



كلية الأفق الجامعية
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARJAH



SKYLINE UNIVERSITY COLLEGE



CONSOLIDATED POLICY AND PROCEDURE MANUAL

ACADEMIC YEAR - 2013-2014

University City of Sharjah
P.O. Box - 1797, Sharjah, U.A.E.
Tel: 06-5441155 Fax: 06-5441166 / 06-5441661

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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.



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II. REGISTRATION POLICIES

BBA CURRICULUM REQUIREMENTS

The curriculum provides the student with General Education courses, Business core courses and Major courses in Marketing, Travel & Tourism Management, Information Systems, International Business & Finance.

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

Code	No. of Credits	No. of Courses
General Education	36	13*
Business Education	57	19
Dissertation	3	1
Internship / Internship Project	3	1
Majors	21	7
Total Requirements	120	41

*Note: General Study Skills is a 2 credit course and Community Services & Sports is a 1 credit course.

Note:

1. The 4 year - 8 semester degree program can be accelerated by taking summer semesters.
2. Morning classes - 9:30 AM to 02:00 PM, Evening class - 07:00 - 10:00 PM
3. Credits hours refer to one lecture hour per week last fifteen weeks
4. Each academic year consists of two semesters and each semester consists of 15 weeks
5. A summer semester is offered to students who meet the necessary eligibility criteria.

BACHELOR OF BUSINESS ADMINISTRATION WITH MAJORS IN:

- ✓ Travel & Tourism Management
- ✓ Information System
- ✓ International Business
- ✓ Marketing
- ✓ Finance

General Education

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 is provided to the students encompassing science, computing, humanities, and culture inculcates a sensitive and scientific temper in the young professionals.

General Education Courses

Code	Course	Credits
<i>CIS101</i>	Computer Skills-I	3
<i>GEN101</i>	General Study Skills	2
<i>ENG101</i>	English Composition	3
<i>ENG112</i>	Business Communication	3
<i>GEN102</i>	Community Services & Sports	1
<i>HUM101</i>	Islamic Culture	3
<i>HUM102</i>	Critical Thinking & Problem Solving	3
<i>MAT101</i>	Business Mathematics	3
<i>MAT112</i>	Business Statistics	3
<i>CIS211</i>	Computer Skills-II	3
<i>ENG211</i>	Advanced English Composition	3
<i>HUM201</i>	Introduction to Humanities	3
<i>SCI201</i>	General Science	3
<i>Total credits required in General Education</i>		36

Business Education

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.

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

Capstone Courses

Code	Course	Credits
MGM412	Strategic Management (C,S)	3
BUS414/ BUS425	Internship / Practicum (C,S) OR Internship Project (C,S)	3



Electives – Choose Any Five

Code	Course	Credits
<i>BUS304</i>	Cross Cultural Communication	3
<i>MKT311</i>	Marketing Management	3
<i>LAW311</i>	Business Law-II	3
<i>MGM411</i>	Management Of Human Resources	3
<i>BUS411</i>	Innovation	3
<i>BUS312</i> / <i>MGM312</i>	Entrepreneurship <i>OR</i> Customer Relations Management	3
<i>Total credits required in Business Education</i>		63

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected

** Internship/Practicum is an optional course. If a student chooses not to enroll into internship /practicum course, he/she could take internship project as an alternate*

TRAVEL AND TOURISM MANAGEMENT

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 near future.

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 in the region. 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.

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
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
TAT423	E – Tourism (E)	3
TAT415	Management of Hospitality Industry (E)	3
Total credits required in major		21

S – Senior Level, C – Capstone, E – Elective,
 E, P – Elective & Protected and P – Protected

INFORMATION SYSTEMS

Introduction

The role of IT enabled applications in various Business Enterprises is growing consistently over the years. Increasing number of organizations is 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.

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	Essential Of Computer Networks	3

Capstone Courses

Code	Course	Credits
CIS424	Object Oriented Analysis & Design (C,S)	3

Electives – Choose Any One

Code	Course	Credits
CIS413	E-Commerce (E)	3
CIS415	Web Design and Development (E)	3
CIS416	Business Intelligence (E,P)	3
Total credits required in major		21

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected

INTERNATIONAL BUSINESS

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.

Core Courses

Code	Course	Credits
<i>IBS302</i>	Principles & Practices of Exporting	3
<i>IBS311</i>	Economics of International Business	3
<i>IBS411</i>	International Finance	3
<i>MKT401</i>	Logistics and Supply Chain Management	3
<i>IBS323</i>	IBDM - Quantitative Methods (P)	3

Capstone Courses

Code	Course	Credits
<i>IBS424</i>	International Management (C,S)	3

Electives – Choose Any One

Code	Course	Credits
<i>IBS412</i>	Business Project Management (E)	3
<i>IBS403</i>	International Banking (E)	3
<i>MKT413</i>	Marketing Services (E,P)	3
Total credits required in major		21

S – Senior Level, *C* – Capstone, *E* – Elective,
E, P – Elective & Protected and *P* – Protected

MARKETING

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, investment & retail banking, travel & tourism industry, events management, logistics & 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.

Core Courses

Code	Course	Credits
MKT312	Consumer Behavior	3
MKT314	Marketing Research	3
MKT412	Retail Marketing	3
MKT401	Logistics and Supply Chain Management	3
MKT313	Marketing Communication	3

Capstone Courses

Code	Course	Credits
MKT414	International Marketing (C,S)	3

Electives – Choose Any One

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

S – Senior Level, C – Capstone, E – Elective,
 E, P – Elective & Protected and P – Protected

FINANCE

Introduction

The Bachelor of Business Administration program with major in Finance is designed to develop an 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.

Core Courses

Code	Course	Credits
FIN311	Financial Markets & Institutions	3
FIN312	Financial Statement Analysis	3
FIN313	Corporate Finance	3
FIN411	Risk Management	3
FIN412	Fundamentals of Investments	3

Capstone Courses

Code	Course	Credits
FIN416	Applied Projects in Finance (C,S)	3

Electives – Choose Any One

Code	Course	Credits
FIN413	Accounting Information System (E,P)	3
FIN414	Derivatives (E)	3
FIN415	Islamic Finance (E)	3
Total credits required in major		21

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected P– Protected

MBA CURRICULUM REQUIREMENTS

The curriculum provides a student with Core courses and emphasis requirements.

All students pursuing a Master of Business Administration (MBA) Program must complete the following requirements:

Code	No. of Credits	No. of Courses
Core Courses	27	9
Major Courses	9	3
Total Requirements	36	12

Note:

- i. Total credits required for graduation - 36
- ii. This is a non-thesis program, which can be finished in 18 months provided that the student meets the CGPA requirements
- iii. The program will run in the evening time (7:00pm-10:00pm) and three days a week
- iv. SUC has also introduced weekend classes for MBA programs, which run between 9 AM and 2.30 PM on Friday and Saturday

MASTER IN BUSINESS ADMINISTRATION WITH EMPHASIS ON:

- ✓ Marketing
- ✓ Finance
- ✓ Human Resource Management
- ✓ Strategic Management & Leadership

CORE COURSES

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, Quantitative 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: Marketing, Finance and Human Resource Management.

Code	Course	Credits
ACC601	Managerial Accounting	3
BUS601	Quantitative Methods For Business Decision	3
BUS602	International Business	3
CIS601	Corporate Information Strategy & Management	3
ECO601	Managerial Economics	3
FIN601	Financial Management	3
MGM601	Human Resource Management	3
MGM713	Strategic Management	3
MKT601	Marketing Management	3

EMPHASIS ON FINANCE

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.

Code	Course	Pre-Requisite	Credits
FIN721	Corporate Finance	ACC601, FIN601	3
FIN722	Management of Banks & Financial Institutions	ACC601, FIN601	3
FIN723	International Finance	ACC601, FIN601	3
FIN724	Investment and Portfolio Management	ACC601, FIN601	3
Total Credits Required In Emphasis on Finance			9

**Student needs to complete any three courses out of the four courses of the Emphasis areas.*

EMPHASIS ON MARKETING

Introduction

MBA with emphasis on Marketing can be a rewarding prospect for an aspiring student oriented towards building a career in marketing. The marketing emphasis 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.

Code	Course	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

**Student needs to complete any three courses out of the four courses of the Emphasis areas.*

EMPHASIS ON HUMAN RESOURCE MANAGEMENT

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.

HRM 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.

Code	Course	Pre-Requisite	Credits
HRM711	Performance and Compensation Management	MGM601	3
712HRM	Legal Aspects of Human Resources	MGM601	3
HRM713	Managing Diversity	MGM601	3
HRM714	Strategic Human Capital Management	MGM601	3
Total Credits Required In Emphasis on Human Resource Management			9

**Student needs to complete any three courses out of the four courses of the Emphasis areas.*

EMPHASIS ON STRATEGIC MANAGEMENT AND LEADERSHIP

Introduction

MBA Emphasis in Strategic Management and Leadership focuses on providing knowledge, skills and techniques to become a strategic leader in corporate, private or government organizations. The focus is on developing leadership skills that enables students to craft, execute, and lead a defined strategy that sustains the business or organization in the dynamic changing scenario. The emphasis provides an understanding about strategic risks and risk management to lead organizations proactively. The emphasis equips the student to drive innovation and creativity in organizations, as well as plan and direct incremental and transformational changes for organizational excellence.

Code	Course	Pre-Requisite	Credits
SML 701	Leading through creativity and innovation		3
SML 702	Strategic Risk Management		3
SML 703	Strategic Leadership		3
SML 704	Managing Strategic Change		3
Total Credits Required In Emphasis on Strategic Management and Leadership			9

NEW ADMISSIONS ENTRY REQUIREMENT - BBA

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%, before academic year 2006), and do not meet the regular admission requirements, may go through the Foundation Program to prepare themselves for higher studies in their chosen field.
 - a. 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.
 - b. 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.

B. English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic)

Prospective student 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 (certificates will be accepted upon verification by the ETS)
- b. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)
- c. Pearson Test of English Academic Score of 36-46
- d. Cambridge English Advanced Test score of 41

Following are the exceptions for taking English Proficiency Test:

- a. A native speaker of English who has completed his/ her high school education in an English medium institution in a country where English is the Official language
- b. A student transferring to SUC from approved University by MOHESR should 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

Note: Institutional TOEFL from other centers is NOT ACCEPTABLE. The TOEFL (IBT) certificates will be accepted upon verification by the ETS.

C. Mathematical Ability Test

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

Exception for taking Mathematical Ability Test:

Student holding diploma or transfer of credit from an accredited institution by MOHESR having a grade “C” or above is exempted from appearing in the mathematical ability test.

NEW ADMISSIONS ENTRY REQUIREMENT - MBA

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

A. Bachelor Degree Grades

- i. A Bachelor's degree in Business discipline from an accredited institution in the UAE or its equivalent having a cumulative Grade Point Average (CGPA) of 3.0 (on a 4.0 point scale or its established equivalent) or
- ii. 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

B. English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic)

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

- i. A minimum score of 550 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 79 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 213 on the Computer based TOEFL (certificates will be accepted upon verification by the ETS)
- ii. A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)
- iii. Pearson Test of English Academic Score of 50-57
- iv. Cambridge English Advanced Test score of 52

Following are the exceptions:

- a. A native speaker of English who has completed his/her undergraduate education in an English-medium institution and in a country where English is the official language;
- b. An applicant with an undergraduate qualification from an English-medium institution who 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 Commission, at the time of admission to his/her undergraduate program.

Note: Institutional TOEFL from other centers is NOT ACCEPTABLE. The TOEFL (IBT) certificates will be accepted upon verification by the ETS.

PROVISIONAL ADMISSION - BBA

The Dean reserves the right to admit a student on Provision (e.g. special cases) where the student does not satisfactorily meet the admission criteria as per MOHESR under the UAE high school board. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, the student 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.

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.

- A. Student who has passed high school under the UAE high school board before academic year 2006 and have aggregate score between 50%-59% are required to undergo the Foundation Program in the institution approved by MOHESR and should cover the following areas:
- English
 - Mathematics
 - Computer science
 - Arabic

However such students will be required to undergo the English Language proficiency & Math Proficiency test as per the MOHESR requirements. If the student does not meet the English Proficiency or Math Proficiency requirement as per the admission criteria the student will have to undergo the AIPC or Math

foundation at SUC. On meeting the admission requirements, he/she will be enrolled into the BBA program.

- B. Student having aggregate score less than 60% under the UAE high school board before academic year 2006 and holding a diploma from any accredited institution in UAE or its equivalent will be admitted to the SUC. However such students will be required to undergo the English Language proficiency & Math Proficiency test as per the MOHESR requirements. If the student does not meet the English Proficiency or Math Proficiency requirement as per the admission criteria the student will have to undergo the AIPC or Math foundation at SUC. On meeting the admission requirements, he/she will be enrolled into the BBA program.

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

PROVISIONAL ADMISSION - MBA

The Dean reserves the right to admit a student on Provision (e.g. special cases) where the student does not satisfactorily meet the admission criteria as per MOHESR. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, the student must obtain a Grade Point Average (GPA) of 3.0 on a scale out of 4.0 upon successfully completing first 9 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.

Case 1: 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) or Pearson Test of English Academic Score of 50-57 may be admitted to the MBA program subject to the following:
- May take a maximum of nine credit hours in the first semester of study
 - 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
- c. 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 in 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:
- Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study
 - May take a maximum of six credit hours in the first semester of study, not including intensive English courses
 - 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
 - If either provision is not met the student will be dismissed

Case 2: 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 MBA program subject to the following:

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

BBA 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:

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 admission requirements
- v. Processing fee of AED 300/- (non refundable) must be paid for evaluation
- vi. Once a student will change his/her major, process will be treated as new, thus, additional fee will be applicable as per published fees structure

Transfer of credit is granted under the following conditions:

- i. They must pass the English and Mathematics proficiency requirement
- ii. The course contents mentioned in the CDP of the previous institution should match to 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 offered in SUC can be offered as transfer of credits transferred to the program
- iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC
- v. The students must have passed the course with a minimum of 'C' grade or equivalent
- vi. Maximum credits awarded for transfer admission will be limited to 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. In case 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
- xii. Prohibit accepting credit twice for substantially the same course taken at two different institutions
- xiii. The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA)
- xiv. The processing fees of TOC is non-refundable and is charged (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).
 - a. The 12th standard Certificate should not be less than 50%
 - b. His/her diploma should be accredited and attested by MOHESR or its equivalence certificate for those who graduate outside UAE
 - c. To check the validity of the certificate issued by HCT and make sure that it is authentic
 - d. CGPA should be 2.0 and above
 - e. The student should get "C" grade and above in the following subjects:
(i) English (ii) Maths (iii) Computer
 - f. 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
- xvii. Once the TOC is granted, it will be informed to student along with the graduation plan for review & consent with signature
- xviii. Once a student will change his/her emphasis, process will be treated as new, thus, additional fee will be applicable as per published fees structure
- xix. Once a student has joined the SUC and wish to enroll external course/s, these courses should be approved by Administration Dept. before starting the course; otherwise TOC will not be granted along with applicable fees
- xx. This TOC process once approved is applicable only for the mentioned intake.
- xxi. TOC will not be granted to provisionally enrolled student for the courses which are in offer in the 1st semester
- xxii. TOC students understand that even if they are left with less number of courses at any level, they cannot be granted courses from next level unless and until they have successfully completed level which they are in, as per SUC policy

- xxiii. Fee waiver for the TOC courses granted will be applicable only on completion of the program, otherwise, the full amount must be paid

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:

- Accredited by the MOHESR, UAE
- Accredited by the Central or Regional accreditation bodies in the United States of America
- Accredited by the UGC Grants Commission of India
- Accredited by the HEC Grants Commission of Pakistan
- Approved by the Quality Assurance Agency in Education, U.K.
Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission.

Once TOC is approved by the Dean, the student has to be informed about the total number of courses exempted and that AED 1500/- per course will be deducted from the total fee.

MBA 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 MBA 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:

Course Code	Course Name
<i>CIS601</i>	Corporate Information Strategy & Management
<i>ACC601</i>	Managerial Accounting
<i>ECO601</i>	Managerial Economics
<i>MGM601</i>	Human Resources Management
<i>MKT601</i>	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 admission ~~registration~~ requirements
- v. Processing fee of AED 300/- (non refundable) must be paid for evaluation
- vi. Once a student will change his/her major, process will be treated as new, thus, additional fee will be applicable as per published fees structure.

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 to a minimum of 75% of the SUC Syllabus of the corresponding course.
- iii. The student must attend a minimum of 24 credit hours of their study plan at SUC in other words, only up to 12 credits or 3 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 enrolled for a regular batch is placed in the 1st or 2nd semester only after completing all the balance courses while student enrolled for a weekend batch will be placed in quarter 1 to 4 after completing balance courses.
- ix. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean.

- x. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- xi. The grade points of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xii. TOC processing fee is non refundable (as per applicable fee structure)

B. 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

MATURED ENTRY ADMISSION -MBA

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 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.

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.

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.

MBA QUALIFYING PROGRAM (MQP)

A candidate who is seeking admission with a Bachelor's Degree (3 years and above) obtained from a non-business discipline is required to undergo the MQP by taking the following seven courses. In case candidate has already completed any of the MQP courses in the Bachelor degree, he 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 required to complete the MQP so as to establish the required knowledge for a student is acquired before enrolling into the MBA program.

Code	Courses
<i>MQP ACC01</i>	Accounting Principles & Practice
<i>MQP ECO02</i>	Economics Principles & Practice
<i>MQP MAT03</i>	Business Statistics
<i>MQP FIN04</i>	Principles of Finance
<i>MQP MGM05</i>	Perspective on Management
<i>MQP MKT06</i>	Principles of Marketing
<i>MQP MAT07</i>	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 and are only for the purpose of completing 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 or opt for MQP schedule. If the number of students enrolled for MQP is few in number then they may be inducted into the BBA courses. If they are not currently offered at the BBA program, they will be exclusively planned and scheduled for MQP classes provided it is 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.

BBA ADMISSION DOCUMENTS AND OTHER REQUIREMENTS

A. Local Candidates With Own Visa

- i. 5 Passport size colored photographs (not Polaroid)
- ii. Passport Copy with minimum six months validity
- iii. UAE National ID
- iv. 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
- v. 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/-

*First installment fees is non-refundable after commencement of classes, even if the student did not attend any class or/and the TOEFL certificate is rejected by ETS.

- vi. 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.

B. Local Candidates Seeking SUC Visa/Visa Letter/Embassy Letter

- i. 12 Passport size colored photographs (not Polaroid) with white background
 passport Copy with minimum eight months validity.
- ii. Attested copy of High School Certificate along with marks sheet (as applicable).
- UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE
 - 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
 - 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
- iii. The following fees must be paid at the time of admission:

Visa/Embassy Letter Students Without Hostel
 AED 18,500/- and 2 PDC of AED 11,600/- each

Visa Students With Hostel
 AED 31,850/- and 2 PDC of AED 11,600/- each

- Application Fee (Non-refundable) AED 1,000/-
- First Installment Fee (Non-refundable) AED 5,000/-
- 3 year Visa Fee AED 5,500/-
 [Fully non-refundable once visa is filed]
- Passport Guarantee AED 2,500/-
 [Refundable at the time of visa cancellation]
- 1st Cheque Payment AED 11,600/-
- 2nd Cheque Payment AED 11,600/-

- g. 3rd Cheque Payment AED 11,600/-
- h. TOEFL Exam Fee AED 500/-
- i. TOEFL Book AED 400/-
- j. 1st three months of Hostel Fees AED 4,350/-
[AED 1,450/ per month]
- k. Hostel Deposit AED 1,000/-
[Refundable]

- iv. 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.
- v. Student Personal details form with the Country of residence telephone number.

C. Visa Students (Overseas)

- i. 12 Passport size colored photographs (not Polaroid) with white background.
- ii. Passport Copy with minimum eight months validity.
- iii. Police clearance certificate
- iv. Medical certificate from any registered hospital, if applicable.
- v. 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).
- vi. The following fees must be paid at the time of admission: **(USD 7,345/-)**
 - a. Application fee & 1st installment fee USD 3,315/-
[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. UAE National ID USD 110/-
 - e. TOEFL Exam Fee USD 140/-
 - f. TOEFL Book USD 110/-
 - g. 3 months of the Hostel Fee USD 1,200/-
[At the rate of USD 400/- per month]
 - h. Hostel Deposit USD 275/-
[Refundable]

*First installment fees is NON-REFUNDABLE after commencement of classes, even if the student did not attend any class or/and the TOEFL certificate is rejected by ETS.

- vi. 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.
- vii. Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

B. Candidates Living In UAE Seeking SUC Visa/Visa Letter/ Embassy Letter

- i. 12 Passport size colored photographs (not Polaroid) with white background passport copy with minimum eight months validity.
- ii. Attested copy of Bachelor's Degree Certificate (3 years and above) 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.
 - d. All foreign certificates must have an equivalency certificate from the Ministry of Higher Education, UAE, at the time of admission or latest by before the completion of the semester.
- iii. The following fees must be paid at the time of admission:

Visa Students With Hostel

AED 32,250/- (inclusive of TOEFL examination fee & books) and
2 PDC of AED 12,000/- each

Visa/Embassy Letter Students Without Hostel

AED 18,900/- (inclusive of TOEFL examination fee & books) and
2 PDC of AED 12,000/- each

a. Application Fee	AED 1,000/-
[Non-refundable]	
b. First Installment Fee	AED 5,000/-
[Non-refundable]	
c. 3 Year Visa Fee	AED 5,500/-
[Fully Non-refundable once visa is filed]	
d. Passport Guarantee	AED 2,500/-
[Refundable at the time of visa cancellation]	
e. 1 st Cheque Payment	AED 12,000/-
f. 2 nd Cheque Payment	AED 12,000/-
g. 3 rd Cheque Payment	AED 12,000/-
h. TOEFL Exam Fee	AED 500/-
i. TOEFL Book	AED 400/-
j. 1 st three months of Hostel Fees	AED 4,350/-
[AED 1,450/ per month]	
k. Hostel Deposit	AED
1,000/-	
[Refundable]	

- iv. 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.
- v. Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

C. Visa Students (Overseas)

- i. 12 Passport size colored photographs (not Polaroid) with white background.
- ii. Passport Copy with minimum eight months validity.
- iii. Police clearance certificate, if applicable
- iv. Medical certificate from any registered hospital, if applicable
- v. Attested copy of Bachelor's Degree Certificate (3 years and above) 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, and certificate should be attested by the University & 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.
- d. All foreign certificates must have an equivalency certificate from the Ministry of Higher Education, UAE, at the time of admission or latest by before the completion of the semester.
- vi. The following fees must be paid at the time of admission: **(USD 8,690/-)** (inclusive of TOEFL examination fee & books)
- | | |
|--|-------------|
| a. Application fee & 1 st Installment fee | USD 4,660/- |
| [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. UAE National ID | USD 110/- |
| e. TOEFL Exam Fee | USD 140/- |
| f. TOEFL Book | USD 110/- |
| g. 3 months of the Hostel Fee | USD 1,200/- |
| [At the rate of USD 400/- per month] | |
| h. Hostel Deposit | USD |
| 275/- | |
| [Refundable] | |
- vii. 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.
- viii. Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

PLACEMENT TEST

B. TOEFL/IBT

SUC provides opportunity for candidates to prepare for Institutional based TOEFL and a candidate may also appear for TOEFL exam at SUC as a center. SUC also helps candidates to prepare for IELTS Academic exam through their IELP courses. The following are the English proficiency details:

- i. **TOEFL - TEST CENTER:** SUC is an authorized IBT center which conducts the TOEFL tests regularly according to the published calendar. The duration of IBT 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. **TOEFL TEST STRUCTURE:** 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

- a. **Section-1 (Listening Comprehension):** This section measures the ability to understand English as it is spoken in North America as given below:
 - 3-4 mini talks, 60-90 seconds long with 3-5 questions each
 - 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each
 - 30-40 dialogues, 5-15 seconds long with 1 question each
- b. **Section-2 (Structure and Written Expression):** This section measures the ability to recognize language that is appropriate for standard written English as given below:
 - (1-15) 15 multiple choice questions based on the structure of the sentence
 - (16-40) 25 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

- c. **Section-3 (Reading Comprehension):** This section measures the ability to understand short passages similar in topic and style to academic texts used in colleges and universities, as given below:
- 5 passages from academic texts, 250-350 words each, with 10 questions per passage
 - Most of the questions are multiple choices
 - Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions
- iii. **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 IBT 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.
- iv. **IMPORTANT INSTRUCTIONS**
- 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.
- v. **IDENTIFICATION**
- a. Students must provide their original, valid and signed passport in addition to their other I.D.
 - b. Students who wear a scarf or cover the face are required to uncover during the exam. The students face must be visible at all times during testing.
 - c. No other forms of identification will be accepted.
- vi. **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.
- vii. **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

C. 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.

i. 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

Passport photo specifications:

- Two identical passport size photographs
- Not older than six months
- Head should be fully shown - looking straight at the camera and without spectacles
- Photos must have a blue or black background
- You have to sign on the reverse of the photographs

ii. 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.
 - **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.
 - **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.

- **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.

- **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.
- **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.
- **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.

D. PEARSON TEST OF ENGLISH ACADEMIC

Pearson Test of English Academic (PTE Academic) is a new, international, computer-based academic English language test. The test accurately measures the listening, reading, speaking, and writing skills of test takers who are non-native speakers of English and need to demonstrate their level of academic English proficiency.

PTE Academic delivers a real-life measure of test takers' language ability to universities, higher education institutions, government departments and organizations requiring academic English. PTE Academic is endorsed by the Graduate Management Admission Council® (GMAC)®

i. Test Format

PTE Academic is a computer-based test that measures your listening, reading, speaking and writing skills in academic English. The format of the test is:

Part	Content	Time Allowed
Introduction	Introduction	Not timed
Part 1	Speaking and Writing	77-93 minutes
Part 2	Reading	32-41 minutes
Optional Scheduled Break		10 minutes
Part 3	Listening	45-57 minutes

a. **Test Time** - The complete test is

delivered in one session of approximately three hours. There is a timer on each screen to show you how much time remains for the current section. If you are in a room with other test takers, you will each have a different version for security reasons. Do not worry if you see or hear other test takers moving more quickly or slowly than you through the test. Focus on your own screen and how much time you have left.

b. **Breaks** - You will have the option to take a short break after Part 2 of the test, (Reading). Instructions will appear on the computer screen at the appropriate time. To take the break, follow the directions on the screen. The break is scheduled for 10 minutes, which includes the time it takes for you to sign back into the testing room and return to your desk. If you exceed the allotted

10 minutes, the time will be deducted from the following part of the test. If you do not want a break, the break time will not be added to your test time.

- c. **Reviewing Answers** - You should remember that after answering an item and clicking *Next (N)* you will not be able to return to previous items and change your answer. There is no opportunity at the end of the test to review your answers.
- d. **Listening Items** - Some items test your ability to listen to spoken English. The test makes use of different varieties of English, for example, British, American, and Australian. You will hear audio and video clips only once, and you will be able to adjust the volume on each item. You will not be able to replay the video/audio clips during the test.
- e. **Speaking Items** - Some items test your spoken English proficiency. You will be asked to speak into a microphone and record your answer. You will not be able to re-record your responses. If you do not respond within three seconds of hearing the tone, your response will not be recorded and you will have to move to the next item.
- f. **Writing Items** - Some items test your written English proficiency. You may write your response in any standard form of English using a recognized spelling convention, e.g., British or American. For these items you have a specific amount of time to respond. If you do not answer the item within this time, you will have to move to the next item.

ii. Registration

Test takers must be over the age of 16 to register for and take PTE Academic. If you are aged 16 or 17 when you register, you will be asked to provide a signed *Parental Consent Form*. This acts as proof that your parents give their permission for you to take the test. The form can be obtained by calling the Pearson Customer Service team in your region, or by visiting the resources section of our website at

www.pearsonpte.com/resources/PTEAcademic/forms.

iii. Identification and Security

When you go to the test center for your test, you must produce acceptable and valid identification (ID) before you enter the testing room. ID requirements will be strictly enforced, and if you cannot meet the requirements listed below you will be refused entry to the testing room and lose your test fee. You must keep your ID with you at all times in the test center, as you will be asked to produce it whenever you enter or leave the testing room. Even if you have taken a test with Pearson before, you must meet these requirements.

iv. Taking the test outside your country of citizenship

If you are taking the test outside your country of citizenship, you must present your passport as ID.

v. Taking The Test Within Your Country Of Citizenship

If you are taking the test in your country of citizenship, you should ideally present your passport. If you do not have a passport, you can present a valid non-expired form of government issued National ID, provided that it meets the following requirements:

1. Your name in Roman characters
2. Date of birth
3. Signature
4. Photograph

If you cannot provide a single piece of ID which contains all 4 of these elements, then a second piece containing the missing element(s) must also be provided.

vi. Understanding Scores

Scores for PTE Academic are reported as a profile of your level of ability in listening, reading, speaking and writing, and in six Enabling Skills. When you sign into your user account and click 'View Score Report' (see below for details on how to access this), a new window will open that contains your score report. Please note that if you have taken the test on more than one occasion, all reports will be available to you for up to two years from the test date, and you should check carefully that you are looking at the correct set of results.

Note: Please refer the PTEA Test taker handbook for further details.

D. CAMBRIDGE ADVANCED ENGLISH TEST

Cambridge English: Advanced, also known as Certificate in Advanced English (CAE), is accepted globally for study, work and immigration purposes. It is trusted and accepted by over 3,000 organizations as proof of high-level English language skills.

Test format

Cambridge English: Advanced (CAE) is a focused and comprehensive test. There are five papers – Reading, Writing, Use of English, Listening and Speaking. Each paper carries 20% of the total marks.

What is the CAE test like?

The test has five sections:

- i. **Reading** - 75 minutes
- ii. **Writing** - 2 or 3 tasks , 120 minutes
- iii. **Use of English**- 5 tasks with 50 questions - 60 minutes
- iv. **Listening** - 40 minutes, 30 questions
- v. **Speaking** - interview, normally with another candidate, 15 minutes

i. What is the CAE Reading test like?

The test has four sections and takes 75 minutes:

1. **Part 1** - three themed texts with multiple-choice questions
2. **Part 2** - text with 6 paragraphs missing
3. **Part 3** - long text with multiple-choice questions
4. **Part 4** - Multiple matching

Scoring

There are 34 questions in the CAE Reading Test. It makes up 20% of the entire exam.

How to prepare for the CAE Reading test

- Read widely. The texts used in the CAE reading can be: newspapers, magazines, journals, non-literary books, leaflets, brochures, etc
- Read the instructions carefully before you start
- Read all the text before you answer any questions
- Remember that questions come in the same order as the answers in the text in the multiple-choice part of the paper.

ii. What is the CAE Writing test like?

The test has two sections and takes 90 minutes:

1. **Part 1** - Write an article, report or letter
Some material to read (up to 150 words) which may include material taken from advertisements, extracts from letters, emails, postcards, diaries, short

articles, etc. Using this information, you may have to write an article, a report, a proposal or a letter.

180–220 words.

2. **Part 2 - Situationally based writing task**

Choose **one** of four questions. You have to read some input material of no more than 80 words which describes a situation, and write one of the following: an article, a competition entry, a contribution to a longer piece, an essay, an information sheet, a letter, a proposal, a report or a review.

220–260 words.

Set Texts

Instead of answering part 2 above, you can choose to write about one of the set texts. The set text titles for 2013 and 2014 are:

William Golding: *Lord of the Flies*

Teachers may choose to prepare candidates for questions on this set text by studying a film version as well as, or instead of, the novel.

P D James: *The Lighthouse*

There is currently no film version of this book.

Scoring

The CAE Writing Test makes up 20% of the entire exam.

Your writing is assessed using four criteria:

- **Content** - have you answered the question?
- **Communicative Achievement** - have you completed the task in the right sort of language
- **Organisation** - have you structured your writing with paragraphs?
- **Language** - have you used a good range of grammar and vocabulary

How to prepare for the CAE Writing test

- Choose a question that you are interested in. You will write better if you know the subject.
- Read the instructions carefully before you start. Make notes. You must include all the points in the instructions.
- Make a plan before you start writing. Decide what information to put in each paragraph.
- Think about who you are writing to and use an appropriate style of language.
- Try to use a range of complex language.
- Leave enough time to check what you have written.

iii. What is the CAE Use of English test like?

The test has five sections and takes 60 minutes:

1. **Part 1** - Multiple-choice cloze
2. **Part 2** - Open cloze
3. **Part 3** - Word formation
4. **Part 4** - Gapped sentences
5. **Part 5** - Key word transformations

Scoring

There are 50 questions in the CAE Use of English Test. It makes up 20% of the entire exam.

How to prepare for the CAE Use of English test

- The Use of English paper tests your knowledge of vocabulary and grammar.
- Read as much as possible, and use a dictionary to help you learn new words
- Use a grammar book to help you understand sentence structure
- Read the instructions carefully before you start each section
- Look at the example question at the beginning of each section
- Correct spelling is necessary. Get into the habit of checking the spelling of words
- Read the surrounding context before giving an answer
- Don't give alternative answers for any questions

iv. What is the CAE Listening test like?

The test has four sections and takes about 40 minutes:

1. **Part 1** - three short extracts from conversations with multiple-choice questions
2. **Part 2** - Sentence completion
3. **Part 3** - conversation with multiple-choice questions
4. **Part 4** - Multiple matching

Scoring

There are 30 questions in the CAE Listening Test. It makes up 20% of the entire exam.

How to prepare for the CAE Listening test

- Listen! The more English you listen to the better your will do. Listen to the radio, English language TV, podcasts...
- Recordings may be: monologues: announcements, radio broadcasts, speeches, talks, lectures, anecdotes, etc.; or interacting speakers: radio broadcasts, interviews, discussions, etc.
- You will hear the audio twice
- Read the instructions carefully before you start
- You have time to read the questions before you hear the audio

- Think about the topic, the speaker(s) and the context as you read the questions.

v. **What is the CAE Speaking test like?**

The test has four sections and takes 15 minutes:

Normally you will do the speaking test with another candidate. The two of you will meet two examiners. One of the examiners will talk to you; the other does not participate in the conversations.

