level) with grade 'C' or above (AS-Level) with grade 'D' or above (A-Level) with grade 'E' or above. All documents require attestation from the competent authorities.

iii. Holders of UAE Secondary School Certificate who have scores below the required level (minimum of 60%), and do not meet the regular admission requirements, may go through the Foundation Program to prepare themselves for higher studies in their chosen field.

b. On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOHESR. This may be used for progression to Higher Education within the institution offering the Foundation Program, or for entry to other receiving institutions, provided the student meets the admission requirements set for specific programs at that institution.

c. English competency required as the exit standard is TOEFL 500 (or IELTS 5.0) for those intending to enter Higher Education programs delivered in English, and TOEFL 400 (or IELTS 4.0) for those intending to join programs offered in Arabic. Note that Institutional TOEFL is NOT ACCEPTABLE.

d. The Foundation Program does not apply to students who hold High School Certificates from other systems of Education (British GCE / IGCSE or American Diploma). Students falling under this category will need to meet the minimum admission requirements set forth in the Ministerial Decree's 200/2004 and 133/2005.

2) **Provisional Admission:** The DOA reserves the right to admit a student on Provision (e.g. special cases where the student may not have satisfied all the admission requirements). In such a case, the student must have an average of not less than 60% marks in the secondary school level of UAE or its equivalent

   a. Provisional admission is not applicable to UAE board students holding certificates after 2006 having less than 60% marks.

   b. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, he or she must obtain a Grade Point Average (GPA) of 2.0 on a scale out of 4.0 upon successfully completing 12-15 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student's admission.

   c. If any student is admitted under provisional status and at the same time failed in the Mathematical ability placement test of the SUC, may not be allowed to have simultaneous progression in the BBA program, in this scenario, student is required to complete the Numeracy preparatory course prior to progressing in BBA program. Moreover, provisionally admitted students will not be granted TOC for the courses, which are in offer in the first semester.

   d. Exception: Students holding diploma from any accredited institution in UAE having 50% and above in the secondary school level of UAE or its equivalent will be admitted to the SUC. However such students will be required to undergo the English Language proficiency test as per the SUC norms.

3) **Transfer Admissions**
   SUC accepts student's who are transferring from a federal or licensed institution in the UAE, or a foreign institution of higher learning based outside the UAE and accredited in its home country, are eligible for transfer admission; after fulfilling the following requirement / conditions:

a. Documents required:
  i. The official transcripts,
  ii. Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
  iii. An official letter from the previous institution
  iv. All documents mentioned in the registration requirements
  v. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

b. Conditions Applicable:
  i. They must pass the English and Mathematics proficiency requirement.
  ii. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.
  iii. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.
  iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
  v. Must have passed the course with a minimum of 'C' grade or equivalent.
  vi. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
  vii. No transfer can be awarded for Capstone and protected courses of SUC.
  viii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
  ix. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.
  x. Incase student changes the major area of study the student will have to re-apply for TOC.
  xi. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean (Academics). Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.
  xii. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
  xiii. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
  xiv. Non-refundable SUC TOC processing fees (as per applicable fee structure)
  xv. TOC will be awarded to students of Higher College of Technology diploma holders on the following conditions. (This provision is made available as per the Ministry of Higher Education & Scientific Research (MOHESR) circular no.1 (amended) dated 11th March 2006)

1. The 12th standard Certificate should not be less than 50%.
2. His/her diploma should be accredited and attested by MOHESR or its equivalence certificate for those who graduate outside UAE.
3. To check the validity of the certificate issued by HCT and make sure that it is authentic.
   - CGPA should be 2.0 and above.
   - The student should get "C" grade and above in the following subjects:
     (a) English   (b) Maths   (c) Computer
4. Any other conditions followed by the institutions. Once the acceptable transfer of credits are decided, the student is informed and can then proceed for registration. Appropriate fee reduction is given for the courses granted transfer of credit.

c. Procedure for Finalizing Institutions for the purpose of Transfer of Credits

Qualification: SUC will accept transfer of credits only from the Institutions under the following categories:

vii. Accredited by the MOHESR, UAE.
viii. Accredited by the Central or Regional accreditation bodies in the United States of America.
ix. Accredited by the SUC Grants Commission of India.
x. Accredited by the SUC Grants Commission of Pakistan.
xi. Approved by the Quality Assurance Agency in Education, U.K.
xii. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission.

ii) Placement Requirements

All candidates seeking admission to SUC BBA curriculum must take and pass proficiency examination in English and Mathematics.

1) English Language Proficiency (TOEFL Exam)

Prospective Students having English as their first language are not required to appear for TOEFL. A BBA applicant without English as their first language is required to fulfill any one of the following requirements for admission:

a. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 61 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 173 on the Computer based TOEFL.

b. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)

2) Mathematical ability

An applicant is required to score a minimum of 500 on SAT-1 or 60% passing score of SUC Mathematics placement test.

iii) Registration Requirements [BBA]

1) **LOCAL STUDENTS OR STUDENTS WITH OWN VISA:**

   a. 6 Passport size colored photographs (not Polaroid)
   b. Passport Copy with minimum six months validity
   c. Attested copy of High School Certificate along with marks sheet i.e.
      i. For UAE 12th standard High Schools, certificate should be attested by the school and Ministry of Education, UAE
      ii. For foreign schools, operating in UAE and approved by the Ministry of Education-UAE, certificate should be attested by the school & private Department in Ministry of Education – UAE
      iii. For overseas schools, certificate should be attested by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

   d. The following fees must be paid at the time of admission:
      (A total of AED 7,000/-)
      i. **Application Fee of AED 1,000/- Non-refundable**
      ii. **First Installment fee of AED 5,000/- & Resource Utility Fee of AED 1,000/- Non-refundable after commencement of classes, even if the student did not attend any class.**
   e. Completed Undertaking forms (if required)

2) **VISA STUDENTS (LOCAL):**

   a. 15 Passport size colored photographs with white background (not Polaroid)
   b. Passport Copy with minimum eight months validity
   c. Attested copy of High School Certificate along with marks sheet i.e.
      i. For UAE 12th standard High Schools, certificate should be attested by the school and Ministry of Education, UAE
      ii. For foreign schools, operating in UAE and approved by the Ministry of Education-UAE, certificate should be attested by the school & private Department in Ministry of Education – UAE
      iii. For overseas schools, certificate should be attested by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
   d. The following fees must be paid at the time of admission:
      (A total of AED 25,750/-)
      i. **Application Fee of AED 1,000/- Non-refundable**
      ii. **First Installment fee AED 5,000/- Non-refundable**
      iii. **Resource Utility Fee of AED 1,000/- Non-refundable**
      iv. **1st Cheque Payment of AED 10,350/-**

       v.   **Visa Fee of <u>AED 5,000/-</u> (Applicable for a 3 year visa) [Fully Non-refundable once visa is filed]**

      vi.   **Passport Guarantee of <u>AED 2,500/-</u> [Refundable at the time of visa cancellation]**

     vii.   **TOEFL Exam Fee of <u>AED 500/-</u>**

    viii. **TOEFL Book of <u>AED 400/-</u>**

  e. Three post Dated Cheques of <u>AED 10,350/-</u> each

  f. Completed Undertaking form/s & Student Personal details form

3) VISA STUDENTS (OVERSEAS):

  a. 15 Passport size colored photographs with white background (not Polaroid)

  b. Passport Copy with minimum eight months validity

  c. Attested copy of High School Education Certificate along with marks sheet (12th Standard certificate attested by Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin)

  d. The following fees must be paid at the time of admission:

    (A total of <u>USD 6,755/-</u>)

      i.   **First Installment fee – <u>USD 2,975/-</u> Non-refundable**

     ii.   **Resource Utility Fee – <u>USD 275/-</u> Non-refundable**

    iii. **Visa Fee – <u>USD 1,370/-</u> (Applicable for 3 year visa)**
         [Fully Non-refundable once visa is filed]

     iv.   **Passport Guarantee – <u>USD 685/-</u>**
         [Refundable at the time of visa cancellation]

      v.   **TOEFL Exam Fee – <u>USD 140/-</u>**

     vi.   **TOEFL Book – <u>USD 110/-</u>**

    vii. **1st Semester of the Hostel Fees – <u>USD 1,200/-</u>**
         [3 months at the rate of <u>USD 400/-</u> per month (Inclusive of water & electricity charges)]

  e. Completed Undertaking form/s & Student Personal details form

4) ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER OF CREDITS:

  a. Official Transcript of records

  b. Full Course Syllabus [Credit Value, Level, Detailed course content, Learning outcomes/objectives & Indicative learning resources

  c. Letter from College/University certifying that the student attended there

  d. TOC processing fee of <u>**AED 300/- or USD 85/-**</u>

b) MBA Degree Programs [MBA]

i) Entry Requirements

An applicant seeking admission for MBA Program is required to fulfill the following conditions:

1) New Admissions

a. **Minimum Qualification Requirement:**
   i. A Baccalaureate degree in Business discipline from an accredited institution in the UAE or its equivalent.
   ii. A Baccalaureate degree in any other discipline will be accepted but the applicant is required to undergo MQP (MBA Qualifying Program) to fulfill the requirement of admission to MBA Program.

b. **English Proficiency Requirement:**
   A TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), is required for admission to the Master's program with the following exceptions:

   i. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.
   ii. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

c. **GPA Requirement**
   A cumulative Grade Point Average (CGPA) of 3.0 on a 4.0 point scale or its established equivalent in the applicant's Baccalaureate degree program is required for admission to graduate program.

2) **Probationary Admittance**
   a. **Students with CGPA 2.5 to 2.99 in the applicants baccalaureate degree along with the following:**

   i. TOEFL score of 550 on the Paper-Based test, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0) may be admitted to the Master's program subject to the following:
      1. May take a maximum of nine credit hours in the first semester of study.
      2. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
      3. If either provision is not met the student will be dismissed.

   ii. TOEFL score of 530 on the Paper-Based test, 197 on the Computer-Based,

or 71 on the Internet-Based test or its equivalent using a standardized test approved by MOHESR may be admitted to the Master's program subject to the following:

1. Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study;
2. May take a maximum of six credit hours in the first semester of study, not including intensive English courses;
3. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
4. If either provision is not met the student will be dismissed.

b. **Students with CGPA 2.0 to 2.49 in the applicants baccalaureate degree and meets the English competency requirements mentioned in section b (both business and non business discipline) may be admitted to the Master's program subject to the following:**

   i. To qualify for MBA program admission a student must complete seven courses of MQP with minimum 'B' grade or take challenge exam (only for business graduates) in any of the seven courses and score minimum 'B' grade.
   ii. Incase s/he has already taken any of the MQP courses with the grade of 'B' or above at baccalaureate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy
   iii. Meets the English competency requirements mentioned in section B.
   iv. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
   v. If either provision is not met the student will be dismissed.

   NOTE: Admission to the above category of students is limited to a maximum of one third (1/3) of the total enrollment in the MBA

3) **Transfer Admission**
SUC accepts student's who are transferring from a federal or licensed institution in the UAE, or a foreign institution of higher learning based outside the UAE and accredited in its home country, are eligible for transfer admission.

A maximum of 12 credit hours can be accepted as transfer into the Graduate Program of SUC provided these credit hours are adequate to meet the requirements for Transfer of credits (TOC) procedures. All the courses in the curriculum are protected except the following courses that can be replaced by accepting TOC from any accredited Graduate level program:

S. No	Course Code	Course Name
1	CIS601	Corporate Information Strategy & Management
2	ACC601	Managerial Accounting
3	ECO601	Managerial Economics
4	MGM601	Human Resources Management
5	MKT601	Marketing Management

Transfer admission students have to fulfill the following requirements / conditions:

a. **Documents required:**
   i. The official transcripts,
   ii. Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
   iii. An official letter from the previous institution
   iv. All documents mentioned in the registration requirements
   v. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

b. **Conditions Applicable:**
   i. They must pass the English proficiency requirement.
   ii. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.
   iii. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.
   iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
   v. Must have passed the course with a minimum of 'B' grade or equivalent and overall CGPA of '3.0' on a scale of '4.0'.
   vi. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
   vii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
   viii. A student is placed in the fourth semester status only after completing all the balance courses till the third semester.
   ix. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean (Academics). Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.

    x. Prohibit accepting credit twice for substantially the same course taken at two different institutions.

    xi. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

    xii. Non-refundable SUC TOC processing fees (as per applicable fee structure)

c. Procedure for Finalizing Institutions for the purpose of Transfer of Credits

Qualification: SUC will accept transfer of credits only from the Institutions under the following categories:

    i. Accredited by the MOHESR, UAE.

    ii. Accredited by the Central or Regional accreditation bodies in the United States of America.

    iii. Accredited by the SUC Grants Commission of India.

    iv. Accredited by the SUC Grants Commission of Pakistan.

    v. Approved by the Quality Assurance Agency in Education, U.K.

    vi. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission.

4) Matured Entry Admission

Students with CGPA 2.0 to 2.49 in the applicant's baccalaureate degree and meets the English competency requirements mentioned in section b (both business and non business discipline):

    a. Business Graduates

        i. Must have 5 years of work experience after completion of baccalaureate degree.

        ii. Such students will have to face a pre-enrollment personal interview with a designated committee to assess level of academic aptitude for joining the MBA Program

        iii. Meets the English competency requirements as per SUC policy

        iv. Must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

    b. Non Business Graduates

        i. Must have 5 years of work experience after completion of baccalaureate degree.

        ii. Meets the English competency requirements as per SUC policy.

        iii. Must complete the MQP requirement as per SUC policy.

    iv. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

iii) Registration Requirements [MBA]

- **LOCAL STUDENTS OR STUDENTS WITH OWN VISA:**

  a. 5 Passport size colored photographs (not Polaroid)
  b. Passport Copy with minimum six months validity
  c. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.
      i. For UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE
      ii. For foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE
      iii. For overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
  d. The following fees must be paid at the time of admission:
  (A total of AED 7,000/-)
      1. Application Fee of <u>AED 1,000/-</u> Non-refundable
      2. First Installment fee of <u>AED 5,000/-</u> & Resource Utility Fee of <u>AED 1,000/-</u> Non-refundable after commencement of classes, even if the student did not attend any class.
  e. Completed Undertaking forms (if required)

- **VISA STUDENTS (LOCAL):**

  a. 10 Passport size colored photographs with white background (not Polaroid)
  b. Passport Copy with minimum eight months validity
  c. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.
      i. For UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE
      ii. For foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE
      iii. For overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
  d. The following fees must be paid at the time of admission:
  (A total of AED <u>25,400/-</u>)
      i. **Application Fee of AED 1,000/- Non-refundable**
      ii. **First Installment fee of AED 5,000/- Non-refundable**
      iii. **Resource Utility Fee of <u>AED 1,000/-</u> Non-refundable**
      iv. **1st Cheque Payment of <u>AED 10,000/-</u>**

    v. Visa Fee of <u>AED 5,000/-</u> (Applicable for a 3 year visa) [Fully Non-refundable once visa is filed]

    vi. Passport Guarantee of <u>AED 2,500/-</u> [Refundable at the time of visa cancellation]

    vii. TOEFL Exam Fee of <u>AED 500/-</u>

    viii. TOEFL Book of <u>AED 400/-</u>

e. Three post Dated Cheques of AED 10,000/- each

f. Completed Undertaking form/s & Student Personal details form

VISA STUDENTS (OVERSEAS):

a. 10 Passport size colored photographs with white background (not Polaroid)

b. Passport Copy with minimum eight months validity

c. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.

    i. For UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE

    ii. For foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE

    iii. For overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

d. The following fees must be paid at the time of admission:

(A total of <u>USD 6,780/-</u>)

    i. First Installment fee of USD 3,000/- Non-refundable

    ii. Resource Utility Fee of USD 275/- Non-refundable

    iii. Visa Fee of <u>USD 1,370/-</u> (Applicable for a 3 year visa) [Fully Non-refundable once visa is filed]

    iv. Passport Guarantee of <u>USD 685/-</u> [Refundable at the time of visa cancellation]

    v. TOEFL Exam Fee of <u>USD 140/-</u>

    vi. TOEFL Book of <u>USD 110/-</u>

    vii. 1st Semester Hostel Fees <u>USD 1,200/-</u> [3 months at the rate of <u>USD 400/-</u> per month (Inclusive of water & electricity charges)]

e. Completed Undertaking form/s & Student Personal details form

- **ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER OF CREDITS:**

a. Official Transcript of records

b. Full Course Syllabus [Credit Value, Level, Detailed course content, Learning outcomes/objectives & Indicative learning resources

c. Letter from College/University certifying that the student attended there

d. TOC processing fee of <u>**AED 300/- or USD 85/-**</u>

b) MBA QUALIFYING PROGRAM (MQP)

A student who is seeking admission with a baccalaureate degree obtained from a non-business discipline is required to undergo the MQP by taking the following seven courses. In case student has already taken any of the MQP courses, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by them.