- **Speaking part 1:** short questions and answers between you and the examiner
- **Speaking part 2: 'Long turn'** .The examiner gives you between two and five photographs and asks you to talk about them. You have to speak for 1 minute without interruption and the interlocutor then asks the other candidate to comment on what you have said for about 30 seconds. The other candidate receives a different set of photographs and you have to listen and comment when they have finished speaking.
- **Speaking part 3: Collaborative task.** Conversation with the other candidate. The examiner gives you some pictures and a task to do. You have to talk with the other candidate and make a decision.
- **Speaking part 4: Discussion.** Further discussion with the other candidate based on the topics or issues raised in the task in Part 3.

Scoring

The Speaking section is worth 25% of the total score for the exam.

Your speaking is assessed using five criteria:

- **Grammar** - have you used a range of grammar structures
- **Lexical resource** - have you used a range of vocabulary
- **Discourse management** - have you participated effectively in the conversations and discussions?
- **Pronunciation**
- **Interactive Communication** - have you completed the tasks effectively?

How to prepare for CAE Speaking

- Listen carefully to what the examiner has asked you to do.
- Speak as much as you can, with your friends
- Practice looking at photographs and speaking about them
- Listen! The more English you listen to the better your will do. Listen to the radio, English language TV, podcasts

Score

A, B, C (pass), D, E or U (fail)

CAE pass is accepted for entry to some universities.

The Reading, Writing, Use of English, Listening & Speaking sections each count for 20% of the marks.

You will receive a Statement of Results. If your performance ranges between CEFR Levels B2 and C2, you will also receive a certificate.

Pass grades:

Grade A (C2), Grade B (C1), Grade C (C1)

If you do not pass, but still do reasonably well you are issued a B2 certificate.

Level

Advanced. Click here to see a [comparison](#) of CAE with other exams.

Paper-based or computer-based exams

You can do the CAE exam on a computer or on paper.

Test Schedule

Arrange with your [closest test centre](#). The CAE test can be taken most months in either paper-based or computer-based format. Not all test centres will administer both types of test.

Approximate cost to take CAE Test

Fees are set by test centres. Expect to pay around €150 Euros.

ADMISSION TO STUDENTS NOT QUALIFYING FOR ADMISSION TO BBA / MBA PROGRAM

- E. **ADMISSION TO AIPC:** The IELTS preparation program at SUC is designed for two different levels:
- ADVANCED AIPC PROGRAM:** Students, whose score is between 425 and 499 in TOFEL (ITP) or between 4.0 and 4.5 in IELTS (Academic), or between 29 and 35 in PTE A (Pearson Test of English Academic) will undergo an Advanced Program.
 - BASIC AIPC PROGRAM:** Students, whose score is between 351 and 424 in TOFEL (ITP) or between 3.0 and 3.5 in IELTS (Academic), or between 24 and 28 in PTE A (Pearson Test of English Academic), will undergo a Basic Program.

- F. **PROSPECTIVE BBA STUDENTS:** 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):

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 Mathematics:** In this scenario, the student will undergo the AIPC and mathematics 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 Mathematics:** 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).
- Scenario 3: If Student falls short of qualifying score in math but obtains qualifying score in English:** 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 Mathematics 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

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.

- i. **Category A:** Students, who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic) or between 15-24 in PTE A (Pearson Test of English Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic - AIPC 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.
- ii. **Category B:** Students, who have scored between 425 and 499 in TOEFL (ITP) or between 4.0 and 4.5 in IELTS (Academic) or between 29 and 35 in PTE A (Pearson Test of English Academic), will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced - AIPC. At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a maximum of 2 courses of 3 credits each from freshman level (as shown in the table below). AIPC is a noncredit 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

- iii. **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-registration 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 TOEFL scores.

a. PROSPECTIVE MBA STUDENTS

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.

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 3.0 and 3.5 in IELTS (Academic) or between 24-28 in PTE A (Pearson Test of English Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC 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) or between 4.0 and 4.5 in IELTS (Academic) or between 25-34 in PTE A (Pearson Test of English Academic) will be admitted into 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 in BBA with a maximum of 2 courses of 3 credits each from freshman level (as shown in the table below). AIPC is a noncredit course.

- c. **Category C:** The Students, who have scored between 530 and 549 in TOEFL (ITP) or between 5.0 and 5.5 in IELTS (Academic), 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.

ADMISSION TO IELP

SUC offers IELP to those students whose competency in English language skills is not adequate either to appear for TOEFL exam or to take up Basic / Advanced AIPC and to those whose score is less than 23 in PTE A (Pearson Test of English - Academic). 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.

COURSE FEE DETAILS

COURSE DETAILS	CONTACT HOURS
Beginners Level	45 Contact Hours
Elementary Level	45 Contact Hours
Intermediate Level	45 Contact Hours
Advanced Level	100 Contact Hours
IELTS Preparatory Program	120/190 Contact Hours

IELP - [SCORE RANGE]

IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC
<= 2.5	<=349	<=20	<=63	<=23

CODE	COURSE	COURSE CONTENT
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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

4. REGISTRATION PROCEDURE

A. File Audit

After receiving the admission file from the Marketing department the registration department audits the file for the fulfillment of documents required for registration into SUC. The registration department registers the students with all the necessary documents as per the registration checklist are available. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

B. Registration Checklist - BBA

i. DOCUMENTS

- a. Passport copy (Minimum 6 Months Validity)
- b. Visa Page (Minimum 6 Months Validity)
- c. Emirates Id
- d. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer
- e. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] Certificate
- f. Student Name in the Enrolment Form Vs Passport
- g. Initial Payment
- h. Visa/Embassy Letter [Submission of Post-Dated Cheque]
- i. Placement Form
- j. Proof - If Placement Test Not Require
- k. Financial Rules & Regulation Form – Signature
- l. Visa Documents
- m. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
- n. Accreditation of the University/School

- o. SAT/Diploma Verification
- p. HS Mark Percentage
- q. IGCSE/O-Level/A-Level/As-Level/Other Curriculum

ii. INTERNATIONAL STUDENT

- a. Visa Documents
- b. Visa Undertaking Forms
- c. Visa Student Detail Forms
- d. Hostel Forms
- e. Guardian Details Form
- f. Visa Processing Form
- g. Guardian Authorization Letter
- h. Accreditation of the University/School
- i. Police Clearance (Nigerian Student)

iii. DOCUMENTS GIVEN TO STUDENTS [COUNTER SIGNED]

- a. Duly Attested High School Credentials or / Diploma if Applicable (Undertaking Form)

iv. FULL UNDERTAKING LIST

- a. Undertaking -Visa Page
- b. Undertaking -Passport Page
- c. Undertaking - Non Submission Of Photographs
- d. Undertaking - Non Submission Of 12th Standard UAE Secondary School Certificate
- e. Undertaking - Non Submission of UAE National ID
- f. Undertaking - Non Submission Of A - Level
- g. Undertaking - Non Submission Of AS - Level from IGCSE/GCE/GCSE Board
- h. Undertaking - Non Submission Of O - Level from IGCSE/GCE/GCSE Board
- i. Undertaking -12th Standard from Abroad
- j. Undertaking -12th Standard from Private Institution in the UAE
- k. Undertaking -Attested High School Certificate
- l. Undertaking -High School Certificate
- m. Undertaking -Attested IGCSE/GCE/GCSE Grade
- n. Undertaking -Non submission of TOFEL/IELTS/SAT Result

o. Undertaking -IB Diploma

v. **TRANSFER OF CREDITS IF APPLICABLE**

- a. Dully Filled-Up Application form For Transfer of Credits
- b. The Official Transcript
- c. Detailed Syllabi (Credit Value, Level, Course Content Etc)
- d. Official Letter from Previous Institution
- e. Paid Processing Fees

vi. **VISA CASE IF APPLICABLE**

- a. Visa Undertaking Forms
- b. Student Detail Forms
- c. Hostel Forms
- d. Guardian Details Form
- e. Visa Processing Form
- f. Guardian Authorization Letter
- g. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

vii. **VISA/EMBASSY LETTER**

- a. Submission of 3 Post dated cheques
- b. Old Visa Copy Page

C. Registration Checklist - MBA

i. **DOCUMENTS TO BE SUBMITTED BY ALL STUDENTS**

- a. Passport copy (Minimum 6 Months Validity)
- b. Visa Page (Minimum 6 Months Validity)
- c. Emirates Id
- d. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer
- e. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] /Cambridge Advanced English Certificate
- f. Student Name in the Enrolment Form Vs Passport
- g. Initial Payment
- h. Visa/Embassy Letter [Submission of Post-Dated Cheque]
- i. Placement Form

- j. Proof - If Placement Test Not Require
- k. Financial Rules & Regulation Form – Signature
- l. Visa Documents
- m. Guardian Tenancy Contract/Emirates ID Card/PP & Visa Copy/Undertaking
- n. Accreditation of the University/College
- o. Graduate Mark Percentage
- p. Equivalency Certificate of Bachelors degree

ii. ADDITIONAL DOCUMENTS TO BE SUBMITTED BY INTERNATIONAL STUDENTS

- a. Visa Documents
- b. Visa Undertaking Forms
- c. Visa Student Detail Forms
- d. Hostel Forms
- e. Guardian Details Form
- f. Visa Processing Form
- g. Guardian Authorization Letter
- h. Accreditation of the University/College
- i. Police Clearance (Nigerian Student)

iii. DOCUMENTS GIVEN TO STUDENTS [COUNTER SIGNED]

- a. Duly Attested Graduation Credentials

iv. FULL UNDERTAKING LIST

- a. Undertaking -Visa Page
- b. Undertaking -Passport Page
- c. Undertaking - Non Submission Of Photographs
- d. Undertaking - Non Submission Of Attested Bachelor Degree
- e. Undertaking - Non Submission of UAE National ID
- f. Undertaking -Non submission of equivalency Certificate (International Student)
- g. Undertaking -Non Submission of TOEFL / IELTS

v. TRANSFER OF CREDITS IF APPLICABLE

- a. 1 Dully Filled-Up Application form For Transfer of Credits
- b. The Official Transcript

- c. Detailed Syllabi (Credit Value, Level, Course Content Etc)
- d. Official Letter from Previous Institution
- e. Paid Processing Fees

vi. VISA CASE IF APPLICABLE

- a. Visa Undertaking Forms
- b. Student Detail Forms
- c. Hostel Forms
- d. Guardian Details Form
- e. Visa Processing Form
- f. Guardian Authorization Letter
- g. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

vii. VISA/EMBASSY LETTER

- a. Submission of 3 Post dated cheques
- b. Old Visa Copy Page

5. REJECTION OF REGISTRATION - BBA & MBA

If a candidate does not fulfill the basic entry requirement as per the registration checklist the admission / registration will be rejected.

The admission / registration will also be rejected under the following conditions:

- i. In case of non-submission of documents required by the institution or government authorities
- ii. In case of submission of any forged documents for admission
- iii. In case of non attestation of degree certificates submitted for admission
- iv. Any information received from the parent organization regarding the irregularities in the documents submitted.
- v. Criminal charge(s) are proved against the student at the time of admission.

6. ISSUANCE OF STUDENT KIT

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.

7. STUDENT REQUEST

Any student request which comes through the due process will be segregated and the request is send to the respective departments to fulfill the student request within the policy frame work of SUC will be responded to the students within 48 hours. Issues relating to external agencies the response time varies based on the time taken by the outside agency.

A. LEAVE APPLICATION

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

Step 1: Apply leave application through the student portal

Step 2: submit the supporting document [proof] to SSD

Step 3: the document will forward to registrar for the approval

Step 4: Approved leave application may be considered during the attendance committee meeting for the eligibility of appearing the examination

B. CHANGE OF CLASS TIMING

Students willing to shift their classes from Morning to Evening or Weekdays to Weekend 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.

Step 1: Apply change of class timings through the student portal

Step 2: submit the supporting document [proof] to SSD

Step 3: the document will forward to Head for the approval

Step 4: Approved application will forward to registration officer for the shifting of class timing.

C. CHANGE OF MAJOR - 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.

Step 1: Apply change of major application through the student portal

Step 2: SSD will counsel the student and forward the form to the concerned department for the approval

Step 3: the student account will be debited the applicable fees for the same

Step 4: Approved application will forward to registration officer for transfer the major.

D. CHANGE OF EMPHASIS - 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/QUARTER – As per fees applicable
- ii. Change of Emphasis in the 2nd and 3rd SEMESTER/QUARTER – As per fees applicable
- iii. Change of Emphasis in the 4th SEMESTER/QUARTER – As per fees applicable

Step 1: Apply change of emphasis application through the student portal

Step 2: SSD will counsel the student and forward the form to the concerned department for the approval

Step 3: the student account will be debited the applicable fees for the same

Step 4: Approved application will forward to registration officer for transfer the emphasis.

E. WITHDRAWAL OF COURSE

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.

Step 1: Apply withdrawal application through the student portal

Step 2: SSD will counsel the student and forward the form to the concerned department for the approval

Step 3: the student account will be debited the applicable fees for the same if any;

Step 3: SSD will issue new graduation plan and invoice to the student

Step 4: Approved form will forward to registration officer for withdrawing the course.

F. ADDITION OF COURSE

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 18 credits per semester for BBA & 9 credits for MBA.

Step 1: Apply addition of course application through the student portal

Step 2: SSD will counsel the student, and check the eligibility for the addition of course.

Step 3: SSD will check the graduation plan and invoice; for any additional fees. If any additional fees required then new invoice will be issued to the student.

Step 4: Approved application will forward to registration officer for the addition.

8. STUDENT RECORDS

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:

- A. Administrative records
- B. Academic records
- C. 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.

A. ADMINISTRATIVE RECORDS

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

i. 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.

ii. 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.

iii. 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.

iv. 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.

v. 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.

vi. Attendance Record

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

vii. Letter Of Admission:

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

viii. Copy Of Passport:

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

ix. 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.

x. 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.

xi. Accessibility To The Records

Only the following personnel have an access to the records unless specified by the student:

- a. Founder President
- b. COEC
- c. Dean
- d. Registrar
- e. Head of Academics
- f. Head - Admin & Exam Department
- g. Administrative Officers
- h. Filing Clerk in the Administration Department
- i. MOHESR Officials

B. 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. Founder President
- b. COEC
- c. Dean
- d. Registrar
- e. Head of Academics
- f. Head - Admin & Exam Department
- g. Administrative Officers
- h. Filing Clerk in the Administration Department
- i. MOHESR Officials

C. 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.

i. **Accessibility To The Records**

Only the following personnel have an access to the records unless specified by the student:

- a. Founder President
- b. COEC

- c. Dean
- d. Registrar
- e. Head of Academics
- f. Head - Admin & Exam Department
- g. Administrative Officers
- h. Filing Clerk in the Administration Department
- i. MOHESR Officials

ii. 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.

iii. 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.

iv. File Scanning

All files of registered students of SUC are maintained as soft copy. Once the final registration is complete the student records are scanned and a soft copy of the same is maintained and the backup is stored at the appropriate secured places as per backup policy, to enable SUC retrieve the information during emergency contingency.

v. 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.

vi. Student VISA/Passport/Emirates ID Expiry Check

Registration department regularly carries out verification of data in order to assess the expiry dates of documents required to stay in the country so that renewal of these documents can be undertaken within the specified time limits. The

registration department informs the concerned department and students regarding the status at least 6 months before the date of expiry.

vii. Reconciliation of Active Student List

Registration department reconciles the active student list with the finance department on a monthly basis so as to assess the exact number enrolled in SUC and follow-up for the necessary action.

viii. Audit of Graduate File

On completing the graduation requirement and the student is eligible for the award of the degree the registration department carries out a thorough check of graduation candidacy status sheet and cross checks with the concerned departments for declaring the student eligible for the award of degree. Any incompleteness found during the audit the student is informed to fulfill the requirement to be able to qualify for receiving the degree.



كلية الأفق الجامعية
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARAJH



III. ENGLISH LANGUAGE CENTRE

1. RECRUITMENT OF ADJUNCT FACULTY TO ELC:

Adjunct faculty recruited at the ELC level go through the recruitment process of SUC as established by the HR department. All teachers have to hold necessary experience with relevant qualifications to handle courses offered by ELC. The recruitment process of these Adjunct Faculty Members includes an initial interview followed by lecture demonstrations. ELC gives a thorough orientation to these teachers about the functioning of the program and the process flow. They report to the ELC for all the concerns and guidance. At the end of the each course, they submit their course files which comprise of the teaching material, reference books and teacher's comments and suggestions.

2. POLICY ON ELC BUDGET PROCESS

The preparation of budget for ELC is drawn from the directions of strategic plan to meet the teaching requirements. ELC budgets are discussed with finance department and final budget is presented to the HOA and Dean, on approval the funds are allocated for various activities like multimedia facilities, organization of workshops, hiring the adjunct faculty and toastmaster activities as mentioned in the budgets. All expenses of the department are as per the approved budgets and at the end reports on budget plan and expenditure are submitted to Dean.

The steps for the current budget process are:

- i. As per long term and short term strategic plan directions developmental activities are identified and costs assessed
- ii. Previous year budgets variance is considered while preparing the current year budget
- iii. Costs are assessed and final financial budgets are prepared
- iv. Suggested changes are incorporated and final budgets are prepared.
- v. Final budgets are submitted to Finance department for the inclusion in the overall institutional Budgets.

IV. ADMINISTRATION POLICIES

1. ACADEMIC CALENDAR

Academic calendar is the complete guideline for the institution from the starting to the end of the academic year. This is prepared by the administration department by compiling the calendars of the departments 1 semester before start of the academic year. This incorporates all the academic, semester, examinations, events, reviews, submission deadlines, vacations and inter-semester breaks. It acts as a guideline for all the departments, faculty, staff and students to plan out their activities and execute as per the calendar.

2. FACULTY ALLOCATION

Based on the course plan and the number of courses offered in a particular semester the administration department sends the details to the Dean to allocate the faculty based on their expertise to the respective courses. Once the allocation is approved it is communicated to the faculty member's at least 1 month before the start of the semester so as to enable them to plan out the course delivery. For faculty who are holding administrative positions are given release of 3 credit hours from the teaching load and 6 credit hours are released to the Dean.

3. ENROLLMENT GUIDELINES

Enrollment guidelines contains the details of start and end dates of the semester, seat allocation and the admission requirement is released to the marketing department 2 months before the start of the semester to enable them to plan the enrollment activities.

4. SEAT ALLOCATION

As per the strategic plan figures the administration department prepares the maximum number of the students that can be accommodated into the programs. This information is placed before the seat allocation committee headed by the Dean who interns approves the seat allocation to be disseminated to the respective departments

5. STUDENT HANDBOOK

The administration department release Student handbook which is a ready reckoned that guides the student to understand the academic and academic support service policies and procedures, semester wise course plan, examination calendar, academic calendar and

whom to approach for services. The student handbook enables students to plan their leave and participation in activities for self development. The handbook is given every year at the beginning of the academic year.

6. CLASS SCHEDULE

The class schedule details the courses offered for the batches offered during the semester. It contains the details such as class room, faculty member name, batch and the course name.

7. FACULTY SCHEDULE

The faculty schedule details the no. of courses to be taught by each faculty member during the semester. It contains the details such as degree program, course name, credit hours, days and total sessions.

8. EXAMINATION CALENDAR

The examination calendar details the no. of courses and the dates on which the course exam has to be conducted during the semester. It contains the details of nature of the exam like Mid-term, Mid-term Mitigation, Final and Final Mitigation/Resit. And also timing and exam date is mentioned for each semester.

9. SEMESTER READY RECKONER

The semester Ready Reckoner details the Academic calendar for all programs including AIPC & CPD conducted during weekdays and weekends, all schedules such as orientation, class, Full time and Part time faculty, faculty shift, computer lab, and examination and the reporting checklist.

10. DISSERTATION / INTERNSHIP STUDENT ALLOCATION - BBA

The administration department prepares the list of eligible students enrolled in Dissertation and Internship courses according to their area of major and the list is send to HOA for allocation of supervisors. The approved list is maintained in records.

11. FACT SHEET & DEMOGRAPHICS

Administration Department maintains complete record of its Academic and Academic Support Services activities carried out during the semester; it indicates the facts regarding Student Enrollments to Graduation, Faculty Member's Teaching, Services available

learning and IT resources in the form of absolute numbers and ratios. The demographic analysis is reflected.

12. ACADEMIC PROFILE OF STUDENT

The academic profile is the record of student academic details of progression the day of admission till graduating the program. It contains the details such as Name, degree, level, Academic standing, Credits earned, credits transferred, credits completed, grades, GPA, academic year.

13. BBA CLASS SIZE POLICY

A. Introduction

The Class Size policy at SUC is subject to changes due to variations in internal resources availability and external factors in the region. The changes in the class size are carried out through the process as established in this policy document.

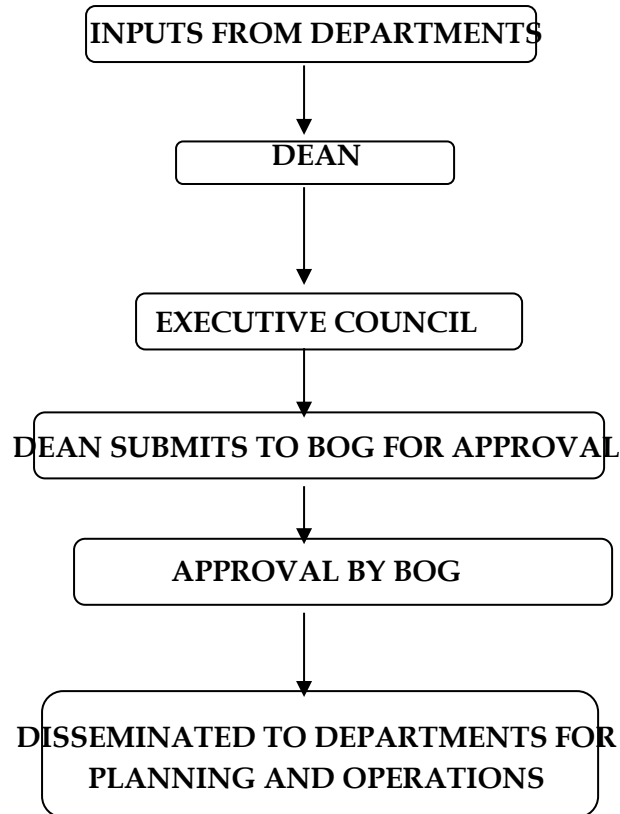
B. Class Size Policy

The Class Size is based on a number of factors like areas of study (namely general education, business courses and majors), number of enrollments, nature of the course delivery (lecture, lab session), class seating capacity, number of cancellations/ dropouts / postponements, progression rate, teaching load of faculty and operational & financial feasibility.

The EC determines the class size based on the above factors. Any amendments in the existing class size policy are done after receiving inputs from the Administration, Finance, Library, Computing and Student Services Department. The information is initially sent to Dean, which is then placed in the EC meeting for review which is forwarded to the BOG for approval. Upon approval by the BOG, Dean forwards the information to the departments for planning the operations.

The Class Size policy encompasses both the lower and upper limits of the number of students in each class.

C. Process flow for formulating and amending Class Size Policy



The minimum and maximum class size for lecture and lab sessions for General, Business and Major courses is given below:

Areas of study	Minimum class size	Maximum class size	
		Lecture	Lab session
General Education courses	10	50	40
Business core courses	10	50	40
Major courses	6	40	40

14. MBA CLASS SIZE POLICY

A. Introduction

The Class Size policy at SUC is subject to changes due to variations in internal resources availability and external factors in the region. The changes in the class size are carried out through the process as established in this policy document.

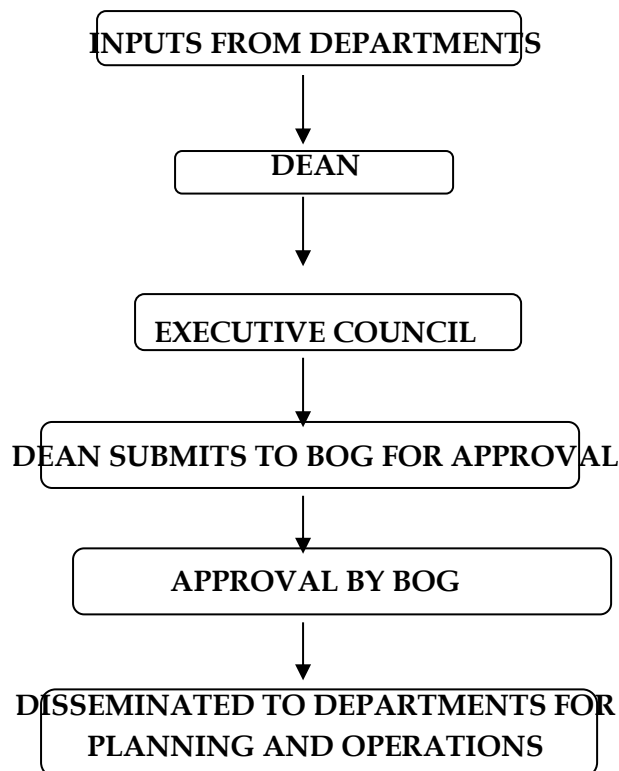
B. Class Size Policy

The Class Size is based on a number of factors like areas of study (namely core courses and emphasis courses), number of enrollments, nature of the course delivery (lecture, lab session), class seating capacity, number of cancellations/ dropouts / postponements, progression rate, teaching load of faculty and operational & financial feasibility .

The Executive Council (EC) determines the Class Size based on the above factors. Any amendments in the existing Class Size Policy are done after receiving inputs from the Administration, Finance, Library, Computing and Student Services Department. The information is initially sent to Dean, which is then placed in the EC meeting for review which is forwarded to the Board of Governors (BOG) for approval. Upon approval by the BOG, Dean forwards the information to the departments for planning the operations.

The Class Size Policy encompasses both the lower and upper limits of the number of students in each class. `

Process Flow for Formulating and Amending Class Size Policy



15. STUDENT PORTAL & PORTAL UPDATION

Student portal is a comprehensive online source of communication to the students. It contains details of information policy procedure, handbooks, orientation, academic profile, CDP, course materials, current batch activities, events calendar, online request, advisor, downloads, news and updates. The portal Updation of students is carried out on semester basis to facilitate the students understanding of SUC policy procedures.

16. PORTAL BLOCKING

The access to portal for students is blocked in case of non-adherence to SUC policy procedures.

17. ISSUANCE OF LETTERS / MARKS' TRANSCRIPT FROM SUC

- 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 to respond the request is mentioned below:

1.	Letter from SUC	One working day
2.	Course definitive document (CDD)	Three working days
3.	Transcript	One working day
4.	Duplicate & Transcript [External]	Subject to receiving from the external agency.

18. POSTPONEMENT

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.

- Step 1: Apply postponement through the student portal
- Step 2: SSD will counsel the student and check the eligibility; forward the form to the concerned department for the approval
- Step 3: the student account will be debited the applicable fees for the same
- Step 4: the student name will be forwarded to all the concerned departments for de-activation from the current semester due to postponement
- Step 5: the name will be forward to the re-activation status sheet for the forthcoming semester for the follow-up.
- Step 6: Approved application will forward to registration officer for the postponement.

19. 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 below 70% 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.

20. ATTENDANCE POLICY - 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 – 69% 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.

21. 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.

22. OPEN HOUSE - BBA

- 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.

23. 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

24. CANCELLATION - BBA & MBA

- i. Student who wishes to cancel registration should fill up the cancellation form with the Administration after giving an exit interview.
- ii. The form is then forwarded to the Academic Advisor 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 will then be returned to the administration department for updating student database.
- v. In case of readmission applicable fee has to be paid for re-registration.

25. RE-ACTIVATION - BBA & MBA

The students who are in the category of Postponement, Temporary Cancellation, not meeting the academic standing in a particular semester are required to re-activate by enrolling in the courses offered in the next semester.

Step 1: Student will fill up the re-activation form from SSD

Step 2: SSD will counsel the student forward the form to the concerned department for the approval

Step 3: SSD will issue new graduation plan and invoice to the student

Step 4: the student name will forward to the entire concerned department to re-activate

Step 5: Approved application will forward to registration officer for the re-activation.

26. DEAN'S LIST - BBA & MBA

Dean's list is a list of students who have achieved an overall CGPA 3.5 above in a particular semester completing minimum of 12 credits for BBA program and minimum of 9 credits for MBA Program. This list is prepared by the administration

at the end of each semester. Dean's list students will be awarded a certificate of appreciation.

27. TOPPERS LIST - BBA & MBA

Toppers list is a list of students who have topped the respective major / emphasis of the program in an academic year. Toppers will be awarded a certificate of appreciation along with cash price as per the policy.

28. PROGRESSION & RETENTION - BBA & MBA

Progression is an indication of semester wise mobility status of the student based on successful completion of semester with the required GPA, failing which the student is retained in the semester and is not allowed to progress to the next semester as per academic standing policy.

29. POLICY ON DOUBLE DEGREE - BBA

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 who has enrolled in Bachelor of Business Administration (BBA) program with specialization in Travel and Tourism Management in Fall' 2006 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.

30. PRIVACY POLICY

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.

31. 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.

32. 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 immovable 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.

33. DISCIPLINARY POLICIES - GENERAL RULES & REGULATIONS

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] 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.

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*

34. 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.

A. Full Time BBA 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.

B. Accelerated BBA 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.

35. PERIOD OF STUDY - BBA

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.

36. PERIOD OF STUDY - MBA

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.

37. STUDENT EVALUATION AND GRADING - BBA

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

38. STUDENT EVALUATION AND GRADING - MBA

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4.00	Excellent
B+	85-89	3.5	Very Good
B	80-84	3.00	Good
C+	75 -79	2.5	Satisfactory
C	70-74	2.00	PASS
D	60-69	1.00	FAIL
F	Below 60	0	FAIL
W			Withdrawal
I			Incomplete

39. GRADE POINT AVERAGE [GPA] - BBA

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 Policy

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

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

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

$$\text{CGPA} = 2.2$$

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

i. GRADE POINT AVERAGE [GPA] - MBA

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

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

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

CGPA = 3.16

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

40. ACADEMIC STANDING POLICY - BBA

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

i. QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)

Table - 1

S. No.	Credit Hours Attempted	Minimum CGPA
1	1 - 30	1.50
2	31 - 45	1.70
3	46 - 60	1.85
4	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.

ii. QUANTITATIVE REQUIREMENTS (QUANTITY OF ACADEMIC WORK COMPLETED)

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

For calculating the completion rate of academic work, D+, D and F grades are 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.

PROBATION / WARNING

Student is placed on probation at the end of Spring Semester if s/he does not meet the minimum requirements as per the information provided in sections (i) & (ii) above; 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.

SUSPENSION

In case the student is unable to improve the performance in spite of the final warning on probation, student will be placed on academic suspension [Suspension-1 & Suspension-2].

Suspension-1 means when student does not achieve the required CGPA during the suspension status will be automatically placed in suspension-1; even after being in suspension-1 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:

i. 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.

ii. Suspension 2

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 the courses 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.

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 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 may be provisionally readmitted 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.

DISMISSAL

In case the student has not achieved ‘Good Standing’ as per section (i) & (ii) above at the end of Suspension-2 semester, the student shall be dismissed.

41. ACADEMIC STANDING POLICY - MBA

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

i. QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)

Table - 1

S. No.	Credit Hours Attempted	Minimum CGPA
1	1 – 9	2.50
2	10 – 18	2.60
3	19 – 27	2.75
4	28 and above	3.00

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

ii. QUANTITATIVE REQUIREMENTS (QUANTITY OF ACADEMIC WORK COMPLETED)

Student must complete at least 67% of all credit hours attempted. An attempted credit hour is defined as, any course that the student has enrolled for, in the semester. Successfully completed credit hours refer to the hours in which the student has received a letter grade of A, B+, B, C+ 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.

PROBATION / WARNING

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 sections (i) & (ii) above; the student is expected to improve his academic performance during the next semester. In case the student does not improve, he is put into suspension for the next semester.

SUSPENSION

In case the student is unable to improve the performance in spite of the probation, he/she will be placed on academic suspension.

Students on suspension status will be counseled by their respective mentors to appeal with the Student Services Department for allowing them to continue their studies during the suspended semester. The Satisfactory Academic Progression (SAP) committee may allow

the student to repeat courses according to their academic profile to provide the student an opportunity for grade improvement with a relaxed pace. The suspension period must be used for extra help to the student in form of tutorials to achieve 'Good Standing' as per sections (i) & (ii) above.

DISMISSAL

In case the student has not achieved 'Good Standing' as per section (i) & (ii) above after the suspended semester, the student shall be dismissed.

42. 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

Submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates is considered an offense.

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 Dean's 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.

43. DISSERTATION POLICY - BBA

i. Introduction

Dissertation is an integral part of the curriculum in BBA program. The objective of Dissertation is to enable the student to conduct an independent research on a business problem. The dissertation trains the student to understand the various conceptual frameworks, models and the tools & techniques of research that are used in conducting a business research. It prepares the students to review literature, formalize a proposal, define objectives, collect data, analyze and report the findings.

ii. Offering of the Dissertation

The Dissertation is a 3 credit course offered at the Senior Level. The Dissertation course is offered to students who meet the qualitative and quantitative requirements of the academic standing and must have completed the prerequisite course on 'Business Research Methods.

iii. Procedure for offering Dissertation

All the Senior Level Students who are eligible are issued a letter of offering this course containing the details of duration of the course, last date of submission, the name of the supervisor, date of viva and minimum attendance required.

iv. Allocation of Supervisors

Students are allocated Supervisors according to their respective areas of 'Major' and the area of specialization of the supervisor. The workload for faculty members assigned with Dissertation Course is calculated as given in the table below. Academic Workload Credit for Dissertation Supervising Student Faculty Members in a 3-credit-hour course is 0.25 Workload credit per student enrolled (12 students enrolled in a 3-hour student teaching course = 3 academic workload credits)

44. INTERNSHIP / INTERNSHIP PROJECT POLICY - BBA

The internship program of Skyline University College assists students to work and learn in a professional environment and get prepared for embarking on employment careers.