However, the decision for the exemption will be made jointly by the Program Coordinator and DOA upon carefully reviewing the course contents as per SUC TOC policy.

The following are the courses that are chosen to establish the required knowledge for a student to cope up with the MBA program curriculum as these courses provide the basics for a non business student:

CODE	COURSES
MQPACC01	Accounting Principles & Practice
MQPECO02	Economics Principles & Practice
MQPMAT03	Business Statistics
MQPFIN04	Principles of Finance
MQPMGM05	Perspective on Management
MQPMKT06	Principles of Marketing
MQPMAT07	Quantitative Methods

All these courses are equivalent to 3 credit hours at baccalaureate level. These credits cannot be used for replacing any of the MBA level courses as these will be treated non credit bearing courses only for the purpose of MQP and no transcript shall be issued. Most of these courses are offered at the Skyline SUC baccalaureate program enabling the aspirants to pick up any of these courses during the regular semesters of the baccalaureate program. If the courses are currently not offered at the baccalaureate program, they will be exclusively planned and scheduled for the purposes of MQP provided there are a minimum number of students who have opted to take a course in a given semester and if it is found operationally viable.

With regard to the planning and scheduling of the MQP, typically a student with a non-business degree background will take minimum of one or maximum of two semesters to complete the program. However, hypothetically, a student who has studied in engineering discipline might have completed a course in quantitative methods and/or statistics and/or management. In this scenario, student may be exempted from the requirements of those courses at the MQP level; hence, a student of this scenario may be able to complete the MQP in one semester.

II.   ENTRANCE EXAM DETAILS

a)   TOEFL-ITP/MATHEMATICS

All the students admitted into the BBA & MBA Programs are required to appear for the Institutional TOEFL (Test of English as a Foreign Language) exam and score a minimum of 500 out of 677, to meet the admission requirements to enter in the BBA program and 550 out of 677 to enter into the MBA Program or any of its equivalent as mentioned in Admission policy.

In addition, the BBA applicants have to undergo SUC administered Mathematics Placement test and score a minimum of 60% marks to qualify for admission. The duration of this test is One hour and the students are allowed to use basic calculators.

i)   TOEFL – TEST CENTER: SUC is an authorized ITP center which conducts the TOEFL tests regularly according to the published calendar. The duration of ITP TOEFL test is 1 hour and 55 minutes. BBA students take Mathematics test before the TOEFL test. Generally, timings are 6:15PM – 7:15PM (Math Test) and 7:30PM – 9:25 PM (TOEFL test). Students may opt for different dates for appearing TOEFL and Maths tests.

ii)   INTRODUCTION – TOEFL: Test of English as a Foreign Language has 3 sections:

TEST STRUCTURE		
Listening comprehension	50 questions	30-40 minutes
Structure and written expression	40 questions	25 minutes
Reading comprehension	50 questions	55 minutes

iii) TEST STRUCTURE
   1)   **Section-1 (Listening comprehension):** This section consists of:
      a. 3-4 mini talks, 60-90 seconds long with 3-5 questions each,
      b. 2-3 ex tended conversations, 60-90 seconds long with 3 to 5 questions each
      c. 30-40 dialogues, 5-15 seconds long with 1 question each. Listening measures the ability to understand English as it is spoken in North America.

   2)   **Section-2 (Structure and Written Expression):** This section consists of:
      a. 15 multiple choice questions based on the structure of the sentence.
      b. 35 questions - 4 parts of the sentence are underlined – incorrect one has to be chosen and the corresponding letter to be written on the answer sheet.
      Structure measures the ability to recognize language that is appropriate for

standard written English.

3) **Section-3 (Reading Comprehension):** This section consists of: 5 passages from academic texts, 250-350 words each, with 10 questions per passage.
   a. Most of the questions are multiple choices.
   b. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions.
   Reading measures the ability to understand short passages similar in topic and style to academic texts used in colleges and universities.

iv) **SCORING:** Scores for the listening and structure sections range from 31-68. For reading, the range is 31-67. The average of the three scores is taken and multiplied by 10, to give a total score of between 310 and 677. The students are required to get 500 to be eligible for the admission into BBA program and 550 for MBA program of SUC.

1) The ITP TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.
2) They must work to improve their knowledge of the English language skills that are covered on the paper version of the TOEFL test.
3) They must understand the test taking strategies that are appropriate for the paper version of the TOEFL test.
4) They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.
   a. PROCEDURE:
      i. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.
      ii. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.
      iii. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.
      iv. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.
      v. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.
      vi. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.
      vii. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.
      viii. The students are solely responsible for marking answers properly on the answer sheet.
      ix. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the

answer sheet.

    x. They have to completely fill the circle with a heavy, dark mark.

b. IDENTIFICATION:

    i. Students must provide their original, valid and signed passport in addition to their other I. D.

    ii. Students who wear the face covering are required to uncover during the exam. The students face must be visible at all times during testing.

    iii. If student does not have a passport, an official letter from the school he or she most recently attended is required, and this letter must have student photo glued (not stapled) to it, and the title, signature, and seal of the official who issued the identification must overlap the photograph.

    iv. No other forms of identification will be accepted.

c. STATIONERY REQUIRED:

    i. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.

    ii. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.

    iii. The students must carry a good quality of eraser.

    iv. Pencils and erasers will not be supplied by the SUC.

d. CHEATING & UNACCEPTABLE BEHAVIOR: SUC has the full right to cancel the paper of anyone who:

    i. Takes a test book or answer sheet from the testing room.

    ii. Attempts to take the test for someone else.

    iii. Gives or receives assistance during the test.

    iv. Fails to follow instructions given by the Invigilator

    v. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet.

    vi. Takes dictionaries, other books, notes or other devices into the testing room.

    vii. Creates a disturbance or behaves inappropriately.

    viii. Copies test questions or answers.

    ix. Malpractices in any other way.

b) IELTS EXAM

i) How to apply for the IELTS exam

IELTS Application forms have to be filled by the students by paying the prescribed amount of fee. The Skyline administration guides them in this regard. Students should be ready with the required documents at the time of filling the application:

1) GENERAL REQUIREMENTS:

    a. 2 passport photographs

b. A copy of valid passport / UAE National ID /UAE Labor card issued by the Ministry of Labor and Social Affairs along with a UAE driving license

    i. **Passport photo specifications:**

        1. Two identical passport size photographs

        2. Not older than six months,

        3. Head should be fully shown - looking straight at the camera and without spectacles

        4. Photos must have a blue or black background

        5. You have to sign on the reverse of the photographs.

2) ACADEMIC MODULE OF IELTS:

    a. The total test time is 2hours and 45 minutes.

    b. The Academic module of IELTS consists of four components.

        i. **Listening:** The students are expected to listen to an audio recording produced by the native speakers of English .They listen to academic dialogues and monologues; non-academic dialogues and monologues. They are expected to answer the questions as they listen. Ten minutes are given at the end for the candidates to transfer the answers.

        ii. **Reading:** The students have to read 3 passages on topics of general interest; **one** of these texts contains a detailed logical argument. They are expected to answer a variety of questions. 40 questions should be answered in one hour. No extra time will be given to transfer the answers.

        iii. **Writing:** This module consists of 2 tasks. In task1, the students are expected to look at a diagram or a graph and present the information in their **own** words (150 words). In task 2, the students are assessed in their ability to present a solution to the problem, present and justify an opinion, compare and contrast evidence and evaluate and challenge ideas etc. They are expected to write in an appropriate style. (250 words).One hour is given for both the tasks.

        iv. **Speaking:** In this module, the student is expected to introduce himself/herself in an oral interview. Later he/she has to talk on a particular topic for 2 minutes. The examiner gives the topic (and one minute is given for preparation).After that he/she has to participate in a **discussion** for 4-5 minutes. This module assesses the fluency, lexical resource, grammatical range, accuracy, and pronunciation of the students.

III. AIPC (ACADEMIC IELTS PREPARATORY COURSE)

a) BBA

The Academic IELTS preparatory course (AIPC) and mathematics preparatory courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained

in placement exams. The qualifying score for admission is 5.0 out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program):

i) **Scenario 1:** If Student falls short of qualifying score in both English and Maths: In this scenario, the student will undergo the AIPC and maths preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).

ii) **Scenario 2:** If Student falls short of qualifying score in English but obtains qualifying score in Maths: In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

Preparation for English Language Skills- Academic IELTS Preparatory Course (AIPC): For students who have passed the Mathematical ability test but have failed the English language proficiency test, the below mentioned categories will apply. However, prospective students who score below 350 in TOEFL are rejected by SUC.

1) **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic – AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards preparation for IELTS (Academic) during the semester. This is a non credit course.

2) **Category B:** Students who have scored between 425 and 499 in TOEFL (ITP) or between 4.0 and 4.5 in IELTS (Academic) will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced – AIPC (total of 120 contact hours). At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a 3 credit hour course of freshman level (as shown in the table below). AIPC is a non credit course.

CODE	COURSES	CREDITS
CIS101	Computer Skills-1	3
GEN101	General Study Skills	2
GEN102	Community Services & Sports	1
HUM101	Islamic Culture	3

MAT101	Business Mathematics	3

3) **Category C:** Students who cannot score a minimum of 5.0 in IELTS (Academic) admitted as per category A & B they will be allowed to re-register for IELTS preparatory semester again. In this category, students can enroll into a freshman level with an available 3 credit hour course if they score 4.0 and above in IELTS (Academic).

    a. **Note 1:** If the students fail to acquire the required level of English proficiency even after re-admission and wish to exit SUC will be awarded a transcript for the completed BBA level courses.

    b. **Note 2:** Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident of scoring 500 or above in the subsequent TOEFL test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA program. If they are unable to score 500 in the latest attempt, they will be required to undergo a preparatory course in English and the latest IELTS (Academic) scores will be considered as the basis to place the student in the IELTS (Academic) preparatory course.

iii) Scenario 3: If Student falls short of qualifying score in math but obtains qualifying score in English: In this scenario, the student will undergo IELP (Academic IELTS preparatory course) to improve English language skills towards meeting the admission requirements and she/he will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

In this scenario, students have to take the Mathematics preparatory course (MAT001 - Numeracy) to improve the mathematical abilities. Such students are eligible to be admitted into courses other than maths at the BBA degree program on a simultaneous progression with the Mathematics preparatory course. Such students can progress up to Sophomore Level until they pass the Mathematics preparatory course with 60% marks. The courses available for provisional status admission are:

CODE	COURSES
CIS101	Computer Skills-1
ENG101	English Composition
ENG112	Business Communication
GEN101	General Study Skills
GEN102	Community Services & Sports
HUM101	Islamic Culture
HUM102	Critical Thinking & Problem Solving

b) MBA
The
IELTS

Academic

preparatory course (AIPC) course is designed for students whose proficiency levels are inadequate to be accepted for admission into the MBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 6.0 out of 9.0 bands for MBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below.

i) ENGLISH PROFICIENCY REQUIREMENT: A TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), is required for admission to the MBA Program with the following exceptions:

1) A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.

2) A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into MBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

1) Category A: Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards AIPC. This is a non credit course.

2) Category B: The students who have scored between 425 and 529 in TOEFL (ITP) will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. This is a non credit course.

3) Category C: The Students, who have scored between 530 and 549 in TOEFL (ITP), will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course

students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll up to 6 credit hours in the first semester. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the MBA program.

IV. SCHOLARSHIP/FEE WAIVER POLICIES FOR PROSPECTIVE STUDENTS

BBA

PROSPECTIVE STUDENTS: Students who intend to join SUC for a full time BBA Program are termed as prospective students, a prospective student becomes eligible for the above scholarships only once the First Installment fee is cleared and students joins the program. Prospective students can avail scholarships in the under mentioned categories:

The fee waiver considered for students joining BBA program will be as follows:

BBA Fees - AED 130,000/-

SCHOLARSHIP/FEE WAIVER TYPE		BBA FEES	FEE WAIVER	NET FEES
MERIT BASED				
UAE / Arab Board	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	85% - 90%	AED 130,000/-	AED 10,000/-	AED 120,000/-
Indian Board	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	90% And Above	AED 130,000/-	AED 10,000/-	AED 120,000/-
	85% - 89%	AED 130,000/-	AED 5,000/-	AED 125,000/-
Pakistan Board	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	90% And Above	AED 130,000/-	AED 10,000/-	AED 120,000/-

		AED 130,000/-	AED 5,000/-	AED 125,000/-
IGCSE Curriculum	85% - 89%	AED 130,000/-	AED 5,000/-	AED 125,000/-
	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	5 A's & 2 B's	AED 130,000/-	AED 10,000/-	AED 120,000/-
	4 A's & 3 B's	AED 130,000/-	AED 5,000/-	AED 125,000/-
American Curriculum	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	A Grade	AED 130,000/-	AED 10,000/-	AED 120,000/-
	B Grade	AED 130,000/-	AED 5,000/-	AED 125,000/-
SCHOOL RECOMMENDATION		AED 130,000/-	AED 5,000/-	AED 125,000/-
OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES		AED 130,000/-	AED 5,000/- - AED 7,500/-	AED 125,000/- - AED 122,500/-
SIBLING		AED 130,000/-	AED 5,000/-	AED 125,000/-
INDUSTRY		AED 130,000/-	AED 1,500/- - AED 3,000/-	AED 128,500/- - AED 127,000/-
GOVERNMENT	UAE Local Applicant	AED 130,000/-	AED 11,750/-	AED 118,250/-
	Expatriate Applicant	AED 130,000/-	AED 7,500/-	AED 122,500/-
BANK	UAE Local Applicant	AED 130,000/-	AED 11,750/-	AED 118,250/-
	Expatriate Applicant	AED 130,000/-	AED 7,500/-	AED 122,500/-
OTHERS				

PALESTINE EMBASSY & CONSULATE AGREEMENT	20%	AED 130,000/-	AED 22,200/-	AED 107,800/-
	25%	AED 130,000/-	AED 27,750/-	AED 102,250/-
SHARJAH MUNICIPALITY	UAE Local Applicant	AED 130,000/-	AED 14,000/-	AED 116,000/-
	Expatriate Applicant	AED 130,000/-	AED 7,500/-	AED 122,500/-
*AED 350,000/- FUND [SHARJAH MUNICIPALITY]	50%	AED 130,000/-	AED 55,500/-	AED 74,500/-
	20%	AED 130,000/-	AED 22,200/-	AED 107,800/-
	AED 15,000/-	AED 130,000/-	AED 15,000/-	AED 115,000/-
AED 350,000/- FUND [PALESTINIAN CONSULATE]	50%	AED 130,000/-	AED 55,500/-	AED 74,500/-
	25%	AED 130,000/-	AED 27,750/-	AED 102,250/-
*AED 350,000/- FUND [PAKISTAN ASSOCIATION DUBAI]	50%	AED 130,000/-	AED 55,500/-	AED 74,500/-
	20%	AED 130,000/-	AED 22,200/-	AED 107,800/-
	10%	AED 130,000/-	AED 11,100/-	AED 118,900/-

* - Subject for Approval

MBA

The fee waiver considered for students joining MBA program will be as follows:

MBA Fees - AED 70,000/-

FEE WAIVER TYPE		MBA FEES	FEE WAIVER	NET FEES
SUC STUDENT		AED 70,000/-	AED 5,000/-	AED 65,000/-
SIBLING		AED 70,000/-	AED 5,000/-	AED 125,000/-
INDUSTRY		AED 70,000/-	AED 1,000/- - AED 2,500/-	AED 68,000/- - AED 67,500/-
GOVERNMENT	UAE Local	AED 70,000/-	AED 5,800/-	AED

	Applicant			64,200/-
	Expatriate Applicant	AED 70,000/-	AED 4,000/-	AED 66,000/-
BANK	UAE Local Applicant	AED 70,000/-	AED 5,800/-	AED 64,200/-
	Expatriate Applicant	AED 70,000/-	AED 4,000/-	AED 66,000/-
OTHERS				
PALESTINE EMBASSY & CONSULATE AGREEMENT	20%	AED 70,000/-	AED 11,160/-	AED 58,840/-
	25%	AED 70,000/-	AED 13,500/-	AED 56,500/-
SHARJAH MUNICIPALITY	UAE Local Applicant	AED 70,000/-	AED 6,500/-	AED 63,500/-
	Expatriate Applicant	AED 70,000/-	AED 4,000/-	AED 66,000/-
*AED 150,000/- FUND [SHARJAH MUNICIPALITY]	50%	AED 70,000/-	AED 27,900/-	AED 42,100/-
	20%	AED 70,000/-	AED 11,160/-	AED 58,840/-
	AED 7,500/-	AED 70,000/-	AED 7,500/-	AED 62,500/-
AED 150,000/- FUND [PALESTINIAN CONSULATE]	50%	AED 70,000/-	AED 27,900/-	AED 42,100/-
	25%	AED 70,000/-	AED 13,500/-	AED 56,500/-
*AED 350,000/- FUND [PAKISTAN ASSOCIATION DUBAI]	50%	AED 70,000/-	AED 27,900/-	AED 42,100/-
	20%	AED 70,000/-	AED 11,160/-	AED 58,840/-
	10%	AED 70,000/-	AED 5,580/-	AED 64,420/-

V. DOCUMENTATION & PAYMENT PROCEDURE

Once all the documents are received & checked, students are requested to go through the policy and procedures governing students of the SUC.