The internship facilitate students to be able to apply the knowledge gained in the classrooms in a work setting, this process enriches student learning experience and helps them transit into the work world. It helps students develop a better understanding of work ethics, discipline, reporting system and team work in a work place of their specialization. The internship has a clear objective for student to gain from the experience.

- i. To assess opportunities and apply knowledge gained during the study period in the program
- ii. To cope up with various skills, competencies and responsibilities to meet industry expectation.
- iii. To understand the organization culture, behavior, job requirement, soft skills and problem solving approaches used in real work situation.

The process of arranging internship

- i. To receive complete list of internship requirement for eligible student from Administration & Examination Department
 - a) Specialization wise
 - b) Contact Details (Mobile, Personal Email and Official & Fax)
 - c) Name with clear passport size photographs
 - d) Photocopy of Passport copy with VISA page
 - e) Photocopy of UAE National ID
 - f) Letter of consent and compliance from the student
 - g) Updated CV/Resume
 - h) Contact details of SUC supervisor
- ii. To coordinate in developing e-brochure for prospective students containing the photograph, personal, qualification, experience detail and supervisor contact details.
- iii. To mail the e-brochure to the prospective employers / industry for internship.
- iv. On receipt of acceptance/consent from respective industry the intimation send to SSD.
- v. SSD completes the registration formality and issues letters of internship.
- vi. In-house orientation for intern by coordination with Corporate Affairs Office, SSD & SUC's Supervisor, and Experience sharing from students already placed.
- vii. SSD to compile list of intern joined the organization.
- viii. SUCs supervisor to monitor the progress of inter and appraise office of corporate affairs.
- ix. In case student does not join or discontinue, it is the sole responsibility of student to find organization for their internship. Corporate office is not held responsible for arranging second opportunity.
- x. Students intern are required to submit internship Project report to SSD.

- xi. SSD to send details of organization where internship has been organized during semester.
- xii. Corporate Affairs office to be sent thanks letter to concerned people in organization where internship completed.

45. GRADUATION REQUIREMENT - BBA

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

46. GRADUATION REQUIREMENT - MBA

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]

Recommended for graduation by the University Faculty and Administration

47. GRADUATION HONORS - BBA

Upon meeting the BBA Program graduation requirements, students who have attained academic excellence will be awarded certificate of honors to recognize their academic excellence. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at SUC program as per following:

Cum Laude	An average of 3.50 – 3.69
Magna Cum Laude	An average of 3.70 – 3.89
Summa Cum Laude	An average of 3.9 or higher

48. GRADUATION HONORS - MBA

Upon meeting the MBA Program graduation requirements, students who have attained academic excellence will be awarded certificate of honors to recognize their academic

excellence. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at SUC program as per following:

Cum Laude	An average of 3.70 – 3.79
Magna Cum Laude	An average of 3.80 – 3.89
Summa Cum Laude	An average of 3.90 or higher

49. GRADUATION CEREMONY - BBA & MBA

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

50. 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.



كلية الأفق الجامعية
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARAJH



V. EXAMINATION POLICIES

1. ASSESSMENT PROCEDURES - BBA

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.

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

- a. Tutor based.
- b. 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.
- c. 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:

- Mid-Term Exam
- Final Exam
- Resit Exam

vi. Hall Ticket

Hall ticket is the exam admission slip issued for the students to appear mid-term, Final & Mitigation exam. Student has to carry the hall ticket and produce on demand in the examination hall. It contains Student name, program, dob, gender, photo, course ID, student ID, Exam date, course code and course name

vii. Quality Check of exam paper

Quality check is the process of evaluating the standard of the exam paper by a subject expert that meets the learning outcome requirement pertaining to the course. It is carried out 2 weeks prior to the conduct of the examination. All question papers are administered only after duly approved by the HOA.

viii. Mid-Term Examination

- a. Mid-Term examination will be based on syllabus-covered until the week prior to the conduct of the mid-term examination.
- 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 proposed mid-term examination papers must be submitted by faculty. Question papers are randomly selected by the Examination Department.

ix. Preparation and Administration of Mid-Term Examination

- a. The examination office will make all arrangements for conduct of the examinations. The Dean and Registrar 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.
- b. 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.
- c. 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.

x. Final Examination

- 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.

xi. Re-Sit/Mitigation Final Examinations

- 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.

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

- a. Normally end of semester.
- b. First sit examination schedules and re-sit examination schedules will be displayed on the notice board by the 4th week start of a semester.
- c. Re-sit examinations will normally be conducted after one weeks of declaration of first sit result.
- d. The Dean and Registrar 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.
- e. 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.

xiii. LEARNING OUTCOME MATRIX SETUP AND ENTRY OF MARKS

Learning outcome is an expected outcome to be achieved on completion of course. It is also used as a measure of achieving the learning out come to determine in CDP. It is a basis of formulating, testing tools by the faculty and a measure of achievement of the learning outcome by the student. The faculty member is required to enter the learning outcome distribution marks matrix in the portal and enter the marks accordingly after evaluating the testing tools. The result is processed based on the LO matrix and analyzed for the purpose of reporting in the course report so as to understand the areas of improvement.

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.

a. INVIGILATOR-1 AND INVIGILATOR-2 ROLE

General Instruction For Invigilator

- 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.
- Inform the students to read the points displayed on the screen.
- Distribute the answer sheet and question paper in the same sequence as in the exam attendance sheet.
- Once the exam starts, walk around to ensure that the students have started doing their answers.
- Be vigilant at all times.
- 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.
- 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.
- 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.
- An invigilator is not allowed to sit in the exam room.
- Invigilators are not allowed to carry any magazine / books / mobiles inside the exam room.
- No Tea / Coffee / Water will be provided during the exam.

- Invigilator should not step out the exam hall while exam is in progress.
- For any query during exam, Administrator may step out to contact Admin/Exam Staff
- 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.
- Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- Invigilators Should Leave The Exam Paper Submission Counter Only After Tallying The Answer Scripts

General Instruction For Invigilator - II

- Ensure that all students attendance have been taken and signed all answer sheet accordingly.
- Invigilator-II will be solely responsible for filling the scantron sheet.
- After attendance procedure, walk around to ensure that the students have started doing their answers.
- Be vigilant at all times.
- 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.
- 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.
- Both the invigilator and Invigilator-II who have witnessed the cheating should write a report on the invigilator incident report.
- An Invigilator-II is not allowed to sit in the exam room.
- Invigilator-II are not allowed to carry any magazine / books/ mobiles inside the exam room.
- No Tea /Coffee / Water will be provided during the exam.
- 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.
- Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.

- Invigilator-II can step out the exam hall only if any query arises while exam is on progress.
- Invigilator-II should leave the Exam Paper Submission Counter only after tallying the answer scripts

General Instructions For Candidates During Examination

- 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.
- No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.
- 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.
- Students must sit for their examination at the desk bearing their number only.
- Students must bring their own Pen, Pencils, Erasers, pencil-sharpener, and Calculators. Borrowing these things from others will not be allowed.
- Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/room.
- Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.
- Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.
- 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.
- Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.
- 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.

- 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.
- 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.
- 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.

i. Students are strictly restricted from the following:

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

2. ASSESSMENT PROCEDURES- MBA

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 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

- a. Semester-wise Mid-Term and Final Examinations schedules will be announced by the first week of the start of each semester.

- b. The schedules will be available on the Examination Notice Board as well as on the student portal.

iii. Assessment Reporting System

- a. Tutor based.
- b. 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.
- c. 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:

- Mid-Term Exam
- Final Exam
- Resit Exam

vi. Hall Ticket

Hall ticket is the exam admission slip issued for the students to appear mid-term, Final & Mitigation exam. Student has to carry the hall ticket and produce on demand in the examination hall. It contains Student name, program, dob, gender, photo, course ID, student ID, Exam date, course code and course name

vii. Quality Check of exam paper

Quality check is the process of evaluating the standard of the exam paper by a subject expert that meets the learning outcome requirement pertaining to

the course. It is carried out 2 weeks prior to the conduct of the examination. All question papers are administered only after duly approved by the HOA.

viii. Mid-Term Examination

- a. Mid-Term examination will be based on syllabus-covered until the week prior to the conduct of the mid-term examination.
- 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 proposed mid-term examination papers must be submitted by faculty. Question papers are randomly selected by the Examination Department.

ix. Preparation and Administration of Mid-Term Examination

- a. 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.
- b. 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.

x. Final Examination

- 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.

xi. Re-Sit Final Examinations

- 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.

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

- a. Normally end of semester.
- b. First sit examination schedules and re-sit examination schedules will be displayed on the notice board by the 4th week start of a semester.
- c. Re-sit examinations will normally be conducted after one weeks of declaration of first sit result.
- d. 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.
- e. 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.

xiii. LO Setup LEARNING OUTCOME MATRIX SETUP AND ENTRY OF MARKS

Learning outcome is an expected outcome to be achieved on completion of course. It is also used as a measure of achieving the learning out come to determine in CDP. It is a basis of formulating, testing tools by the faculty and a measure of achievement of the learning outcome by the student. The faculty member is required to enter the learning outcome distribution marks matrix in the portal and enter the marks accordingly after evaluating the testing tools. The result is processed based on the LO matrix and analyzed for the purpose of reporting in the course report so as to understand the areas of improvement.

xiv. 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.

c. INVIGILATOR-1 AND INVIGILATOR-2 ROLE

ii. General Instruction For Invigilator

- 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.
- Inform the students to read the points displayed on the screen.
- Distribute the answer sheet and question paper in the same sequence as in the exam attendance sheet.
- Once the exam starts, walk around to ensure that the students have started doing their answers.
- Be vigilant at all times.
- 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.

- 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.
- 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.
- An invigilator is not allowed to sit in the exam room.
- Invigilators are not allowed to carry any magazine / books / mobiles inside the exam room.
- No Tea / Coffee / Water will be provided during the exam.
- Invigilator should not step out the exam hall while exam is in progress.
- For any query during exam, Administrator may step out to contact Admin/Exam Staff
- 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.
- Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- Invigilators Should Leave The Exam Paper Submission Counter Only After Tallying The Answer Scripts.

General Instruction For Invigilator - II

- Ensure that all students attendance have been taken and signed all answer sheet accordingly.
- Invigilator-II will be solely responsible for filling the scantron sheet.
- After attendance procedure, walk around to ensure that the students have started doing their answers.
- Be vigilant at all times.
- 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.
- 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.

- Both the invigilator and Invigilator-II who have witnessed the cheating should write a report on the invigilator incident report.
- An Invigilator-II is not allowed to sit in the exam room.
- Invigilator-II are not allowed to carry any magazine / books/ mobiles inside the exam room.
- No Tea / Coffee / Water will be provided during the exam.
- 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.
- Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- Invigilator-II can step out the exam hall only if any query arises while exam is on progress.
- Invigilator-II should leave the Exam Paper Submission Counter only after tallying the answer scripts

iii. General Instructions For Candidates During Examination

- 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.
- No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.
- 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.
- Students must sit for their examination at the desk bearing their number only.
- Students must bring their own Pen, Pencils, Erasers, pencil-sharpener, and Calculators. Borrowing these things from others will not be allowed.
- Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/ room.
- Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.
- Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.

- 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.
- Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.
- 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.
- 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.
- 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.
- 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:
 - i. Writes his/her name on the title page of the answer book(s).
 - j. 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.
 - k. Enters distinctly in the margin the number of the question being answered if required.
 - l. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
 - m. Does not remove pages from the question booklet / answer book.
 - n. Does not take question / answer booklet outside the Examination hall / room.
 - o. 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.
 - p. 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:

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

3. MITIGATION POLICY - BBA & MBA

A. 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.

B. 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.

C. 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.

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.

4. 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
- e. Faculty Concerned
- f. 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 through 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.

5. PREPARATION OF TRANSCRIPT AND AWARDS

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.

6. COMPILING, RATIFICATION OF RESULTS / AWARDS BY AWARD BOARD

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.

7. 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.

8. REVIEW OF EXAMINATION GRADE

The Dean, HQA, Registrar and concerned faculty member will examine the accuracy of the examination results before its publication.

9. PROVISIONAL CERTIFICATE

Provisional certificate is the letter containing the successful completion of the graduation requirement by the student, it is issued to serve an interim purpose before the award of the degree on the graduation ceremony. The provisional certificate is valid for 1 year from the date of issue.

10. ACADEMIC ADVISING - BBA

1. ACADEMIC ADVISING

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.

11. 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.



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VI. ACADEMIC POLICIES

1. CURRICULA APPROVAL AND REVISION POLICY

A. Introduction

Development, Modification and Revision of the Curriculum at SUC are undertaken by the Program Review Committee (PRC). Program Review Committee revisits the Curriculum every year and reviews it on a cycle of four years. If these annual revisits indicate imminent need of a major change within the cycle of four year period, approval from the BOG shall be required. The purpose of the program review is to review the currency, relevancy and competency of the courses offered in the curriculum to achieve the program learning outcomes.

B. Formulation of committee

The PRC is formed by the approval of the Dean. The members of PRC are appointed by the Dean based on the subject experts from each Major, Business courses, General Education and Industry Professionals, Alumni, Current student representatives and HQA. The tenure of the committee members is two academic years which can be extended to a maximum period of four years. The responsibility to conduct the program review is with the QA Department of SUC.

C. Functions of the committee

1. To review the curriculum and learning resources in line with program objectives
2. To add or delete courses based on currency, relevancy and competency required by the industry in line with program objectives.
3. To incorporate latest teaching methodologies for program effectiveness.
4. To disseminate the outcomes of the program review to academics and the academic support services departments

D. Process flow

1. The requirements of the industry and trends in academia are reviewed periodically.
2. Committee reviews the internal and external reports such as the Faculty Course Reports, Internship, Dissertation, Employer Survey and Alumni Survey Analysis reports.
3. Committee revises the Course Contents, Prerequisites, Structures, Sequences, Learning Outcomes, Academic Strategies, Assessment Modes and Core Texts based on the reviews from internal and external sources.
4. Committee includes or discards courses from the curriculum
5. Committee forwards its recommendations to Dean for review and is discussed in the EC for recommendation to the BOG for approval
6. Implementation of the revised curriculum from the subsequent academic year.

E. Frequency of review/revisit and authority

Table 3.3.1				
Responsible to Review and amend the curriculum	Approval Authority	Responsible to implement	Frequency of Revisit	Frequency of Review
Program Review Committee and QA Department	BOG	Dean	Every Academic year	Once in four years

2. COURSE FILE POLICY

A. Introduction

Course File is important in understanding the conduct of the course and is a record of documents indicating the achievement of learning outcomes of the course during the semesters. The course file is helpful in guiding the faculty member to improve the conduct of the course in upcoming semesters.

Course File is a record of academic activities performed during the semester with the focus on meeting the learning outcomes. The purpose of this document is to facilitate academic references, faculty evaluation and review by external accreditation agencies.

B. Formation of Committee

The responsibility of reviewing the course file rests with Teaching Effectiveness Committee headed by HQA. The committee is formed by the approval of the Dean and the members are nominated or co-opted as required. The tenure of the committee members is usually two academic years.

C. Functions of the committee

1. To review the course files semester wise
2. To maintain academic records for references
3. To facilitate the objective evaluation of performance of courses conducted in achieving the learning outcomes
4. To discuss and disseminate the outcomes and areas of improvement with the faculty members

D. Process flow

1. Full time and Adjunct Faculty members submit semester wise course files to IR Office.
2. IR office forwards course files to QA department

3. QA organizes reviewing course files with the help of Teaching Effectiveness Committee.
4. The outcomes of the review are submitted to the Dean
5. Dean and HQA discusses the issues with the faculty member to improve the conduct of the course

E. Frequency of Review and authority

Responsible to Submit the course file	Frequency of submission	Frequency of Review	Reviewing Authority	Final Approval of course files
Full Time and Adjunct faculty members	Every semester in an academic year	Every semester in an academic year	Teaching Effectiveness Committee, HQA and Dean	Dean and HQA



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VII. STUDENT AFFAIRS POLICIES

1. STUDENT COUNSELING POLICY

i. Introduction

Student Counseling Policy is aimed at comforting the students in the first month of joining the SUC by orientating them on various Academic and Academic Support Service aspects of SUC. The counseling continues throughout the tenure of the students in SUC on various dimensions of academic related issues, performance issues, career issues and graduation requirement. Student Counseling also helps students to take maximum benefit of facilities and services rendered by SUC as a student and as an Alumnus. The Academic Counseling at the BBA level is carried out by the Academic Advisor, similarly Academic Counseling at the MBA is carried out by Academic Mentor.

ii. Formation of Academic Advising Committee

The structure of student counseling is divided into Academic and Academic Support Services Counseling. The Academic Counseling is carried out by academic advisors/mentors (faculty members) appointed by the Dean based on the closest expertise relevant to the student's major/emphasis field of study. The coordination of Academic Advising/Mentoring activity is the responsibility of Academic Advising Committee headed by a chair who is also appointed by the Dean. The Academic Support Services counseling is provided by the SSD.

iii. Counseling for Academic issues

The Academic Counseling Services carried out by Advisors/Mentors is aimed at assisting students to resolve their issues related to Academic Progression, Performance, Satisfactory Academic Progression (SAP), Graduation Requirements, Change of Majors/Emphasis and any issues related to Academics. Also in case of any students with special needs, additional counseling is provided by the faculty and staff in addition to SSD. Academic Counseling is extended to assist students in reducing test/exam anxiety, improve study habits and help involve in active learning to attain academic goals. The Academic Counseling also involves allocation of additional time, personal and peer coaching within the working time frames of SUC. Academic advising calendar is followed to carry out counseling and orientation on a semester basis

iv. Counseling for Academic Support Service issues

Academic Support Service Counseling by SSD is aimed at informing the students about the sources and procedures of resolving student's issues relating to the academic support services. In case of Academic and academic support service issues are overlapping with each other the Advisors/Mentor will be consulted for resolving the issues.

v. Orientation

A detailed orientation is carried out in the first week as per the SUC policy. It also makes students aware of the availability of various learning resources, IT, sports facilities and other student development activities. The counseling also aims at the students awareness about various policies, procedures and the hierarchy of the authorities they can approach to smoothly resolve their issues.

The counseling continues at the sophomore, junior and senior levels. Counseling at sophomore level is aimed at orienting students about acceleration program, changes in fee payment structure, GPA requirements and the process of enrolling for the accelerated program. The counseling at senior level is aimed at meeting graduation requirements, career counseling including placement and pursuing higher studies, alumni relations, internship, dissertation, capstone course and the academic awards.

vi. Confidentiality

All matters related to Counseling are sensitive therefore all efforts will be taken to maintain confidentiality of the matters and the privacy of the student is maintained and protected. Information would be revealed only to concerned authorities involved in decision making in relation to that matter. In case of any external agency like Police, Court, Ministry Officials require this information may be provided on request and due consideration.

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ix. Tenure and authority

Responsibility to form the Academic advising committee	Allocation of students to the advisors/Mentor	Counseling academic support services issues	Responsibility of carrying out academic advising /mentoring (providing feedback and report)	Responsibility to compile the overall academic advising/mentoring report with recommendation to EC
Dean	Registrar	SSD	Advisor/Mentor	Academic advising committee chair

A. PROVISIONAL ADMISSION COUNSELING FOR NEW STUDENTS

If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted temporary admission until they submit the complete documents as per the admission policy. Such students are counseled by SSD in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.

B. TOC COUNSELING FOR NEW & CONTINUING STUDENTS

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the DEAN after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by SSD .

C. GROUP COUNSELING FOR CONTINUING & TOC STUDENTS

Group counseling is carried out by SSD to the continuing TOC student with low CGPA. The counseling is carried out with the assistance of advisor/mentor on how to improve the academic performance and to attain higher CGPA. Students are encouraged to speak about their problems and insight is given on how to resolve the issues and improve their GPA. This is done once a year.

D. PERSONAL COUNSELING ON SAP

SAP counseling is carried out those students who have low satisfactory academic progress levels as per the qualitative and quantitative standards required under the SAP policy.

Satisfactory Academic Progress (SAP) is measured by way of qualitative progress (grade-point average) and quantitative progress (hours earned) as per the SAP policy. SAP is monitored during the Spring semester for all students with low CGPA.

SSD receives the list of students not meeting the SAP requirements from administration department at the end of each semester. Each student is called individually by the Student Counseling Coordinator and the impending situation is explained. Necessary improvement measures are pointed out to the student in order to increase his/her GPA.

E. GRADUATION COUNSELING

Students are provided with graduation counseling around two semesters prior the graduation date.

Students are counseled for graduation on the following points-

- Number of credits completed
- Number of remaining subject in order to graduate.
- Review of CGPA, GPA of Capstone course, GPA of Major course and any repeating courses or failure course.
- PSDP is compulsory for students in their fourth year.

Note: If the student does not meet the above criteria then SSD counsels student further.

F. WITHDRAWAL & REPEATING COURSE COUNSELING

During the first week of the semester only a student can withdraw the course without payment. It will not reflect in the transcript but if the students wishes to withdraw the course after one week of the commencement, then he/she will be charged for the course as per the policy and it will be reflected in the transcript as 'W' (Withdrawn) and the students will have to repeat the course next semester if it is offered.

SSD will review the graduation plan of the withdrawn/failed student on receiving the list from administration. This process is carried out each semester to help students reduce the financial and academic burden. SSD counsels the students who have failed or a student wanting to increase his/her CGPA to repeat the course. Students are allowed to repeat the course only twice during the program.

G. ACCELERATED COUNSELING

Student may opt for accelerated program as per the policy of SUC. To take up an accelerated Program, students should maintain a GPA of 2.5 or above in the first three semesters with 45 credit hours. Accelerated program helps them in finishing a four year course in three years' time.

All the Freshman students are provided information on the accelerated Program at the time of their Admission. The Admission Kits issued by SSD also contains complete details of the accelerated Program.

After completion of two semesters, the SSD and advisor/mentor will once again call the students and inform them about the eligibility requirements for accelerated Program. On completion of three semester eligible students are informed to register for the acclerated Program. Students are counseled for taking the accelerated program after understanding the prepareness and capability of bearing the increase in financial obligation associated with accelerated Program.

H. LOW ATTENDANCE COUNSELING

Student with less than 50% attendance are called to the SSD to discuss the reasons for their low attendance and the consequences for not maintaining the required attendance. They are made aware of the importance of regularity in attending classes and coordinate with advisor/mentors and class teachers to further counsel the student so as to cope up with the academic requirements. They will also be informed of not being allowed to attend the final examination and the cost and time implication in completing the course.

I. LOW CGPA STUDENT COUNSELING

The SSD receives the list of students having a low GPA from the Administration. The Students Services Department will call these students and counsel them to improve their GPA and if required a meeting is arranged with advisor/mentor and concerned faculty for additional counseling.

Students are also made aware of the fact that if they do not reach the benchmarks set for the course for that particular year then student will go through probation, final warning and suspension or is advised to repeat the entire course.

J. EXAM ABSENTEES COUNSELING

List of students who miss the mid-term or final exams is forwarded by the Administration department to SSD at the end of the examination session on day to day basis. SSD calls these students and tries to understand and evaluate the reasons which caused them to remain absent during the exam.

In case a serious issue is prevalent, students are encouraged to fill the mitigation form and the process is explained.

K. MITIGATION COUNSELING

SSD contacts the students who miss an examination and is called for mitigation counseling. The student is asked to submit necessary documents proving his/her reason to have missed the exam. The documents are forwarded to the adhoc Mitigation committee who decides the possibility of retaking the exam. The student is also made aware of the possibility of rejecting the mitigation appeal by the committee if the circumstances and the evidences of the proof not convincing.

Mitigation is applicable in case of

- Accident
- Death of immediate family
- Hospitalisation
- Religious reason.

L. RESIT COUNSELING

If the student fails in the Final examination, the student Counseling Coordinator calls and motivates the student to appear for a resit exam and explains the consequences in failing to do so.

M. FINANCIAL OUTSTANDING COUNSELING

Finance department forwards to SSD a list of students with a financial outstanding before the start of the mid-term exam. SSD then counsels the students to pay their outstanding fees before the mid term examination.

Students with outstanding fees of two months and above are encouraged to pay monthly fees in installments and the same applies for the final exam as well.

Students are encouraged and advised to discuss any financial issues with SSD so that necessary steps and measures can be taken. SSD makes such students aware of the various scholarship opportunities available at SUC to help them through their academic year. In order to support them further, their resume are forwarded to the Corporate Affairs Office to help them secure part time or full time jobs.

N. POSTPONEMENT & REACTIVATION COUNSELING

SUC policy allows a Student to postpone his/her studies by one semester once in an academic year.

Postponements are allowed in the following cases-

- Death in the family
- Financial problems
- Work pressure
- Travelling out of country
- Hospitalised

Students intending to postpone a semester have to approach the SSD who will handover them the postponement application form, ask them to meet their advisor/mentors and assist them in completing the application form.

The SSD will also followup with the students who have postponed a semester at the end of the semester and encourage to reactivate his program. They are given the reactivation form which is forwarded to Finance for the new fee structure applicable and then to the Administration department for the new graduation plan.

O. CANCELLATION & EXIT INTERVIEW COUNSELING

When a student approaches the SSD for admission cancellation he/she is thoroughly counseled and the reasons behind cancellation is understood. Once he signs the cancellation form, SSD forwards the same to various other departments like Finance,

Administration, Library and HR. Upon successful clearance from all the departments the students' admission is considered to be cancelled.

Exit interview is carried out where the student is asked to answer a questionnaire. The student is given full confidence of confidentiality of the information he/she supplies. The purpose of the exit interview is for departmental improvement.

P. VISA STUDENT COUNSELING

Students who have opted for university VISA are counseled by the SSD to complete the course within the stipulated time. Students on university VISA are continuously counseled throughout their academic period for low GPA, low attendance and date of graduation and VISA renewal.

The Human Resource Department sends the list of Visa students whose visa renewal is due to the SSD . The SSD issues a letter detailing out information on the Visa charges, documents and provide the application form to be filled up for completeing the renewal process. All the required documents along with the duly filled application form is forwarded by SSD to the finance department and later on to the HR department. A list of graduating Visa students is sent by the Administration department to the SSD , who will send them a letter informing about the cancellation of their visa post completion of their graduation.

Q. HOSTEL STUDENT COUNSELING

The Student Counseling Coordintor visits the Hostel students atleast thrice a year wherein they are encouraged to speak freely about the various issues they face. Purpose of the meeting is to relax the students and give them a homely feel. The suggestion and/or issues discussed by the students are noted down by the SSD , who then follows up on the requests made and issues described. The SSD is supported by Sports department for the counseling of hostel students.

2. STUDENT ACTIVITIES POLICY

A. Introduction

Student Activities are an important element of learning process, in order to develop the students in a holistic manner, committees and clubs are formed to Plan, Organize and Conduct various activities throughout the academic year and helps students hone their managerial and leadership skills.

B. Formation of Committees and Clubs

Formation of student activity committees and clubs is initiated by the Student Services Department (SSD) by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The SSD invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations SSD conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide guidance and assistance when required. The chairs of the committees and clubs are nominated by the Dean. The duration of the committee is one academic year.

C. Functions of Committees and Clubs

1. To plan a yearly calendar of activities and inform the student community.
2. To prepare the budgets and get approvals
3. To coordinate for necessary infrastructural support to conduct activities
4. To conduct the planned activities
5. To review and provide feedback
6. To recommend appreciation for outstanding performance of the team members
7. To conduct pre and post activity meetings

D. Following are the clubs:

1. Dancing Club
2. Green Club
3. Music Club
4. Drama Club
5. Debate Club
6. Community Service Club
7. Quiz Club
8. Art Club
9. Alumni Club
10. Press & Social Networking Club
11. Toastmaster Club

E. Following are the committees

1. Events committee
2. News line committee
3. Class Representative Committee
4. Notice Board Committee
5. Sports Committee

F. Process Flow

1. Students are informed about the importance of committees, clubs, membership, roles and responsibilities
2. Members are enrolled in various committees
3. Heads are elected
4. Activities and budgets are planned
5. Activities are reviewed and feedbacks provided
6. Activities are conducted
7. Reports are recorded and Disseminated to Dean

G. Tenure and authority

Responsibility to form a committee or club	Responsibility to inform and conduct election	Responsibility to conduct student activities and prepare budgets	Responsibility to form, amend committees and approval of budget	Tenure of the committees and clubs
Registrar	SSD	SSD, Chair of Committee and club	EC	One academic year except CR which is semester wise

3. REGISTRATION TO THE SUC CLUBS & COMMITTEES

- i. Online registration is made available on student portal
- ii. Details regarding each club & Committee is mentioned on the portal
- iii. Choose club details (synopsis), read about it feel interested only then can they register to a club
- iv. A form need to be filled with personal details- name, contact details (mobile number and e-mail address), academic year (class), student ID no.
- v. A student can register with two clubs at a time
- vi. Every time a student logs in a pop-up will appear with their clubs' next scheduled meeting date

Election of President, Vice-president and club committee must be conducted during the first meeting itself

The club will go through the schedule for the year handed over to the Club President by the Student Events Coordinator.

Every meeting in the future will fall in line with the schedule provided. Duties will be divided amongst the students

Club President or Club Sponsor should take down the minutes of the meeting (form will be given to each sponsor)

4. STUDENT PUBLICATIONS POLICY

A. Introduction

Students Publication Policy is aimed at developing the written communication skills among the students and inculcates the habit of writing articles, composing poetry, news items and exhibit artistic and photographic talents. The policy focuses on mobilizing and motivating students to Plan, Collect, Edit and Publish articles in internal and external publications.

B. Formation of the committee

The formation of publication committee is by the approval of Dean. The chair of the committee is nominated by Dean and has tenure of two years. The chair of the committee initiates co-opting members of the publication committee. The internal publication committee is formed by registering students and electing the Editorial Board for the academic year. The committee comprises of faculty member as the chair of committee, English faculty member to provide guidance, Editor in Chief, Editors, Reporters, Proof Readers and Designers.

C. Functions of the committee

1. To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications
2. To Plan and design the structure of the internal publications
3. To collect, edit and publish internal publications
4. To maintain originality and ethical practices in publications
5. To generate funds for the internal publications
6. To review and provide feedback about the quality of the publications

D. Process flow of the committee

1. Chair of Publication Committee invites the candidatures of students interested to be members of the publication committee
2. The Editorial Board is elected
3. The roles and responsibilities of Student Editors, Reporters, Proof Readers, Designer and other members are assigned by the Editor in Chief
4. The planning, designing and structure of internal publication is prepared
5. Preparation of budgets

6. Information is disseminated to student body, faculty members and other stakeholders to contribute the written/ artistic piece of work to the editorial board
7. Review the works for originality and quality of the works within the publication ethics
8. Selecting, composing, designing and editing the works for the internal publication.
9. Finalizing, Coordinating and executing the publications
10. Distributing the publication to the stakeholders
11. Submitting the feedback and financial report on the publication activity.

5. Tenure and authority

Table 3.9.1

Responsibility to form the publication committee	Responsibility to inform and conduct election	Responsibility to publish and prepare budget	Responsibility to form, amend committees and approval of budget	Tenure of the student members
Dean	Chair of publication committee	Publication Committee	EC	One academic year

5. ADDRESSING GRIEVANCE:

The SUC realizes the importance of having a system in order to address and deal with student dissatisfaction. Constant efforts are taken to minimize errors and avoid repetitions of problems related to academic and non-academic services. In case the counselor is unable to resolve the issue then the student can appeal to the registrar.

i. Complaint Address Process:

A student is required to lodge a complaint/suggestion either in person or through their portal or mail. 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 [Figure -1] will be pursued for academics and academic support services [Figure -2]. Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held twice a semester.

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

1. Procedures used to review and resolve complaints or grievances should be fair and conclusion drawn after hearing each point of view.

2. Confidentiality will be respected, unless the use of the information is authorized by law.
3. Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.
4. The decision will be communicated to Students coordinator who in-turn communicates to the student.

All concerned parties to the complaint or grievance is regularly informed on the progress of the matter.

ii. Types of student grievances:

Academic grievances

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

Academic progression decisions.

Errors/discrepancies in the declared grades.

An unreasonable decision of a member of academic staff that affects an individual or a group of students.

Content and structure of academic programs, nature of teaching, and assessment criteria.

Academic Support Services grievances

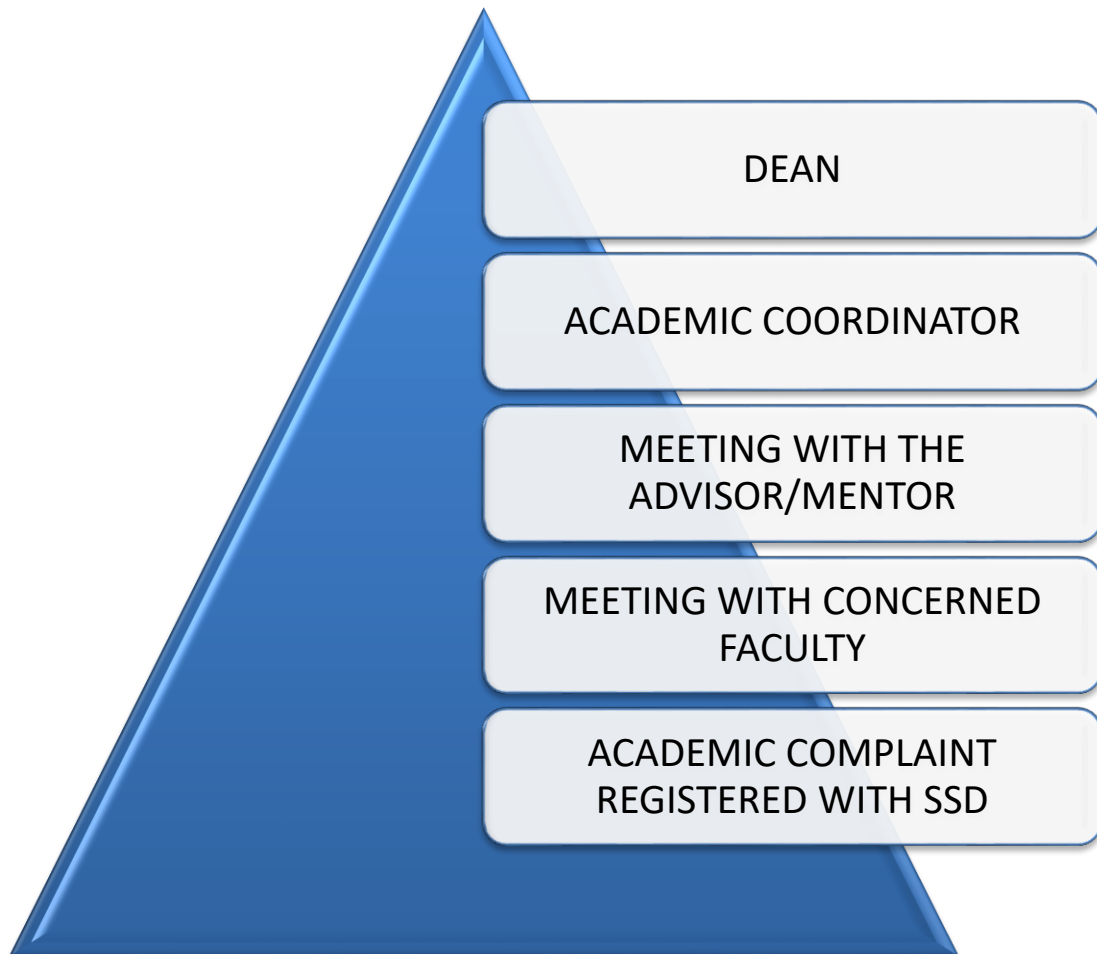
These relate to decisions and actions associated with administrative or academic support services units. They include but are not limited to:

Administration of policies, procedures and rules by central administrative and student support groups, faculty members and departments

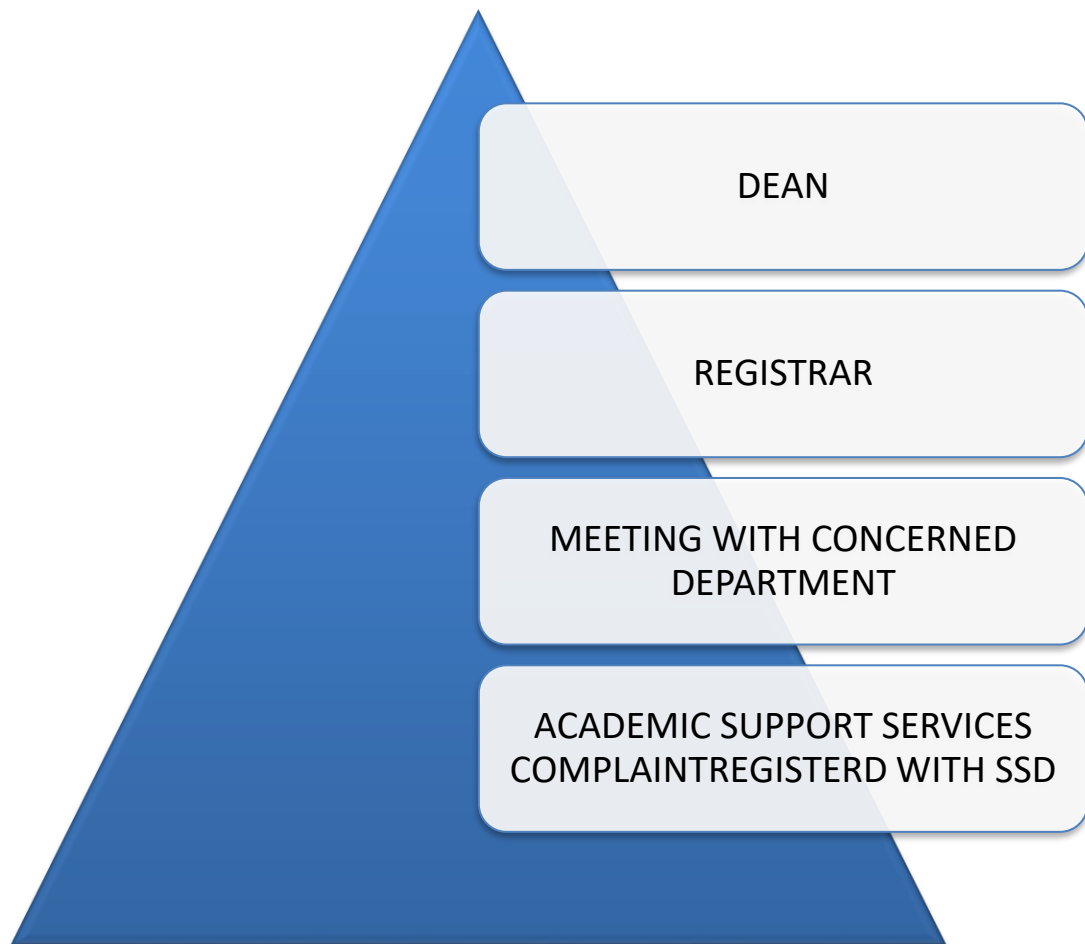
A decision by an administrative staff that affects an individual or groups of students

Access to SUC resources and facilities

Steps for addressing Academic suggestions and complaints [Figure - 1]



Steps for addressing Academic Support Services suggestions and complaints [Figure -2]



Withdrawal of complaints or grievances

A student may withdraw a complaint or grievance at any time and in this case the matter will be concluded and deemed to be resolved.

6. REGISTERING FOR PSDP (PROFESSIONAL SKILL DEVELOPMENT PROGRAM):

The Professional Skill Development Program is a series of non-credit workshops organized by SSD and designed to give business students the skills they need to present themselves in a professional manner throughout their career.

SSD assists students in developing job search strategies and career development techniques. Some of them are listed below:

- a. Preparing a cover letter, résumé critique and construction
- b. Preparing for an interview
- c. Orient on techniques and follow-up procedures
- d. Negotiation and salary information
- e. Identification of potential employers
- f. Professional attire



كلية الأفق الجامعية
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARAJH



VIII. HUMAN RESOURCE POLICIES

BBA FACULTY

1. RECRUITMENT & SELECTION

A. FACULTY SEARCH & APPOINTMENTS

To have an effective recruitment policy and procedure, the Faculty Search Committee (FSC) is in place comprising of Dean, Head of Academics (HOA), Head Quality Assurance (HQA), Registrar, Head HR and a subject expert. The Faculty Search Committee (FSC) engages in identifying suitable candidates for Faculty positions from varied sources. Faculty Search Committee (FSC) initiates the process of Faculty recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, increase in seats allocation / enrollments and/or additional Faculty requirements due to the launching of new program/s. Administration Department in coordination with HR and Dean plans for Faculty resources requirement for the Academic Year and identify and recruit suitable candidate for the Academic position.

a. FULL TIME FACULTY - BBAGUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC.

In addition to the above, SUC ensures that the FSC are also guided by the procedures of maintaining the Faculty Grade Ratio, Faculty Diversity and Faculty specialization requirement.

SUC follows below mentioned distribution of ranks for the Full time Faculty Members at BBA level.

<i>Grade</i>	<i>% of Full-time Faculty Members</i>
Professor	10%
Associate Professor	20%
Assistant Professor	40%
Lecturer	30%

HR initiates the process of Faculty search by following the process mentioned below:

b. PROCESS FLOW

Step-1: Administration Department in consultation with Dean, HOA & Head HR reviews the requirement of Full time Faculty/ Visiting / Adjunct Faculty requirement based on Faculty Load/ Faculty Ratio and feeds the information to Faculty Search Committee (FSC).

Step-2: FSC finalizes the requirement and takes necessary approval from the Dean. Administration will forward the Recruitment Requisition Form with the recommendation of the FSC and approval of 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 through face to face or Skype with the FSC panel which includes the subject expert. The finalized candidate by FSC is recommended to the Chair of Executive Council (COEC) for appointment.

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 Chair of the Executive Council 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 of Academics, 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 the probationary performance status report of the newly appointed Faculty Member based on the evaluation of FFRC report and his own evaluation, based on formal and informal inputs received.

Step-9: Based on the Dean's report about the probationer HRD issues letter of confirmation signed by the COEC.

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. FACULTY 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 and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

Full Time Faculty - BBA

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. **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 fifteen 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 four referred publication and three reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to Academic Institution and society.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Professor	15	4+3

- b. **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 three 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.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Associate Professor	10	3+2

- c. **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 the 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.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Assistant Professor	7	3+2

- d. **LECTURER** - An appointee to this title must have completed the Doctorate Degree or Master's 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.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Lecturer	5	

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.

OTHER CATEGORIES:-

1. 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.

2. ADJUNCT FACULTY

- i. **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.
- ii. **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: Adjunct 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.

C. 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 Administration Department. The particulars of same are as follows:

a. Full Time Faculty - BBA

Designation	Teaching Load/ week	Contact hrs. for 3 credit in a semester	Advising hrs.	Remaining hrs. in a week	
				Academic Activities	Administrative Activities
Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & Administrative activities
Associate Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities
Assistant Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities
Lecturer & Faculty Member covering General Education Courses	15 credits	(3 X 15)	6 hrs.		other services (Community & SUC) & administrative activities

Faculty Members with Administrative position	3 release hrs. / Paid in lieu of additional administrative work allocated	As per credit allocation	6 hrs.	Research work for conference and publication	Administrative activities as per position
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b. Visiting Faculty (International)- BBA

S. No	Particulars	Credit Hours/Semester
1	Visiting Faculty (International)	12

c. Adjunct Faculty - BBA

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Semester	9-12
2	Adjunct Faculty-Part Time	6

d. SUMMER TEACHING LOAD - BBA (WEEKDAYS & WEEKEND)

Full time Faculty members are required to complete 24 credits at the position of Assistant Professor till Professor Level in Fall and Spring. In case of a Lecturer or Faculty taking General Education courses the Faculty is required to complete 30 credits in Fall and Spring. Full time Faculty is eligible to teach additional 6 credit courses (In some cases they may be allotted more than 6 credits under exceptional conditions) during summer semester for which they are additionally remunerated for credits offered during summer semester. Faculty Members joining in spring or summer semester can be allotted summer courses, whereas they will not be eligible for any additional remuneration for summer semester because the minimum teaching credits as mentioned above are not completed.

In some cases, if the Faculty members are allocated less credits in an Academic Year due to non-availability of courses during particular semester, then Faculty member are required to teach summer courses to complete the required 24 or 30

credits, therefore the summer courses are not considered as additional teaching load hence the remuneration for the same will not be applicable.

Note: Please refer to "Summer Teaching Load – BBA" for further details.

A. CONTRACTS

i. Terms of Contract

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.

a. 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 six months prior to the expiry of the contract.

b. 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 EC Members to the COEC. Decisions regarding possible renewal/ non-

renewal of the initial contracts are sent to Faculty Members at least six months before the end of the existing contract.

c. Gratuity

Gratuity will be paid as per UAE law.

d. Renewal and Non-Renewal of the Contract

The process of renewing term contract is initiated six months before the maturity of contract. Based on FES performance evaluation for the existing contract period and other parameters mentioned in the separation policy, 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. If the Faculty Member 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 (Also Refer "Separation Policy & Procedure" for non-renewal of contract). COEC reviews the personal file & based on FES Committee recommendation 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.

A. VISA APPLICATION & OTHER REQUIRED PROCEDURES

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 Scathe 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 HR Department can recommend visa renewals for limited period for 1 or 2 years if the contract period is closer to expiry). 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 the contract or SUC terminates the contract due to conditions mentioned under separation policy and procedure (*refers to "Separation Policy" for details*), 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.

i. NEW VISA

- a. The SUC grants work visa to Full Time Faculty and Visiting Faculty (International). 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.
- b. 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.
- c. 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".

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. MEDICAL REPORT

- a. After joining SUC Faculty Member should submit original visa and original passport to HRD.

- a. 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.
- b. Faculty Member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.
- c. 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

- a. Attested Marriage certificate
- b. No objection letter from the sponsor
- c. Forms to be filled and signed by sponsor
- d. Relevant skilled certificates/ Degree (Attested)
- e. Copy of Passport of family
- f. Copy of passport/ Residency permit of sponsor
- g. Tenancy Contract

Note: Faculty Member themselves have 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 OTHER INSTITUTION/ORGANIZATIONS

- a. 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.
- b. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
- c. Faculty Member will be required to fill in personal details form which contains information related to processing of residence visa.

- d. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
- e. 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 OR NON RENEWAL OF THE VISA

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.

- a. 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. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket has to be borne by the candidate.

vi. 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

B. FACULTY PERSONAL FILE

SUC maintains a personal file on each Faculty Member based on the information provided by the Faculty. The personal file also contains the progressive record of the individual and it is updated on a yearly basis for any references. It is the responsibility of the faculty member to notify the changes for updating 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:

- a. Employee Information Form
- b. Pre recruitment correspondence
- c. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
- d. Copy of Employment Contract with subsequent annual increment letters
- e. Copy of Confirmation Letter
- f. Copies of Certificates of Faculty Development Program
- g. Copies of Certificates of Conference Participation, Scholarly Work/ Publications
- h. Performance Evaluation Records
- i. Appreciation, Awards & Achievements
- j. Warning letters or any other letter issued to the Faculty Member
- k. Leave & Air Ticket Records
- l. Grievance Records
- m. Medical Insurance Records of self and family
- n. Passport and Visa Related Documents
- o. Miscellaneous Documents

C. RELOCATION SUPPORT

i. ACCOMMODATION

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Faculty/Staff recruited from outside of UAE.

Note: Please refer to "*Initial Accommodation Policy*" for further details

ii. EMPLOYEE LOANS

SUC provides financial support in the form of salary loan at the time of joining for miscellaneous expenses such as residence & the purchase of personal household items to Faculty recruited from outside of the UAE.

Note: Please refer to "*Employee Loans Policy*" for further details.

iii. OFFICE & SUPPLIES ALLOCATION

Faculty Members are allocated offices prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

iv. SUC ID & BUSINESS CARDS

A new Faculty Member will receive an SUC Identification Card as soon as his visa is already stamped. Identification Card can be obtained in the Administration Department. The card is the bearer's official University Identification and should be carried at all times. The card is non-transferable and is property of Skyline University College and should be returned to the HRD upon expiration and termination of employment. Loss of the SUC ID should be reported immediately to Administration and HRD. Upon joining, the University also provides Business

Card for newly hired Full Time Faculty Members and existing Full time Faculty Members. Prior approval should be taken from HRD for any additional information to be added on the Business Card.

D. 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.

Note: Please refer to "Orientation Policy" for further details.

E. FACULTY ROLE AND RESPONSIBILITIES

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.

Note: Please refer to "Faculty Roles and Responsibilities" for further details.

i. FACULTY OUTSIDE ACTIVITIES:

a. 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 prior to the leave as well as submit the report. In case of non-approval from HR the same is not acceptable and is subject to disciplinary action as per policy.

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.

b. OUTSIDE EMPLOYMENT

Full-time Faculty Members are not allowed to be employed/teach in any other institution. Outside employment is considered as Breach of Contract.

c. MANAGEMENT DEVELOPMENT PROGRAMS / CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs /engage in Consultancy work for the general public, government organizations, semi government and private organizations in the region.

The organizing Committee / team of the MDP / Consultants may select MDP programs / Consultancy services and experts from within SUC or outside to design and deliver customized management development programs or execute consultancy works. This is encouraged by SUC in order to develop a professional relationship with the industry and provide an opportunity for the faculty member to explore the expertise in the areas of specialization and add value to the reputation of SUC in the Community.

Note: Please refer to “Management Development Program / Consultancy Work” for further details.

F. PROBATION PERIOD

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.

i. 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. Review of Teaching Effectiveness (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
- e. Observation and Informal feedback from various Departments.
- f. EC Report
- g. Dean recommendation report(Based on above mentioned feedbacks)
- h. HRD forwards the recommendation to the COEC for approval/ rejection.

- i. Based on approval/ rejection by the COEC HR calls a meeting for the 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.
- ii. **Terms & Conditions during Probation Period**
 - a. All Faculty Members are hired on probation for the first six months of their employment.
 - b. During the Probation period the newly hired Faculty Member will be entitled to all paid Government Holidays and Health Insurance scheme.
 - c. The Faculty Member must complete the Probation period successfully to be eligible for the SUC Benefit
 - 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 the 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's and EC 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 on conditional basis where Faculty Member is given for a maximum of additional one semester after the Probation period. This is to facilitate further counseling for improving overall performance and adherence to the SUC Requirements. Please note no benefits will be applicable to the faculty member in case there is a conditional confirmation/ extension of probation.

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.

2. COMPENSATION & BENEFITS

A. SALARY 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:

- a. Basic Salary
- b. Social Allowance

- c. Accommodation Allowance
- d. Administrative Allowance (If applicable)
- e. 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. 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 h 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 Faculty Members are transferred to their bank accounts normally by 25th of each month. For New Faculty Members the cash salary is paid by 01st of the following month. For Semester /Part Time Faculty Members the salary is disbursed on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from HR & Dean.

B. OTHER COMPENSATION

i. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits on payment apart from the normal teaching load as mentioned in the Faculty teaching load. Please refer to "Additional Credit Hours Policy" for further details.

ii. DISSERTATION GUIDANCE PAYMENT 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: Please refer to "Dissertation Guidance & Payment Policy" for further details.

3. EMPLOYEE BENEFITS

A. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to SUC 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 additional support and is not the part of individual's package. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.

B. MEDICAL INSURANCE

SUC provides the entire Full Time Faculty members Full Time Faculty Members and their eligible dependents with medical insurance coverage. 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.

Medical Insurance is applicable for Visiting Faculty Members (International).

C. AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

Faculty Members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

Note: Please refer to "General Rules and Regulations for Air Ticket Policy" for further details.

D. 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.

Note: Please refer "Furniture Allowance Policy" for further details.

4. WORKING HOURS & LEAVE POLICY

a. STANDARD WORK HOURS

1. FULL TIME FACULTY - BBA

The SUC observes 40 hour work schedule on a weekly basis (any 5 days in a week including weekend) 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

Evening: 05:00 pm to 08:30 OR 06:00 pm to 09:30pm OR 06:30 pm to 10:00 pm

The Faculty Members may avail straight working hrs. from 09:00 am to 05:00pm or 02:00 pm to 10:00 pm which is as per the schedule issued and approved by the HR.

Faculty Member willing to alter work timings are required to do it after due approval from HOA 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: Please refer to "Faculty Working Hours Policy" for additional information.

b. LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	40 days within the Academic year
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	45 days
d. Academic Leave	7 days
e. Compassionate Leave	3 days
f. Birthday/Anniversary	Halfway
g. Religious Leave	Halfway

Note: Please refer to "Leave Eligibility Policy" for additional information.

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.

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 the Human Resource Department their date and timing of resumption of duty by an e-mail.

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.

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 Year's Day
- Prophets Birthday
- IsraWal 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

5. EMPLOYEE MOTIVATIONS, SATISFACTIONS & RETENTION

A. FACULTY EVALUATION SYSTEM

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: Please refer Faculty Evaluation System Manual-BBA for further details

B. 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 conferences and scholarly works organized by academic and professional bodies. This participation is subject to recommendation and approvals as per the process.

Note: Please refer to "Faculty Conference & Research Fund" for further details

C. FACULTY PROMOTION

SUC Faculty 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. A Faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance and should meet the Goal achievement requirement to the satisfaction of FES committee continuously for Three years. 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 new vacancy/vacancies which arise will be filled as per the faculty search process wherein the internal faculty may apply for the post and will have to compete with the external candidates for selection. The SUC policy follows the Faculty grade ratio as specified in "FACULTY SEARCH & APPOINTMENTS" section.

Note: Please refer to "Faculty Evaluation Manual" for further details on Faculty Promotion.

D. FACULTY AWARDS & 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.**

Full Time Faculty

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:

- The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
- To establish the contribution to SUC the top four Faculty Members will be invited for a presentation/ interview.
- The FES committee will decide the Faculty for the award after the interview.

Adjunct Faculty

The Award to the Adjunct Faculty Members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

- Best Adjunct Faculty Member

6. SUMMER TEACHING LOAD (WEEKDAYS & WEEKEND)

FULL TIME FACULTY - BBA

Full time Faculty members are required to complete 24 credits at the position of Assistant Professor till Professor Level in Fall and Spring. In case of a lecturer or faculty taking General Education courses the Faculty is required to complete 30 credits in Fall and Spring. Full time Faculty is eligible to teach additional 6 credit courses (In some cases they may allotted more than 6 credits under exceptional conditions such as non-acceptance of contract at the last moment by the part time or new faculty) during summer semester for which they are additionally remunerated for credits offered during summer semester. Faculty Members joining in spring or summer semester can be allotted summer courses, whereas they will not be eligible for any additional remuneration for summer semester because the minimum teaching credits as mentioned above are not completed.

In some cases, if the Faculty members are allocated less credits in an Fall and Spring due to non-availability of courses during particular semester, then Faculty member are required to teach summer courses to complete the required 24 or 30 credits, therefore the summer courses are not considered as additional teaching load hence the remuneration for the same will not be applicable.

7. INITIAL ACCOMODATION POLICY

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Faculty Member recruited from outside of UAE. On second month the Faculty Member will be charged 50% of the Accommodation allowance. In case the process of visa approval is taking time, the Faculty member may be allowed to stay for an additional month in Hostel Apartment for which the Hostel charges of AED 3,000/- will be deducted from the salary. Once the visa is stamped, the Faculty member needs to vacate the Hostel to make room for others.

Incase Hostel Apartment is not available the Faculty Member will be provided with the details of approved list of Hotels in Sharjah, and facilitate in shifting to the Hotel accommodation. The payment for the same will have to be borne by the Faculty member. The accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

8. EMPLOYEE LOANS POLICY

SUC provides salary advance for settling down for miscellaneous expenses such as residence & the purchase of personal household items to faculty recruited from outside of the UAE.

- i. An advance amount totaling to one and half month salary is granted on request to meet the initial expenses for faculty recruited from outside UAE.
- ii. On the day of joining 25% of salary which will be given to meet the contingency expenses, remaining 75% will be paid after the visa is stamped.
- iii. The amount given as advance will be deducted @15% of loan amount from the second month onwards.
- iv. In case the Faculty Member resigns or the probation is not confirmed, the balance of settling down loan will have to be repaid to SUC with the immediate next salary.

A. SALARY ADVANCE (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one month salary advance every Academic Year and are subjected to following terms & conditions:

- i. SUC Employees can avail one month salary advance once in Academic year and is deductible in the same month.

B. SALARY LOAN (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

- i. The amount given as loan will be deducted @15% from the second month onwards
- ii. If the Faculty Members has availed settling down loan, a request for the loan can be forwarded only after repayment of the same after a gap of one year.
- iii. Faculty Members who has collected salary undertaking letter 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 the Faculty has taken is duly paid.

- iv. Faculty Members is required to submit their original passport to HRD before the loan is sanctioned.

C. FACULTY LOAN AGAINST GRATUITY POLICY

Faculty Members are eligible Loan against where they have completed more than 7 yrs of services. The criteria for the Loan Against Gratuity is on the following conditions:

Criteria for availing Gratuity Loan:

- i. Purchase of land / house/ flats in the home country
- ii. Emergency medical treatment
- iii. Children's higher education
- iv. Children's migration
- v. Fixed deposits
- vi. Marriage of Children

Procedure for availing the Loan Against Gratuity are as follows:

- i. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
- ii. 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.
- iii. Faculty Members 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.
- iv. Approval of loan is based will be the sole discretion of the management.
- v. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
- vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
- vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
- viii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.

- ix. The Faculty Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.
- x. 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 Members.
- xi. Faculty Members 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.
- xii. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
- xiii. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emergency contingency.
- xiv. 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.

9. ORIENTATION POLICY

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:

- A. Enable new Faculty Member to settle down as soon as possible in the multicultural work environment.
- B. Enable to build relationships and rapport with colleagues.
- C. Understand the scope of academic responsibilities of the position.
- D. 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 like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
- 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

The **Dean** Orientation covers the following:

- i. Overall SUC philosophy
- ii. Introduction of Skyline University College
- iii. Goals for the Academic Year
- iv. Mission, Goal, Purpose for the Academic Year
- v. SUC Organizational Structure (Academic & Academic Support Services)
- vi. BBA & MBA Academic Programs
- vii. Diversity Ratio
- viii. Communication flows, Reporting systems, Inter-Departmental coordination
- ix. Work Culture and Basic system
- x. Confidentiality & Conflict of Interest
- xi. Initial Assignment & Necessary Training
- xii. Work Rules, Regulations & Departmental Mission Statement
- xiii. Overall Academic and Academic Support Services Procedures and Guidelines.
- xiv. Departmental Communication channels like Academic & Academic Support Services Meetings, SUC Calendars, Feedback Mechanism etc.
- xv. Oversee of Academic & Academic Support Services of SUC.
- xvi. Establish what is expected of you during the forthcoming year, or for the period of your contract.

The **HOA** Orientation covers the following:

- i. Academic Roles & Responsibilities (Job Description)
 - Full Time Faculty & Adjunct Faculty
 - Administrative Duties
- ii. Faculty Teaching Load and Additional Credit Load
- iii. Course Allocation and Completion

- iv. Review of Assessment Entry – BBA & MBA
- v. Review and Approval of Academic CDP's
- vi. Internship and Internship Projects
- vii. Dissertation
- viii. Direct Study
- ix. Faculty Invigilation Schedule
- x. Academic Orientation for new intake students under BBA & MBA Programs

The **HQA** Orientation covers the following:

- i. Explaining Institutional effectiveness
- ii. Academic Quality and Teaching Effectiveness
- iii. Course Delivery Package (CDP) and Course Assessment Tools
- iv. Teaching Methodologies, Nature of SUC Student Community
- v. Appraisal System (FES) covering Teaching effectiveness, Scholarly activities and Services to Community, Academic Support Evaluation & Advisory.

The **Registrar** Orientation covers the following:

- i. Registration
- ii. Administration
- iii. Examination
- iv. Student Services
- v. Centre for Professional Development
- vi. English Language Centre
- vii. Sports and Health Services

The Faculty Member will be oriented in details by the various functional Departmental Heads such as:

- i. Computing Department
- ii. Library Department

The new Faculty Member, Dean, HOA, HQA, Registrar 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.

10. FACULTY ROLES AND RESPONSIBILITIES

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 failing which will be treated as breach of contract and necessary disciplinary action will be initiated.

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.

A. RESPONSIBILITIES 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. The same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.

- Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till then.

B. RESPONSIBILITIES TOWARDS SUC

PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all Faculty Members must subscribe 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 show 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.
- iii. The Faculty member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.
- iv. The Faculty member agrees to obey promptly all directions and lawful orders given by the Dean or his nominee.

C. NON DISCRIMINATORY APPROACH

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, and position in any of its programs, activities, contracts, in human resources & 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 Members irrespective of their position.

D. 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.

E. 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.

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.

i. 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.

11. MANAGEMENT DEVELOPMENT PROGRAM/ CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs /engage in Consultancy work for the general public, government organizations, semi government and private organizations in the region.

The organizing Committee / team of the MDP / Consultants may select MDP programs / Consultancy services and experts from within SUC or outside to design and deliver customized management development programs or execute consultancy works. This is encouraged by SUC in order to develop a professional relationship with the industry and provide an opportunity for the faculty member to explore the expertise in the areas of specialization and add value to the reputation of SUC in the Community.

OBJECTIVES:

1. To identify areas of training / consultancy works in management required for business in the region

2. To develop the courseware for the programs and conduct the program / execute consultancy work.
3. To provide forum to faculty to enhance and develop their professional skills in training
4. To develop a profit centre within the organization
5. To negotiate the financial proposals with the clients
6. To submit completion report and disbursement statement.

POLICIES RELATED TO MDP:

INTELLECTUAL PROPERTY:

1. The course materials designed and developed by the trainer will be the intellectual property of the concerned faculty and SUC.
2. The consultancy work submitted and the permission to use the data / report for the academic use will be the property of SUC.
3. The use of material / report developed by any stakeholder should be with the consent of all concerned.

PROCEDURE FOR CONDUCTING MDP / CONSULTANCY WORK:

- i. Before the start of the MDP / Consultancy a detailed proposal must be submitted to the Committee containing the proposed activity along with budget.
- ii. The Committee submits the proposal to HOA for seeking necessary approval.
- iii. On receiving approval from the HOA and the same is submitted to DEAN, the execution shall be carried out as per the proposed plan.
- iv. The initial expenses for promoting the MDP / negotiating consultancy work shall be undertaken by SUC.
- v. All financial transactions relating to MDP / Consultancy work shall be under aegis of Finance Department offset.
- vi. An amount of 10 percent of the net revenues will be recovered as indirect expenses for the utilization of SUC facility.
- vii. All direct expenses incurred for the MDP / Consultancy work shall be deducted from the net revenue.
- viii. MDP Committee will be paid an amount equivalent to 10% of the net profit after deducting above mentioned expenses for the training programs.
- ix. After payment to MDP committee the net profit will be divided 50:50 between trainer and SUC.
- x. In case of external resource person is engaged the payment made to the resource person will be deducted as direct expense. In this case the remaining amount from above mentioned trainer fee will be forwarded to MDP committee fund as a fund for future MDP programs.

- xi. The distribution of revenues received from commercial consultancy assigned by SUC will be shared in the ratio of 50% to SUC and 50% to the faculty member.
- xii. The distribution of revenues received from commercial consultancy received by the faculty will be shared in the ratio of 20% to SUC and 80% to the Faculty member.

12. ADDITIONAL CREDIT HOURS POLICY

The normal teaching load of a full-time faculty member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 12 credit hours at the undergraduate level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKDAYS)

ADDITIONAL CREDIT - FACULTY REMUNERATION
TOTAL HOURS : 45 sessions (Including examination duty)
CLASS TIMINGS: Sunday to Thursday
Morning: 0900 hrs to 1230 hrs
Evening: 1900 hrs to 2200 hrs
PAYMENT/COURSE: AED 7,500.00 (BBA)

NOTE:

1. Additional Credit will be allocated to the faculty by Administration with the approval from Dean.
2. Contract will be applicable with the commencement of classes.
3. Course includes the examination invigilation duty as well.
4. Payment for the course will be done only after final clearance for the allocated course.
5. Faculty Member Payment will be at the end of semester.
6. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.

ADDITIONAL CREDIT REMUNERATION (WEEKEND)

ADDITIONAL CREDIT - FACULTY REMUNERATION
TOTAL HOURS : 45 sessions (Including examination duty)
CLASS TIMINGS: Friday and Saturday
Morning: 0900 hrs to 1830 hrs
PAYMENT/COURSE: AED 8,500.00 (BBA)

NOTE:

- i. Additional Credit will be allocated to the faculty by Administration with the approval from Dean.
- ii. Contract will be applicable with the commencement of classes.
- iii. Course includes the examination invigilation duty as well.
- iv. Payment for the course will be done only after final clearance for the allocated course.
- v. Faculty Member Payment will be at the end of semester.
- vi. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities

13. DISSERTATION GUIDANCE & PAYMENT 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
8 X 3	24	6	30	2	1500	3000
4 X 3	12	3	15	1	1500	1500

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:

- i. Supervisors will be allocated by the Dean and communicated by the Administration Department in the form of the course allocation schedule.
- ii. The Supervisor is responsible to enter the attendance in the ERP system.
- iii. Group meeting schedules of students for the dissertation shall be prepared by the Administration in consultation with the Supervisor.

In case if a Faculty member is allocated dissertation guidance supervision in an Academic year on and above the regular teaching load of 24 credits is eligible for additional remuneration for the dissertation guidance as per the table mentioned

above. If the teaching load credit hours is less than 24 credits then the dissertation payments will be calculated after adjusting the required 24 credits hours and the difference will be paid.

14. AIR TICKET POLICY

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. The HR Department will intimate faculty members in advance to inform about the booking date so that the Finance Department can book tickets in advance

- i. Faculty 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 Faculty 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.
- ii. Faculty 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 Faculty 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.
- iii. Spouse and dependent children residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE.
- iv. Faculty members and their families shall be eligible to economy class air ticket only.
- v. All the Faculty members are eligible for the airline ticket from UAE to first port of entry i.e., major international airports in respective countries only.
- vi. Any changes i.e., advancement or postponement in ticket dates requested by Faculty, after the ticket is booked shall be borne by Faculty member themselves.
- vii. The destination of travel for Faculty will be considered as per the address in passport. 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 – which ever being the lesser amount shall be reimbursed to the employees.
- viii. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.
- ix. 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.
- x. As per Labor Law Faculty member resigning from the services is not eligible for any pending tickets.

15. FURNITURE ALLOWANCE POLICY

DESIGNATIONS	AMOUNT
LECTURE	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

NOTES:-

1. 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 mentioned in the table above and subsequently 20% of initial amount is paid as maintenance allowance annually after completion of four years from initial payment.
2. 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
3. In case the faculty member is promoted to the next level, 20% maintenance allowance will be calculated as per the eligibility of furniture allowance in the respective category.
4. Faculty Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Faculty member is on conditional basis, the furniture allowance will not be applicable.
5. 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.

16. FACULTY WORKING HOURS POLICY

- The SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-



SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	05:00	08:30
SPLIT	9:00	1:30	06:00	09:30
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

- mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- Faculty Member willing to alter work timings are required to do it after due approval from HOA/HRD.
- For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty are also required to submit report of the proceeding of meeting to HOA and HR.
- Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
- Any Flexibility or provision of working from home is permitted on case to case basis and details of same are to be sent to HOA/HRD for approval.
- All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.
- Absence from SUC without intimation or prior approval will be considered as unauthorized leave and should give formal explanation and will be deducted from eligible annual leave.
- Faculty Members are expected to adhere to office timings. Faculty reporting for duty after the commencement of business hours and also leaving before office closing time will be treated as late-coming/Early going and will amount to short of 40 hours' work timings. In case the attendance is short by up to 4 hours, ½ day leave will be deducted and if it is more than 4 hours, one day leave will be deducted, based on available annual leaves.
- Faculty will be eligible to take 4 hours in a month to finish their personal work in one go or split into a maximum of 2 days (2 hours in each day) in a month. Exceeding the 4 hours the faculty may avail a day's leave by duly filling up the leave form.