After adequate understanding and clarifications are given by the department, a form is signed between the applicant and the SUC. Thereafter required fees is deposited by the student in the Accounts department, subsequently the student is provisionally enrolled. As

an applicant the student gives his/her entrance exam and pays the First Installment fees and is registered.

    i) **FEE STRUCTURES – BBA & MBA**
    ii) **REFUND POLICIES (BBA & MBA)**
    iii) **FEE WAIVER POLICIES (BBA & MBA)**

VI. MARKETING ACTIVITIES

The department prepares a marketing plan for the purpose of promoting its programs amongst the target audience. These plans are generally classified into Local Marketing plan and International marketing plan based on the following parameters.

a) To evaluate & analyze the employment market trends & the industry requirements locally & internationally
    i) Scan the environment with respect to industry employment trends, competitor analysis (4P's)
    ii) Changing trends in the target market segments
    iii) Feedback from employer surveys and workshops
    iv) Feedback from the visitors, parents, exhibitions, hoardings, callers, existing students, advertisements, promotions, sponsorship activities, international markets

b) To plan & develop brand identity of SUC in local and international markets
    i) Conduct brand image surveys
    ii) Gather brand positioning status information of SUC
    iii) To prepare short term and long term strategies for brand building locally internationally

c) To plan and develop marketing strategies
    i) Based on competitors analysis develop marketing strategies specifically focusing on promotions, exhibitions, workshops, sponsorships, advertisements, hoardings and other marketing tools

d) To explore new market segments locally & internationally
    i) Identify new target segments locally and internationally
    ii) Identify potential corporate to enter into agreements for BBA and MBA programs,
    iii) Promoting weekend programs aggressively
    iv) Promoting aggressively in other neighboring emirates and countries

e) To enroll prospective students into SUC without discrimination of age, color, gender, religion, race, nationality and disabilities

f) To maintain & build public relations with SUC community & its prospects
    i) Organizing workshops for corporate, schools and general public

ii) Building relations with government bodies, clubs, association, consulate and councils

iii) Promoting social cause based activities

VII. MARKETING PLAN

The marketing department has year round activities focused to achieve the goals and objectives set by the department. At the beginning of each academic year, the department sets up a marketing plan that covers the promotional activities that will be carried both locally and internationally. The activities of the marketing department can be broadly divided into local and international market development activities

BUDGET PLANNING: before proceeding with implementation of the marketing plan, the marketing department decides the budget for carrying out the promotional plans for the academic year. The budget is mainly worked around the following main activities; separated for both local and international markets:

   i. Newspaper advertising budget
   ii. Radio advertising budget
   iii. Printing and designing cost for ads and printing material
   iv. Workshop and sponsorship costs
   v. Online / social media advertising budget
   vi. Magazine advertising budget
   vii. Gift items
   viii. E- Marketing

The budget goes through the management and generally involves the following personnel:

   i. President
   ii. Director – Academic Support Services
   iii. Dy. Director – Marketing and Registration

Once the budget is reviewed and approved, the same is put into action by booking of advertisements and space in print media

a) LOCAL MARKETING PLAN:
   The target prospects are generally the UAE locals and expatriate population living in the country. The plan covers the UAE region for all the Emirates to create awareness of our offerings. Following are the steps / promotion activities undertaken in the local plan.

i) Newspaper Advertisements
   Steps to select the newspaper:
   1) Selecting the target market – Arab / Non Arab / matured students / weekend / gender / corporate
   2) Selecting the message – offerings and intakes
   3) Selecting the media – focus should be on greater reach

4) Selecting the type of advertisement – announcement or an advertorial or press release
5) Selecting the placement of ads – particular page / section on newspaper based on gaze movement of the reader
6) Selecting the timing – based on intakes
7) Selecting the size of advertisement

ii) **Newspaper Mailing shots:** a newspaper mailing shots are carried though an agency or directly with the media. A flier is developed by the marketing department and is inserted into the leading Newspapers Arabic (Al Khaleej) & Asian (Gulf news)
Steps to select a newspaper:
1) Newspaper circulation and readership
2) Agreement with the agency or media
3) Special issues
4) Cost of advertisement and promotions by the newspapers
5) Review of newspaper is done on analysis on response on calls/visitor/enrollment/conversion rate/nationality/gender

iii) **Radio advertisements:** are carried out in Arab media only. Importance is given to spots or sponsored programs
Steps to select the radio:
1) Selecting the target market – Arab / Non Arab / matured students / weekend / gender / corporate
2) Selecting the message – offerings and intakes
3) Selecting the media – focus should be on greater reach. Newspaper, hoarding, special bulletins, radio
4) Selecting the type of advertisement – announcement in newspapers, visibility for hoarding, announcement in radio
5) Selecting the placement of ads – particular page on newspaper and slot on radio
6) Selecting the timing – based on intakes

iv) **Relation building with School**
Schools are seen as feeder institutions to the university. As part of our strategy, schools are being approached directly by the institution. Following are the basis for choosing a school:
1) Target market – Asian or Arab
2) Curriculum – British, Indian, Arab
3) Number of students in the school
4) Tenure of the school - in the UAE
5) Analysis done while enrolling students

Following activities are conducted to build and support the relationship with the schools:
1) Career counseling presentations at school

2) Meet principal/ student counselors to discuss course offerings
3) Workshops for students, school principals and counselors
4) SUC Campus tour for the prospective students
5) Career Fairs hosted by Schools.
6) Sponsorships for various events at schools

v) E-marketing / Internet promotions

It has been observed that most of the students and parents are approaching the websites to get information about the institution. The department places advertisement periodically on these portals. Following are the basis for choosing this media:

1) Analysis of feedback of callers
2) Feedback analysis on enquiries received on portal
3) Survey from students
4) Website rating websites such Alexa.com

vi) SMS Marketing

The department also utilizes the database of available mobile numbers and frequently sends updates on the course schedules and other important messages for follow-up with prospective students.

vii) Exhibitions/Seminars

Exhibitions are seen as a major gathering of prospective students to choosing a university for further education. SUC also participates in some of the major local exhibitions in the UAE and abroad as well. Following are the basis to choosing the right exhibition to set up a stand:

1) Popularity in the country
2) Number of years the exhibition has been organized
3) Analysis on feedback received from callers/visitors and Enrollment
4) The marketing techniques used by the exhibition organizer
5) The footfall analyzed done from exhibitions held in the past
6) Feedbacks received from students attending the event
7) The Marketing department represents the SUC in Educational exhibitions locally and abroad.
8) The SUC organizes Seminars to update the student body with the changes in the Market, Industry & Business, as well as Management Development Workshops, by inviting experts.

viii) Business Updates

Marketing & Registrations Department sends monthly news updates and articles that are immensely informative consisting of the recent developments on the Business and Economy of the UAE and the Regional countries to all the email

addresses maintained in its database. Recipients are chosen on the following grounds:

1) From school visits
2) From Corporate visits
3) From data collected from workshops
4) From databases purchased from outside
5) Data collected from any events held in the university

ix) Scholarships to schools

To build a good relationship and promote the university's initiative to support deserving students, the department has devised strategy to offer scholarships to students who are academically brilliant but are unable to join because of financial constraints. Under this strategy, a fund is allocated to school principals and it is distributed according to merit of students. The fund will be to the extent of 50% and 25% of tuition fees (not more than 2-4 students per school per year). The basis to choose schools is as follows:

1) Target market – Asian or Arab
2) Curriculum – British, Indian, Arab
3) Number of students in the school
4) Tenure of the school - in the UAE
5) Analysis done while enrolling students

Scholarships are also based on the student's participation in extracurricular activities, principals/counselors recommendation as well

x) Corporate & Government Plan:
To facilitate student's internships and placements, the university takes the initiative to set up a corporate and Government visit plan. A structured calendar is put in place to meet up key corporate and the Govt. office personnel to orient them on our offerings and any special waivers kept for their employees. Corporate and visit to big groups are decided on the basis of their profile and connection with the majors offered by SUC.

xi) Consulate Plan:
the university meets the education counselor at consulates to get the university listed in the ministry of education in that country. This helps the students to get the necessary stamping done in their home countries when they move back after graduating.

xii) Business Councils:
the university meets the key representative at consulates of different countries for a tie up with regard to support from the university for students. This visit also covers discussing support in terms of scholarships to various students for their academic pursuits. Visits plans are drawn for these visits during an appropriate time in the year.

xiii) **Community Club:** There are good numbers of Asian & Arab community clubs in UAE and they are run on funding of the people whose members are belonging to a particular community. The department initiated a plan for the same and has been executed successfully. Introduction of scholarships on need based criteria is another step to achieve a good working relationship with these clubs. Grant of 50%, 25% scholarships have been made available to the clubs.

xiv) **Internal Marketing:** the university has taken initiatives to ensure students are kept satisfied with the academic and non academic offerings. This is done through formal and informal meetings have been done with students to understand their expectations from the university. Formation of committees is another step to achieve the purpose as students heads directly interact with the management in various forums to address and to increase the satisfaction level of students

xv) **Participation in external events:** the department in coordination with SSD and events committee also engages participation in various inter university competitions. This also spreads the popularity of the university

xvi) **Internal events:** the department, in coordination with the SSD and events committee plays a key role in organizing and promoting internal events in the campus where students can actively participate. This also creates a joyous and playful environment in the campus

xvii) **Workshops:** The Marketing Department organizes Teachers Workshops, Students Workshops, Counselor Workshops and Corporate Workshops for SUC community to build social values & help SUC establish itself as a socially responsible Institution towards the community. Leading schools and corporate in UAE are mainly targeted for this purpose.

xviii) **Articulation agreement:** the university also initiates tying up with leading universities for transfer of students for further studies. A plan is drawn to initiate proposal for articulation agreements with universities in different parts of the world. This mainly helps the students to successfully transfer their credits to the universities that SUC has tied up with

b) **INTERNATIONAL MARKETING PLAN:** the university, besides targeting the local expatriate population in the UAE also keeps a focus on building international markets to recruit students. This increases the presence of international students in the campus. Following activities are undertaken to increase the presence in the international market.

i) **IDENTIFYING NEW MARKETS:** a analysis is drawn from the enquiries received through our portal or through students already studying in the university. This analysis also includes walk in visitors. Based on these statistics, the marketing department forms a decision to short list a market to be targeted.

ii) **IDENTIFYING NEW AGENTS:** based on the analysis, a study is also done to identify and short list agents in those targeted countries. An agreement is signed between the university and the agent to formalize the relationship. These agents can serve the following purpose:

1) Understand the market scenario (through advertisements and other media) in their countries
2) Understand the scope of marketing a UAE based degree in their countries
3) Understand the visa regulations in their countries
4) Understand the education pattern in their country. The agent should be aware of the legal requirements of the country

iii) **MEETING THE MINISTRY OF HIGHER EDUCATION**: with the help of agents, the Skyline marketing department is able to meet and establish connections with the Higher Education ministry, which is very important after the student has graduated from the UAE.

iv) **PROMOTION ACTIVITY AND VISIT TO THE COUNTRY:** after a feedback is taken from the agent, the marketing department plans a visit to the country. Before he travels, the following activities are undertaken:

1) Advertisements in newspaper
2) Advertisements in radio
3) Distribution of fliers
4) Arrangement of seminars at designated cities

Once this is done, the rep travel to the country to carry the promotion process and follows up later for enrollments

v) **SCHOOL VISITS:** same process as done for local markets, the Skyline rep visits key schools in the country to conduct presentations and meet the principal and counselor to give information on university's offerings

vi) **INTERNET CAMPAIGN:** Online advertising has been observed to generate a good number of responses. The expected media plan is given below for reference. The institution needs to expand its presence on leading portals in different countries. The website www.alexa.com displays a statistics of leading websites in different countries

vii) **EXHIBITIONS:** after consultation and advice from the agent or from researching from other available resources, the marketing department also participates in local exhibitions in these short listed countries

viii) **MEETING UNIVERSITIES FOR ARTICULATION AGREEMENT**

VIII.   REPORTS

In order to evaluate the effectiveness of the department and to check whether the SUC is achieving the desired level of enrolment as per the strategic plan, reporting becomes inevitable such reports are generated periodically

- **Daily Report**

  Daily reports are generated to keep track of the variation in callers' enquiry, visitors and enrollment, ratio of callers vs. enrollments and visitors vs. enrollments, individual follow-ups, advertisement schedule and online enquiries report on a daily basis

- **Weekly Report**

  Weekly reports are also prepared to check the variation in callers' enquiry, visitors and enrollment, ratio of callers vs. enrollments and visitors vs. enrollments, individual follow-ups, advertisement schedule, online enquiries report, enrollment target vs. achieved, marketing activities planned vs. achieved, e-marketing campaign, scholarship/fee waiver granted, EMS updates, Database updates & MOU updates on weekly basis

- **Monthly Report**

  Monthly reports are also prepared to check the variation in callers' enquiry, visitors and enrollment, ratio of callers vs. enrollments and visitors vs. enrollments, individual follow-ups, advertisement schedule, online enquiries report, enrollment target vs. achieved, marketing activities planned vs. achieved, e-marketing campaign, scholarship/fee waiver granted, EMS updates, Database updates & MOU updates on monthly basis

- **Semester Report**

  i) **Before semester** – This report is designed to look at the previous year's enrollment and forecast on new semesters enrollment according to which segregation is made for different degrees, timing and seat allocation.
  ii) **After Semester** – At the end of the semester, the Marketing and Registration department verifies whether the forecasted figures have been achieved or not.

- **Yearly Report**

  Yearly Report is submitted to the management which includes the enrollments for the current year. The reports are segregated on the basis of:
  i) Majors
  ii) Gender
  iii) Location of residence of students

iv) Nationality of students
v) School of study
vi) Year of passing High School/Bachelors
vii) School wise
viii) Program wise
ix) TOC Wise
x) Postponements, Rejections and Cancellations

Comparisons are made for past 2 years. These reports enable the department to investigate the causes of increase or decrease in the enrollment. It helps in analyzing market trend. It also helps the department in forecasting the enrolments for the next year. Based on the forecasting, the pre-enrollment activities are planned and the budgets are prepared.

- **Enrollment Updates**

Enrollment updates for both BBA & graduate programs are sent twice a week to keep track of the progress of enrollments for the upcoming intake. The updates comprise of:
i) Consolidated Reports of Callers
ii) Visitors
iii) Enrollment Patterns
iv) Adverting Schedules
v) Impact Feedback
vi) Fees Structures
vii) Fee Waivers and Scholarships
viii) Individual Target Achievement
ix) Yearly Planning and Execution of Activities

IX. MARKET INTELLIGENCE SYSTEM

In this procedures and sources are set, which are used to obtain day to day information about pertinent development in the market environment. Initially the environment is segregated into four:

a) **Information through observation:** General exposure to information, with no specified purposes.

b) **Information through pre determined purpose:** Directed exposure - involving active search to more or less clearly identified area or type of information.

c) **Informal search:** Relatively limited and unstructured efforts are made to obtain specified information or information for a specific purpose.

d) **Formal Search:** Additional efforts are usually followed using appropriate procedure and methodology to secure specific information.

Marketing & Registration Department compiles marketing intelligence by assimilating information from Books, Newspaper and trade publications, also through informal talks with parents, students, outsiders and Alumni. Though the system is casual, information gathered is available to assess competitors, need of the student and resolve any prevailing problems/concern.

Steps to collect market intelligence:

a) Step 1: Gathering information about other institutes/universities operating in the Market which includes:

  i) Name of the Institute/University College
  ii) Location – Address including website & email
  iii) Type of degree and courses – duration, cost for each, class timing
  iv) Eligibility criteria
  v) Entrance Exam Details
  vi) Number of teaching hours, nationality of faculty
  vii) Total number of students, class strength, nationality of students
  viii) Option of subjects for each program
  ix) Market share in UAE
  x) Infrastructure
  xi) Ministry approval
  xii) Fee structure, Terms of payment
  xiii) Extra payments, Visa formalities, Sports, Library, Books etc.
  xiv) Placement cell
  xv) Transport facility
  xvi) Type of events organized
  xvii) Transfer of credits
  xviii) Staff facilities – Accommodation, Insurance, Medical etc.
  xix) Staff Timing
  xx) Promotional Strategies
  xxi) Marketing budget
  xxii) Other Information

b) Step 2: Search internally and find out the students' point of view by conducting surveys.

c) Step 3: Analyze current situation of the economy of the land and the changes in government rules and regulations. Analyze the survey to see which marketing tool is not effective – such as print media; direct marketing etc. This is done by scanning the environment and conducting expert opinion survey.

d) Step 4: Evaluate competitors Educational standards.

e) Step 5: Competitors products are reviewed, for necessary amendments.

f) Step 6: Analyze services provided by the competitors and identify ways to provide the same in SUC.

g) Step 7: Check or analyze the market trend and demand by conducting survey.

h) Step 8: Identify the number of high school graduates in different schools using various techniques.

i) Step 9: Do SWOT analysis

j) Step 10: Resolve problems through correct marketing techniques and by implementing revised plans.

X. FUTURE PLAN

Initially marketing plans are prepared in line with strategic plans, inputs are provided based on our past experience, local market trends and target set by the Management. The annual plan is a detailed break down of the 5 year plan for the academic year. Plans are made for Direct and indirect marketing.

a) Direct marketing approaches:
   i) Presentations to school final year students.
   ii) Participating in Educational exhibitions.
   iii) Conducting seminars on latest developments – regionally and globally.
   iv) Organizing special events by Skyline students to promote charity & awareness.
   v) Sponsoring Cultural events, organized by different communities, to breakdown regional, cultural and religious barriers.

b) Indirect Marketing approaches:
   i) Print media
   ii) Internet/E-mail marketing
   iii) Mailing shots
   iv) Faxes
   v) Radio & T.V

Reporting the market intelligence information mentioned above. Refer to section XII

XI. ANNEXURES

a) BBA Fees Structure

   i) BBA LOCAL FEE STRUCTURE 2011-2012 (JUL-SEP)
   ii) BBA LOCAL FEE STRUCTURE 2011-2012 (JAN)
   iii) BBA VISA LOCAL FEE STRUCTURE 2011-2012
   iv) BBA VISA USD FEE STRUCTURE 2011-2012

v)	BBA FOUNDATION FEE STRUCTURE 2011-2012 (AED)
vi)	BBA FOUNDATION FEE STRUCTURE 2011-2012 (USD)
vii)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEPT) - WEEKEND CLASS (BIB MAJOR ONLY)
viii)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - WEEKEND CLASS (BIB MAJOR ONLY)
ix)	BBA VISA LOCAL FEE STRUCTURE 2011-2012 - WEEKEND CLASS (BIB MAJOR ONLY)
x)	BBA VISA USD FEE STRUCTURE 2011-2012 - WEEKEND CLASS (BIB MAJOR ONLY)
xi)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [LOCAL] (JUL-SEP)
xii)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [EXPAT] (JUL-SEP)
xiii)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [LOCAL] (JAN)
xiv)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [EXPAT] (JAN)
xv)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [LOCAL] (SEP) - WEEKEND CLASS
xvi)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [EXPAT] (SEP) - WEEKEND CLASS
xvii)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [LOCAL] (JAN) - WEEKEND CLASS
xviii)	BBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [EXPAT] (JAN) - WEEKEND CLASS
xix)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - PAK-DUBAI (10%)
xx)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - PAK-DUBAI (20%)
xxi)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - PAK-DUBAI (50%)
xxii)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - PAK-DUBAI (10%)
xxiii)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - PAK-DUBAI (20%)
xxiv)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - PAK-DUBAI (50%)
xxv)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - UNITED ARAB BANK (20%)
xxvi)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - UNITED ARAB BANK (50%)
xxvii)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - UNITED ARAB BANK (AED 15,000)
xxviii)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - UNITED ARAB BANK (20%)
xxix)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - UNITED ARAB BANK (50%)
xxx)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - UNITED ARAB BANK (AED 15,000)
xxxi)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - PALESTINIAN CONSULATE (25%)
xxxii)	BBA LOCAL FEE STRUCTURE 2011-2012 (SEP) - PALESTINIAN CONSULATE (50%)
xxxiii)	BBA LOCAL FEE STRUCTURE 2011-2012 (JAN) - PALESTINIAN CONSULATE (25%)

c) **MBA Fees Structure**

    i)   MBA LOCAL FEE STRUCTURE 2011-2012
    ii)   MBA VISA LOCAL FEE STRUCTURE 2011-2012
    iii)   MBA VISA USD FEE STRUCTURE 2011-2012
    iv)   MBA FOUNDATION FEE STRUCTURE 2011-2012 (AED)
    v)   MBA FOUNDATION FEE STRUCTURE 2011-2012 (USD)
    vi)   MQP FEE STRUCTURE 2011-2012 (AED)
    vii)   MQP FEE STRUCTURE 2011-2012 (USD)
    viii)   MBA LOCAL FEE STRUCTURE 2011-2012 - WEEKEND CLASS
    ix)   MBA VISA LOCAL FEE STRUCTURE 2011-2012 - WEEKEND CLASS
    x)   MBA VISA USD FEE STRUCTURE 2011-2012 - WEEKEND CLASS
    xi)   MBA LOCAL FEE STRUCTURE 2011-2012 - SUC Discount
    xii)   MBA LOCAL FEE STRUCTURE 2011-2012 - SUC Discount (WEEKEND)
    xiii)   MBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [LOCAL]
    xiv)   MBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [EXPAT]
    xv)   MBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [LOCAL] - WEEKEND CLASS
    xvi)   MBA LOCAL FEE STRUCTURE 2011-2012 - GOVT & BANK [EXPAT] - WEEKEND CLASS
    xvii)   MBA LOCAL FEE STRUCTURE 2011-2012 - PAK-DUBAI (10%)
    xviii) MBA LOCAL FEE STRUCTURE 2011-2012 - PAK-DUBAI (20%)
    xix)   MBA LOCAL FEE STRUCTURE 2011-2012 - PAK-DUBAI (50%)
    xx)   MBA LOCAL FEE STRUCTURE 2011-2012 - UNITED ARAB BANK (20%)
    xxi)   MBA LOCAL FEE STRUCTURE 2011-2012 - UNITED ARAB BANK (50%)
    xxii)   MBA LOCAL FEE STRUCTURE 2011-2012 - UNITED ARAB BANK (AED 7,500)
    xxiii) MBA LOCAL FEE STRUCTURE 2011-2012 - PALESTINIAN CONSULATE (25%)
    xxiv) MBA LOCAL FEE STRUCTURE 2011-2012 - PALESTINIAN CONSULATE (50%)
    xxv)   MBA LOCAL FEE STRUCTURE 2011-2012 - PALESTINIAN EMBASSY & CONSULATE (20%)
    xxvi) MBA LOCAL FEE STRUCTURE 2011-2012 - PALESTINIAN EMBASSY & CONSULATE (25%)
    xxvii) MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY [LOCAL]
    xxviii) MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY [EXPAT]
    xxix) MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY (20%)
    xxx)   MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY (50%)
    xxxi) MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY (AED 7,500)
    xxxii) MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY (20% EDUCATIONAL SPONSORSHIP)
    xxxiii) MBA LOCAL FEE STRUCTURE 2011-2012 - SHARJAH MUNICIPALITY (5% EMPLOYEES' FAMILY MEMBER)

d) **MBA Refund Policies**

i) FIN-POL-STU-PG-009 MBA Refund Policy (Local)
ii) FIN-POL-STU-PG-009 MBA Refund Policy (Visa-Local)
iii) FIN-POL-STU-PG-009 MBA Refund Policy (Visa-Intl)

XII.   SPORTS DEPARTMENT POLICIES

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WHOM TO CONTACT LIST		
SL.NO.	**QUERY ABOUT**	**CONTACT PERSON**
1	**Overall Department In-Charge**	**Mr. Sanjay Benjamin**
2	Sports activity/coaching sessions	Mr. Sanjay Benjamin
3	Gym	Mr. Sanjay Benjamin
4	Sports Committee	Mr. Sanjay Benjamin
5	Inter-University events	Mr. Sanjay Benjamin
6	Health Services	Mr. Sanjay Benjamin

I. INTRODUCTION

The Sports Department of SUC strives to promote the social, mental and physical development of every student. Sport is an integral part of SUC's total educational process aimed at developing overall personality of individuals for healthy mind and body.

The Sports Department plans, organizes and conducts Intra-mural and Inter University/College sports activities on an annual basis to develop the spirit of competition, coordination and cooperation among the youth. The Sports department of SUC has the responsibility of organizing community service activities for SUC community.

II. GOALS

a. To promote good health and physical fitness of SUC community
b. To develop sportsmanship, team spirit and leadership qualities through games and sports
c. To train the SUC teams for inter-university level participation

III. STRUCTURE OF SPORTS DEPARTMENT

The Sports Department of SUC is managed by the Head of Sports Department. The Head of the department is involved in the functions such as planning, organizing and conducting internal and external sports activities with the help of sports committee represented by faculty, staff and students. Sports Department engages expert coaches to guide the teams in case of necessity.

The Department also involves more number of students by forming clubs for each of the games like, Football, Basketball, Table Tennis, Volleyball, Cricket, etc. to encourage students to participate and organize.

a. Sports Committee

Sports Committee is the guiding force for promoting the sports culture at SUC. The committee is formed by incorporating members from faculty, staff and students. The formation of the committee is by selection from faculty and staff; while students have an option to join the committee based on their interest. The duration of the committee is for an academic year, during which they will meet at regular intervals to plan, discuss and execute the activities as scheduled by the Sports Department.

The purpose of the Sports Committee is to act in an advisory capacity for the following functions:

i. Be a sounding committee for new ideas.
ii. Assist in selecting the SUC teams.

iii. Assist in organizing the SUC Sports Festivals.
iv. Help to conduct SUC picnic.
v. Create Healthy and Friendly Brotherhood atmosphere in SUC campus.
vi. To develop leadership qualities through games and sports

Sports Committee consists of the following:

i. Director Academic Support Services
ii. Head Sports department
iii. Head Finance Department
iv. Elected Members of Student's Sports Committee

b. **Sports Club**

A sports club is established based upon the approval of the Director Academic Support Services of SUC, the sports club is governed by rules and as per the framework of SUC sports department. The sports club is formed for each major sport at SUC. Each team must have a senior student who heads the club and to takes the lead in organizing, executing and conducting sports events with the help of his team members. All the sports club teams will have to make their reports and submit to the sports committee for evaluation after respective events.

Selection of Members:

The SSD sends circulars to all the classes regarding formation of a new SUC students' Sports Committee in the month of September. Those who are interested, their names are forwarded to Dean of Academics and with his consent Sports Department selects members from each majors and forms the club for that academic year. The club members are also selected from the selected SUC teams.

c. **Organizational Chart of Sports Committee**
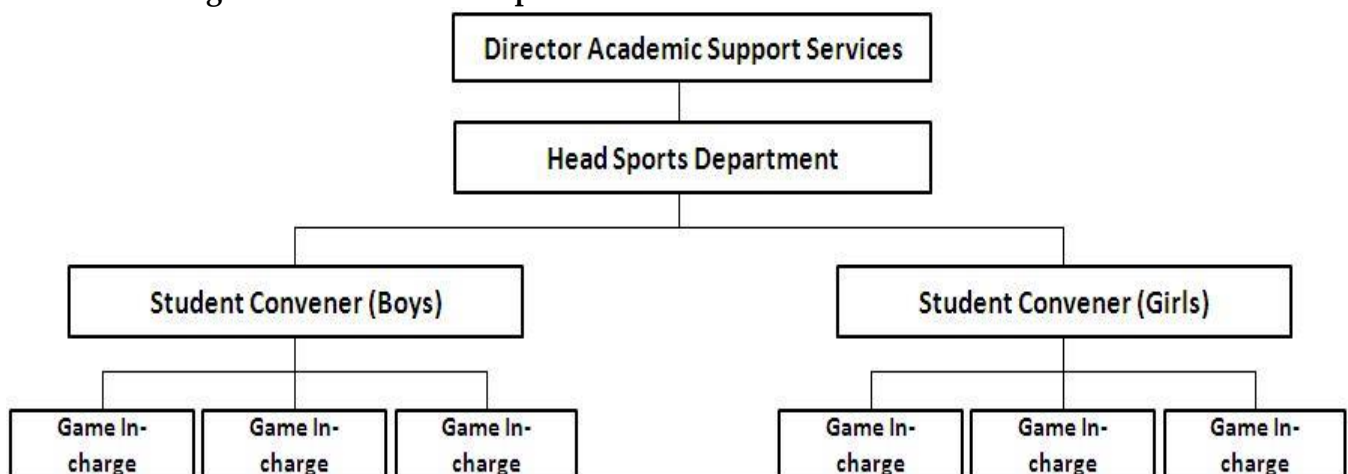
IV. SPORTS FACILITIES

a. Multi-gym

SUC has a well equipped gym which can be used by its students, staff and faculty under the supervision of the gym instructor. Students have to register their names with the sports department before using the gym facilities. All users of gym facilities must follow the displayed instructions of how to use equipment and the need for warm up activities. Students can use this facility between **11 AM to 7 PM** from Sunday to Thursday wherein the days allocated to boys and male faculty/staff are Sunday, Tuesday, and Thursday and for girls and female faculty/staff it is on Monday and Wednesday. Boys and girls are not allowed to use the gym simultaneously.

b. Multi-purpose hall

The Sports Department provides facilities for various games such as Table Tennis, Badminton, Chess, Carom, etc. in the multipurpose hall which can be utilized by the students between 11 AM to 7 PM during break time and afternoons.

c. Recreation hall

Billiards and Football facilities are arranged in the recreation hall for SUC students and staff members.

d. Playgrounds

The new Football and Cricket grounds are ready to be used.

V. POLICY AND PROCEDURES

The Sports Department works actively throughout the academic year and arranges sports camps during summer vacations. Yearly time table is prepared by the Sports Department where boys and girls are engaged in various sports activities during the academic year.

The Department aims at achieving the highest participation and also selects suitable players for SUC team that can bring laurels at the national level. SUC offers coaching facilities in Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming. Students who do not participate in Inter-University athletics will have the opportunity to compete in intra-mural and club sports at SUC. Student participation in any athletic program is voluntary. The Sports Department has a policy in place to encourage students and organize sports events.

a. **ORGANIZING SPORTS EVENTS**

SUC organizes the following inter-collegiate and intra-mural sports activities during an academic year during Fall and Spring semesters.

The Sports Department of the SUC organizes sports festival that includes a number of events. The sports festival provides its students with opportunities to actively compete in games such as, Basketball, Volleyball, Table Tennis, Football (Boys) and Swimming. The sports festival really encourages the students to draw out their talents individually.

The Sports Department also conducts various activities for the faculty and non-teaching staff members to promote a healthy and friendly atmosphere amongst them.

All the matches are conducted in true spirit of sportsmanship.

  i. **Inter-Collegiate/Inter-university Events**
    1. Skyline Inter-University Cricket Tournament (Boys)
    2. Inter-University Table Tennis Tournament (Boys & Girls)

  ii. **Intra-mural Events**
    1. Inter Discipline Cricket Tournament (Boys)
    2. SUC Sports Festival (Boys & Girls)
    3. Staff Sports

  iii. **Inter-school Event**
    1. Skyline Inter-School Sports Festival (Boys & Girls)

b. **SPORTS INFORMATION**

All sports information and upcoming events are notified to the students through circulars, notice boards, class room announcements, website and SMS. The rules and information of the events are also displayed on the notice boards. Pre-planned event calendar is issued at the start of the academic year.

  i. Sports Calendar
  ii. Timings
  iii. Rules and regulations
  iv. Instruction to use Gym equipment
  v. Dress code

c. **AWARDS**

Awards will be presented to boys and girls champions in each activity. The winning teams will get the certificate and medals. The champions in (Major) inter-discipline

will get the rolling trophy. The overall championship will be decided as per the total points. Any major winning the overall championship continuously for three years can retain the trophy. Since Carom and Chess are an individual championship their points will not be included in the general championship.

d. ELIGIBILITY CRITERIA FOR PARTICIPATING IN SPORTS EVENTS

i. Inter-University Sports Events

1. The Inter-University sports program is conducted according to the rules of the Inter-University Athletic Conference and the Higher Education Sports Federation (UAE).
2. The participating teams (Universities/Colleges) should be accredited by the Ministry of Higher Education as well as the Universities operating in the Academic City/Knowledge Village (Dubai).
3. The Universities/Colleges invited are eligible for participation.
4. Acceptance of teams will be based on submitting entry forms within the due date.
5. All participating players' list must be duly attested by the Head of the Institution.

ii. Intra-mural Sports Activities

1. All bonafide students of SUC are eligible to participate in the activities representing their majors. The intramural sports activities will help in selecting SUC team.
2. Students enrolled in the short term courses conducted in the SUC are not eligible for participation in the tournaments.
3. Currently enrolled students who have not paid the SUC fee will not be allowed to participate unless and until due clearance is received from the Finance Department
4. The short courses and Alumnae students ARE NOT ELIGIBLE for participation in the intramural sports program.

iii. Other General Guidelines

1. Intramural competitions are held between the majors at BBA and MBA level.
2. Inter-discipline Rolling Trophy.
3. International Federation rules and regulations of games will be followed. The rule book will be present on the recorder table at all times.
4. The technical committee decision will be final. They will not subject to any review or challenge.
5. All protests will only be received by the head of the departments of the team 1 hour before/after the match.