17. FACULTY LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	40 days within the Academic year
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	45 days
d. Academic Leave	7 days
e. Compassionate Leave	3 days
f. Birthday/Anniversary	Halfway
g. Religious Leave	Halfway

a. 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 or as per the University approved calendar Guidelines based on the University Calendar 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. Leave not as per University Guidelines will accommodate only for emergency purposes and should have prior approval from the HOA and HRD. 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 short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short 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.

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.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

b. 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

c. 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. During probation period no maternity benefits will be applicable.

d. Academic Leave

Faculty Members are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HR Department with prior approval by the HOA.

e. Compassionate Leave

Faculty Members may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate Family Member (defined as spouse, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

f. Birthday / Anniversary Leave

An Employee on the day of his / her Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees Birthday or Anniversary day and not on any other day. The date of Birth and

Anniversary day shall be as per the records maintained by the HR and any changes should be submitted to HR before 15th Sept.

g. Religious Leave

Faculty Members are entitled for half day leaves twice in an Academic Year to celebrate their religious festivals. The details of the same should be submitted to HR before 15th September.

h. Unauthorized Absence

Faculty Members absent from duty without prior information will be considered as unauthorized absence. In case of such unauthorized absence the following conditions apply:

- i. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
- ii. 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 Head HR.
- 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.

i. PAID ANNUAL LEAVE SALARY

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

Payment for accrued leave salary can be taken by the Faculty Member during an Academic Year. 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 to the Human Resource Department their date and timing of resumption of duty by an e-mail.

18. ISSUANCE & RETENTION OF PASSPORT POLICY

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.

- i. 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.
- ii. The passport must be returned to the SUC for safekeeping on or before the date specified in the Passport Withdrawal Application Form.
- iii. 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.
- iv. Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the Faculty Member.

PASSPORT RETENTION POLICY

After the processing of the employment visa, the passport may be retained by the Faculty & Staff member (except for HRD & Finance Department staff) after fulfilling the below mentioned criteria and filling the Passport Retaining Form available with the HRD/ portal and completing the criteria relating to the same.

- i. Faculty & Staff member retaining their passport will submit the passport to HRD as and when required by the SUC for official purposes.
- ii. Faculty & Staff 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.)
- iii. Faculty & Staff member retaining their passport must have an amount of at least AED 3,000/, credit accumulated towards their 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 accumulated for the Faculty & Staff member reaches AED 3,000/ the amount deposited with the Finance Department along with the passport will be given to the employee or if the employee leaves the organization prior, the amount paid by the employee under this policy would be refunded duly.
- iv. If the Faculty & Staff member wishes to retain the passport with the SUC, the same can be withdrawn from 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.
- v. Faculty & Staff 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.
- vi. Faculty & Staff member retaining their passport will be eligible for salary advances or loans from the SUC only after submission of their original passport to HRD.

19. GRIEVANCE POLICY &PROCEDURE

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 Executive Council Members. All other Faculty Members may seek redressal through this process.

B. Grievance Policy

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

a. 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.

b. 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.

c. 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.

d. 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.

e. 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.

f. 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.

g. 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.

20. DISCIPLINARY POLICY & PROCEDURE

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:

- a. Dereliction of responsibilities
- b. Indiscipline or Misconduct
- c. 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.

a. 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:

- i. Failure to produce a sufficient quantity of work,
- ii. Failure to produce work of acceptable quality,
- iii. Failure to produce accurate work,
- iv. Failure to produce work on time,
- v. Poor manner of work performance,
- vi. 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.

b. 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:

- i. Violence or other aggressive or disruptive behaviors,
- ii. Illegal activities,
- iii. Willful violations of Federal/State law or regulations or SUC policies
- iv. Insubordination,
- v. Misuse of SUC property,
- vi. Refusal or failure to carry out reasonable instructions

- vii. Smoking in non-designated areas
- viii. Distribution of unauthorized pamphlets or literature
- ix. Breach of any of the SUC regulations
- x. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
- xi. Gambling in the premises
- xii. Failure to maintain/obtain credentials or the falsification of credentials, or
- xiii. Professional misconduct.

c. Gross Misconduct

Gross Misconduct occurs when a Faculty Member's actions (or inaction):

- i. 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
- ii. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
- iii. Theft of SUC property
- iv. Criminal offence
- v. Creating negative influence on others
- vi. Instigating other staff members against policy
- vii. Indecent conduct
- viii. Taking any other paid employment or remunerative activity
- ix. Reporting for duty whilst under the influence of alcohol or drugs
- x. Acts of incitement
- xi. Harassment or actual acts of discrimination
- xii. Breach of duty regarding confidential information
- xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
- xiv. Taking gifts or favors from the employees to tilt the decision in their favor.
- xv. Failure to declare an interest which may be contrary to the best interests of the SUC.
- xvi. Disrespecting colleagues, senior management or staff.

- xvii. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till then.

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 than the Committee one more Faculty Member may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

a. 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.

b. 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.

c. 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.

d. 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. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other 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.

e. 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 COEC.

21. FACULTY CONFERENCE & RESEARCH FUND

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.

a. Faculty Proposals for Project Fund:

A Faculty should complete at-least one year of continuous service with the SUC to be eligible for the above facility. Research Fund can be used for surveys, collection of data and memberships in professional organization. Such fund will be applicable to minimum of one in two academic years

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
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Funds Allocation:

LOCAL - (UAE - WITHOUT OVERNIGHT STAY)

Maximum of Dhs: 750/-

Participation Fees : Dhs570/-

Per Diem allowance per day Dhs60/- 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 : Dhs750/-

Per Diem allowance per day Dhs500/- 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 : Dhs950/-

Per Diem allowance per day Dhs850/- 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: 5,000/-

Participation Fees : Dhs 1,400/-

Per Diem allowance per day Dhs1,200/- 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

RESEARCH PUBLICATION FUND

Criteria:

A	A Faculty should complete at-least one year of continuous service with the SUC to be eligible for the above facility
B	A faculty member must have published at least one research paper in the peer reviewed journal and one Conference Participation during the period of two years' time.
c	Research Fund can be used for surveys, collection of data and memberships in professional organization.

PUBLICATION IN PEER REVIEWED JOURNAL

Maximum of Dhs: 1,500/- or publication fee, whichever is lower
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Such publication will be applicable to minimum of one in two academic years

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 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.

22. SEPARATION POLICY & PROCEDURE

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. Resignation

- The contract may be terminated by the Employer without cause by giving to the other party at least one semester (16 weeks) notice or pay in lieu of notice.
- The contract may be terminated by the Faculty member by giving to the other party at least one semester (16 weeks) notice or pay in lieu of notice.

General rules:

- i. Repatriation tickets will be given only after completing 2 years of first contract period.
- ii. Faculty Members is eligible for repatriation only in case of termination. In case of resignation employer is not liable for any repatriation.
- iii. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

- iv. If the Faculty Member resigns before the completion of first contract period then the initial air passage amount reimbursed to them at the time of arrival to UAE will be deducted from full & final settlement.
- v. All the visa charges will be deducted if the Faculty Member resigns within first year of initial visa with SUC. Thereafter, if the visa is renewed as per contract and if the Faculty Member wishes to terminate the agreement during the contract period, no visa charges will be deducted.
- vi. Faculty Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Faculty Member resigns from services. In case of termination Faculty Member will be eligible for pending ticket.
- vii. Faculty Member discontinuing their services with the university or vice versa before completion of first contract period, he/she has to reimburse the amount of the furniture allowance paid at pro rata bases. Further if an employee enters into a subsequent contract thereafter he will be eligible for 20% maintenance allowance annually for the furniture as per policy, however if the employee leaves thereafter in between the subsequent contract period this amount will be deducted on pro rata bases from the 20% amount paid annually.

b. Dismissal

This Contract may be terminated by the Employer without notice and forfeit of all the benefits if the Faculty member:

- i. Commits any gross or repeated breach of his/her obligations.
- ii. Is engaged on probation and is dismissed during the probationary period or on its expiry.
- iii. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
- iv. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
- v. If he/she fails to perform his/her basic duties and continues to do so despite written warning to him/her by the Dean or his nominee.
- vi. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
- vii. Is convicted of offence involving honor, honesty or public morals and order.
- viii. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
- ix. Is discovered to have made or given false statement or document to SUC.

- x. Is found under the influence of alcohol or drugs during working hours.
- xi. Is found to have defamed the SUC or the Management.
- xii. Is found to be working against policy and procedure of SUC.

Assurances

The SUC policies and procedures on Faculty dismissal ensure:

1. The rights of the individuals are protected under these policies and procedures.
2. Dismissal shall not violate the rights of the individual under applicable UAE laws.
3. The threat of dismissal will not be used to restrain Faculty Members in exercising their academic freedom.
4. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
5. The principal of natural justice and due process will be adopted to give fair chance to the Faculty Member to defend wherever applicable.

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 Faculty Member due to adequate cause requires formal notification in writing to the affected Faculty Member by the Dean. 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 COEC on recommendation of Dean. 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 its 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 COEC.

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.

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.

i. 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.

ii. 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, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

iii. 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 COEC.

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 COEC.

b. 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.

c. Faculty Handover and Clearances

In case a Faculty Member is separated from employment, the Faculty members should prepare and forward his Handover Checklist confirmed by the HOA and Head HR and approval of Dean. Along with the faculty



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handover, the Faculty Member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement.



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MBA FACULTY

1. RECRUITMENT & SELECTION

A. FACULTY SEARCH & APPOINTMENTS

To have an effective recruitment policy and procedure, the Faculty Search Committee (FSC) is in place comprising of Dean, Head of Academics (HOA), Head Quality Assurance (HQA), Registrar, Head HR and a subject expert. The Faculty Search Committee (FSC) engages in identifying suitable candidates for Faculty positions from varied sources. Faculty Search Committee (FSC) initiates the process of Faculty recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, increase in seats allocation / enrollments and/or additional Faculty requirements due to the launching of new program/s. Administration Department in coordination with HR and Dean plans for Faculty resources requirement for the Academic Year and identify and recruit suitable candidate for the Academic position.

c. FULL TIME FACULTY - MBA GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC.

In addition to the above, SUC ensures that the FSC are also guided by the procedures of maintaining the Faculty Grade Ratio, Faculty Diversity and Faculty specialization requirement.

SUC follows below mentioned distribution of ranks for the Full time Faculty Members at MBA level.

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:

d. PROCESS FLOW

Step-1: Administration Department in consultation with Dean, HOA & Head HR reviews the requirement of Full time Faculty/ Visiting / Adjunct Faculty requirement based on Faculty Load/ Faculty Ratio and feeds the information to Faculty Search Committee (FSC).

Step-2: FSC finalizes the requirement and takes necessary approval from the Dean. Administration will forward the Recruitment Requisition Form with the recommendation of the FSC and approval of 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 through face to face or Skype with the FSC panel which includes the subject expert. The finalized candidate by FSC is recommended to the Chair of Executive Council (COEC) for appointment.

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 Chair of the Executive Council 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 of Academics, 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 the probationary performance status report of the newly appointed Faculty Member based on the evaluation of FFRC report and his own evaluation, based on formal and informal inputs received.

Step-9: Based on the Dean's report about the probationer HRD issues letter of confirmation signed by the COEC.

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. FACULTY 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 and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

Full Time Faculty – MBA

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.

- e. **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 fifteen 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 four referred publication and three reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to Academic Institution and society.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Professor	15	4+3

- a. **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 three 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.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Associate Professor	10	3+2

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.

OTHER CATEGORIES:-

3. 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.

ADJUNCT FACULTY

- iii. **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.
- iv. **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: Adjunct 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.

C. 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 Administration Department. The particulars of same are as follows:

e. Full Time Faculty - MBA

Designation	Teaching Load/ week	Contact hrs. for 3 credit in a semester	Advising hrs.	Remaining hrs. in a week	
				Academic Activities	Administrative Activities
Professor	9 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & Administrative activities
Associate Professor	9 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities

f. Visiting Faculty (International)- MBA

S. No	Particulars	Credit Hours/Semester
1	Visiting Faculty (International)	9

g. Adjunct Faculty - MBA

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Semester	6-9
2	Adjunct Faculty-Part Time	3

h. SUMMER TEACHING LOAD - MBA (WEEKDAYS & WEEKEND)

Full time Faculty members are required to complete 18 credits at the position of Associate Professor till Professor Level. Full time Faculty is eligible to teach additional courses during summer semester for which they are additionally remunerated for additional courses offered during summer semester. Faculty Members joining in spring or summer semester can be allotted summer courses, whereas they will not be eligible for any additional remuneration for summer semester because the minimum teaching credits are not completed as mentioned above.

Note: Please refer to "Summer Teaching Load – MBA" for further details.

D. CONTRACTS

ii. Terms of Contract

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.

e. Format of Contract

The contract of appointment for the respective positions includes the following:

- Job title of appointment
- Grade

- c. Salary structure
- d. Benefits
- e. Duration of Contract
- f. Working Hours
- g. Notice period
- h. Probation period
- i. 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 six months prior to the expiry of the contract.

f. 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 EC Members to the COEC. Decisions regarding possible renewal/ non-renewal of the initial contracts are sent to Faculty Members at least six months before the end of the existing contract.

g. Gratuity

Gratuity will be paid as per UAE law.

h. Renewal and Non-Renewal of the Contract

The process of renewing term contract is initiated six months before the maturity of contract. Based on FES performance evaluation for the existing contract period and other parameters mentioned in the separation policy, 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. If the Faculty Member 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 (Also Refer "Separation Policy & Procedure" for non-renewal of contract).

COEC reviews the personal file & based on FES Committee recommendation 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.

E. VISA APPLICATION & OTHER REQUIRED PROCEDURES

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 HR Department can recommend visa renewals for limited period for 1 or 2 years if the contract period is closer to expiry). 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 the contract or SUC terminates the contract due to conditions mentioned under separation policy and procedure (*refers to "Separation Policy" for details*), 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.

vii. NEW VISA

- d. The SUC grants work visa to Full Time Faculty and Visiting Faculty (International). 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.
- e. 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.
- f. 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".

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.

viii. MEDICAL REPORT

- b. After joining SUC Faculty Member should submit original visa and original passport to HRD.
- d. 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.
- e. Faculty Member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.
- f. 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

ix. RESIDENCE VISA FOR FAMILY

- h. Attested Marriage certificate
- i. No objection letter from the sponsor
- j. Forms to be filled and signed by sponsor
- k. Relevant skilled certificates/ Degree (Attested)
- l. Copy of Passport of family
- m. Copy of passport/ Residency permit of sponsor
- n. Tenancy Contract

Note: Faculty Member themselves have to process the above and bear the expense for family visa. However guidance can be taken from PRO.

x. FOR FACULTYMEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTION/ORGANIZATIONS

- f. 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.
- g. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
- h. Faculty Member will be required to fill in personal details form which contains information related to processing of residence visa.
- i. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
- j. 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".

xi. RENEWAL OR NON RENEWAL OF THE VISA

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.

- a. 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. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket has to be borne by the candidate.

xii. 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. FACULTY PERSONAL FILE

SUC maintains a personal file on each Faculty Member based on the information provided by the Faculty. The personal file also contains the progressive record of the individual and it is updated on a yearly basis for any references. It is the responsibility of the faculty member to notify the changes for updating 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:

- a. Employee Information Form
- b. Pre recruitment correspondence
- c. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
- d. Copy of Employment Contract with subsequent annual increment letters
- e. Copy of Confirmation Letter
- f. Copies of Certificates of Faculty Development Program
- g. Copies of Certificates of Conference Participation, Scholarly Work/ Publications
- h. Performance Evaluation Records
- i. Appreciation, Awards & Achievements
- j. Warning letters or any other letter issued to the Faculty Member
- k. Leave & Air Ticket Records
- l. Grievance Records
- m. Medical Insurance Records of self and family
- n. Passport and Visa Related Documents
- o. Miscellaneous Documents

G. RELOCATION SUPPORT

v. ACCOMMODATION

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Faculty/Staff recruited from outside of UAE.

Note: Please refer to “*Initial Accommodation Policy*” for further details

vi. EMPLOYEE LOANS

SUC provides financial support in the form of salary loan at the time of joining for miscellaneous expenses such as residence & the purchase of personal household items to Faculty recruited from outside of the UAE.

Note: Please refer to “*Employee Loans Policy*” for further details.

vii. OFFICE & SUPPLIES ALLOCATION

Faculty Members are allocated offices prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

viii. SUC ID & BUSINESS CARDS

A new Faculty Member will receive an SUC Identification Card as soon as his visa is already stamped. Identification Card can be obtained in the Administration Department. The card is the bearer’s official University Identification and should be carried at all times. The card is non-transferable and is property of Skyline University College and should be returned to the HRD upon expiration and termination of employment. Loss of the SUC ID should be reported immediately to Administration and HRD. Upon joining, the University also provides Business Card for newly hired Full Time Faculty Members and existing Full time Faculty Members. Prior approval should be taken from HRD for any additional information to be added on the Business Card.

H. 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.

Note: Please refer to "Orientation Policy" for further details.

I. FACULTY ROLE AND RESPONSIBILITIES

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.

Note: Please refer to "Faculty Roles and Responsibilities" for further details.

i. FACULTY OUTSIDE ACTIVITIES:

a. 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 prior to the leave as well as submit the report. In case of non-approval from HR the same is not acceptable and is subject to disciplinary action as per policy.

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.

b. OUTSIDE EMPLOYMENT

Full-time Faculty Members are not allowed to be employed/teach in any other institution. Outside employment is considered as Breach of Contract.

c. MANAGEMENT DEVELOPMENT PROGRAMS / CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs /engage in Consultancy work for the general public, government organizations, semi government and private organizations in the region.

The organizing Committee / team of the MDP / Consultants may select MDP programs / Consultancy services and experts from within SUC or outside to design and deliver customized management development programs or execute consultancy works. This is encouraged by SUC in order to develop a professional relationship with the industry and provide an opportunity for the faculty member to explore the expertise in the areas of specialization and add value to the reputation of SUC in the Community.

Note: Please refer to “Management Development Program / Consultancy Work” for further details.

J. PROBATION PERIOD

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.

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. Review of Teaching Effectiveness (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
- e. Observation and Informal feedback from various Departments.
- f. EC Report
- g. Dean recommendation report(Based on above mentioned feedbacks)
- h. HRD forwards the recommendation to the COEC for approval/ rejection.
- i. Based on approval/ rejection by the COEC HR calls a meeting for the 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.

iii. **Terms & Conditions during Probation Period**

- h. All Faculty Members are hired on probation for the first six months of their employment.
- i. During the Probation period the newly hired Faculty Member will be entitled to all paid Government Holidays and Health Insurance scheme.
- j. The Faculty Member must complete the Probation period successfully to be eligible for the SUC Benefit
- k. 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 the Dean. In which case the Probation period will be extended by the period of leave taken.
- l. Confirmation of probationer is based on the Dean 'sand EC recommendation which in turn is based on various feedbacks.
- m. On confirmation, the Faculty Member is eligible for all benefits from the date of appointment.
- n. In some cases confirmation is on conditional basis where Faculty Member is given for a maximum of additional one semester after the Probation period. This is to facilitate further counseling for improving overall performance and adherence to the SUC Requirements. Please note no benefits will be applicable to the faculty member in case there is a conditional confirmation/ extension of probation.

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.

2. COMPENSATION & BENEFITS

A. SALARY 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:

- i. Basic Salary
- ii. Social Allowance
- iii. Accommodation Allowance
- iv. Administrative Allowance (If applicable)
- v. 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

c. 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 h 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.

d. DISBURSEMENT OF SALARIES

All salaries for Full Time Faculty Members are transferred to their bank accounts normally by 25th of each month. For New Faculty Members the cash salary is paid by 01st of the following month. For Semester /Part Time

Faculty Members the salary is disbursed on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from HR & Dean.

B. OTHER COMPENSATION

i. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits on payment apart from the normal teaching load as mentioned in the Faculty teaching load. Please refer to *“Additional Credit Hours Policy”* for further details.

ii. DISSERTATION GUIDANCE PAYMENT 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: Please refer to “Dissertation Guidance & Payment Policy” for further details.

3. EMPLOYEE BENEFITS

A. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member’s date of joining. Faculty members are picked and dropped from common pickup points to SUC 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 additional support and is not the part of individual’s package. Reimbursement of any kind of transportation is not allowed unless it is pre-approved by HRD.

B. MEDICAL INSURANCE

SUC provides the entire Full Time Faculty members Full Time Faculty Members and their eligible dependents with medical insurance coverage. 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. Medical Insurance is applicable for Visiting Faculty Members (International).

C. AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

Faculty Members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

Note: Please refer to "General Rules and Regulations for Air Ticket Policy" for further details.

D. 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.

Note: Please refer to "Furniture Allowance Policy" for further details.

4. WORKING HOURS & LEAVE POLICY

d. STANDARD WORK HOURS

2. FULL TIME FACULTY - MBA

The SUC observes 40 hour work schedule on a weekly basis (any 5 days in a week including weekend) 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

Evening: 05:00 pm to 08:30 OR 06:00 pm to 09:30pm OR 06:30 pm to 10:00 pm

The Faculty Members may avail straight working hrs. from 09:00 am to 05:00pm or 02:00 pm to 10:00 pm which is as per the schedule issued and approved by the HR.

Faculty Member willing to alter work timings are required to do it after due approval from HOA 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: Please refer to "Faculty Working Hours Policy" for additional information.

e. LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

TYPES	LEAVES
h. Annual Leave	40 days within the Academic year
i. Sick Leave	45 days continuous or interrupted in 1 year
j. Maternity leave	45 days
k. Academic Leave	7 days
l. Compassionate Leave	3 days
m. Birthday/Anniversary	Halfway
n. Religious Leave	Halfway

Note: Please refer to "Leave Eligibility Policy" for additional information.

f. 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.

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 the Human Resource Department their date and timing of resumption of duty by an e-mail.

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.

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 Year's Day
- Prophets Birthday
- IsraWal 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

5. EMPLOYEE MOTIVATIONS, SATISFACTIONS & RETENTION

A. FACULTY EVALUATION SYSTEM

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: Please refer Faculty Evaluation System Manual-MBA for further details

B. 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 conferences and scholarly works organized by academic and professional bodies. This participation is subject to recommendation and approvals as per the process.

Note: Please refer to "Faculty Conference & Research Publication Fund" for further details.

C. FACULTY PROMOTION

SUC Faculty 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. A Faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance and should meet the Goal achievement requirement to the satisfaction of FES committee continuously for Three years. 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 new vacancy/vacancies which arise will be filled as per the faculty search process wherein the internal faculty may apply for the post and will have to compete with the external candidates for selection. The SUC policy follows the

Faculty grade ratio as specified in “FACULTY SEARCH & APPOINTMENTS” section.

Note: Please refer to “Faculty Evaluation Manual” for further details on Faculty Promotion.

D. FACULTY AWARDS & 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**.

Full Time Faculty

The Awards to the Faculty Members are given in three categories bases on annual FES:

- e. Overall Excellence in Academics
- f. Excellence in Teaching Effectiveness
- g. Excellence in Research
- h. Excellence in Services

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

- d. The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
- e. To establish the contribution to SUC the top four Faculty Members will be invited for a presentation/ interview.
- f. The FES committee will decide the Faculty for the award after the interview.

Adjunct Faculty

The Award to the Adjunct Faculty Members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

- Best Adjunct Faculty Member

6. SUMMER TEACHING LOAD (WEEKDAYS & WEEKEND)

FULL TIME FACULTY - MBA

Full time Faculty members are required to complete 18 credits at the position of Associate Professor till Professor Level. Full time Faculty is eligible to teach additional courses during summer semester for which they are additionally remunerated for additional courses offered during summer semester. Faculty

Members joining in spring or summer semester can be allotted summer courses, whereas they will not be eligible for any additional remuneration for summer semester because the minimum teaching credits are not completed as mentioned above.

In some cases, if the Faculty members are allocated less credits in an Academic Year due to non-availability of courses during particular semester, then Faculty member are required to teach summer courses to complete the required 18 credits, therefore the summer courses are not considered as additional teaching load hence the remuneration for the same will not be applicable.

The remuneration for summer is mentioned in the below table.

Particulars	No. of Credits	Remuneration
Weekdays	3 credits	AED 4,000
Weekend	3 credits	AED 12,500

Note:

1. MBA Weekend classes are offered on a quarter systems of nine weeks.
2. EC Members and Faculty with administrative position are remunerated as per the above policy depending on the level they teach (BBA / MBA) however the number of credit hours they are required to teach is based on the teaching load allocated to them as per the HR policy procedure manual

7. INITIAL ACCOMODATION POLICY

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Faculty Member recruited from outside of UAE. On second month the Faculty Member will be charged 50% of the Accommodation allowance. In case the process of visa approval is taking time, the Faculty member may be allowed to stay for an additional month in Hostel Apartment for which the Hostel charges of AED 3,000/- will be deducted from the salary. Once the visa is stamped, the Faculty member needs to vacate the Hostel to make room for others.

Incase Hostel Apartment is not available the Faculty Member will be provided with the details of approved list of Hotels in Sharjah, and facilitate in shifting to the Hotel accommodation. The payment for the same will have to be borne by the Faculty member.

The accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

8. EMPLOYEE LOANS

A. SETTLING DOWN LOAN POLICY

SUC provides salary advance for settling down for miscellaneous expenses such as residence & the purchase of personal household items to faculty recruited from outside of the UAE.

- v. An advance amount totaling to one and half month salary is granted on request to meet the initial expenses for faculty recruited from outside UAE.
- vi. On the day of joining 25% of salary which will be given to meet the contingency expenses, remaining 75% will be paid after the visa is stamped.
- vii. The amount given as advance will be deducted @15% of loan amount from the second month onwards.
- viii. In case the Faculty Member resigns or the probation is not confirmed, the balance of settling down loan will have to be repaid to SUC with the immediate next salary.

B. SALARY ADVANCE (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one month salary advance every Academic Year and are subjected to following terms & conditions:

- ii. SUC Employees can avail one month salary advance once in Academic year and is deductible in the same month.

C. SALARY LOAN (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

- i. The amount given as loan will be deducted @15% from the second month onwards
- ii. If the Faculty Members has availed settling down loan, a request for the loan can be forwarded only after repayment of the same after a gap of one year.
- iii. Faculty Members who has collected salary undertaking letter 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 the Faculty member has taken is duly paid.
- iv. Faculty Members is required to submit their original passport to HRD before the loan is sanctioned.

D. FACULTY LOAN AGAINST GRATUITY POLICY

Faculty Members are eligible Loan against where they have completed more than 7 yrs of services. The criteria for the Loan Against Gratuity is on the following conditions:

Criteria for availing Gratuity Loan:

- i. Purchase of land / house/ flats in the home country
- ii. Emergency medical treatment
- iii. Children's higher education
- iv. Children's migration
- v. Fixed deposits
- vi. Marriage of Children

Procedure for availing the Loan Against Gratuity are as follows:

- i. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
- ii. 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.
- iii. Faculty Members 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.
- iv. Approval of loan is based will be the sole discretion of the management.
- v. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
- vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
- vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
- viii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
- ix. The Faculty Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.
- x. 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 Members.

- x. Faculty Members 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.
- xi. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
- xii. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emergency contingency.
- xiii. 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.

9. ORIENTATION POLICY

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:

- a. Enable new Faculty Member to settle down as soon as possible in the multicultural work environment.
- b. Enable to build relationships and rapport with colleagues.
- c. Understand the scope of academic responsibilities of the position.
- d. 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 like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
- 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

The **Dean** Orientation covers the following:

- i. Overall SUC philosophy
- ii. Introduction of Skyline University College
- iii. Goals for the Academic Year
- iv. Mission, Goal, Purpose for the Academic Year
- v. SUC Organizational Structure (Academic & Academic Support Services)
- vi. BBA & MBA Academic Programs
- vii. Diversity Ratio
- viii. Communication flows, Reporting systems, Inter-Departmental coordination
- ix. Work Culture and Basic system
- x. Confidentiality & Conflict of Interest
- xi. Initial Assignment & Necessary Training
- xii. Work Rules, Regulations & Departmental Mission Statement
- xiii. Overall Academic and Academic Support Services Procedures and Guidelines.
- xiv. Departmental Communication channels like Academic & Academic Support Services Meetings, SUC Calendars, Feedback Mechanism etc.
- xv. Oversee of Academic & Academic Support Services of SUC.
- xvi. Establish what is expected of you during the forthcoming year, or for the period of your contract.

The **HOA** Orientation covers the following:

- i. Academic Roles & Responsibilities (Job Description)
 - Full Time Faculty & Adjunct Faculty
 - Administrative Duties
- ii. Faculty Teaching Load and Additional Credit Load
- iii. Course Allocation and Completion
- iv. Review of Assessment Entry - BBA & MBA
- v. Review and Approval of Academic CDP's
- vi. Internship and Internship Projects
- vii. Dissertation
- viii. Direct Study
- ix. Faculty Invigilation Schedule

- x. Academic Orientation for new intake students under BBA & MBA Programs

The **HQA** Orientation covers the following:

- i. Explaining Institutional effectiveness
- ii. Academic Quality and Teaching Effectiveness
- iii. Course Delivery Package (CDP) and Course Assessment Tools
- iv. Teaching Methodologies, Nature of SUC Student Community
- v. Appraisal System (FES) covering Teaching effectiveness, Scholarly activities and Services to Community, Academic Support Evaluation & Advisory.

The **Registrar** Orientation covers the following:

- i. Registration
- ii. Administration
- iii. Examination
- iv. Student Services
- v. Centre for Professional Development
- vi. English Language Centre
- vii. Sports and Health Services

The Faculty Member will be oriented in details by the various functional Departmental Heads such as:

- iii. Computing Department
- iv. Library Department

The new Faculty Member, Dean, HOA, HQA, Registrar 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.

10. FACULTY ROLES AND RESPONSIBILITIES

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 failing which will be treated as breach of contract and necessary disciplinary action will be initiated.

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.

F. RESPONSIBILITIES 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. The same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.
- Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. If any such incident will

be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till then.

G. RESPONSIBILITIES TOWARDS SUC

PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all Faculty Members must subscribe 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 show 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.
- iii. The Faculty member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.
- iv. The Faculty member agrees to obey promptly all directions and lawful orders given by the Dean or his nominee.
- v. The Faculty member shall not at any time whether during or after the termination of the agreement impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Dean or his nominee in so far as may be required by a court of competent jurisdiction. The Faculty member shall uphold the interest of SUC to the best of ability and shall do nothing to prejudice them at any time whether during or termination of agreement.

- vi. In case of termination of his services, the Faculty member will not take up any employment or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.
- vii. The Faculty Member's job profile includes additional administrative duties, maintaining students, academic and other records physically and in system, allocate time for solving student problems related to the subject, invigilation duties, as well as advising services to the allocated students. In addition to the allocated teaching hours faculty is required to carry all other administrative task allocated.
- viii. The Faculty Member are required to follow the established Faculty Evaluation System of the SUC, Meeting the deadlines based on the Academic Calendars, submission of course files and course teaching allocated on each semesters.
- ix. To maintain regular communication with the Group Leader, HOA and Dean of SUC.
- x. To be familiar with the SUC Policies and Procedures and abide by them at all times.
- xi. The SUC provides Academic Calendar, and reserves the right to postpone, amend, or cancel classes if the minimum class size policy is not met by giving an appropriate notification in advance. In this case the allocated courses will be changed on prior notice.
- xii. All copyrights and/or design rights in any work created in the course of or under this agreement shall belong to SUC.
- xiii. The Faculty Member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.
- xiv. Faculty members are discouraged to defame colleagues or involve in any act of disparaging SUC.
- xv. Faculty members are required to participate in activities in promoting SUC which includes plan and conduct of Seminars and workshops and participates in exhibitions as assigned by the Dean from time to time.

H. NON DISCRIMINATORY APPROACH

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, and position in any of its programs, activities, contracts, in human resources & 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 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.

iv. 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:

v. 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.

vi. 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.

J. 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.

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 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.

K. INTELLECTUAL PROPERTY

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 EC. 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.

11. MANAGEMENT DEVELOPMENT PROGRAM / CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs /engage in Consultancy work for the general public, government organizations, semi government and private organizations in the region.

The organizing Committee / team of the MDP / Consultants may select MDP programs / Consultancy services and experts from within SUC or outside to design and deliver customized management development programs or execute consultancy works. This is encouraged by SUC in order to develop a professional relationship with the industry and provide an opportunity for the faculty member to explore the expertise in the areas of specialization and add value to the reputation of SUC in the Community.

OBJECTIVES:

1. To identify areas of training / consultancy works in management required for business in the region
2. To develop the courseware for the programs and conduct the program / execute consultancy work.
3. To provide forum to faculty to enhance and develop their professional skills in training
4. To develop a profit centre within the organization
5. To negotiate the financial proposals with the clients
6. To submit completion report and disbursement statement.

POLICIES RELATED TO MDP:

INTELLECTUAL PROPERTY:

4. The course materials designed and developed by the trainer will be the intellectual property of the concerned faculty and SUC.
5. The consultancy work submitted and the permission to use the data / report for the academic use will be the property of SUC.
6. The use of material / report developed by any stakeholder should be with the consent of all concerned.