6. Each participant must play for their respective teams formed on the basis of their majors in any activity; he/she should not switch to another team for the duration of that sport season.
7. Any team captain who uses a player participating under an assumed name shall be suspended from participation for a minimum of one game.
8. Any individual who participates in more than one discipline during any sport season shall be suspended from participation in that sports semester. (Academic Year)
9. Any individual who participates in an intramural sports activity under an assumed name shall be suspended from participation for the one academic year similar to the guidelines provided for repeat disciplinary committee. In addition, the falsely used I.D. will be confiscated and reported to Administration department for further action.
10. Any team with an illegal player will be debarred in that sport. The legal team player (the team they first played with) will not be penalized unless the legal team had knowledge of the player's actions.
11. If the ineligible player has played in more than one game those games will be forfeited as well.

Colors given below:

BBT	- Green
BIB	- Red
BBI	- Black
BBM	- Blue
MBA	- Violet
Foundation	- White

iv. SUC Team selection procedure

1. In the month of September, the sports department conducts orientation where information regarding various games, team selection and trial schedules are informed. The interested students have to register their names for being selected in the teams. Head sports department with the help of sports committee conducts the trials to test fitness and participation of students and later declare the team to represent the SUC. Information pertaining to the same will be displayed on the notice board and copies sent to concerned students.

   a. Basketball   (Boys & Girls)
   b. Volley ball   (Boys & Girls)
   c. Soccer (Boys)
   d. Tennis (Boys & Girls)
   e. Table Tennis   (Boys & Girls)

f. Cricket(Boys)
g. Badminton   (Boys & Girls)

2. The Head of Sports Department will assign a coach to each team. A playing squad list will be compiled by the assigned coach and submitted to the Sports Department for approval. The Head of Sports will remove all ineligible students as prescribed in the regulations of SUC and submit the lists to the administration office.

3. Practice for all athletic teams are normally scheduled from 1400 to 1800 hours on Sunday to Thursday, or as announced by the coach with approval by the Head sports department. Selected students for respective teams will have to attend all scheduled practices sessions unless excused by the coach or Head sports department. Students are required to attend all the pre-scheduled practice sessions and matches by obtaining permission from respective faculty whose class they will be missing.

4. The Head of Sports Department will provide required equipment for the players subject to budgetary limitations.

5. All sports seasons will begin and end in conformity with Higher College of Sports Federation regulations.

v. Participation in Tournaments

Department sends the SUC teams for different Inter-collegiate/Inter-University competitions. The department organizes Inter-discipline competition between students from different majors of study and selects prominent players from SUC team. Coaching camps are conducted for these players before finalizing the team. The Head of Sports Department will authorize the number of inter-university contests in which each team may participate, within the guidelines set by the Sports Committee. Acceptance of invitations to tournaments is selected based on the strengths of the college team, exams schedules, major college events and budgetary limitations.

vi. Members of SUC Teams

1. Once the SUC players join the team they need to fill up the form given by the Head of Sports, giving commitment that they will play the entire intercollegiate, Interuniversity and invitation tournaments. In case without notice if they miss the match, he/she will be debarred from the SUC team.

2. It is compulsory that the players must attend all the practice sessions arranged for the SUC team.

3. During the practice sessions or tournament (Internal/External) all the members should maintain discipline to uphold the name of the SUC.

4. The players representing the SUC team should maintain a highest code of conduct in all their inter-collegiate sports events to maintain the dignity of the University in practice and spirit.

VI. SERVICES PROVIDED

a. Provides coaching to the students in various games such as Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming.
b. Organizes various Inter-University sports events.
c. Selects and trains teams to participate in various inter-university and intramural events.
d. Provides exposure to students in Community Service Activities.
e. Provides the health services which include first aid and medicines for minor illness.

VII. HEALTH SERVICES

The SUC has a medical room equipped with first aid facilities and medicines for general illness and sports injuries etc. Sports Department always keeps first aid ready at three different places in the campus. In cases of serious illness or injuries, SUC will refer students to Al Qasimia Hospital, which is the nearest Hospital. Also, our SUC has tied up with Dr. Sunny's Clinic, Royal Hospital and the University City Clinic in case of any emergency which are within the close proximity more details are available with the Head of Sports Department.

VIII. RESPONSIBILITIES OF THE STUDENTS

a. All the rules of Sports Department should be strictly followed.
b. Good sportsmanship is expected always in the playing area.
c. The player/member/student is responsible for any equipment issued for practice. It will be used only for practice or competition in the sport for which it is provided.
d. The players/students must listen to the instructions given by the coach.
e. Student is responsible for all his/her belongings and the department is not responsible any lost or stolen valuables.
f. Any accidents or injuries occur during the practice or play is the responsibility of the individual player. SUC will provide first-aid and take the responsibility of taking the injured player to the hospital with which SUC has signed an MOM.

IX. RULES AND REGULATIONS

a. The schedule of Sports Department should be followed very strictly.
b. Any intentional damage caused to the equipment, facilities and structures of the Sports Department, the student will have to replace it or compensate the damage.
c. Smoking is not allowed in the sports arena.
d. Eatables are not allowed in the inside sports arena.
e. No chewing gum or spitting inside the sports hall and gym area.
f. No fighting or disorderly behavior is permitted.

g. Good sportsmanship is expected always in the playing area.
h. No student is allowed to play a game more than one hour during the rush hours.
i. Sports clothes are required at all times when using sports facilities.
j. No friend or outsiders are allowed to use the sports facilities.
k. Noise level should be kept to a minimum.
l. Violation of any of the above rules may result in suspension from using the sports facilities.

HOSTEL POLICY

SUC has hostel building located in the campus with a capacity of 22 rooms, kitchen facility, laundry room, common room, warden's room etc. Recreation room with television and computer with internet facility is also provided to the inmates. SUC offers self sufficient hostel rooms on a twin sharing basis where each room is equipped with study tables, chairs, single beds, cupboards, table lamps, curtains and other necessary equipment. Each room has a small working kitchen. The hostel can accommodate 44 boys.

I.   ADMISSION TO THE HOSTEL

a. Admission to the hostel is strictly based on first come first serve basis.
b. First preference is given to the international students who are on SUC visa.
c. In case accommodation is still available local students will be considered.
d. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC.
e. Each student residing in the hostel must pay a caution deposit of AED-1000/- which is refundable at the time of check out after adjusting any charges due against.
f. Local guardians, if any, should be authorized by the parent.
g. Application for admission to the hostel must be submitted to the Finance Department.
h. The right of admission to the hostel is reserved. Admission to the University Hostel will not be made as a matter of routine and it will be at the discretion of the Management.
i. Students with chronic medical problems will not be admitted to the Hostel. By chance, if any student with chronic medical problem gets admitted to the hostel, he/she will be asked to vacate the room immediately, when it is brought to the notice of warden to enable the student to have proper medical care by the parent/guardian.

II.   CAMPUS HOSTEL

The policies of the campus hostel contribute to the healthy environment of commitment and discipline among the students. The students are encouraged to develop community life and inculcate the spirit of tolerance, thus taking care of their psychological and emotional problems and shape themselves to be better citizens. It is in this spirit that the rules and regulations are framed for orderly and peaceful living. The SUC has

authorised staff members (Hostel Manager, Warden) to manage the hostels. Maintenance and mess facilities are managed by the warden with the help of support staff. The following rules will be followed by all students residing in the hostel. Violation of any of these rules will make students liable for disciplinary action including expulsion from the hostel.

a. Hostel Rules

i.   The allotment of rooms to the applicants will be made by the warden. The hostellers are not permitted to change their rooms once occupied without the written approval from the warden.

ii. The hostel rooms are subject to inspection by the University/hostel authorities to make sure that they are kept neat and tidy and no unauthorized items like liquor, drugs, lethal weapons etc., are kept in the room.

iii. If a student is expelled from the University for any reasons he/she should immediately vacate the hostel on the day of expulsion from the University. His/her continuance in the hostel will be treated as unauthorised occupation.

iv. The hostellers themselves are personally responsible to safeguard their belongings. They are not to keep large amounts of cash or valuables like gold ring, costly wristwatch etc., in their rooms. They should also take care of their purse, calculators, cell phones, computers and books. In case of theft or loss of any items it will not normally be possible to carry out any investigation. The hostellers are advised to keep their rooms, boxes, suitcases, cupboards, etc., securely locked with good quality locks.

v.   All movements from and to the hostels should be recorded in the movement register kept with the security guard at the entrance of the hostel and should be properly signed. No hosteller is permitted to stay out of the hostel beyond 9:00 pm. Sunday through Thursday. On Fridays and Saturdays the students are permitted to stay out up to 11:00pm for which prior written permission should be obtained from the warden.

vi. The security guard has instructions to lock the gate after the stipulated timings as mentioned above. If they have any local relatives with whom they intend to stay during weekends, or if they have any local relatives who would like to visit them in the hostel, the names and addresses of such local relatives, duly authenticated by the parents/ guardians, should be furnished along with the application.

vii. The hostellers are generally discouraged from going out of the hostels during weekends and holidays. However, in extraordinary circumstances, if they want to leave the hostel, written permission has to be obtained from the warden. Whenever they leave the hostel for vacations they have to inform the Warden in writing about their travel plan.

viii. At the time of starting of the semester, no student should lock any room other than the officially allotted room. Students leaving the hostel after the semester or discontinuing their stay should never lock their rooms and cupboards.

ix. Students are not allowed to keep any vehicles in the hostel.

x. The hostellers are not allowed to keep air coolers, musical instruments, cassette record players, computers, electric irons or any electrical equipment without written permission of the warden. Unauthorised possession will lead to confiscation of the goods.

xi. Use of Computers:

1. Installation of computer systems in the hostel rooms should be done only after getting written permission from the warden.
2. The usage of computer is for academic purpose only.
3. The University/hostel authorities will conduct surprise checks periodically and if anyone is found violating the above rule, disciplinary action will be taken against him/her.

b. GUESTS

Guests are not permitted to stay in any of the hostels. If the parents wish to stay, then the student / parent may approach the warden, for getting accommodation in the Guest House, subject to availability. The Guest House will be provided on a nominal rent.

c. HOSTEL DISCIPLINE

i. Strict silence should be observed between 10:30 pm & 6:00 am.
ii. Perfect silence is to be maintained in the hostel premises including rooms, bathrooms, dining halls, corridors, common areas etc., Every student of the hostel should have the civic responsibility that he or she should not be a cause of nuisance, annoyance or disturbance to others.
iii. All hostellers have to be present in their respective rooms and keep open the rooms between 10:30 pm &11:00 pm every day (except Fridays) to enable the wardens to take the attendance.
iv. The hostellers are not to enter into any unnecessary conversation, discussions, quarrel or altercation with the hostel staff. If anyone has any complaint against any employee of the hostel, a written complaint against the person is to be lodged with the Warden. Use of abusive, vulgar and unparliamentarily language against the hostel staff is strictly forbidden.
v. The hostellers shall not waste electricity & water. Wastage of any such resource is national loss. If anyone is found indulging in such wastage, he/she will be asked to vacate the hostel, since wastage causes unnecessary and unavoidable expenditure to others.
vi. Smoking is prohibited in the hostel buildings.
vii. Gambling in any form such as playing cards (even without money at stake), consumption of alcohol, use of drugs and narcotics and even possession of such things are prohibited. Anyone found indulging in the use of such things will be asked to vacate the hostel and the matter will be referred to the Disciplinary Action Committee.

viii. Possession of any lethal weapons or any instrument / contrivance, which is likely to cause physical harm to others, is strictly prohibited.

ix. If any hosteller is found indulging in any form of instigation / intimidation / threat to any other hostellers he / she will be asked to vacate the hostel forthwith. In this regard, the decision of the Warden is final and binding on the individual's concerned.

x. Day scholars are not allowed in the hostel.

xi. Celebrating birthday parties inside the hostel is strictly prohibited.

xii. Collection of donation for any purpose (Religious / otherwise) is also strictly prohibited.

xiii. Students are not allowed to play skating rollers and other outdoor games inside the hostel to prevent breakages and accidents. Sliding along the hand rails/rest of stairs and fast running/ climbing down should be totally avoided to prevent accidents.

xiv. When leaving the rooms for attending classes or for vacation, etc., fans, electrical gadgets, lights etc., should be switched off. Glass windows are to be closed securely.

xv. Walking along staircases should be silent, gentle without creating nuisance / noise to fellow hostellers.

xvi. Students are not allowed to stay in the hostel during the class hours unless the stay is unavoidable due to illness or any other valid reason. In such cases they should take the permission of the Warden and communicate the information to the academic advisor in writing.

xvii. Hostellers coming to the hostel after the gate closing hours without prior permission or without valid reason would be fined. Regular late comers will not be allowed to stay in the hostel. The hostel timings should be strictly followed by all the inmates. Students who are violating the timings will be given 2 warnings and on the third incident will lead to expulsion from the hostel.

xviii. Clock alarms should be switched off, when not in use. There have been instances when students have set the alarm and gone on long leave, and some of them ringing for hours and spoiling the peace of fellow hostellers.

xix. Water should be carefully used and not wasted.

xx. Wrong entry, improper / lack of entry in exit register, signing on behalf of another person, tampering with the entries, proxy attendance and misguidance of any nature are punishable. In case of any quarrel between or among roommates it should be reported to the Warden for appropriate action.

xxi. Unauthorized absence / late coming (without prior permission from the warden) will be suitably fined and expelled from the hostel. Such students shall not be readmitted under any circumstances.

xxii. Violation of any of these rules would result in punitive action and serious violations would be referred to the Disciplinary Action Committee. The decision of the committee would however be final.

d. DAMAGES & RECOVERY

    i. Mishandling of dining hall furniture, room furniture or any furniture / property or fittings of the hostel is strictly forbidden.

    ii. The cost of damages will be recovered in the following manner:

        1. All the property assets & equipment must be carefully handled. Any accidental or intentional damages done to the assets will be recovered. In case of intentional damages along with recovery the student will be expelled from the hostel and will not be readmitted.

        2. If any individual or group is identified to have caused the damage, the cost of the damage will be recovered from him/her/group.

        3. If damage is done in anyone of the rooms and the person(s) is / are not identified then the cost will be recovered from the room-mates collectively.

        4. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hostel property results in expulsion from the hostel.

e. ARRANGEMENTS AT THE TIME OF VACATIONS

    i. All hostel students (Boys & Girls) will vacate their rooms before proceeding on summer vacation.

    ii. A separate cloak room will be made available to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept inside the room are to be entered in the note book kept by the in-charge of the cloak room.

Students who have kept their belongings in the cloak room should positively report on or one day before the reopening day and move to their respective rooms. Students who come late will not be entertained for any loss of property and will be penalized.

f. HOLIDAY ROOM DEPOSIT

If an existing hostel inmate wants to reserve a room after vacation, he/she should deposit **AED-500/-** as Holiday Room Deposit in the Finance Department.

g. HEALTH CARE

    i. Any hosteller, who is not well, should report to the Warden for appropriate advice.

ii. If the sick person requires medical care by outside hospital at any time, a form meant for the same should be filled along with the signature of the patient if possible or by the accompanying person and submitted to Deputy Warden / Superintendent / Additional Superintendent for arranging the ambulance.

iii. A sick student should invariably be accompanied by the warden or a designated person, while going to outside hospital.

iv. In case of admission to hospital the information is passed on to the parent / guardian.

v. If the situation warrants, admission to an outside hospital as inpatient, the same is to be reported to the Warden immediately.

h. PAYMENT OF HOSTEL DUES

i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2011-2012 will be **AED 1450/- per month**. The hostel fee shall not include utility and mess charges.

ii. Hostel fee should be remitted to the Finance Department on a semester basis. **(AED 1450/- x 3 = 4350/-)**

i. CHECKOUT PROCEDURE

For checkout the student has to intimate the hostel warden well in advance to ensure enough time is given to complete the process. This requires checking of the room condition as well as completing the documentary procedures. The SUC will not be responsible for any of the damaged or missing items that are left in the room or in the storage areas.

j. HOSTEL APPLICATION FORM

See Annexure I – Form - A 1

k. CHECKLIST

See Annexure I – Form - A 2

III. EXTERNAL HOSTEL

SUC has tie up with furnished apartments in Sharjah. Skyline has authorised staff member and furnished apartment staff members to manage the students. The apartments are fully furnished with provision for self cooking. Maintenance and housekeeping are managed by the Management. The policies of the furnished apartment accommodation contribute to the healthy environment, commitment and discipline among the students. Students on Skyline visa whose parents are not in UAE should stay

in the accommodation provided by the SUC. The students are encouraged to develop community life and inculcate the spirit of tolerance, thus taking care of their psychological and emotional problems and shape themselves to be better citizens. It is in this spirit that the rules and regulations are framed for the orderly and peaceful living. The following rules will be followed by all students residing in the furnished apartment. Violation of any of these rules will make students liable for disciplinary action including expulsion from the apartment.

a. **RULES**

   i. Application for admission to the furnished apartment must be submitted to the Finance Department.
   ii. The right of admission to the furnished apartment is reserved. Admission to the University Hostel will not be made as a matter of routine and it will be at the discretion of the Management.
   iii. The allotment of rooms to the applicants will be made by the warden. The students are not permitted to change their rooms once occupied without the written approval from the warden.
   iv. Students with chronic medical problems will not be admitted to the apartment. By chance, if any student with chronic medical problem gets admitted to the apartment, he/she will be asked to vacate the room immediately, when it is brought to the notice of warden to enable the student to have proper medical care by the parent/guardian.
   v. If a student is expelled from the University for any reason he/she should immediately vacate the apartment on the day of expulsion from the University. His/her continuance in the furnished apartment will be treated as unauthorized occupation.

b. **GENERAL PROCEDURE**

   i. There will be furnished apartment manager and a resident warden to look after the students.
   ii. The rooms are subject to inspection by the University/apartment authorities to make sure that they are kept neat and tidy and no unauthorized items like liquor, drugs, lethal weapons etc., are kept in the room.
   iii. The inmates themselves are personally responsible to safeguard their belongings. They are not encouraged to keep large amounts of cash or valuables like gold ring, costly wristwatch etc., in their rooms. They should also take care of their purse, calculators, cell phones, computers and books. In case of theft or loss of any items it will not normally be possible to carry out any investigation. The inmates are advised to keep their rooms, boxes, suitcases, cupboards, etc., securely locked with good quality locks.
   iv. All movements from and to the apartment should be recorded in the movement register kept with the furnished apartment staff. No inmate is permitted to stay out of the furnished apartment beyond 10:30 PM. Sunday

through Thursday. On Fridays and Saturdays the students are permitted to stay out up to 11:30 PM for which prior written permission should be obtained from the warden.

v. The furnished apartment staff has instructions to monitor the stipulated timings as mentioned above. If they have any local relatives with whom they intend to stay during weekends, or if they have any local relatives who would like to visit them in the apartment, the names and addresses of such local relatives, duly authenticated by the parents/guardians, should be furnished along with the application.

vi. The inmates are generally discouraged from going out of the furnished apartment during weekends and holidays. However, in extraordinary circumstances, if they want to leave the apartment, written permission has to be obtained from the furnished apartment staff. Whenever they leave the apartment for vacations they have to inform the warden in writing about their travel plan.

vii. At the time of starting of the semester, no student should lock any room other than the officially allotted room. Students leaving the apartment after the semester or discontinuing their stay should never lock their rooms and cupboards.

viii. The inmates are not allowed to keep air coolers, musical instruments, cassette record players, computers, electric irons or any electrical equipment without written permission of the warden. Unauthorised possession will lead to confiscation of the goods.

ix. Use of Computers:
1. Installation of computer systems in the furnished apartment rooms should be done only after getting written permission from the warden.
2. The usage of computer is for academic purpose only.
3. The University/furnished apartment authorities will conduct surprise checks periodically and if anyone is found violating the above rule, disciplinary action will be taken against him/her.

c. **GUESTS**

Guests are not permitted to stay in the hostel. If the parents wish to stay, then the student/parent may approach the warden or furnished apartment staff, for getting accommodation in the guest house, subject to availability. The guest house will be provided on a nominal rent.

d. **DISCIPLINE**

i. Strict silence should be observed between 10:30 PM & 6:00 AM.
ii. Perfect silence is to be maintained in the rooms, bathrooms, dining halls, corridors, common areas etc. Every student of the hostel should have the civic responsibility that he or she should not be a cause of nuisance, annoyance or disturbance to others.

iii. All inmates have to be present in their respective rooms and keep open the rooms between 10:30 PM & 11:00 PM every day (except Fridays) to enable the wardens to take the attendance.

iv. The inmates are not to enter into any unnecessary conversation, discussions, quarrel or altercation with the warden/furnished apartment staff. If anyone has any complaint against any employee of the furnished apartment, a written complaint against the person is to be lodged with the warden. Use of abusive, vulgar and unparliamentarily language against the hotel staff is strictly forbidden.

v. The inmates shall not waste electricity & water. Wastage of any such resource is national loss. If anyone is found indulging in such wastage, he/she will be asked to vacate the hostel, since wastage causes unnecessary and unavoidable expenditure to others.

vi. Smoking is prohibited in the furnished apartment. Gambling in any form such as playing cards (even without money at stake), consumption of alcohol, use of drugs and narcotics and even possession of such things are prohibited. Anyone found indulging in the use of such things will not only be asked to vacate the apartment but also be referred to the Disciplinary Action Committee.

vii. Possession of any lethal weapons or any instrument/contrivance, which is likely to cause physical harm to others, is strictly prohibited.

viii. If any student is found indulging in any form of instigation/intimidation/threat to any other inmates he/she will be asked to vacate the apartment forthwith. In this regard, the decision of the warden is final and binding on the individual's concerned.

ix. Day scholars are not allowed in the furnished apartment.

x. Celebrating birthday parties inside the furnished apartment is strictly prohibited.

xi. Collection of donation for any purpose (Religious / otherwise) is also strictly prohibited.

xii. Students are not allowed to play skating rollers and other outdoor games inside the apartment to prevent breakages and accidents. Sliding along the hand rails/rest of stairs and fast running/ climbing down should be totally avoided to prevent accidents.

xiii. When leaving the rooms for attending classes or for vacation, etc., fans, electrical gadgets, lights etc., should be switched off. Glass windows are to be closed securely.

xiv. Students are not allowed to stay in the apartment during the class hours unless the stay is unavoidable due to illness or any other valid reason. In such cases they should take the permission of the warden and communicate the information to the Academic Advisor in writing.

xv. Inmates coming to the furnished apartment after the stipulated timing without prior permission or without valid reason would be fined. Regular late comers will not be allowed to stay in the furnished apartment.

xvi. Clock alarms should be switched off, when not in use. There have been instances when students have set the alarm and gone on long leave, and some of them ringing for hours and spoiling the peace of fellow inmates.

xvii. Water should be carefully used and not wasted.

xviii. Wrong entry, improper / lack of entry in exit register, signing on behalf of another person, tampering with the entries, proxy attendance and misguidance of any nature are punishable. In case of any quarrel between or among room mates it should be reported to the warden for appropriate action.

xix. Absentees / Latecomers (without prior permission from the warden) will be suitably fined.

xx. Students coming late / or absent regularly will be expelled from the furnished apartment. Such students shall not be readmitted under any circumstances.

xxi. Violation of any of these rules would result in punitive action and serious violations would be referred to the Disciplinary Action Committee. The decision of the committee would however be final.

e. DAMAGES & RECOVERY

i. Rough handling of dining hall furniture, room furniture or any furniture / property or fittings of the furnished apartment is strictly forbidden.

ii. The cost of damages will be recovered in the following manner:

1. If any individual or group is identified to have caused the damage, double the cost will be recovered from him/her/group.
2. If damage is done in anyone of the rooms and the person(s) is / are not identified then double the cost will be recovered from the room-mates collectively.
3. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then double the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hotel property results in expulsion from the apartment.
4.

f. ARRANGEMENTS AT THE TIME OF VACATIONS

i. All the students (boys & girls) will vacate their rooms before proceeding on summer vacation.

ii. Arrangements will be made to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept in the room are to be entered in the note book kept by the furnished apartment staff.

Students who have kept their belongings in the furnished apartment should positively report on or one day before the reopening day and take their luggage. Students who come late will not be entertained for any loss of property and will be penalized.

g. HEALTH CARE

  i. Any inmates, who are not well, should report to the warden for appropriate advice.
  ii. A sick student should invariably be accompanied by 2 hostellers, along with the staff member.
  iii. If the situation warrants, admission to an outside hospital as inpatient, the same is to be reported to the chief warden immediately.

h. PAYMENT OF HOSTEL DUES

  i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2009-2010 will be **AED 1450/-** per month. The hostel fee shall not include utility and mess charges.
  ii. Hostel fee should be remitted to the Finance Department on a semester basis. **(AED-1450 x 4=5800)**

i. HOSTEL CAUTION DEPOSIT

A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount can be refunded to the students at the time of checkout with the approval of the warden.

j. HOLIDAY ROOM FEE

If an existing inmate wants to reserve a room after vacation, he/she should deposit **AED500/-** per month as Holiday Room Fee in the Finance Department.

k. CHECKOUT PROCEDURE

For checkout the student has to intimate the hotel warden well in advance to ensure enough time is given to complete the process. This requires checking of the room condition as well as completing the documentary procedures. The SUC will not be responsible for any of the damaged or missing items that are left in the room or in the storage areas.

l. HOSTEL APPLICATION FORM

See Annexure – II Form - B 1

m. CHECKLIST

See Annexure – II Form – B 2

ANNEXURE – I

Form - A 1

HOSTEL APPLICATION FORM
APPLICANT'S DETAILS

STUDENT NAME			
DATE OF BIRTH	DAY:	MONTH:	YEAR:
NATIONALITY		**Mobile No(s)**	
EMBASSY NO. IN UAE			
BLOOD GROUP			
PARENTS' NAME		OCCUPATION:	
ADDRESS			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
GUARDIAN NAME			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
PROGRAM / MAJOR			
DATE OF JOINING			
CHRONIC HEALTH PROBLEMS / ALLERGIES			

Have you ever been a resident of any other Hostel/Hall maintained by any Institution? Give details
Name of Hostel: _____
Tel. No:_____

DECLARATION:

I declare that the entries given above are correct and that I undertake to inform the authority in writing of any change in any of the particulars given above and when they occur. I have read all the rules and regulation of staying in the hostel and agree to pay the Hostel fees as per the payment plan given to me. I certify that the above submitted information is correct and nothing has been concealed. In case, any wrong information is found at any time, strict disciplinary action may be taken against me.

_____

Signature of Applicant

Date: _____

Place: _____

....

APPROVAL:

_____

(Hostel-in-Charge)

Finance Department
Fees paid: _____
Receipt No: _____
Date: _____

- **NOTE: This agreement is valid only for 1 year from the date of joining the Hostel and will be renewed subject to approval. Hostel Facility is mandatory for students availing the SUC Visa and for students who doesn't have direct guardian in UAE.**
- **Students' whose local guardians are in UAE; an undertaking by the parent should be furnished. Local guardian's passport copies, photograph and tenancy contract copy must be submitted along with the application.**
- **Local guardian should be directly blood related to the student (paternal brother/sister, maternal brother/sister, own brother/sister only)**

Form - A 2

CHECKLIST

S. No.	Item	Check-in	Check-out
1	Beds with mattress pillows, covers, bed sheet, blankets		
2	Cupboards		
3	Fridge		
4	Kettle		
5	Cleaning facilities (how many times in a week)		
6	Non cooking in rooms		
7	General room condition		

DECLARATION

I read all the rules and regulation of staying in the hostel and agree to pay the Hostel fees as per the payment plan.

Name of the Student: …………………………………… Signature:
…………………………………..…

Date: ……………………

ANNEXURE – II

Form - B 1

FURNISHED APARTMENT APPLICATION FORM
APPLICANT'S DETAILS

STUDENT NAME			
DATE OF BIRTH	DAY:	MONTH:	YEAR:
NATIONALITY		**Mobile No(s)**	
EMBASSY NO. IN UAE			
BLOOD GROUP			
PARENTS' NAME	OCCUPATION:		
ADDRESS			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
GUARDIAN NAME			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
PROGRAM / MAJOR			
DATE OF JOINING			
CHRONIC HEALTH PROBLEMS /ALLERGIES			

Have you ever been a resident of any other Hostel/Hall maintained by any Institution? Give details
Name of Hostel: _____
Tel. No:_____

DECLARATION:

I declare that the entries given above are correct and that I undertake to inform the authority in writing of any change in any of the particulars given above and when they occur. I have read all the rules and regulation of staying in the Furnished Apartment and agree to pay the charges as per the payment plan given to me. I certify that the above submitted information is correct and nothing has been concealed. In case, any wrong information is found at any time, strict disciplinary action may be taken against me.

_____

Signature of Applicant

Date: _____

Place: _____

....

APPROVAL:

_____

(Hostel-in-Charge)

<table>
<tr><td colspan="2" align="center">**Finance Department**</td></tr>
<tr><td colspan="2">Fees paid: _____</td></tr>
<tr><td colspan="2">Receipt No: _____</td></tr>
<tr><td colspan="2">Date: _____</td></tr>
</table>

- **NOTE: This agreement is valid only for 1 year from the date of joining the Hostel and will be renewed subject to approval. Hostel Facility is mandatory for students availing the SUC Visa and for students who doesn't have direct guardian in UAE.**
- **Students' whose local guardians are in UAE; an undertaking by the parent should be furnished. Local guardian's passport copies, photograph and tenancy contract copy must be submitted along with the application.**
- **Local guardian should be directly blood related to the student (paternal brother/sister, maternal brother/sister, own brother/sister only)**

Form - B 2

CHECKLIST

S. No.	Item	Check-in	Check-out
1	Beds with mattress pillows, covers, bed sheet, blankets		
2	Cupboards		
3	Fridge		
4	Kettle		
5	Cleaning facilities (how many times in a week)		
6	Non cooking in rooms		
7	General room condition		

DECLARATION

I read all the rules and regulation of staying in the hostel and agree to pay the Hostel fees as per the payment plan.

Name of the Student: ……………………………………   Signature: …………………………………..…

Date: ……………………

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TABLE OF CONTENTS

	WHOM TO CONTACT LIST	
SL.NO.	**QUERY ABOUT**	**CONTACT PERSON**
1	**Overall Department In-Charge**	**Dr. Osama Mustafa**
2	Complaints/suggestions	Mr. Amjad
3	CR election and meetings	Mr. Amjad
4	Coordination with Faculty/Academic advisor - SAP Cases - Internships - Dissertation - Attendance - Repeating Courses - Re sit - Mitigations	Mr. Amjad
5	All Feedback from students	Mr. Amjad in coordination with IR Office
6	Student Clubs/Event Committees	Students Events Coordinator
7	Notice board committee	Mr. Amjad
8	Attendance issues	Mr. Amjad
9	Cancellation of Admission	Mr. Amjad
10	Higher education	Mr. Amjad
11	Transfer options to partner universities	Mr. Amjad
12	Placement Opportunities	Mr. Amjad
13	Scholarships	Mr. Amjad
14	Internship	Mr. Amjad

I. INTRODUCTION

Student Services Department (SSD) develops, coordinates and provides comprehensive support services for the continual growth and development of the students. It coordinates with Academic and Academic Support Services departments of SUC to ensure students are able to smoothly progress in their academics. SSD works in coordination with other departments to assist and provide all information and document requirements of the students as and when necessary. It shapes the student to be a responsible professional through counseling, internships and career placements.

SSD also supports and promotes student centered environment by encouraging student and faculty interaction at regular intervals to solve various academic progression and career development issues. It also engages students in various extra circular activities which further helps in their overall development for successful careers. SSD also provides co – curricular opportunities to develop communication and coordination among students. Further SSD aims to create and maintain a community where each student is able to enrich their student life through the Student Clubs/Committees.