PROCEDURE FOR CONDUCTING MDP / CONSULTANCY WORK:

- i. Before the start of the MDP / Consultancy a detailed proposal must be submitted to the Committee containing the proposed activity along with budget.
- ii. The Committee submits the proposal to HOA for seeking necessary approval.
- iii. On receiving approval from the HOA and the same is submitted to DEAN, the execution shall be carried out as per the proposed plan.
- iv. The initial expenses for promoting the MDP / negotiating consultancy work shall be undertaken by SUC.
- v. All financial transactions relating to MDP / Consultancy work shall be under aegis of Finance Department of SUC.
- vi. An amount of 10 percent of the net revenues will be recovered as indirect expenses for the utilization of SUC facility.
- vii. All direct expenses incurred for the MDP / Consultancy work shall be deducted from the net revenue.
- viii. MDP Committee will be paid an amount equivalent to 10% of the net profit after deducting above mentioned expenses for the training programs.
- ix. After payment to MDP committee the net profit will be divided 50:50 between trainer and SUC.
- x. In case of external resource person is engaged the payment made to the resource person will be deducted as direct expense. In this case the remaining amount from above mentioned trainer fee will be forwarded to MDP committee fund as a fund for future MDP programs.
- xi. The distribution of revenues received from commercial consultancy assigned by SUC will be shared in the ratio of 50% to SUC and 50% to the faculty member.
- xii. The distribution of revenues received from commercial consultancy received by the faculty will be shared in the ratio of 20% to SUC and 80% to the Faculty member.

12. ADDITIONAL CREDIT HOURS POLICY

The normal teaching load of a full-time faculty member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 12 credit hours at the undergraduate level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKDAYS)

ADDITIONAL CREDIT - FACULTY REMUNERATION
TOTAL HOURS : 45 sessions (Including Examination Duty)
CLASS TIMINGS: Sunday to Thursday
Morning: 0900 hrs. to 1230 hrs.
Evening: 1900 hrs. to 2200 hrs.
PAYMENT/COURSE: AED 9,500(MBA)

NOTE:

- i. Additional Credit will be allocated to the faculty by Administration with the approval from Dean.
- ii. Contract will be applicable with the commencement of classes.
- iii. Course includes the examination invigilation duty as well.
- iv. Payment for the course will be done only after final clearance for the allocated course.
- v. Faculty Member Payment will be at the end of semester.

ADDITIONAL CREDIT REMUNERATION (WEEKEND)

ADDITIONAL CREDIT - FACULTY REMUNERATION
TOTAL HOURS : 45 sessions (Including Examination Duty)
CLASS TIMINGS: Friday and Saturday
Morning: 0900 hrs. to 1830 hrs.
PAYMENT/COURSE: AED 12,500.00 (MBA)

NOTE:

- vii. Additional Credit will be allocated to the faculty by Administration with the approval from Dean.
- viii. Contract will be applicable with the commencement of classes.

- ix. Course includes the examination invigilation duty as well.
- x. Payment for the course will be done only after final clearance for the allocated course.
- xi. Faculty Member Payment will be at the end of semester.

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
8 X 3	24	6	30	2	1500	3000
4 X 3	12	3	15	1	1500	1500

13. DISSERTATION GUIDANCE & PAYMENT POLICY

Dissertation guidance is an integral part of the program of study in the curriculum. The 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:

1. Supervisors will be allocated by the Dean and communicated by the Administration Department in the form of the course allocation schedule.
2. The Supervisor is responsible to enter the attendance in the ERP system.
3. Group meeting schedules of students for the dissertation shall be prepared by the Administration in consultation with the Supervisor.

In case if a Faculty member is allocated dissertation guidance supervision in an Academic year on and above the regular teaching load of 24 credits is eligible for additional remuneration for the dissertation guidance as per the table mentioned above. If the teaching load credit hours is less than 24 credits then the dissertation payments will be calculated after adjusting the required 24 credits hours and the difference will be paid.

14. AIR TICKET POLICY

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. The HR Department will intimate faculty members in advance to inform about the booking date so that the Finance Department can book tickets in advance

1. Faculty 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 Faculty 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. Faculty 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 Faculty 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 residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE.
4. Faculty members and their families shall be eligible to economy class air ticket only.
5. All the Faculty 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 Faculty, after the ticket is booked shall be borne by Faculty member themselves.
7. The destination of travel for Faculty will be considered as per the address in passport. 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 - which ever being the lesser amount shall be reimbursed to the employees.
8. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.
9. 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.

As per Labor Law Faculty member resigning from the services is not eligible for any pending tickets

15. FURNITURE ALLOWANCE POLICY

DESIGNATIONS	AMOUNT
LECTURE	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

NOTES:-

- i. 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 mentioned in the table above and subsequently 20% of initial amount is paid as maintenance allowance annually after completion of four years from initial payment.
- ii. 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
- iii. In case the faculty member is promoted to the next level, 20% maintenance allowance will be calculated as per the eligibility of furniture allowance in the respective category.
- iv. Faculty Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Faculty member is on conditional basis, the furniture allowance will not be applicable.
- v. 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.

16. FACULTY WORKING HOURS

- The SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-

SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	05:00	08:30
SPLIT	9:00	1:30	06:00	09:30
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

- It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- Faculty Member willing to alter work timings are required to do it after due approval from HOA/HRD.
- For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty is also required to submit report of the proceeding of meeting to HOA and HR.
- Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
- Any Flexibility or provision of working from home is permitted on case to case basis and details of same are to be sent to HOA/HRD for approval.
- All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.
- Absence from SUC without intimation or prior approval will be considered as unauthorized leave and should give formal explanation and will be deducted from eligible annual leave.
- Faculty Members are expected to adhere to office timings. Faculty reporting for duty after the commencement of business hours and also leaving before office closing time will be treated as late-coming/Early going and will amount to short of 40 hours' work timings. In case the attendance is short by up to 4 hours, ½ day leave will be deducted and if it is more than 4 hours, one day leave will be deducted, based on available annual leaves.
- Faculty will be eligible to take 4 hours in a month to finish their personal work in one go or split into a maximum of 2 days (2 hours in each day) in a month. Exceeding the 4 hours the faculty may avail a day's leave by duly filling up the leave form.

17. FACULTY LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

TYPES	LEAVES
h. Annual Leave	40 days within the Academic year
i. Sick Leave	45 days continuous or interrupted in 1 year
j. Maternity leave	45 days
k. Academic Leave	7 days
l. Compassionate Leave	3 days
m. Birthday/Anniversary	Halfway
n. Religious Leave	Halfway

a. 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 or as per the University approved calendar Guidelines based on the University Calendar 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. Leave not as per University Guidelines will accommodate only for emergency purposes and should have prior approval from the HOA and HRD. 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 short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short 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.

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.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

b. 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

c. 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. During probation period no maternity benefits will be applicable.

d. Academic Leave

Faculty Members are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HR Department with prior approval by the HOA.

e. Compassionate Leave

Faculty Members may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate Family Member (defined as spouse, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

f. Birthday/ Anniversary Leave

An Employee on the day of his / her Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees Birthday or Anniversary day and not on any other day. The date of Birth and Anniversary day shall be as per the records maintained by the HR and any changes should be submitted to HR before 15th Sept.

g. Religious Leave

Faculty Members are entitled for half day leaves twice in an Academic Year to celebrate their religious festivals. The details of the same should be submitted to HR before 15th September.

h. Unauthorized Absence

Faculty Members absent from duty without prior information will be considered as unauthorized absence. In case of such unauthorized absence the following conditions apply:

- i. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
- ii. 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:

- vii. 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 Head HR.
- viii. To initiate leave applications and follow the leave approval procedure of SUC
- ix. To return from leave on the due date
- x. 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.
- xi. To inform through email or in person to HRD when he/she resumes duty
- xii. 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.

i. PAID ANNUAL LEAVE SALARY

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

Payment for accrued leave salary can be taken by the Faculty Member during an Academic Year. 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 to the Human Resource Department their date and timing of resumption of duty by an e-mail.

18. ISSUANCE & RETENTION OF PASSPORT POLICY

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.

- i. 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.
- ii. The passport must be returned to the SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.
- iii. 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.

- iv. Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the Faculty Member.

PASSPORT RETENTION POLICY

After the processing of the employment visa, the passport may be retained by the Faculty & Staff member (except for HRD & Finance Department staff) after fulfilling the below mentioned criteria and filling the Passport Retaining Form available with the HRD/ portal and completing the criteria relating to the same.

- i. Faculty & Staff member retaining their passport will submit the passport to HRD as and when required by the SUC for official purposes.
- ii. Faculty & Staff 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.)
- iii. Faculty & Staff member retaining their passport must have an amount of at least AED 3,000/, credit accumulated towards their 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 accumulated for the Faculty & Staff member reaches AED 3,000/ the amount deposited with the Finance Department along with the passport will be given to the employee or if the employee leaves the organization prior, the amount paid by the employee under this policy would be refunded duly.
- iv. If the Faculty & Staff member wishes to retain the passport with the SUC, the same can be withdrawn from 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.
- v. Faculty & Staff 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.
- vi. Faculty & Staff member retaining their passport will be eligible for salary advances or loans from the SUC only after submission of their original passport to HRD.

19. GRIEVANCE POLICY & PROCEDURE

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 Executive Council Members. All other Faculty Members may seek redressal through this process.

B. Grievance Policy

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

h. 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.

i. 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.

j. 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.

k. 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.

1. **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.

m. **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.

n. 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.

20. DISCIPLINARY POLICY & PROCEDURE

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:

- i. Dereliction of responsibilities
- ii. Indiscipline or Misconduct
- iii. 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.

d. 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:

- i. Failure to produce a sufficient quantity of work,
- ii. Failure to produce work of acceptable quality,
- iii. Failure to produce accurate work,
- iv. Failure to produce work on time,
- v. Poor manner of work performance,
- vi. 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.

e. 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:

- i. Violence or other aggressive or disruptive behaviors,
- ii. Illegal activities,
- iii. Willful violations of Federal/State law or regulations or SUC policies
- iv. Insubordination,
- v. Misuse of SUC property,
- vi. Refusal or failure to carry out reasonable instructions
- vii. Smoking in non-designated areas
- viii. Distribution of unauthorized pamphlets or literature
- ix. Breach of any of the SUC regulations
- x. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
- xi. Gambling in the premises

- xii. Failure to maintain/obtain credentials or the falsification of credentials, or
- xiii. Professional misconduct.

f. Gross Misconduct

Gross Misconduct occurs when a Faculty Member's actions (or inaction):

- i. 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
- ii. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
- iii. Theft of SUC property
- iv. Criminal offence
- v. Creating negative influence on others
- vi. Instigating other staff members against policy
- vii. Indecent conduct
- viii. Taking any other paid employment or remunerative activity
- ix. Reporting for duty whilst under the influence of alcohol or drugs
- x. Acts of incitement
- xi. Harassment or actual acts of discrimination
- xii. Breach of duty regarding confidential information
- xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
- xiv. Taking gifts or favors from the employees to tilt the decision in their favor.
- xv. Failure to declare an interest which may be contrary to the best interests of the SUC.
- xvi. Disrespecting colleagues, senior management or staff.
- xvii. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till then.

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 than the Committee one more Faculty Member may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

a. 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.

b. 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.

c. 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.

d. 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. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other 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.

e. 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 COEC.

21. FACULTY CONFERENCE & RESEARCH FUND

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.

a. Faculty Proposals for Project Fund:

A Faculty should complete at-least one year of continuous service with the SUC to be eligible for the above facility. Research Fund can be used for surveys, collection of data and memberships in professional organization. Such fund will be applicable to minimum of one in two academic years

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 : Dhs570/-
Per Diem allowance per day Dhs60/- 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 : Dhs750/-
Per Diem allowance per day Dhs500/- 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 : Dhs950/-
Per Diem allowance per day Dhs850/- 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: 5,000/-
Participation Fees : Dhs 1,400/-
Per Diem allowance per day Dhs1,200/- 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

RESEARCH PUBLICATION FUND

Criteria:	
A	A Faculty should complete at-least one year of continuous service with the SUC to be eligible for the above facility
B	A faculty member must have published at least one research paper in the peer reviewed journal and one Conference Participation during the period of two years' time.
c	Research Fund can be used for surveys, collection of data and memberships in professional organization.
PUBLICATION IN PEER REVIEWED JOURNAL	
Maximum of Dhs: 1,500/- or publication fee, whichever is lower	
Such publication will be applicable to minimum of one in two academic years	

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 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.

22. SEPARATION POLICY

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. Resignation

- The contract may be terminated by the Employer without cause by giving to the other party at least one semester (16 weeks) notice or pay in lieu of notice.
- The contract may be terminated by the Faculty member by giving to the other party at least one semester (16 weeks) notice or pay in lieu of notice.

General rules:

- i. Repatriation tickets will be given only after completing 2 years of first contract period.
- ii. Faculty Member is eligible for repatriation only in case of termination. In case of resignation employer is not liable for any repatriation.
- iii. In case of visa transfer employee's subsequent employer is responsible for his repatriation.
- iv. If the Faculty Member resigns before the completion of first contract period then the initial air passage amount reimbursed to them at the time of arrival to UAE will be deducted from full & final settlement.
- v. All the visa charges will be deducted if the Faculty Member resigns within first year of initial visa with SUC. Thereafter, if the visa is renewed as per contract and if the Faculty Members wishes to terminate the agreement during the contract period, no visa charges will be deducted.

- vi. Faculty Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Faculty Member resigns from services. In case of termination Faculty Member will be eligible for pending ticket.
- vii. Faculty Members discontinuing their services with the university or vice versa before completion of first contract period, he/she has to reimburse the amount of the furniture allowance paid at pro rata bases. Further if an employee enters into a subsequent contract thereafter he will be eligible for 20% maintenance allowance annually for the furniture as per policy, however if the employees leaves thereafter in between the subsequent contract period this amount will be deducted on pro rata bases from the 20% amount paid annually.

b. Dismissal

This Contract may be terminated by the Employer without notice and forfeit of all the benefits if the Faculty member:

- i. Commits any gross or repeated breach of his/her obligations.
- ii. Is engaged on probation and is dismissed during the probationary period or on its expiry.
- iii. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
- iv. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
- v. If he/she fails to perform his/her basic duties and continues to do so despite written warning to him/her by the Dean or his nominee.
- vi. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
- vii. Is convicted of offence involving honor, honesty or public morals and order.
- viii. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
- ix. Is discovered to have made or given false statement or document to SUC.
- x. Is found under the influence of alcohol or drugs during working hours.
- xi. Is found to have defamed the SUC or the Management.
- xii. Is found to be working against policy and procedure of SUC.

Assurances

The SUC policies and procedures on Faculty dismissal ensure:

- i. The rights of the individuals are protected under these policies and procedures.
- ii. Dismissal shall not violate the rights of the individual under applicable UAE laws.

- iii. The threat of dismissal will not be used to restrain Faculty Members in exercising their academic freedom.
- iv. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
- v. The principal of natural justice and due process will be adopted to give fair chance to the Faculty Member to defend wherever applicable.

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 Faculty Member due to adequate cause requires formal notification in writing to the affected Faculty Member by the Dean. 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 COEC on recommendation of Dean. 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 its 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 COEC.

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.

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.

ii. 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.

C. 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.

D. Financial Exigency

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, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

E. 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 COEC.

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 COEC.

a. 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.

b. Faculty Handover and Clearances

In case a Faculty Member is separated from employment, the Faculty members should prepare and forward his Handover Checklist confirmed by the HOA and Head HR and approval of Dean. Along with the faculty handover, the Faculty Member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement.



كلية الأفق الجامعية
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARAJH



STAFF

1. RECRUITMENT & SELECTION

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. Staff 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. Department Head in coordination with HR and Dean plans for Staff resources requirement for the Academic Year and identified and recruit suitable candidate for the Academic Support Services position.

1. PROCESS FLOW

HR initiates the process of Staff search by following the process mentioned below:

Step-1: HOD reviews the requirement of Department based on workload and sends the Recruitment Requisition Form along with the Job Description 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

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 a formal offer letter is drafted by HRD and sent to the COE office for approval and signature.

Step-8: The approved Staff is given a four 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 will be considered by SSC before recommending confirmation/ extension/ rejection and it will be implemented by HRD with due approval from Dean.

Step-10: Confirmed Staff will be inducted as regular employee of SUC and formal confirmation letter is issued.

B. STAFF TITLES

The following are the job specification of Full Time Staff Members in SUC. The positions are filled as and when the vacancy arises as per the Department requirements. 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. Statements of qualifications are as follows:

- i. **HEAD OF THE DEPARTMENT** - The position is attained by appointment / selection from Supervisory level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have at least three plus years of experience in a University / Institution or must have work with SUC with similar experience.
- ii. **SUPERVISOR** - The position is attained by appointment / selection from Assistant level after a positive evaluation of performance and promise. An appointee to this rank must hold a Bachelor Degree. The candidate must have at least three plus years of experience in a University / Institution or must have work with SUC with similar experience.
- iii. **CLERICAL STAFF** - This position is attained by selection. The rank on this level must hold a Masters or Bachelor Degree. The candidate must have at least two plus years of experience in a University / Institution.
- iv. **SUPPORT STAFF** - This position is attained by selection. The rank on this level must hold a high school diploma and additional certificates on their chosen field. The candidate must have at least one year experience in a University / Institution.

C. CONTRACTS

i. Terms of Contract

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 and EC to the COEC 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 paid to a Staff 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. Renewal & Non-Renewal of the 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

vi. 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: Please refer to "Separation Policy & Procedure" for further details.

D. VISA APPLICATION AND OTHER REQUIRED PROCEDURES

The SUC grants work visa to permanent Academic Clerical / Support 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 2 years. The visa is extended (renewed) till the Staff Member's tenure with the SUC currently after every 2 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 two 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.

1. NEW VISA

- a. 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.
 - b. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period of 2 years. The visa is extended (renewed) till the Staff Member's tenure with the SUC currently after every 2 years.
- ❖ Documents required for processing employment visa are:
- a. 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.

- b. 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.
- c. 12 passport sizes colored photograph of the Staff Member.

2. MEDICAL REPORT

- a. After joining SUC Staff Member should submit visa page and original passport to HRD.
- b. 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.
- c. Staff Member has to undergo a medical examination with ministry of health, which will be coordinated by PRO.
- d. 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:

- a. Passport copy
- b. Photograph as per requirement
- c. Applicable Fee

3. 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.

4. FOR STAFFMEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTIONS/ORGANIZATIONS

- a. 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.
- b. The SUC will then file for Staff Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.

- c. Staff Member will be required to fill in personal details form which contains information related to processing of residence visa.
- d. The SUC will then file for Staff Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
- e. 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".

5. RENEWAL OR NON RENEWAL OF THE VISA

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 2 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 Staff Member in the process.

6. BANK ACCOUNT

SUC 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

E. STAFF PERSONAL FILE

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. Staff 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:

1. Employee Information Form
2. Pre recruitment correspondence
3. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.

4. Copy of employment contract with subsequent annual increment letters
5. Copy of Confirmation Letter
6. Copies of Certificates of Staff Development Program
7. Performance Evaluation records
8. Appreciation, Awards and Achievements
9. Warning letters or any other letter issued to the Staff Member
10. Leave and Air Ticket Record
11. Grievance Records
12. Medical Insurance records of self and family
13. Passport and Visa related documents
14. 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.

F. RELOCATION SUPPORT

i. ACCOMMODATION

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Staff Members recruited from outside of UAE.

Note: Please refer to "*Initial Accommodation Policy*" for further details

ii. SALARY ADVANCE

SUC provides financial support in the form of salary advance for miscellaneous expenses such as residence & the purchase of personal household items to Staff Members recruited from outside of the UAE.

Note: Please refer to "*Employee Loans*" for further details.

G. OFFICE & SUPPLIES ALLOCATION

Staff Members are allocated offices prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

H. SUC ID & BUSINESS CARDS

A new Staff Member will receive an SUC Identification Card as soon as his visa is already stamped. Identification Card can be obtained in the Administration Department. The card is the bearer's official University Identification and should be carried at all times. The card is non-transferable and is property of Skyline University College and should be returned to the HRD upon expiration and termination of employment. Loss of the SUC ID should be reported immediately to Administration and HRD. Upon joining, the University also provides Business Card for newly hired Full Time Staff Members and existing Full time Staff Members. Prior approval should be taken from HRD for any additional information to be added on the Business Card.

I. NEW EMPLOYMENT ORIENTATION

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:

- i. Assist new Members of Staff to settle down as soon as possible
- ii. Act as a starting point for building relationships and rapport the stakeholders
- iii. Opportunity to set standards for the role and the Department
- iv. To clearly understand statutory obligations and requirements
- v. 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.
- vi. To acquaint with the functioning of SUC in a holistic manner.

Note: Please refer to "Orientation Policy" for further details.

J. STAFF ROLE AND RESPONSIBILITIES

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.

Note: Please refer to "Staff Roles and Responsibilities" for further details.

K. PROBATION PERIOD

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 Four 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

- a. Orientation checklist during Induction and Job Expectation
- b. Observation and Informal feedback from various Departments
- c. HOD recommendation report(Based on above mentioned feedbacks)
- d. HRD forwards the recommendation to the Dean for approval/ rejection.
- e. 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.
- f. Dean recommends to COEC and signs for confirmation.

The Staff Member who is on probation is given a proper Orientation by Heads of all Administrative Departments and wherein the 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 approval. 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.

TERMS & CONDITIONS DURING PROBATION PERIOD

- i. All Staff Members are hired on probation for the first four months of their employment.
- ii. During the probationary period the new hired Staff Member will be entitled to all paid government holidays and health insurance scheme.

- iii. The Staff must complete the probationary period successfully to be eligible for the SUC benefit programs.
- iv. No paid annual leave/sick leave/Maternity 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.
- v. Confirmation of probationer is based on the Dean's recommendation which in turn is based on various feedbacks.
- vi. On confirmation the Staff Member is eligible for all benefits from the date of appointment.
- vii. In some cases conditional basis of confirmation/ extension of probation for a maximum of one (1) month after the probation period. This is to facilitate further counseling for improving overall performance.
- viii. 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.

2. COMPENSATION & BENEFITS

A. SALARY COMPENSATION

A competitive 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:

- a. Basic Salary
- b. Social Allowance
- c. Accommodation Allowance
- d. Benefits

B. 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.

C. OTHER COMPENSATION

ADDITIONAL WEEKEND DUTY

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 of the University.

Note: Please refer "*Weekend Academic Support Services Remuneration*" for further details.

3. EMPLOYEE BENEFITS

A. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to staff members staying within the Emirate of Sharjah of. Staff members are picked and dropped from common pickup points to SUC in both the shifts. Staff member's willing to avail the service of transportation should fill the "**Transport Availing Form**" with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:

1. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.
2. Pickup and drop locations are decided by driver & head of finance department and approved by Head HR 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.

B. MEDICAL INSURANCE

SUC provides its Staff members are Medical Insurance Policy as per the below mentioned:

Assistant Manager and above: Staff members under this grade and above are entitled for insurance cover for themselves and eligible dependents. 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.

Head of Departments: Head of departments irrespective of their grade are eligible for insurance cover for themselves and eligible dependents. 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.

Supervisory, Clerical and Technical & Support Staff: Staff members under this grade are entitled for insurance cover for self annually.

C. AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

Staff Members are entitled for air tickets as per the below mentioned:

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.

Supervisory: Staff Members under this grade are entitled to Annual airline tickets for themselves to first port of entry in home country.

Clerical Staff: Staff Members under this grade are entitled to annual Airline Tickets for themselves once they attained CL10 level and below level will be eligible for Air Ticket once in two years to first port of entry in home country.

Support Staff: Staff Members under this grade are entitled to airline tickets for themselves once in two years to first port of entry in home country.

Note: Please refer to "General Rules and Regulations for Air Ticket" for further details.

4. STAFF WORKING HOURS POLICY

The College observes 48 hour 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.

- a. 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.
- b. 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.
- c. 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.
- d. 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.
- e. Reporting late to office or absence from office without information or pre approval may result in disciplinary action.
- f. During Ramadan SUC observe timings as per guidelines of UAE government.
- g. The decision to close the SUC other than official holidays, alter basic workweek or standard work hours rests with the Dean or his nominee.
- h. Unless an official information regarding a holiday is not communicated to an employee it is considered the SUC is working

5. STAFF LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

TYPES OF LEAVE	
o. Annual Leave	30 days within the Academic year
p. Sick Leave	45 days continuous or interrupted in 1 year
q. Maternity leave	45 days
r. Compassionate Leave	3 days
s. Birthday/Anniversary	Halfway
t. Religious Leave	Halfway

a. Earned Annual Leave

- 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.
- 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.
- 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.
- 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.
- Staff Member can avail only accrued leaves per Academic year.

- 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 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.
- 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.
- 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.
- 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.

b. 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:

- Ministry of foreign affairs of that country
- UAE embassy located in that country
- 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 shall not be entitled to any paid sick leave during the probation period.

Sick Pay Leave:

- First 15 days : Full pay
- Next 30 days : Half
- Any subsequent periods : Without pay

c. 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. During probation period no maternity benefits will be applicable

d. Compassionate Leave

Staff may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate family Member (defined as spouse or civil partner, partner, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

e. Birthday / Anniversary Leave

An Employee on the day of his / her Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees or Anniversary day and not on any other day. The date of Birth and Anniversary day shall be as per the records maintained in the HR.

f. Religious Leave

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

g. Unauthorized Leave

Staff Members availing unauthorized leave without information to HRD:

- For 7 intermittent days in a month - service will be subject to Summary termination.
- 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 the Staff

The Staff Members are responsible of the following:

- i. To submit leave application before proceeding for the leave.
- ii. To return from leave on the due date.
- iii. 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.
- iv. 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.

1. PAID ANNUAL LEAVES & LEAVE SALARY

All the Academic Support 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 if 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.

6. EMPLOYEE MOTIVATIONS, SATISFACTIONS & RETENTION

A. STAFF EVALUATION SYSTEM

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, HOA, HQA, HOD, students & self.

All these procedures are explained in detail in the Staff Evaluation System Manual.

Note: Kindly browse "Staff Evaluation System Manual" for further details.

B. STAFF 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.

Note: Please refer to "Staff Training & Development" for further details.

C. STAFF PROMOTION

The number of promotional opportunities at various levels is proposed to the COEC by the SUC salary review committee.

On approval of COEC, 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.

D. STAFF AWARDS & APPRECIATION

SUC adopts an appreciation policy to motivate the Staff Members to encourage them 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.
- ❖ All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
- ❖ The SES Committee will decide the Staff for the award after the interview.

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 inter-departmental 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.

7. INITIAL ACCOMODATION POLICY

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Staff recruited from outside of UAE. On second month the Staff Member will be charged 50% of the Accommodation allowance. In case the process of visa approval is taking time, the Staff member may be allowed to stay for an additional month in Hostel Apartment for which the Hostel charges of AED 3000/- will be deducted from the salary. Once the visa is stamped, the Staff member needs to vacate the Hostel to make room for others.

Incase Hostel Apartment is not available the Staff Member will be provided with the details of approved list of Hotels in Sharjah, and facilitate in shifting to the Hotel accommodation. The payment for the same will have to be borne by the Staff member.

The accommodation facility is available for newly hired staff relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to Staff/ employee hired within the UAE or who are requesting a transfer of sponsorship.

8. EMPLOYEE LOANS POLICY

SUC provides salary advance for settling down for miscellaneous expenses such as residence & the purchase of personal household items to Staff recruited from outside of the UAE.

- i. An advance amount totaling to one and half month salary is granted on request to meet the initial expenses for Staff recruited from outside UAE.
- ii. On the day of joining 25% of salary which will be given to meet the contingency expenses, remaining 75% will be paid after the visa is stamped.
- iii. The amount given as advance will be deducted @15% of loan amount from the second month onwards.
- iv. In case the Staff Member resigns or the probation is not confirmed, the balance of settling down loan will have to be repaid to SUC.

A. SALARY ADVANCE (DURING THE TENURE WITH SUC)

All Staff Members under SUC sponsorship are eligible for one month salary advance every Academic Year and are subjected to following terms & conditions:

- i. SUC Employees can avail one month salary advance once in Academic year and is deductible in the same month.

B. SALARY LOAN (DURING THE TENURE WITH SUC)

All Staff Members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

- i. The amount given as loan will be deducted @15% from the second month onwards
- ii. If the Staff Members has availed settling down loan, a request for the loan can be forwarded only after repayment of the same.
- iii. Staff Members who has collected salary undertaking letter 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 the Staff has taken is duly paid.
- iv. Staff Members is required to submit their original passport to HRD before the loan is sanctioned.

C. STAFF LOAN AGAINST GRATUITY POLICY

Staff Members are eligible Loan against where they have completed more than 7 yrs of services. The criteria for the Loan Against Gratuity is on the following conditions:

Criteria for availing Gratuity Loan:

- vii. Purchase of land / house/ flats in the home country
- viii. Emergency medical treatment
- ix. Children's higher education
- x. Children's migration
- xi. Fixed deposits
- xii. Marriage of Children

Procedure for availing the Loan Against Gratuity are as follows:

- i. Staff Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
- ii. 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.
- iii. Staff Members 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.
- iv. Approval of loan is based will be the sole discretion of the management.
- v. The Staff Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan.No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
- vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
- vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done.Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
- viii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
- ix. The Staff Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.
- x. 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 Staff Members.

- xi. Staff Members 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.
- xii. Staff Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
- xiii. Staff Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emergency contingency.
- xiv. 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.

9. ORIENTATION POLICY

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:

1. Assist new Members of Staff to settle down as soon as possible
2. Act as a starting point for building relationships and rapport the stakeholders
3. Opportunity to set standards for the role and the Department
4. To clearly understand statutory obligations and requirements
5. 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.
6. To acquaint with the functioning of SUC in a holistic manner.

PROCEDURE

1. A newly recruited Staff Member reports to the Human Resource Department on the first day of work to complete all the documentary formalities.
2. 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.

3. The new Member will be introduced to all the Members of SUC.
4. The Staff Member is allocated with SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
1. The new Staff Member is informed to access the portal and seek clarification from HR or HOD, if any.
2. The Head HR will introduce various functional Departments of SUC to the new Staff Member and initiates the orientation program.
3. The Head HR, following consultation with the Staff, may make arrangements for the allocation of a Buddy / Mentor.
4. The Responsibility Designated Colleague / Buddy is to maintain regular contact with the new Staff Member during the early employment period and be available to provide any assistance required over the first Four months of employment.
5. Services provided by various Academic Support Services Department

The Head HR covers following:

1. Accessing University College Website & Portal
2. University Telephone & Staff Contact List
3. Probationary Period
4. Group Medical Insurance Program
5. General HR Policies & Procedures
6. Transfer and Promotions
7. Annual leave, Sick leave and other leaves
8. Attendance - Proper Reporting
9. Changes in Personnel Records
10. Working hours (core hours and University College's expectations)
11. Compensation Policy for extra hours worked (no overtime payments)
12. Pay procedures: when, where, how
13. E-mail Id
14. Confidentiality and Conflict of Interest
15. Visa and Residency procedures
16. Brief Orientation of Sharjah
17. Brief Orientation on the Organizational Structure of the University College
18. Brief Orientation on Communication Channels, Staff Meetings, Email Lists, etc
19. Brief Orientation about College layout
20. Safety Procedures
21. Dress Code
22. No Smoking Policy
23. Allocation of Office/ Work Desk Space

The Head of Department covers following:

1. Goals of the first few months - what he/she should learn

2. Type of on the Job Training he/she will be given
3. Job Description, Task allocated, Reports and other work related that will be given
4. Notice boards
5. Working hours, rest periods, Attendance Policies, Calling-In etc
6. Work Rules, Regulations & Departmental Mission Statements
7. Cafeteria Facilities
8. Parking Facilities
9. How to get Supplies
10. Show New Employees his/her job and have him/her observe others doing it.
Explain each step performed
11. Introduce Employee to his/her mentor, Department Personnel, etc
12. Provide complete answers to any questions raised or information sought
13. Employee's Duties & Responsibilities relevant for the position.
14. Standards of work, Regularity and desirable professional conduct expected from the employee.
15. On Administrative Procedures of the Department or Group, such as hours of work, Reporting System etc.,
16. Explain pertinent safety regulations and demonstrate the use of necessary Office Equipment.

The HOA covers following:

1. Faculty Details, timings and schedules
2. Faculty Diversity
3. Overall Faculty related information
4. Email ID & Telephone Extension if any

The HQA covers following:

1. SUC Quality Beach marks
2. IR Reports

The Staff Member will be oriented in details by the various functional Departmental Heads such as:

- a. Computing Department
- b. Administration Department
- c. Library Department

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.

10. STAFF ROLES & RESPONSIBILITIES

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 Staff 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.

i. 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.

ii. 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 & RESPONSIBILITIES

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.

a. 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

b. 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.

i. 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.

a. 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.

b. 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 prohibited 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.

ii. 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:

- 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,
- Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.
- 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.

11. WEEKEND ACADEMIC SUPPORT SERVICES REMUNERATION

WEEK END- ACADEMIC SUPPORT SERVICES REMUNERATION
SUPPORT STAFF
HALF DAY PYMT - AED 30
FULL DAY PYMT - AED 50
TECHNICAL SUPPORT
HALF DAY PYMT - AED 50
FULL DAY PYMT - AED 75



CLERICAL LEVEL
HALF DAY PYMT - AED 100
FULL DAY PYMT - AED 150
SUPERVISOR LEVEL
HALF DAY PYMT - AED 125
FULL DAY PYMT - AED 185
AML / ML LEVEL
HALF DAY PYMT - AED 150
FULL DAY PYMT - AED 275
WEEK END- IATA INVIGILATION PAYMENT
EXAM TIMINGS
Fri: 3 HOURS
Sat: 3 HOURS
PAYMENT(FRI): AED 50.00
(SAT): AED 30.00

NOTE:

1. Academic Support Services Staff payment will be based only on pre-approved duty schedule
2. Monthly Staff schedule and no. of hrs. will be approved by HRD

12. AIR TICKET POLICY

Staff members are entitled for air tickets as per the below mentioned table:

AIR TICKET ENTITLEMENT			
RANK	GRADE	AIR TRAVEL	
Support Level - SU	1	FOR SELF ONLY, ONCE IN TWO YEAR	
	2		
	3		
	4		
Technical Support Level - TCL	5		
	6		
	7		
Clerical Level - CL	8		FOR SELF ONLY, ONCE A YEAR
	9		
	10		
Supervisory Level - SL	11		
	12	FOR SELF ONLY, ONCE A YEAR	
13			
Asst. Managerial Level - AML	14	FOR SELF & FAMILY YEARLY	
	15		
Managerial Level - ML	16		
	17		
Dy. Director Level - DDL	18	FOR SELF & FAMILY YEARLY	

General Rules & Regulation for Staff Air Tickets:

- 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.
- 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.