II. GOALS

  a. To improve effectiveness of counseling process by providing support to academic advisors
  b. Help students adapt to the multi-cultural environment and develop interpersonal relationships among fellow peers.
  c. Advice the students to maintain required academic standing for graduation.
  d. Effectively resolve student's academic and professional development issues.
  e. Encourage students to display their hidden talents through extracurricular and co-curricular activities.
  f. Develop industry linkage for internship, placements and for PSDP.
  g. Strengthen Alumni relations.

III. STRUCTURE OF STUDENT SERVICE DEPARTMENT

The student service department of SUC is managed by the Registrar. The Registrar is involved in the functions such as to plan and develop activities that help in maintaining free flow of communication between students, faculties and staff of various departments for smooth operation as per SUC's strategic plan. The department also involves in number of feedback activities to get first hand information from the students regarding the functioning of SUC's academic and academic support services departments. The department also provides services online interactive data feedback collection and dissemination to the respective departments.

Student service Department's organizing chart

Registrar

Student Service Co-ordinator   Events Co-ordinator
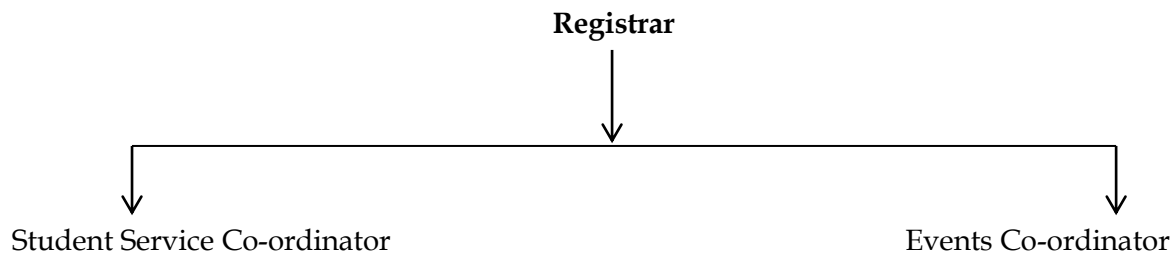
IV. SERVICES PROVIDED

a. **Counseling & Mentoring for Learning Strategies:** Students may consult the SSD for any academic issues in which case the SSD assists the students by fixing an appointment with the concerned faculty member and co-ordinates to find the appropriate solutions. This counseling for BBA & mentoring for MBA Level would help students to considerably reduce test anxiety, improves study habits and learn active learning approaches which assist them in attaining their academic goals.

b. **Confidentiality:** Counseling & Mentoring usually involves the discussion of sensitive and personal information of the student. It is important that one feels safe in his conversation with the counselor; privacy is maintained accordingly and protected. The confidentiality of information that a student shares with the SUC counselor is protected by professional ethical standards. The Department shall not disclose the progression / academic status or release any information related to counseling with anyone outside the SUC without the student's written permission. This includes responding to inquiries from parents, friends, professors, advisors, etc.

c. **Addressing Grievance (BBA & MBA):** The SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts are taken to ensure that problems and issues once reported do not occur again. The problems raised by students could be in any area like services and their quality, information, teaching, etc. Students of SUC, who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the SSD counselor. The Counselor will try to resolve the issues by appropriately counseling the students. If the matter is still not resolved, the students may officially appeal to registrar (for academic support services complaints & academic complaints).

To submit a complaint, a student is required to lodge a complaint/suggestion either in person through their portal or mail. The file will then be forwarded to the SSD and discussed with the concerned Faculty member or Head of Department.

Any remedial action required would be taken immediately & conveyed to the student by a written reply. Subsequently, if the student is not satisfied with the reply, the next step in the pyramid will be pursued (shown on page no.7 for academics and page no.8 for academic support services). Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held every month.

Students can also convey their concerns through various periodical feedback surveys conducted in the SUC such as the Faculty feedback, Academic Support Services feedback, etc. so that appropriate action can be taken.

The student grievance resolution procedures of the SUC are based on the following principles:

i. Procedures used to review and resolve complaints or grievances should be fair.

ii. Confidentiality will be respected, unless the use of the information is authorized by law.

iii. Counselor who resolves the complaints or grievances will act fairly at all times and ensure that conclusions will be based on a fair hearing of each point of view.

iv. Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.

All concerned parties to the complaint or grievance is regularly informed on the progress of the matter.

Types of student grievances:

i. Academic grievances

These are usually complaints or appeals against academic decisions. They include but are not limited to:

1. Academic progression decisions.

2. Errors/discrepancies in the declared grades.

3. An unreasonable decision of a member of academic staff that affects an individual or a group of students.

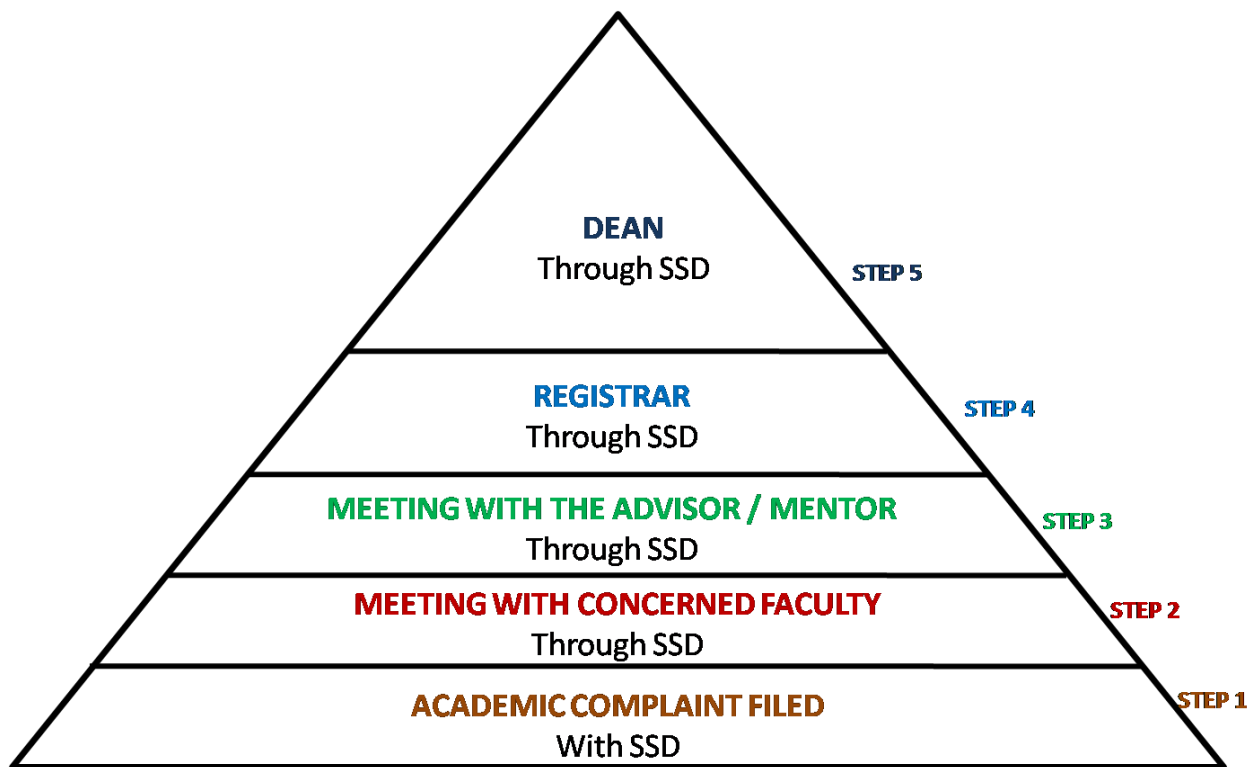**4.** Content and structure of academic programs, nature of teaching, and assessment criteria.

ii. Academic Support Services grievances

These relate to decisions and actions associated with administrative or academic support services units
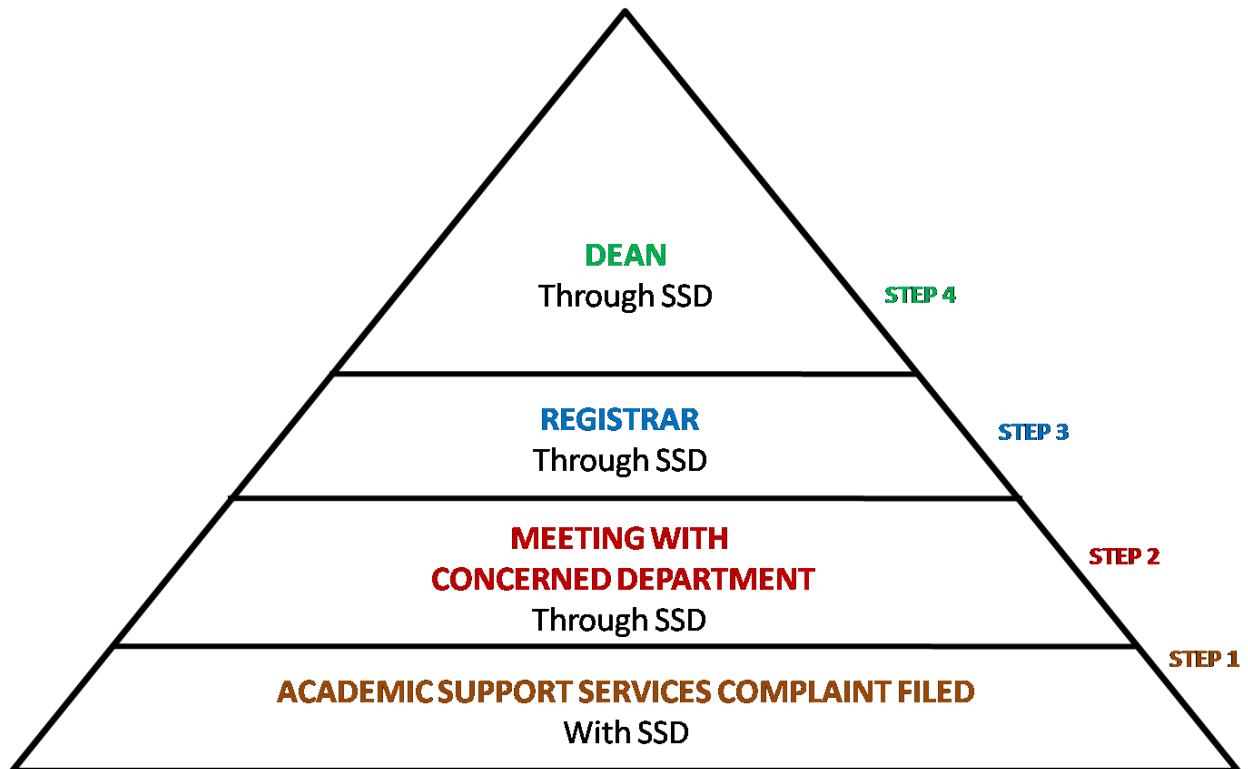
They include but are not limited to:

1. Administration of policies, procedures and rules by central administrative and student support groups, faculties and departments
2. A decision by an administrative staff that affects an individual or groups of students
3. Access to SUC resources and facilities

Steps for addressing Academic suggestions and complaints

DEAN
Through SSD
STEP 5

REGISTRAR
Through SSD
STEP 4

MEETING WITH THE ADVISOR / MENTOR
Through SSD
STEP 3

MEETING WITH CONCERNED FACULTY
Through SSD
STEP 2

ACADEMIC COMPLAINT FILED
With SSD
STEP 1

Steps for addressing Academic Support Services suggestions and complaints

- **Withdrawal of complaints or grievances**

A student may withdraw a complaint or grievance at any time during the grievance resolution process and in this case the matter will be concluded and deemed to be resolved. If the original complaint or grievance was made in writing then the withdrawal must also be in writing to the Counselor who is handling the matter at the time the withdrawal is being affected.

V. Student Committees and activities (BBA & MBA): It is in interest of the institution to ensure moral, emotional, intellectual and physical development of the students through adequate extracurricular and sports activities at BBA & MBA level. Different committees are formed to promote student leadership and professional development by providing

opportunities for students to be involved on campus, in athletics, organizations and administrative committees.

Student Services Department coordinates the formation of these committees and conducts the elections of student committee heads. New students are given a presentation about the committees, by student counselor in the beginning of each academic year and interested candidates can fill up the committee registration form available with Student Services Department. The committees' membership is offered on a nondiscriminatory basis and is open to all students. Budget will be allocated for each clubs/committees.

Each committee is chaired by a Faculty member or Staff member for providing necessary guidance to run committee activities. All the committees have separate monthly meetings. Subsequently, all committee heads meet on a monthly basis. The structure of student committees can be found in Annexure B.

SSD is responsible for organizing the year round extracurricular activities on campus and coordinating for intercollegiate activities. Responsibilities include:

a. To plan a yearly calendar of events and activities and inform the student community before the start of the academic year
b. To advocate for necessary financial support where ever required
c. To coordinate for necessary infrastructural support to students, wherever required
d. To inform the administration department about attendance mitigation cases as per the institutional policy for students participating in extracurricular activities

To advocate for acknowledgement and appreciation to the efforts of students who have worked consistently towards SUC activities

Responsibilities of students:

a. To fill up the online committee membership form before deadline
b. To read various announcements related to events and activities on notice boards on a regular basis
c. To apply for participation in any event well before the announced deadline
d. To contact the academic advisor or the student counselor if interested to get a platform to showcase their talent in any field
e. To take prior permission from the student counselor and administration department to use any of the SUC facilities for any extracurricular activities
f. To take prior permission from the DEAN, student counselor and the administration department to miss any classes in order to practice for any event

g. To take prior permission from the student counselor and the administration department to stay back in SUC during afternoon break for any extracurricular activities

Following are the clubs:

    a. Dancing Club
    b. Green Club
    c. Music Club
    d. Drama Club
    e. Debate Club
    f. Community Service Club
    g. Quiz Club
    h. Art Club
    i. Alumni Club
    j. Press & Social Networking Club
    k. Toastmaster Club

List of Committees

a. **Events committee:** Events committee is responsible to coordinate and organize year round events in the SUC. Also, this Committee will be responsible to coordinate the Inter-University activities and competitions. Committee head will be elected by the committee members. The events committee is one of the six student committees comprising of:
Students as members
    i. One committee head to be elected from sophomore level student members of the committee
    ii. One committee chairperson from the staff

The chairperson along with the committee head will be responsible for:

    i. Allocating staff members and student members (in consultation with the Dean and), for various events throughout the year, in the beginning of the year itself
    ii. To prepare the basic structure of all the events and communicate the same to the respective event heads
    iii. Monitoring and participating in the regular meetings of the committee members for various events
    iv. Assisting the event heads in the smooth flow of the events
    v. Coordinating for student participation in various Inter-University competitions to make the presence of Skyline University strongly felt in the educational domain

    vi. Coordinating with the Finance Department for financial requirements of the Committee

b. **Newsline committee:** The SUC publishes "Newsline" magazine once in a year an in-house magazine "Newsline" in addition to the Graduation Compendium. This publication involves contributions from students & faculty members and also highlights the year round activities .The publication of the magazine is by the efforts of "Newsline" committee and the student co-ordinator. Regular meetings are convened for compiling and publishing this magazine.

The committee shall comprise of:

    i. Chairman (Faculty Member)
    ii. Students
    iii. English Faculty
    iv. Student Counselor
    v. Reporters, proof readers, print designers

The Newsline Committee shall be responsible for

    i. The publication of the Newsline.
    ii. For collecting and contributing articles (report on events / general)
    iii. Encourage students to contribute articles
    iv. Select and edit manuscripts
    v. Plan the page layout
    vi. Proof read the draft copy
    vii. Circulate / distribute the final copy

Qualification for membership: The members of the committee should be interested in report and creative writing, preferably have some experience at the school level with publications and have sincere interest in being involved to develop such activity.

Term of membership: Members will be appointed for a period of one year. Re appointment will be subject to performance

c. **Class Representative Committee:** The Class Representatives Committee consists of two representatives from each class. Election of Class Representatives is conducted once in a year at the beginning of academic year. Elected Class Representatives thereafter elect the President and Vice-President of the Class Representative Committee. The Class Representatives Committee also consists of DEAN, REGISTRAR & Students Counselor co-ordinator.

Responsibilities of Class Representatives

i. To discuss student affairs, academic and academic support services related matters.

ii. Are solely responsible for the representation of respective student affairs and programs.

iii. The President and Vice-President of Class Representatives Committee are responsible to attend all the invitations received by other Colleges/universities student governing body.

d. **Notice Board Committee:** The committee is responsible to monitor and organize the regular updates of notice boards related to various departments. They also coordinate replacing the old notices with the new ones. To creatively design the appearance of all notice boards. The committee consists of staff members and students as committee members. The committee members are appointed for a period of one academic year.

e. **Sports Committee:** Sports Committee is responsible for coordinating various indoor and outdoor sports activities at Intra University and Inter-University level. The committee is headed by the Head - Sports Department. The duties are as follows:

i. Holding regular meetings with the committee members as and when required

ii. Preparing a calendar of the meetings and send a copy to SSD

iii. Allocating staff members and student members by the Dean for various events throughout the year, in the beginning of the year itself

iv. Monitoring timely communications with students and staff related to various events around the year

v. Coordinating with the finance department for financial requirements of the committee.

VI. Career Development Services (BBA & MBA): The SSD in coordination with the academic department offers a comprehensive career development program beginning with the student's first year of SUC at the BBA and from first semester at the MBA. SSD guides the student in various phases throughout the study period, major emphasis is given to helping students explore and prepare for various career options and/or an BBA or MBA study program. SUC does not guarantee job placement, but the ongoing job development program and on-campus recruiting program enhance the prospects for employment with both regional and national employers before and after graduation.

Following are the career development services offered by the SSD:

a. **Career Exploration (Advising):** Student can meet the Head – Corporate Relation and faculty from specific field of majors to discuss career-related needs and questions. The advisor can help them to:
   i. Identify their interests and strengths
   ii. Understand how their interests match educational majors at BBA & MBA level
   iii. Select and evaluate educational majors at BBA & MBA level
   iv. Explore career opportunities related to their educational major
   v. Evaluate career choices based on national trends and forecasts
   vi. Begin developing skills that set them apart
   vii. Strategically plan their major, electives, and activities to support their career goals

b. **Job Search Assistance**: The Head – Corporate Relation helps students develop a roadmap to a successful career by maintaining an up-to-date knowledge of current employment trends and job markets. They help students plan for everything from self-promotion to "bumps in the road" and prepare them for a comfortable transition that will take them from student to career professional. The advisors work with students to develop the skills and techniques they need to get the job of their dreams. They help students identify potential employers, uncover hidden job markets, connect with hiring managers and learn networking skills.

   SSD assists students in developing job search strategies and techniques like:
   i. Cover letter and résumé critique and construction
   ii. Interview preparation
   iii. Techniques and follow-up procedures
   iv. Negotiation and salary information
   v. Identification of potential employers
   vi. Professional dress

c. **Individual Student Consultation:** Everyone is different. The HAA develops a working relationship with students to help assess the specific approach best suited to their personality, capabilities and experience. Advising includes initial discovery, development of action plans and regular follow-ups to help them achieve their career goals.

d. **On-Campus Interviews:** Employers contact the Head – Corporate Relations to schedule on-campus interviews and other recruitment related events. Events are advertised via the campus bulletin boards, email alerts and administration circulars. Students are instructed to submit a resume for pre-selection if they are interested in an advertised on-campus recruitment opportunity. Employers select the applicant they prefer to interview based on the applicant's qualifications. Student Services Department notifies selected applicants and schedules the on-campus interview.

e. **Recruitment consultancy:** Employers contact the Head – Corporate Relations with their placement needs and fill up the need analysis form. The student affairs office sends the job information to current students and Alumni via emails and circulars. Interested students send their resumes to the student counselor and the same are forwarded to the employer for their selection and interview process.

Employers must meet the following requirements in order to be enlisted with SUC

     i. Employers must clearly indicate the employing organization's name.

     ii. Employers must not solicit or sell their products or services on campus at any time, especially via on-campus recruitment events.

     iii. Employers must fully disclose the structure of their compensation packages and any business costs an applicant may incur in their first year of employment.

     iv. Employers must not overstate potential compensation.

VII. Transfer and Higher Education: Students at the BBA level would be interested to seek transfers during their BBA studies or admission to MBA studies where as students at the MBA level would be interested to seek transfers during their MBA studies to another University. Students would have to approach Academic Advisors (BBA) or their Academic Mentor (MBA) respectively for the same. Head – Corporate Relations assists Academic Advisors (BBA) & Academic Mentor (MBA) with student requests and queries. Such students are assisted right from process of seeking information to filling in forms, preparing necessary documents to obtain their acceptance letter from the universities. A monthly report of the activity is submitted to the . Students who wish to study abroad should begin planning early in their academic careers in order to meet the various course and language prerequisites.

a. SUC has signed Articulation / MOU agreements with various institutions for the easy transfer of students. Some of which are, but not limited to:
b. Aberystwyth University, UK
c. University of Central Lancashire, UK
d. American College Dublin/Delaware, Ireland
e. Dublin Business School, Ireland
f. Niagara College, Canada
g. Kingston University , UK
h. Imperial College of Business Studies, Pakistan
i. Johnson and Wales University , USA
j. Thompson Rivers University , Canada
k. Emirates College of Technology, UAE
l. University of Findlay, USA
m. Hawaii Pacific University, USA

n. The American University, Cyprus
o. American International University, Bangladesh
p. Edith Cowan University, Australia
q. University of Missouri, Kansas City, USA
r. National American University, USA
s. Huron University, UK
t. Eastern Connecticut State University, USA
u. Lincoln University, New Zealand
v. Al Khawarizmi International College, UAE
w. Seneca College, Canada
x. The University of Michigan, USA
y. Normandy Business School, France
z. West Kent College, UK
aa. Mazoon University College, Oman

VIII. Internship Assistance (BBA): The SSD in coordination with the academic units assists the senior level students in exploring and securing internship positions available in the industry of their future careers. A 6 - 8 weeks internship provides the students a stepping-stone to & hands on experience of the industry they would soon be employed in. Students work in various departments like Marketing & Sales, Human Resource, Finance and other areas related to their major.

IX. Technical Visits & Guest Lectures (BBA & MBA): The SSD coordinates with the Academic units to help Students undertake technical visits & practical tours of industries related to their major such as: banking industry, manufacturing units, airports, tourism development projects & arranging seminars & guest lectures at the SUC campus etc. for both Undergraduate and Postgraduate level students. This provides them a practical experience of their career related industry.

X. SCHOLARSHIP / FEE WAIVER POLICY (BBA & MBA): The decision to invest in a quality education may be one of the most important decisions the students and the parents will have to make. At SUC, we believe that the choice should be based on the quality of academic programs and opportunities available to the students. By reaching out to motivated and deserving students who have limited financial resources, SUC scholarship funds helps to provide the means to attend SUC and the opportunity to realize their dreams.

a. **Purpose:** The SUC scholarship fund was established to fund deserving recipients pursuing academic careers within the SUC. This is accomplished by funding a permanent investment base from contributions made by corporations and fund raising activities conducted by the SUC and most importantly setting aside a certain amount from the tuition fees.

b. **Members of the Committee:** The chair of the scholarship committee will be appointed by the President. Which includes as the chairman and four other members of the Academic Support Service staff will be appointed on the basis of the recommendations by the chair of the Scholarship committee who is Chairman ,Head – HRD. Members are appointed to the committee for a term of three years. It has been the policy of the SUC to involve students in such vital decision where the students are concerned and the scholarship committee will take a broader view to induct one or two students to the committee on an ad hoc basis to view, suggest and make broader recommendations to the committee as to how the fund can be better promoted and the service utilization aspect of the fund be improved.

c. **Duties of the Committee:** The committee will extend support to graduate students who exhibit financial need, as well as academic excellence. The Members of the committee should be socially committed and possess a sympathetic attitude towards genuine cases while at the same time be fair and consistent in their decision making.

d. **Fund maintenance and appropriation:** The President of the SUC will certify the funds available for the scholarship fund on an annual basis. The fund is to be separated from the general operating fund of the SUC. The fund is not to be used other than for generating further funds for giving scholarships. The fund may be held within the same account, but a separate accounting must be kept to distinguish it from the other heads. The head of finance will submit periodic reports to the President stating the usage of funds and make suitable suggestions and recommendations needed for further enhancing the service given by the committee.

CURRENT STUDENTS: Students who are pursuing their full time BBA at SUC are termed as current students, a current student becomes eligible for the above scholarships only once the registration fee is cleared and students joins the program. Current students can avail scholarships in the under mentioned categories:

Current Students
   i. Need based
   ii. Toppers award
   iii. Fee waiver

1. **Need based scholarships:** Need based scholarships are awarded to students, who are from educationally and socially disadvantaged backgrounds. In addition, an applicant must show financial need and must produce adequate and supporting evidence to claim the same. Need based scholarship awards range from AED 3,500/- to AED 5,000/- [working scholarships] and AED 2,500/- to AED 3,500/- for non working

scholarship on yearly basis scholarships and is applicable only for one academic year. The award should be renewed every academic year as long as the student is in good academic standing and continues to demonstrate financial need and is subject to the approval of the committee. Only students who are admitted to the SUC and doing a full time degree course will be considered for this type of scholarship. This will not apply to student if they have been awarded any fee waivers in the freshman level; however they can apply for the same from the Sophomore Level, subject to approval.

Criteria for awarding scholarships

i. Duly filled form (which is to be taken from Finance Department after the start of classes, i.e. Fall every year (July & Sept intakes)
ii. A request letter detailing the need to avail the scholarship fund.
iii. Marks/Grades of the last exam undertaken.
iv. Salary certificate of the parent/guardian who is to support the student.
v. Bank statement of the parent/guardian showing the accounts for the last six months.
vi. Recommendation letter from Dean for Academic and Academic Support Services Department regarding status of the student.

2. **Toppers Award:** The scholarship fund each year is allocated to toppers who top in their respective majors for each financial year. The maximum amount that can be offered to each candidate is AED 2000/-

Documents required:

i. Year wise transcripts from Administration Department.
ii. A student in his / her study duration is eligible for either a fee waiver or scholarship.
iii. Fee waiver is granted only before commencement of the intake and is a onetime grant.

3. **Fee Waiver for MBA program:** SUC students who wish to join the MBA program with the SUC are eligible for a fee waiver of AED 5000/-.

XI. SERVICES OFFERED TO INSTITUTION

a. **Placement Cell (BBA & MBA):** Placement rate of graduates is an essential tool to measure an educational institution's effectiveness. The SSD along with HAA is charged with complete coordination of the placement cell at the SUC. The functions of placement cell include:

i. Maintaining and updating the database of potential employers
ii. Identifying employment opportunities for SUC students in the local market

iii. Coordinating with employers to complete their need analysis form and accordingly send them appropriate student CVs

iv. Organizing campus interviews

v. Coordinating with employers to secure internship positions for senior level students

vi. Coordinating with companies to allow our students for Field Trips and Technical Visits in liaison with academic faculty member

vii. Maintaining a data of placement activities in the form of monthly and yearly reports

b. **Input towards Institutional Effectiveness (BBA & MBA):** The SSD is charged with providing important inputs towards the SUC's institutional effectiveness program. The office conducts annual Alumni survey and employer feedback survey as per the INSEFF calendar provided by IR Office. These feedbacks serve as an important role towards measuring the effectiveness of our programs and services.

c. **Employer Survey (BBA & MBA):** This Survey is another important tool as it gives us feed back of Employers, who have employed our graduates. In an analytical approach, this feedback helps the institution in knowing how efficiently the graduates have been able to meet the requirements of their jobs in accordance with their study at the SUC. This is an annual survey generally conducted during the months of Feb, March and April. The questionnaires are sent to the employers directly by the Student Affairs Office via email or fax and received back by same media.

d. **Alumni Relations (BBA & MBA):** Our Alumni are an integral part to help us in enhancing our public image, building trust in the education sector, improving our program structures with the help of industry inputs, placement assistance for current graduates and a lot more. SUC has a clear policy and plan for continuously improving our Alumni relations. SUC being one of the oldest institutions in UAE has a large number of graduated students and these graduates are goodwill emissaries of the SUC. SSD along with Head – Corporate Relations makes persistent and synchronized efforts to improve our Alumni relations:

i. **Alumni Club:** The Alumni Club was first established in year 2001 with the first Alumni meet. The efforts to increase the registrations for club were revived from year to year. Currently we have more than 300 registered members of Alumni Club. Many more activities have been planned to further strengthen our Alumni relations in the coming years including social, academic and cultural activities.

ii. **Alumni requests:** SSD acts as a medium between Alumni and various departments on campus. Alumni can send their requests for any documentation, letters, transcripts etc to the student affairs office and the same would coordinate with the respective department/s to address the request.

iii. **Placement Assistance:** It is SSD which keeps alumni informed about the upcoming job vacancies available in market. If the employer has a

specific requirement of experienced candidates, then relevant information is sent to the Alumni. Interested candidates who meet the criteria can send their CV to student affairs supervisor who then sends it to the employer.

    iv. **Continuing Education:** Learning is a lifelong process. With an intention to encourage the Alumni to expand their knowledge base and stay up-to-date on new developments, student affairs office sends regular alerts on any upcoming short courses, profession skill development programs, diplomas etc. run by the training department. Besides, regular industry updates are sent to Alumni on a monthly basis to give them information on current scenarios.

    v. **In house events:** Alumni are kept informed about in house events e.g. Annual Carnival, National day etc. where they are invited to participate. An Annual event of homecoming called "Alumni Meet" is organized which allows Alumni to meet their old friends, faculty members, staff and strengthen the bond with the SUC.

    vi. **Alumni Survey:** This survey is a very important tool to measure how effectively our programs have prepared our students for the practical challenges of the business world and how much our Alumni feel that Studying at SUC has helped them excel in their careers. This is an annual survey conducted generally during the annual Alumni meet. In case the annual Alumni Meet does not take place then the survey should be conducted on line, by email or by postal questionnaires. The questionnaire should be reviewed and revised if necessary on a regular basis at least once in two years.

e. Student Feedback (BBA & MBA): The SSD is responsible for conducting various feedbacks in the SUC in coordination with the Institutional Research Office. SSD is responsible to ensure maximum participation in the feedback for making the analysis interpretations accurate and reliable. Students are required to participate in the following feedbacks coordinated by the SSD:

    i. **Student Academic Feedback:** Every student is responsible for giving his/her feedback of the faculty at the end of every semester. This is required to evaluate the teaching effectiveness of the faculty and also to help in their continuous improvement.

    ii. **Interim Feedback Survey:** Students are also required to express their level of satisfaction with a new faculty by participating in the interim feedback survey. This survey is normally conducted for a new faculty two to three weeks after the commencement of every semester.

    iii. **Academic Advising & Academic Mentoring Survey:** Each student is assigned to an advisor at BBA level & a mentor at MBA level for the purpose of academic advising/mentoring. Students should provide their feedback on the advisor/mentor and express their level of satisfaction with the advisor/mentor assigned once a year towards the end of the spring semester.

iv. **Student Academic Support Services Feedback:** Students are also required to provide their feedback on various facilities and services provided by the Academic Support Services department once a year towards the end of the Spring semester.

v. **Resource Adequacy Feedback:** Students should also provide the feedback on the resource adequacies of the library and the computing department which is conducted at the end of every spring semester. This will help the computing department and library to know the needs of the students and bring necessary improvements in the existing system.

XII. ANNEXURE

A. Annexure A

Student Council

Members of Student Council are elected each fall semester as the official voice of the student body.

The Class representatives are elected by secret ballot and the CR from each class represent 1 for academic and 1 for non academic. From the CR'S a president and vice president are elected.

The Executive Branch is comprised of

1. A president (Student)
2. Vice President(Student)
3. Registrar
4. Staff Committee Members of the University

Student Council is funded by student fees approved by the SUC's Board of Governors and donations, gifts or sponsorships may also be allocated for Student Council. A variety of student services and programs of value to students are funded fully or in part by Student Council.

However, the executives of Student Council should work diligently to remain in contact with the students and their issues should have the ability to accurately voice their concern and solutions to areas of concern.

B. Annexure B

Student Committees

Various committees of students are formed for specific extra-curricular activities conducted in the Skyline University College. A brief description of each committee has been mentioned below:

1) **Events committee:** Responsible to coordinate and organize year round events in University. Also the committee will be responsible to coordinate the intercollegiate activities and competitions. The committee head will be elected by the committee members.

2) **Newsline committee:** Responsible for various activities related to the news line publication e.g. selection of articles, various news items, general look of the magazine, editing etc. The committee head will be elected by the committee members.

3) **Class Representative Committee:** From each class two Class Representatives (One academic and one non academic CR) will be elected, who will be responsible for voicing the students' concerns in academic and nonacademic areas. The committee head will be elected by the committee members.

4) **Notice Board Committee:** Responsible for managing and monitoring various notice boards in the campus. The proposed notice boards are:

   a) Academics
   b) Administration, Examination and finance
   c) Extracurricular activities
   d) Placement and internship
   e) Daily News bulletins
   f) My corner (Students' views and expressions)

The committee head will be elected by the committee members.

5) **Sports Committee:** Responsible for coordinating various indoor and outdoor sports activities at Intra University and intercollegiate level.