- c. 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.
- d. Staff Members and their families shall be eligible to economy class air ticket only.
- e. 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.
- f. 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.
- g. 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.
- h. 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.
- i. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
- j. Encashment of ticket amount is not permitted.
- k. 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.
- l. 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.
- m. 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

13. ISSUANCE & RETENTION OF PASSPORT POLICY

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.

- i. 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.

- ii. The passport must be returned to the SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.
- iii. 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.
- iv. Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the Staff Member.

A. PASSPORT RETENTION POLICY

After the processing of the employment visa, the passport may be retained by the Staff member (except for HRD & Finance Department staff) after fulfilling the below mentioned criteria and filling the Passport Retaining Form available with the HRD/ portal and completing the criteria relating to the same.

- i. Staff member retaining their passport will submit the passport to HRD as and when required by the SUC for official purposes.
- ii. Staff 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.)
- iii. Staff member retaining their passport must have an amount of at least AED 3,000/ , credit accumulated towards their 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 accumulated for the Staff member reaches AED 3,000/ the amount deposited with the Finance Department along with the passport will be given to the employee or if the employee leaves the organization prior, the amount paid by the employee under this policy would be refunded duly.
- iv. If the Staff member wishes to retain the passport with the SUC, the same can be withdrawn from 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.
- v. Staff 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.
- vi. Staff member retaining their passport will be eligible for salary advances or loans from the SUC only after submission of their original passport to HRD.

14. GRIEVANCE POLICY & PROCEDURE

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 & 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.

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 & COEC
- viii. Communication of decision to the parties

d. 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.

e. 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.

f. 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.

g. 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.

h. 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.

i. 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.

j. The Final Decision of the COEC/ COEC

The COEC/ COEC's 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/ COEC's decision will be submitted to the parties in writing and sent to the office address of the parties at the SUC.

The COEC's 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.

15. DISCIPLINARY POLICY & PROCEDURE

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, 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:

- i. Dereliction of responsibilities
- ii. Indiscipline or Misconduct
- iii. 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.

B. 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:

- i. Failure to produce a sufficient quantity of work,
- ii. Failure to produce work of acceptable quality,
- iii. Failure to produce accurate work,
- iv. Failure to produce work on time,
- v. Poor manner of work performance,
- vi. 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.

C. 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:

- xiv. Violence or other aggressive or disruptive behaviors,
- xv. Illegal activities,
- xvi. Willful violations of Federal/State law or regulations or SUC policies
- xvii. Insubordination,
- xviii. Misuse of SUC property,
- xix. Refusal or failure to carry out reasonable instructions
- xx. Smoking in non-designated areas
- xxi. Distribution of unauthorized pamphlets or literature
- xxii. Breach of any of the SUC regulations
- xxiii. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
- xxiv. Gambling in the premises
- xxv. Failure to maintain/obtain credentials or the falsification of credentials, or
- xxvi. Professional misconduct.

D. Gross Misconduct

Gross Misconduct occurs when a Staff Member's actions

(or inaction):

- xxviii. 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
- xix. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
- xx. Theft of SUC property
- xxi. Criminal offence
- xxii. Creating negative influence on others
- xxiii. Instigating other staff members against policy
- xxiv. Indecent conduct
- xxv. Taking any other paid employment or remunerative activity
- xxvi. Reporting for duty whilst under the influence of alcohol or drugs
- xxvii. Acts of incitement
- xxviii. Harassment or actual acts of discrimination
- xxix. Breach of duty regarding confidential information
- xxx. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
- xxxi. Taking gifts or favors from the employees to tilt the decision in their favor.
- xxxii. Failure to declare an interest which may be contrary to the best interests of the SUC.
- xxxiii. Disrespecting colleagues, senior management or staff.

- xxxiv. Staff members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till then.

E. 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 than the Committee one more Staff Member may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

F. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Staff 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.

G. 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.

H. 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 one semester. Failing to comply will lead to termination with immediate effect.

I. 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. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other 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.

J. 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 COEC.

16. STAFF 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.

SUC provides funds to Head of Department once in two years for seminar, conferences and workshops where Head of Department members can learn new market trends and contribute productive outputs to SUC. The grants may cover expenses associated with

Head of Department members travel and conference registration fees up to a specified maximum amount. The allocation of the fund mentioned in the below table will be based on the approval of the HR and EC.

HOD TRAINING & DEVELOPMENT FUND		
DESCRIPTION	DURATION	AMOUNT
Training & Development Fund	ONCE IN 2 YEARS	4,000

OBJECTIVES:

1. To develop operational efficiency.
2. To improve delivery of academic support services and stake holders care.
3. To develop planning and organizing skills among Staff Members.
4. To develop interpersonal communication skills

PROCESS

1. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the year-end review
2. Allocation of budget for training and development for the academic year
3. Planning resources and training & development programs for the academic year.
4. Planning an annual calendar for training and development programs
5. 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.

a. 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 reengineering the Department, and training the Staff.

17. SEPARATION POLICY & PROCEDURE

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.

i. 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.

ii. 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.

iii. 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. 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 Dean. 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. 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.

iv. **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.

v. **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.

a. **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.

b. **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, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

c. 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.

d. 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.

e. Staff Handover and Clearances

In case a Staff Member is separated from employment, the Staff members should prepare and forward his Handover Checklist confirmed by the HOD and Head HR and approval of Dean. Along with the Staff handover, the Staff



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Member needs to get clearances from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement.



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GENERAL HUMAN RESOURCE POLICIES

1. CONFLICT OF INTEREST POLICY

A. Introduction

Conflict of interest at SUC is defined as any breach of Policy and Procedures to gain any undue advantage monetarily or in kind from the stakeholders. It also includes written, verbal disparagements, statements perceived to be against SUC. Any behavioral acts in or outside the SUC premises that affects the interest of the employees not limiting to financial or reputational or supporting any such acts which will negatively impact or the acts that are punished under the law will amount to conflicting with the interest of SUC.

B. Acts of conflicts of interest

The acts of conflicts of interest are as follows but not limited to

- i. Breach of policy and procedure for personal or familial gains of any nature
- ii. Breach of obligations in employment contract
- iii. Engaging in services that have gainful interest without disclosing to SUC
- iv. Passing information to competitors that causes loss to SUC or hampers its growth and expansion
- v. Misusing of SUC resources, employees and facilities for the personal or familial gains
- vi. Misusing of funds for non authorized purposes or activities other than the purpose for which the funds are released
- vii. Disparagement of SUC in private or public platforms
- viii. Breaches of ethics in research, undertaking funded or non funded projects, publication of material that is in conflict with the interest of SUC and the culture of the Society in the region.
- ix. Engaging in political, social or religious activities that are in contradiction to the law of the land
- x. Receiving personal favors from the stakeholders of SUC against favors in return
- xi. Any act that brings negative reputation to SUC
- xii. Conviction and punishment by the law of the land
- xiii. Signing on any unauthorized documents of on behalf of SUC
- xiv. Unauthorized disclosure of information in any media that affects the interest of SUC
- xv. Going to media to settle grievances or conflicts with SUC

C. Formation of the committee

All issues related to conflict of interest are dealt by Disciplinary Action committee. Disciplinary committee shall comprise of the Dean, EC members and a representative of faculty. None of the committee members should be party to a conflict at the time of disciplinary action proceedings. In case of such an eventuality the EC is authorized to suggest an alternate.

D. Functions of the committee

The function of the committee is to investigate the issue of conflict of interest under question by following the principles of natural justice and adhering to the due process as laid down in the SUC policy and recommend fair and equitable judgment. The function of the committee is also to review and pass judgments regarding voluntary disclosures of services, engagements and contractual agreements with the third party outside SUC for monetary or non monetary benefits made by the employee. The committee also has the right to look into such actions that affects the normal functioning of SUC due to non fulfillment of contractual agreements with SUC. Finally report the causes and findings of the issue to the Head HR for records and necessary action.

In case of approved projects the terms and conditions of leave, monetary benefits and other direct or indirect gains will be decided on case to case basis and the faculty and staff must adhere to that agreement

E. Process flow

- i. To receive factual statement of the breach of conflict of interest from the HR department
- ii. To seek written explanation from the concerned employee under question
- iii. To initiate an enquiry and conduct a thorough investigation into the matter
- iv. To collect evidences or facts in the process of enquiry and investigation
- v. To pass a fair and equitable decision
- vi. Report the findings to HR for records
- vii. Head of HR recommends the appropriate action including discontinuance of the employment services and non renewal of contract as per the policies of SUC and communicates to Dean for necessary action
- viii. Dean implements the recommended action by the Head of HR

F. Responsibilities of the Employees

- i. The Responsibility of each employee of SUC is
- ii. To disclose to the management, all matters that come to notice of the employee and is in conflict with the interest of SUC
- iii. To disclose to the management, Research grants, projects, contractual agreements and submit relevant documents for seeking permission
- iv. To refrain from involving in any act, behavior, statement, publication, agreement, signing contract that conflicts with the interest of SUC

G. Tenure and authority

Responsibl e to disclose information	Responsibi lity of forming Disciplinary Action committee	Tenure of the committee	Responsibi lity to present the case	Responsibi lity to conduct fair trail and take decision on the issue	Implement ation of the decision	Review and amendmen t of the policy
Employees	Dean	Till the issue is resolved or dissolution by Dean	Head HR	Chair of Disciplinary Action committee	Head-HR	EC

2. 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 Staff members are expected to adhere to the decency code of UAE both in their personal and professional lives.

3. 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 Staff 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 Staff member.

4. 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.

5. STAFF 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 SUC.

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 SUC.

Smart Casual Attire

Staff Members are entitled to wear "Smart Casual Attire" on Thursday and Weekend Duty Schedule. Smart Casual refers to the type of dress code that is not a suit and tie but **isn't jeans and a t-shirt**. This type of dress is usually a pair of khaki trousers, a nice long sleeve shirt, loafers with dress socks and the option to throw a sport coat over the top when appropriate. This type of dress is often seen in Academics.

6. 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.

7. 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 Faculty, 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.



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IX. FINANCIAL POLICIES

1. FISCAL RESOURCES

The Finance Department is responsible for managing the revenue & expenditure of SUC. The revenue management activities are largely focused on receiving fees, fund raising activities 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 and maintains audited reports for the scrutiny of BOG and legally approved authorities from the government.

A. REVENUE MANAGEMENT

BOG authorizes Finance department to be the custodian of all financial transactions of the institution and enables the department to manage the financial flows and assess all risks associated with it.

For SUC the main source of revenue generation is the collection of tuition fees for all the programs conducted, it also includes the incomes from auxiliary services and revenue generated from short courses.

i. COLLECTIONS AND CASH

The revenue and fund collections are the sole responsibility of the Finance Department. Collections are 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. The department manages SUC revenue, bank transactions, and records and safeguards the interest of SUC through evaluating risk management and judiciously handling financial resources of the institution.

ii. FUNCTIONS OF CASHIER

The main functions of cashier are:

- a. Identify the purpose for which the amount is collected.
- b. Identify the purpose for which the amount is paid.
- c. For every inward / outward transaction appropriate vouchers are raised with proper details.
- d. Reconciling the receipts / payments with cash and Cheques.
- e. Prepare daily cash / bank reports
- f. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
- g. Recording daily transactions in the accounting software.

h. Preparing daily, monthly, quarterly and yearly collection reports.

iii. PROCESS FOR COLLECTING CASH

- a. The cashier collects the full payments as per the debit note or the voucher.
- b. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.
- c. 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.

iv. PROCESS FOR COLLECTING CHEQUES

- a. The cashier has to verify that Cheques received are in account payee form addressed to “Skyline University College”.
- b. The cashier has to verify the amount in words and figures.
- c. Ensure the cheques are signed.
- d. The cashier can accept only cheques which are dated for the month and to receive any postdated cheques the cashier needs to take approval from HOD.
- e. 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.
- f. 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.).
- g. The voucher entry for cheques received should be posted only after realization in the bank.

v. PRECAUTIONS FOR ACCEPTING CHEQUES

- a. Accept cheques from the students who do not have previous history of bounced cheques.
- b. Verify that the student is not included in the most recent returned cheque list.
- c. If the payer is listed in the returned cheque list, do not accept the cheque.

vi. CHEQUE RETURN PROCEDURES

- a. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
- b. 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.
- c. A Penalty of AED500/- are charged to the student for bounced cheques.
- d. 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.

- e. 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.
- f. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.

vii. REVENUE COLLECTIONS

All revenue collections in SUC are in the form of cash; Cheques, bank transfers and payment made through credit cards/ debit cards.

viii. ADMISSION AND TUITION FEES

Admission fee is collected at the time of admission of a student into SUC as per the published fee structure. After registration, tuition fee is collected as per the fee payment plan provided by the administration department to the students. Once a fee plan is issued it becomes the responsibility of the student to make the payment in total to be eligible for receiving the degree. The finance department relies on debit note raised by the Administration department on a monthly/semester basis on registration and continues till the students graduated or cancels and exits SUC.

ix. SHORT COURSE FEES

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.

x. INCOME FROM AUXILIARY ENTERPRISES

Auxiliary enterprises are self-supporting activities which provide non-instructional support in the form of goods and services upon payment of a specific cost. The auxiliary activities at SUC include outsourcing of cafeteria, sale of books, transport services, hostel accommodation, rental of playground, rental of college premises, reprographic services, sponsorships for events, donations received from corporate etc.

xi. COLLECTION OF SECURITY AND REFUNDABLE DEPOSITS

The finance department is also entrusted to collect refundable deposits from the students and use these funds as security deposits till the student is pursuing academic programs in the institution. Following are the categories where deposits are collected from students.

- a. Passport guarantee
- b. Hostel Deposits
- c. Library Deposits for Alumni students

The deposits are refunded to the students after fulfilling all obligations; in case the obligations are not fulfilled the deposit shall be adjusted against the outstanding fees due to the institution in part or full.

xii. 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.
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

xiii. SAFEGUARDING OF 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.

xiv. RECONCILIATION OF ACCOUNTS AND BANKS

The process of comparing information that exists in two systems or locations, analyzing differences and making corrections so that the information is accurate, complete and consistent in both systems or locations. The cashier should ensure that the receipts are generated into the corresponding student's ledger. This process should be done before the student leaves the cashier's counter, thus the process of reconciliation will be completed. The bank accounts must be reconciled with the bank statements with the cheques and cash deposited to verify any discrepancies.

xv. FACILITATING INTERNAL & EXTERNAL AUDIT

The finance department is responsible for keeping the books of accounts, revenue and payment vouchers ready for internal and external audit.

Internal audit are carried out on a monthly basis and the external audits are carried out by the external auditor on quarterly basis.

B. EXPENDITURE MANAGEMENT

Expenditure is a vital component of SUC 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. The components of expenditures of SUC are detailed below.

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. The COEC authorizes salary payments for all faculty and staff personnel on the basis of the salaries as per records. The contract copy for each employee evidences the authorization for payment as maintained by the Finance Department.

List of the compensations are given below:

- a. Salaries for full time faculty
 - a. to full time faculty for teaching extra load
- b. Compensation to full time faculty for teaching summer
- c. Compensation to full time faculty for guiding dissertation
- d. Compensation to full time faculty for additional weekend payment
- e. Compensation to full time faculty for payment of other benefits & allowances.

- f. Compensation to adjunct faculty
- g. Salaries for staff
- h. Salaries for overseas office staff
- i. Salaries for staff for weekend payment
- j. Compensation for student trainees
- k. Compensation for part time staff

ii. AUTHORITY TO MAKE ADDITIONAL PAYMENTS

Finance Department makes additional payments to employees for additional responsibilities and changes to existing salaries and wages only upon written authorization from Dean which is approved by COEC.

iii. 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.

iv. 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:

- a. Review of all employees' loan and advances and make deductions accordingly.
- b. Review all absences of employees and recommend a salary deduction for such absences as the Head HR deems appropriate.
- c. Make changes to an employee's pay in accordance with written authorization from the Dean and approval of COEC.
- d. Enroll an individual on the payroll in accordance with written authorization from the Dean and approval of COEC.
- e. Salary statements are prepared
- f. The amount due is transferred to the bank accounts for faculty and staff
- g. The salary for the academic support staffs are transferred to Central Bank as per the WPS guidelines of United Arab Emirates.

v. REIMBURSEMENTS TO FACULTY / STAFF / STUDENTS

- a. 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 within the framework of the guidelines and approval is taken from the concerned authority.
- b. Identify the bill to be reimbursed is within the purview of the budget or policy or approved by an authority.

- c. Identify if the nature of purchase has prior approval, if not necessary approval must be sought for the reimbursement.

vi. PURCHASES/PROCUREMENTS, REQUISITIONING & PREPARATION OF LOCAL PURCHASE ORDER

- a. Every department or individual fills up an online requisition form.
- b. The Finance Department verifies the requisition with the budget.
- c. The Finance department after verifying the inventory position from respective departments invites quotations from vendors.
- d. Evaluates the quotation and selects suitable vendor.
- e. After selecting the vendor the finance department prepares a local purchase order.
- f. Process the local purchase order and sends it to DEAN for authorization and approval from COEC.
- g. The approved local purchase order is then sent to the vendor for supplies.

vii. INVENTORY

- a. Goods are received against the purchase order are verified for quantity, quality and recorded in the inventory.
- b. Verify the inwards and tally with the bill and LPO.
- c. Defective, damaged and non-specified items are to be returned to vendor.
- d. Received goods sent to the stores for inventory or to the respective department.
- e. Maintain stores register along with barcodes.

viii. VENDORS PAYMENTS

- a. All approved bills verified by the respective department and concerned authorities are sent to Finance Department for payment.
- b. All payments above AED 500/- are paid vide cheques.
- c. Expenditure sheets for the concerned expenditure are updated.
- d. Issue crossed cheques in the name of the vendor.
- e. Vendor payment are done on the 10th and 20th of every month.

ix. PAYMENT OF UTILITY BILLS

Utility bills of the institution are paid at the end of each month by cheques. The telephone bills of approved employees are paid by the finance department as per the approved limits, any excess amount beyond the approved limits will have to be borne by the employee.

x. MISCELLANEOUS PAYMENTS

All payments for approved expenditures relating to the departmental budgets are made by the finance department on fulfilling the predetermined procedures and submitting the relevant documents.

C. FINANCIAL OPERATIONS

i. Approval & Delegation Authority

SUC is committed to ensuring strong organizational performance through sound corporate governance practices. Delegation of authority is recognized as a critical component of the framework. Delegation of Authority will support the pursuit of the SUC's functions and strategic priorities as well as the efficient, effective day-to-day management and operation of the University.

The Dean of SUC is empowered with the task of approval of all documents. Delegations and approvals related to expenditure of any kind can only be exercised within approved budgets. There is no authority to incur expenditure unless there is an approved source of funds. Any variation from the original approved expenditure must also be approved by the Dean provided that the total cost (including the variation) is within the limits of their delegation. If the increased total cost exceeds the limit of the delegate's delegation, then the transaction must be approved by the Dean. Any Department or individual who incurs expenditure beyond or without an approved source of funds is accountable for that expenditure. Any contingency or any major expenses are referred to the COEC for final approval.

ii. POLICY& PROCEDURE- NEW POLICIES / REVIEW /AMENDMENTS

Finance Department's policies and procedures are formulated to reach its long term goal in accordance with the strategic plan of SUC.

Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization.

a. Development of New Policies

The need for new policy and / or procedures may be initiated by the departments based on:

1. Changes to external operating environment
2. Review of strategic directions of the institution

b. Review of Existing Policy & Procedures

Policies and procedures of the university are reviewed on a regular basis. The review cycle may vary depending on the policy type and its scope. Review dates are set to allow adequate time for revision and approvals processes.

c. Amendment to Existing Policies

If an existing policy does not meet the best practice guidelines or if there are new risk that the policy should address, the policy is subject to amendment within the guidelines of SUC. The new changes are first ratified then approved by the Dean after which it is amended and disseminated to the concerned departments and individuals. Final approval of amendments is done with the approval of the COEC.

d. Fee Structure, Review and Amendments

SUC policy with regards to the Tuition Fee and other miscellaneous Fee is implemented after the approval from Board of Governors, the board approves the changes in accordance with the Strategic Plan to enable SUC to manage its financial resources effectively and plan development and strategic initiatives to provide quality education.

Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Non-attendance beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous & Additional Fee is subject to change annually and becomes applicable from the start of New Academic Year for continuing and new students, in which case the details will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fee changes will be communicated to students through their emails, published on the website, catalog, notice board and student handbook well in advance. Students are required to take note of such changes and clarify if needed.

e. Statement of Account

Student's statements of account are uploaded in the portal at the end of every semester. Students can also request for statements by applying online through their online portal services.

f. Invoicing of Students

On completing all admission formalities the students are issued fee invoices for the total amount payable. The invoice will reflect the transfer of credit amount, any fee waivers applicable to the student which is deducted from the total fees. Students whose admission formalities are not completed will not be eligible for the fee waiver. On completing the admission formalities a revised invoice will be issued to the student by the Administration Department.

Additional invoices are generated by the Administration Department for students incurring miscellaneous charges like repeating courses, postponements, re-activation, transfer of majors, graduation fees.

2. FEE COLLECTION AND REFUND POLICIES

A. FEE PAYMENT POLICY

i. GENERAL

As per the fee schedule issued, the students are required to comply and adhere to the following terms and conditions:

- a. Fees shall be paid at the time and in the manner specified in the payment plan issued to the student at the time of admission into SUC.
- b. The rule stipulates that the installment falls due on the first day of every calendar month and should be paid before the 10th of that month, until or unless SUC issues any notice mentioning any change in the payment method or in the event of SUC remaining closed for any major holidays / events, the next working day will be the effective date for payment of fees. SUC will not issue any circular / notices and will not be responsible for any negligence regarding any Information which is not gathered by the students in the stipulated time frame mentioned. The students have every right to gather or seek information on such aspects like fee payment deadlines, and any other fee related issue involving students.

- c. Students who fail to make payment of tuition fees within the first ten days will be charged AED 10/- per day from the 11th of the due month till the payment is received. Student whose fees are outstanding for one month will have their portal services blocked and will be activated only on clearing their dues. Student having two months outstanding will be deactivated and if the fees are not cleared before the final examination, student will be withdrawn from the semester. Students having tuition fee due will have their academic record withheld and would not be allowed to proceed the semester as well as not to register for the next semester.
- d. As a last resort, a notice of termination for non-payment of fees will be sent to the student. The notice will specify the amount of the debt and the date at which the termination becomes effective. The student may have the choice of re-admittance provided the entire dues to the SUC is paid; SUC has the right to impose a re-registration fees which will be payable in a manner specified by SUC at that time. A re-registration fees of AED 1,500/- will be applicable in order to reactivate the student.
- e. On the termination of a student's enrolment under the provision of these regulations, an admission cancellation form shall be completed by the Students Service Department and forwarded to the Finance and Administration Department for further action.

Terms and conditions for students paying fees through cheques/ credit cards:

Students are permitted to pay fees either by way of Cash, Cheques or Credit Cards. Students who wish to pay their fees with cheques have to make sure they adhere to the following terms and conditions.

- a. All cheques should be made payable to "Skyline University College LLC" and the date mentioned on the cheques should not be latter than the 10th of the month. Any exception should be ratified by the concerned official.
- b. Students should ensure that there are no errors or overwriting in the cheques and proper authorized signatures are there for every correction made in the cheques.
- c. Students should ensure that cheques given should contain the new security feature as per the mandate of Central Bank of UAE.
- d. Students should ensure that they procure a receipt for every transaction and the contents should be checked before leaving the counter.

- e. Each student should ensure the honoring of their cheques as the state laws ensures maximum penalty for cheques which are returned unpaid. In the event of a cheque being dishonored the student will be penalized with a cheque return charge of AED 500/- and further acceptance of cheques from the student will be denied.

ii. CENTRE FOR PROFESSIONAL DEVELOPMENT

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.

a. 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)

b. IATA COURSES

At the time of admission- Registration fees along with the post dated cheques are mandatory.

c. CTH COURSES

At the time of admission- Registration fees should be paid and the balance payment to be paid as per the installment plan.

B. REFUND POLICY

**i. BBA/FOUNDATION PROGRAMS(NON-VISA STUDENTS)
DEGREE MAIN PROGRAM**

- a. **Application Fee** - AED 1,000/- Non-refundable / Non transferable
- b. **First Installment Fee** - AED 5,000/-
 - 1. AED 5,000/- refundable before the commencement of the program the student has enrolled.

2. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.
3. If the student wishes to postpone to the next intake, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,000/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]
4. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
5. 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.
6. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

c. Tuition Fee

The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

d. Scholarship/Fee Waiver/Recommendation

If student is on any scholarship/waiver, the same is applicable only if student completes the degree. 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 & non-academic documents.

FOUNDATION PROGRAM [AIPC]

- a. **Application Fee** -AED 1,000/ - (Non refundable / Non transferable)
- b. **First Installment Fee** - AED 5,000/- [Applicable towards the Degree Program]
 1. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
 2. **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/- will not be refunded

- If the student wishes to postpone to the next intake, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,000/- as postponement fee and 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.

3. 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. However, new fee structure will apply for the main program.

4. FAIL: If a student fails the TOEFL/IELTS exam and wishes to discontinue before the commencement of the class, the First Installment fee of AED 5,000/- can be refunded. Once the class has started no refund applicable.

c. Tuition Fee

1. The tuition fee will be calculated till the date of official cancellation by the student or their guardian

**ii. BBA/FOUNDATION PROGRAMS(VISA STUDENTS - LOCAL)
DEGREE MAIN PROGRAM**

a. Local Visa Case

1. Application Fee - AED 1,000/ - Non refundable / Non transferable
2. First Installment Fee - AED 5,000/- Non refundable / Non transferable
3. 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.
4. 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

5. 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.
6. Visa charges are fully non-refundable once visa is filed to Immigration Authorities (subject to change as per Government rules and regulations). Postponement to the next intake will not be allowed.
7. 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 & non-academic documents
8. 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.
9. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

b. Visa-Embassy Letter Case

1. Application Fee - AED 1,000/ - Non refundable / Non transferable
2. First Installment Fee - AED 5,000/- Non refundable / Non transferable
3. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
4. 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 semester fees
5. If the visa is rejected and student wishes to discontinue and returns the original visa/embassy letter issued by SUC, the fees paid excluding the First Installment Fee will be refunded.
6. 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 & non-academic documents

7. 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.
 - i. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
 - ii. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel/ revoke the letter issued with the concerned authority.
8. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

FOUNDATION PROGRAM [AIPC]

- a. **Application Fee** - AED 1,000/ - (Non refundable / Non transferable)
- b. **First Installment Fee** - AED 5,000/- [applicable towards the Degree Program]
 1. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
 2. **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
 - 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.
 3. **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.
 4. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.
- c. **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.

iii. BBA/FOUNDATION PROGRAMS (VISA STUDENTS - OVERSEAS) DEGREE MAIN PROGRAM

- a. **First Installment Fee** - USD 3,315/- Non refundable / Non transferable
- b. **Visa Fee** - USD 1,510/- Non-refundable / Non-transferable
 1. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
 2. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the 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
 3. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the First Installment fees.
 4. Visa charges are 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.
- c. **Hostel**
 1. Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete year.
- d. **Tuition Fee**
 1. If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.
 2. 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.

3. Once the student has come & attended the class, no postponement will be allowed.
 4. If the student fails the TOEFL exam and wishes to discontinue, the University will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining fees (passport guarantee & hostel deposit).
- e. Scholarship/Fee Waiver**
1. 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 & non-academic documents.

FOUNDATION PROGRAM [AIPC]

- 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 3,315/- will not 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/TOEFL exam and wishes to discontinue, no refund applicable.
- d. **AIPC Program + Maths Crash Course** - In case, the student fails any of the placement tests, first installment 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 on completion of the Foundation Program.

iv. MBA PROGRAM (NON-VISA STUDENTS) DEGREE MAIN PROGRAM

- a. **Application Fee** - AED 1,000/- Non refundable / Non transferable
- b. **First Installment Fee** - AED 5,000/-
 1. AED 5,000/- refundable before the commencement of the program the student has enrolled.

2. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.
 3. If the student wishes to postpone to the next intake, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,000/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]
 4. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
 5. 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.
 6. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.
- c. Tuition Fee**
1. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.
- d. Scholarship/Fee Waiver/Recommendation**
1. If student is on any scholarship/waiver, the same is applicable only if student completes the degree. 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 & non-academic documents

FOUNDATION PROGRAM [AIPC]

- a. **Application Fee** -AED 1,000/ - (Nonrefundable / Nontransferable)
- b. **First Installment Fee** - AED 5,000/- [Applicable towards the Degree Program]
 1. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

2. **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/- will not be refunded
 - If the student wishes to postpone to the next intake, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,000/- as postponement fee and 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.
3. **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. However, new fee structure will apply for the main program.
4. **FAIL:** If a student fails the TOEFL/IELTS exam and wishes to discontinue before the commencement of the class, the First Installment fee of AED 5,000/- can be refunded. Once the class has started no refund applicable.

c. Tuition Fee

The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

v. MBA PROGRAM (VISA STUDENTS - LOCAL / VISA-EMBASSY LETTER CASE FROM SUC)

DEGREE MAIN PROGRAM

a. Local Visa Case

1. Application Fee - AED 1,000/ - Non refundable / Non transferable
2. First Installment Fee - AED 5,000/- Non refundable / Non transferable
3. 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.
4. 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

5. 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.
6. Visa charges are fully non-refundable once visa is filed to Immigration Authorities (subject to change as per Government rules and regulations). Postponement to the next intake will not be allowed.
7. 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 & non-academic documents
8. 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.
9. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

b. Visa-Embassy Letter Case

1. Application Fee - AED 1,000/ - Non refundable / Non transferable
2. First Installment Fee - AED 5,000/- Non refundable / Non transferable
3. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
4. 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 semester fees
5. If the visa is rejected and student wishes to discontinue and returns the original visa/embassy letter issued by SUC, the fees paid excluding the First Installment Fee will be refunded.
6. 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 & non-academic documents

7. 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.
 - Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
 - If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel/revoke the letter issued with the concerned authority.
8. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

FOUNDATION PROGRAM [AIPC]

- a. **Application Fee** - AED 1,000/ - (Non refundable / Non transferable)
- b. **First Installment Fee** - AED 5,000/- [applicable towards the Degree Program]
 1. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
 2. **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
 - 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.
 3. **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.
 4. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.
 - 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.

vi. MBA PROGRAM (VISA STUDENTS - INTERNATIONAL)

DEGREE MAIN PROGRAM

- a. **First Installment Fee** - USD 3,315/- Non refundable / Non transferable
- b. **Visa Fee** - USD 1,510/- Non-refundable / Non-transferable
 1. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
 2. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the 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
 3. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the First Installment fees.
 4. Visa charges are 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.
- c. **Hostel**
Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete year.
- d. **Tuition Fee**
 1. If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.
 2. 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.

3. Once the student has come & attended the class, no postponement will be allowed.
4. If the student fails the TOEFL exam and wishes to discontinue, the University will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining fees (passport guarantee & hostel deposit).

e. Scholarship/Fee Waiver

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 & non-academic documents

FOUNDATION PROGRAM [AIPC]

- 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 3,315/- will not 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/TOEFL exam and wishes to discontinue, no refund applicable.
- d. **AIPC Program + Maths Crash Course** - In case, the student fails any of the placement tests, first installment 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 on completion of the Foundation Program.

3. SCHOLARSHIP POLICY

A. 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:

- Dean
- HOD - Finance Department
- Registrar
- HOD - Administration and Examination Department
- 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:

i. Need based scholarship

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.

- a. A student in his / her study duration is eligible for either a fee waiver or scholarship.
- b. Fee waiver is granted only before commencement of the intake and is a onetime grant.

iii. Student trainee salary

Appointment of trainee's is the preview of HRD which will be done after taking into account the needs of concerned departments and thereafter will evaluate the no. of hours required by the trainee to work in a day. For the approval of appointing the trainee in a department the following steps will have to be followed:

- a. Concerned HOD will file a requirement including the job description and reporting format of the trainee to HRD.
- b. Upon receiving the details from HOD, HRD will evaluate and confirm the requirement to be genuine and thereafter review the CV's in the current student database as well as advertise the opening in SUC.
- c. HR department will submit the short listed CV's to the HOD for review and thereafter conduct initial interviews. Once the initial interview has been done the complete requirement submitted by the concerned department with job description and reporting format of the trainee and short listed candidates CV's will be forwarded to Dean for final approval and final round of interview.
- d. Once the trainee has been selected HRD will carry a complete orientation and induction of the trainee as well as intimating the Finance department with details of the contract and information to other concerned departments

iv. Criteria for Awarding Scholarships

- i. Duly filled form (which needs 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 of the last six months.
- vi. Recommendation letter from DEAN regarding status of the student.
- vii. The selected forms are scrutinized by the scholarship committee and recommend the amount and the duration of the scholarship.

B. 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.

<p>MEMBERS OF THE COMMITTEE</p>	<p>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.</p>
<p>DUTIES OF THE COMMITTEE</p>	<p>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.</p>
<p>FUND MAINTENANCE AND APPROPRIATION</p>	<p>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</p>



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.

SCHOLARSHIP / FEE WAIVER 2013-2014

SNO	TYPE		%	FEE WAIVER	NET FEES	
1	Merit Based	UAE/AR AB BOARD	Topper of the School (1 Boy & Girl)	20%	AED 24,000	AED 121,000
			85% - 90%	8.3%	AED 10,000	AED 135,000
		INDIAN BOARD	Topper of the School (1 Boy & Girl)	20%	AED 24,000	AED 121,000
			90% and above	8.3%	AED 10,000	AED 135,000
			85% - 89%	4.2%	AED 5,000	AED 140,000
		PAKISTAN BOARD	Topper of the School (1 Boy & Girl)	20%	AED 24,000	AED 121,000
			90% and above	8.3%	AED 10,000	AED 135,000
			85% - 89%	4.2%	AED 5,000	AED 140,000
		IGCSE	Topper of the School (1 Boy & Girl)	20%	AED 24,000	AED 121,000
			5 A's & 2 B's	8.3%	AED 10,000	AED 135,000
			4 A's & 3 B's	4.2%	AED 5,000	AED 140,000
		AMERICAN	Topper of the School (1 Boy & Girl)	20%	AED 24,000	AED 121,000
			A Grade	8.3%	AED 10,000	AED 135,000
			B Grade	4.2%	AED 5,000	AED 140,000
		2	School Recommendation (Principal/Counselor)		6.25 %	AED 7,500
3	Outstanding efforts in Extra-curricular activities		6.25 %	AED 7,500	AED 137,500	
4	Sibling		6.25 %	AED 7,500	AED 137,500	
5	Industry		2.50 %	AED 3,000	AED 142,000	



6	Government/Bank (UAE Local)	10%	AED 12,000	AED 133,000
7	Government/Bank (Expatriate)	8%	AED 9,600	AED 135,400
8	Staff Relation	25%	AED 30,000	AED 115,000
9	Grant by COEC	DISCRETION		
10	Consulate/Embassy/School/Club/Church/ Association/ Corporate/Government/Semi-Government/Bank MOU	15%	AED 18,000	AED 127,000
		25%	AED 30,000	AED 115,000
		50%	AED 60,000	AED 85,000

4. FINANCIAL POLICY

A. INTRODUCTION

SUC's Financial Policy scope includes Forecasting, Budgeting, Revenue, Expenditure, Cash Management and Strategies for optimizing financial resources. The policy aims at reviewing the financial status on periodical basis to enable allocation of financial resources timely required for effective and efficient operations.

B. FORECASTING AND BUDGETING

The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditure statements. It also evaluates the market conditions to develop current year budget. The finance department initiates the procedures of preparing the current year budget by inviting departmental requirements. The finance department then compiles short term and long term institutional budget and send to COEC to seek final approval from BOG.

C. REVENUE AND EXPENDITURE MANAGEMENT

The source of revenue for SUC is the tuition fees charged for programs conducted and from few auxiliary sources. The tuition fee is collected on monthly /semester basis. All receipts of revenue are collected by Finance department and are deposited in the bank on daily basis. The transactions with the bank are regularly reconciled to monitor the cash and fund flows and to avoid any discrepancy in financial records. The tuition fee is determined by the EC in collaboration with the Head of Finance department and due approval is obtained from BOG by the Dean. Expenditures are made against the allocated budget amounts after approval from the concerned authorities against corresponding invoices and contractual agreements. All the financial transaction of SUC are properly recorded in the books of accounts and periodic reports are generated reflecting financial status at regular intervals

D. FINANCIAL REPORTING AND DISSEMINATION

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The purpose of reporting is to help management arrive at rational decisions. Reported income and expenses, assets & liabilities are directly related to the SUC's financial performance. Financial reporting provides status of SUC's resources, obligations, and liquidity, solvency, and funds flows. The report

includes quantitative and qualitative data relating to the performance of SUC. There are four basic financial statements prepared by the Finance Department

- i. Balance sheet
- ii. Income & Expenditure statement
- iii. Statement of cash flows
- iv. Evaluation of financial ratios

The finance department has effective controls in place to implement, monitor and review the income and expenditure of the departments and the institution as per budgets. The responsibility of maintaining the fiscal integrity, dissemination of financial status to the key stakeholders for decision making rests with the head of finance department. The monitoring and controlling of finance is carried out by monthly, quarterly and yearly submission of audited reports to BOG.

All the Services provided by third party contracts are evaluated through audits and formal and informal feedback received from the users. The inputs from these sources are used for taking necessary decisions. All contracts are available on-site for review

E. INTERNAL AUDITING

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. 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.

5. ACCOUNTING & AUDIT PROCEDURES

A. MAINTAINING GENERAL LEDGER

General Ledger Accounts are used to identify balance sheet classifications, revenue classifications, or expenditure classifications. Balance Sheet accounts include Asset accounts, Liability accounts, and Net Assets and Reserves.

i. Financial Statement Processing

The finance department is responsible for preparing SUC's consolidated financial statements. Other functions include maintaining fixed asset inventory system, performing accounting functions, processing of student statement of accounts, preparation of statements from auxiliary enterprises.

ii. Reconciliation of Sub-Ledgers

Reconciliation, verification and substantiation are essential for an effective internal control environment to ensure that:

- a. The information transmitted to, contained in, and reported from the University's financial systems is accurate, complete and recorded in a timely manner;
- b. The information can be relied upon for making financial and administrative decisions; and
- c. Fraud, theft, compliance violations and other irregularities are quickly detected and reported to the appropriate authorities.

B. 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:

- a. Based on the strategic plan the scope and objectives are defined.
- b. The department wise auditing of physical assets and the budget to actual variances are conducted.
- c. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
- d. Reporting to the management about the status and unanswered discrepancies.
- e. Key issues and alternative activities are discussed with the management.
- f. Records are maintained for future review.

C. EXTERNAL AUDIT POLICY

i. INTRODUCTION

The purpose of this policy is to ensure that the external checks are in place to review and verify the implementation of financial policies and the best practices are adhered. The external audit is carried out on quarterly basis to monitor the financial transaction are taking place according to polices and that the risk bearing issues are identified and mitigated at its source.

ii. APPOINTMENT OF EXTERNAL AUDITOR

BOG shall approve a suitable firm to be External Auditor for the financial year. In arriving at this recommendation, BOG shall consider a number of factors including the professional reputation of the firm, audit approach and methodology, qualifications, relevant experience and quality of audit services.

iii. PROCEDURE

Every quarter the auditors visits SUC and carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all

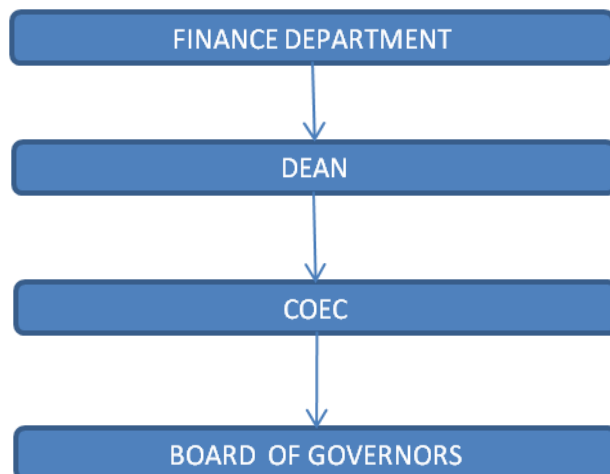
fieldwork is completed, the auditor may prepare a report that documents objectives, procedures, conclusions, and recommendations.

iv. Responsibility and Authority

Approval to Appointment of external auditors	Appointment of External Audit firm	Responsibility to furnish financial records	Responsibility to Submission of Audit reports to COEC	Review of financial policies and amendments	Review and necessary action on External Audit report
BOG	COEC	Head of Finance Department	External Auditor	EC	BOG

FINANCIAL REPORTING

Financial reporting hierarchy



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.

- i. Balance sheet
- ii. Income & Expenditure statement
- iii. Quarterly Reports
- iv. Monthly Reports
- v. Weekly Reports
- vi. Daily Reports
- vii. Statement of cash flows
- viii. Financial Report Evaluation

A. FLOW CHART

1. Generating Financial Statements
2. Schedule of revenue / expenditures
3. Coordinating with Internal / External Auditor
4. Finalizing all financial statements
5. Submission of Audited Statements to SUC Management
6. Review of previous year data
7. 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.

6. 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

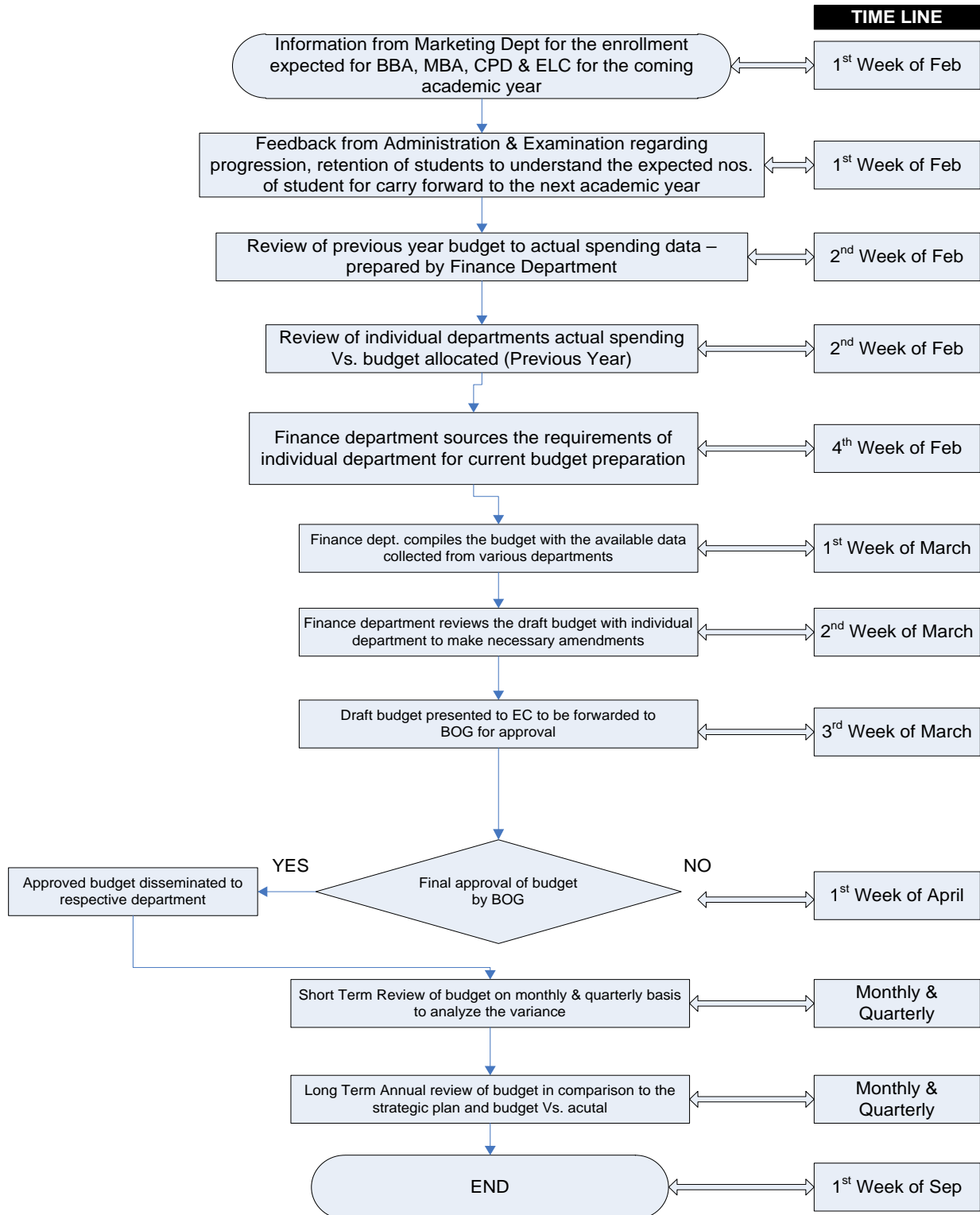
E. ALLOCATION OF FUNDS TO VARIOUS DEPARTMENTS AS PER PROPOSED BUDGET

- i. Academics (BBA, MBA)
- ii. Marketing
- iii. Human Resources Department
- iv. Library
- v. Computing
- vi. Administration
- vii. Corporate Affairs
- viii. Sports
- ix. Institutional Research Office
- x. Finance
- xi. Centre for Professional Development
- xii. Maintenance
- xiii. English Language Centre
- xiv. Students services departments

F. BUDGET REVIEWS & AMENDMENTS

The developmental activities and the enrollments for each intake are carefully monitored and suitable amendment is recommended to the Dean whereupon ratification is send for approval. The suggestions put forth are based on careful analysis of internal budgets, financial data and enrollments achieved during the intakes. The enrollments are carefully monitored in each enrollments and the variance to the budget are carefully analyzed to make suitable amendments in the existing budget.

BUDGET PROCESS FLOW



7. PURCHASING & INVENTORY CONTROL

The policy guidelines set forth in this document are intended to ensure compliance with the guidelines set by SUC for all authorized purchases.

These guidelines are not intended to supersede or invalidate requirements or restrictions that may be in effect in individual departments, provided they are within the SUC guidelines. Each purchaser needs to be aware of his or her department's policy restrictions regarding purchases.

A. PURCHASING DEPARTMENT AUTHORITY

Purchasing authority is granted by the Management to the Office of Finance, and then delegated to the Purchasing Department.

B. CONFLICT OF INTEREST

It is the responsibility of each member of the SUC staff and the Purchasing Department to assure that the SUC does not knowingly enter into any purchase commitment that could result in a conflict of interest. The Purchasing Department will refer questionable situations to the Management of SUC.

C. PERSONAL PURCHASES

The Purchasing Department does not enter into any negotiation or become involved in any transaction for purchases of a personal nature for the SUC staff. The Purchasing Department may question requisitioned items that seem to be of a personal nature or an inappropriate expense against SUC fund.

D. ETHICS

All Purchasing Department employees, and all other personnel authorized to conduct purchasing activities, must adhere to the principles and standards of SUC. Each employee involved in the expenditure of SUC fund is held to the highest degree of public trust and will abide by the following:

- i. Give first consideration to the objectives and policies of SUC.
- ii. Strive to obtain the maximum value for each amount of expenditure.
- iii. Decline personal gifts or gratuities.
- iv. Grant all competitive suppliers equal consideration.
- v. Conduct business with potential and current suppliers in an atmosphere of good faith, devoid of intentional misrepresentation.

- vi. Demand honesty in sales representation whether offered through the medium of a verbal or written statement, an advertisement or a sample of the product.
- vii. Receive consent of originator of proprietary ideas and designs before using them for competitive purchasing purposes.
- viii. Make every reasonable effort to negotiate an equitable and mutually agreeable settlement of any controversy with a supplier; and/or be willing to submit any major controversies to arbitration or other third party review, insofar as the established policies of my College permit.
- ix. Accord a prompt and courteous reception insofar as conditions permit to all who call on legitimate business missions.
- x. Cooperate with trade, industrial and professional associations, and with governmental and private agencies for the purposes of promoting and developing sound business methods.
- xi. Foster fair, ethical, and legal trade practices.

E. SPECIAL APPROVALS / REVIEW

The following purchases require the additional approval of the individuals and areas noted, and must be processed through the Purchasing Department:

- i. Advertising: Dean
- ii. Equipment Leasing: HOF
- iii. Insurance: HOF
- iv. Office Equipment (copiers, computers): Head – IT Dept.
- v. Painting Services and Renovations involving Painting Services: HOF & Maintenance Dept.
- vi. Repair, Renovation and Construction: Dean
- vii. Purchase of Library Books: Dean & Head of Library

F. EMERGENCY PURCHASE ORDER

The justification for emergency procurement is based on a time sensitive project or purchase. A delay in the issuance of an emergency purchase order would have adverse consequences to essential daily operations, special events, health, safety, and/or environmental issues. This ordering venue should be reserved for true emergencies with potential for additional damages or expenses such as burst pipes or breakages.

Emergency orders:

- i. Require a requisition sent to the Purchasing Department;
- ii. Are usually placed with the supplier via a verbal purchase order;
- iii. Are followed by written confirmation to the supplier with purchase order

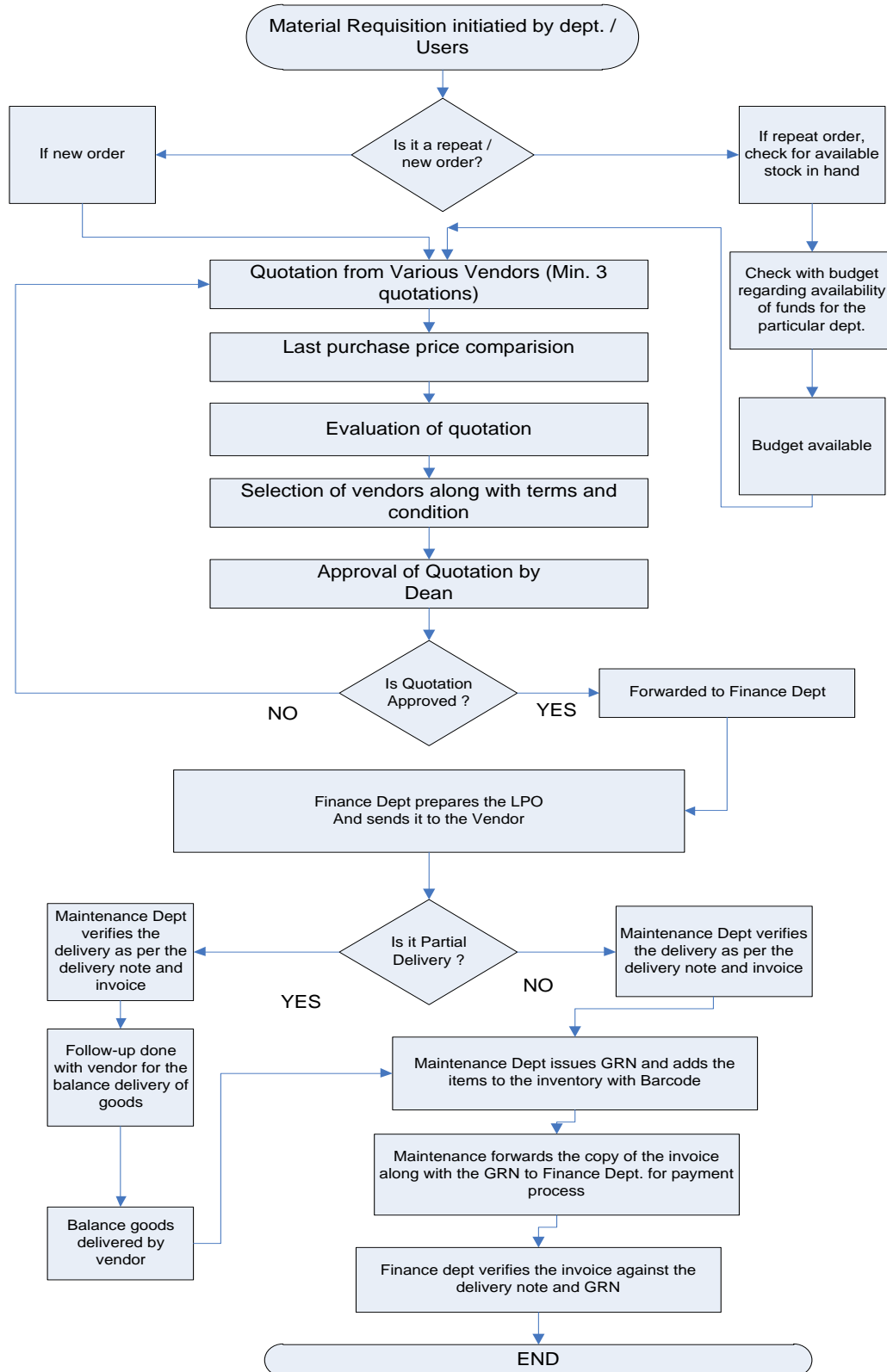
G. APPROVAL PROCESS

Purchase Process Flow

- i. Finance Department will seek at least three quotations.
- ii. Evaluate the quotation and select the most eligible vendor who meets all the required criteria.
- iii. Negotiating & finalizing price and other terms involved.
- iv. Placing order by issuing Purchase order to the selected vendor, a copy of Purchase order to be given to Stores department for their record and comparison of items for verification
- v. Follow up with vendor and co-ordinate with stores Dept. regarding receipt of supplies as per the Purchase order.
- vi. Processing of Invoice and releasing the payment.
- vii. Keep the contact details of suppliers and even disqualified quotations for future reference.
- viii. For routine and repeat purchase where prices and other terms are pre decided only the LPO will be issued to the supplier, but a periodical review of competitive supplier search will be followed to find out alternatives.

FLOW CHART – PURCHASING AND REQUISITION

F-14



8. PROCUREMENT POLICY

i. INTRODUCTION

The Procurement policy of SUC is aimed at achieving effective operations. It manages the purchase requirements of all departments by a well defined system of requisition, purchasing, receiving, payments, maintaining and supplying the inventories as and when required.

ii. PROCUREMENT OF POLICY FRAMEWORK

Procurement policy is aimed at meeting the requirement of strategic plan and annual plans to facilitate the departments achieve planned activities during the academic year. The objective of the policy is to optimize the utilization of resources without affecting the operations.

iii. PROCUREMENT PROCESS

a. Requisitioning

Requests for supplies, materials, equipment and services are to be submitted by the academics and academic support services departments initiating the request.

The following procedures are to be followed to complete and process a Requisition

1. Complete a Requisition form by specifying the items desired with the estimated cost.
2. Select a vendor, based on vendor selection process
3. Selected vendor should be reliable and capable of meeting the requirements with facility of after Sales Service wherever required.
4. Get approval of the Requisition

b. Review of Requisition

1. Level of stock available
2. List of vendors and requests for quotation
3. Compare the quotation for quality and price as per previous purchase
4. Appropriate quotation along with requisition is approved against the budget
5. Necessary approvals and preparation of purchase order

iv. PROCESSING OF PURCHASE ORDER

After the approval of requisition a Purchase Order is completed. The Purchase Order serves as the official authorization of the SUC to make a purchase. Process of issuing the purchase and maintaining proper record of accounts shall be as per the process established by the Finance department.

v. CONTINGENCY PURCHASING

Contingency purchases are made outside the regular purchasing procedures as requested by the departments in cases of urgent requirements as per the situation which may cause operational hindrances and long term financial losses. For contingency purchases the written/verbal request for the purchases needs to be made and the reasons for it. Later the detailed reasons for such purchases must be sent to the finance department for records.

vi. RECEIPT OF SUPPLIES, MATERIALS OR EQUIPMENT

Supplies, materials and equipment purchased against LPO by SUC are generally received by the maintenance department. As items are received, it is the responsibility of the department to note the date on which the goods were received, and other information that applies to the particular shipment and to forward this information to the Finance department. The payments are made by the finance department only after the goods received are in good condition are recorded in books of inventory specifying the quantity and quality specified in the LPO. All the assets and equipment's are properly bar coded for further verification. The supplies, materials or equipment to be accepted by the Requisitioning Departments as per the specifications mentioned in the Purchase Order

vii. PAYMENT TO CREDITORS

All payments to the vendors/suppliers are made against invoices corresponding to the LPO by the finance department only. The payments are made in cheque as per the procedure established by the finance department after verification by the head of the requisitioning department on the receipt of good as per the LPO specification.

9. RISK MANAGEMENT POLICY

i. INTRODUCTION

Risk management review at SUC is performed periodically by the Finance Department and the external auditor. SUC already has in place policies on Data Backup, Data Security and Teach-Out Plan to mitigate associated risks which are detailed in respective policy sections. To minimize the risks SUC follows clear guidelines to assess the future risks arising out of possible situations.

ii. RISK MANAGEMENT POLICY FRAMEWORK

SUC follows and adopts good practice in the identification, evaluation and control of risks to ensure that, as far as reasonably practical, risks are avoided or reduced. The Board of Governors has a fundamental role to play in the management of risk.

- a. Monitoring the management of significant risks to reduce the likelihood of unwelcome surprises.
- b. Reporting minor and major incidents of risks through internal and external audit systems
- c. Anticipating and responding to changing social environmental and legislative requirements and compliance of legal standards
- d. Insuring SUC's movable and immovable assets against fire, theft, natural calamities and a probable loss of key personnel.
- e. Ensure that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.
- f. Ensure that there is adequate training and resources for implementing the policy.
- g. Ensure that the process of day-to-day financial risk management is adequately documented.
- h. Undertake an annual review of effectiveness of the system of internal control and report to the Management.

iii. RISK MANAGEMENT AND THE SYSTEMS OF INTERNAL CONTROL

Risk management policy includes internal control systems. These controls encompass a number of elements that together facilitate an effective and efficient operation, enabling SUC to respond to a variety of operational, financial, and commercial risks. These elements include:

a. PLANNING AND BUDGETING

The planning and budgeting process is used to set objectives, action plans, and allocate resources.

b. RISK MANAGEMENT ASSESSMENT

Risk management assessment is compiled by the Finance Department and facilitates the identification, assessment and ongoing monitoring of major risks to which SUC may be exposed. The document is reviewed annually and emerging risks are added as required. Corrective actions and risk indicators are monitored regularly.

c. INTERNAL AND EXTERNAL AUDIT

An internal audit is carried out annually to review the effectiveness of the internal control system, while External Audit is arranged on an annual basis to review the financial systems and provide feedback to the management for necessary action.

d. REGULAR REPORTING

Regular reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings.

iv. ANNUAL REVIEW OF EFFECTIVENESS

The Board of Governors is responsible for reviewing the effectiveness of internal control of SUC for each significant risk identified. The Board of Governors will:

- a. Review the previous year and examine SUC's track record on risk management and internal control,
- b. Consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.
- c. Make provision for overcoming unforeseen circumstances.

v. RESPONSIBILITY AND AUTHORITY

Table 3.21.1			
Plan and implement Risk management policy	Monitoring and reviewing the Risk Management Policy	Period of review of the Risk Management Policy	Approval of amendment of the Risk Management Policy
Head of Finance department	Executive Council	Annual	Board of Governors

A. FINANCIAL ASPECT

i. GENERATION OF MONTHLY REPORTS

Periodic statements are compiled to review the risk factors and take corrective measures.

- a. Monthly Collection Report
- b. Quarterly report of operations (after three months of operations)
- c. Income & Expenditure comparison with Budgeted figure
- d. Statement of Activities
- e. Statement of Cash flows

ii. 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:

- a. To integrate inflows and outflows arising out of various functional budgets at different time intervals.
- b. 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.
- c. 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.

10. PHYSICAL FACILITY MANAGEMENT POLICY

i. INTRODUCTION

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.

ii. 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:

- a. Reduce operating interruptions and equipment and structural failures.
- b. Improve work methods and procedures
- c. Increase productivity of operations and maintenance personnel.
- d. Select the most cost effective form of maintenance and operations, i.e. outside contracts.
- e. Reduce and eliminate fire and safety hazards.
- f. Improve and maintain the aesthetic quality of the SUC.
- g. Creating awareness to conserve energy which complies with general rules and regulations.
- h. Maintaining adequate level of inventory for regular repairs & maintenance.
- i. As part of contract agreement major maintenance rests with University City maintenance department.
- j. Outsourcing the cleaning functions to maintenance agencies.

The general categories for maintenance are described as follows:

iii. 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.

iv. 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.

v. 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 equipment's in their performance.

12. TEACH OUT POLICY

A. Introduction

SUC Risk Management policy includes systems of internal controls. These controls include a number of measures that facilitate an effective and efficient operation, enabling SUC to respond to a variety of operational, financial, and commercial risks. However in unforeseeable events its risk management policy protects the interest of stakeholders, specially the students to ensure their continuation of studies. The Financial Plan of SUC makes provisions for such contingencies.

B. Formation of committee

To deal with the unforeseeable emergency situation, an ad-hoc 'Teach- Out' committee is formed comprising of EC members and Head of Finance (HOF).

C. Functions of the committee

1. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
2. To ensure the last student is rehabilitated as per the proposed plan
3. To refund the fee as per the provisions made by finance department for such contingencies

D. Process Flow

1. Gravity of the emergency situation is reviewed
2. A 'Teach-Out' plan is prepared to accommodate the students
3. Ensure the implementation of the 'Teach-Out' plan

E. 'Teach-Out' Plan

In case the need arises to discontinue a particular major/emphasis of a program over a period of time, students still enrolled at that point of time shall be given the following options:

1. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at SUC
2. Students can opt to transfer their credits to any of the accredited institutions which have articulation agreements with SUC or any other institutions of their choice.
3. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
4. The applicable refund shall be paid over a period of one year.

In case an unforeseen situation arises and SUC needs to wind up its operations completely or decides to discontinue a particular program, the students enrolled at that point of time shall be given the following options

1. Students can opt to transfer their credits to any of the accredited institutions which have articulation agreements with SUC or any other institutions of their choice.
2. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
3. The applicable refund shall be paid over a period of one year.

F. Tenure and authority

Responsibility of forming ad-hoc 'Teach-Out' Plan Committee	Preparation of 'Teach-Out' Plan	Approval of 'Teach-out' Plan for Major/Emphasis /program and institution	Implementation of 'Teach-Out' Plan	Implementation of 'Teach-Out' Plan for Institution	Approval of Amendments to the 'Teach-out' Plan	Responsibility of forming ad-hoc 'Teach-Out' Plan Committee
COEC	Ad-hoc 'Teach-Out' Plan committee	BOG	Dean	Dean along with Head of Finance	BOG	COEC

XIII. LEARNING RESOURCE POLICIES-LIBRARY

1. 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.

2. 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.

3. 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 these 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. Cataloging 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. Cataloging 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.

4. CIRCULATION POLICY

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

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

iii. 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.

iv. 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.

v. Late Fines

The Library charges fine of AED 1/= day for overdue books from the students.

vi. 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.

5. 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 organisations 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.

6. 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?

XIV. LEARNING RESOURCE POLICIES- COMPUTING

1. 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.
 - a. **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.
 - b. **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.
 - c. **Email**
Sending chain-letters, unsolicited bulk electronic mail either locally or off-campus is prohibited.
 - d. **Repro-graphics**
SUC users are requested to use printing and photocopy in a rational manner to adopt eco-friendly approaches.

e. **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.

f. **Unauthorized Access**

Computer users must refrain from seeking to gain unauthorized access to information resources or enabling unauthorized access.

g. **Reporting Problems**

SUC users are requested to report any defects discovered in the system or system security.

h. **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).

i. **Usage**

Computer services must be used only for academic purposes.

j. **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.

k. **De-activation of Cyberoam ID**

Computing Department review the graduating student list each semester after declaration of results to deactivate the Cyberoam student id which is accessing the internet facility in the campus. However deleting the id permanently in the system once the confirmation receives from the Admin & Examination Department.

1. **Queue - Q (Management System)**

Queue management system users must obtain a ticket to meet SSD, Finance & Admin and Examination department to solve their issues. Each and every student they must take get the tickets to raise their issues. It is crucial that the waiting students are made aware of both the fact that they have been called and where they should go (SSD, Admin & Exam and Finance Dept.)

m. **Smart Classroom**

The computing department provides the smart classroom facilities & support to its users such as Faculty, Staff, Student and other stack holders of SUC.

2. 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:

- a. 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.
- b. Each user issued with a unique id and password to use internet facility.
 - c. The students can also access the SUC Wi-Fi network within the campus from their personal Laptops/iPhone/iPad/Blackberry/Tablets etc.
 - d. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.
 - e. 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.

- f. 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:

- a. The site falls under the prohibited content categories of the UAE's internet access management policy.
- b. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.
- c. 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.
- d. 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.
- e. 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.
- f. 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.

g. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

3. 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.

4. BACKUP POLICY

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.

5. 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.

6. 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)

7. 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 Resource Adequacy Feedback 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 Resource Adequacy Feedback.

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 annual 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 annual 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

8. GENERAL IT RULES AND REGULATIONS

USE OF IT RESOURCES

- i. All SUC IT resources should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
- ii. IT resources should not be used for consultancy or commercial projects, unless a prior permission has been obtained from the Head Computing Department.
- iii. All the users should strictly abide by the below specified guidelines
- iv. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
- v. Do not damage any of the equipment.
- vi. Do not download and store culturally undesired/unwanted files in the system.
- vii. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
- viii. Do not bring any pirated software and install on any of the workstations in the computer lab.
- ix. Do not hack any site, as this may cause a framing of criminal case against him/her.
- x. Do not download and install/copy any program from Internet.
- xi. Faculty, staff and student must use SUC email, portal account for academic purpose only.
- xii. Do not reveal their user name and passwords to other users.
- xiii. Do not jeopardize the work of any other member or the computing network.
- xiv. Do not modify the network configuration, until the permission of Computing Department staff is obtained.
- xv. The members must abide by the licensing regulations of the software provider regarding use of the software and payment for it.

- xvi. The members should take permission prior to downloading and installing any software from internet. This includes software such as messaging, chat software, etc.
- xvii. Do not damage any of the equipment.
- xviii. Do not bring any eatables or drinks inside the reprographic center.
- xix. Students need to obtain coupons to get any photo copies and print outs.
- xx. More than 15 pages of a particular book/journal are not allowed.
- xxi. Students will be provided printing services on first come first serve basis.
- xxii. Do not use mobile phones inside the classroom & computer lab.
- xxiii. The students must comply with the instructions from a member of Computing Department staff.
- xxiv. No eatables are allowed inside the computer lab.
- xxv. Uses of mobile phones / smoking are strictly prohibited in computer lab.
- xxvi. 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.

9. 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.

10. 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.

11. 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.

The following core software is provided for all faculty, staff & student computers:

- i. Microsoft Windows 8/ 7 / XP (Service Pack 2)
- ii. Office 2007/2010 including: Word, Excel, PowerPoint, Access and Outlook
- iii. Internet Browsers: Internet Explorer 10, Firefox 18 & Google Chrome 27
- 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.

b. 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

c. Server Software

IT Servers have the following software installed:

- i. Microsoft Windows 2003 Server
- ii. Microsoft Windows 2008 Server
- iii. Microsoft Windows 2012 Server
- iv. Exchange 2003 / 2007 / 2010 / 2013
- v. Microsoft SQL 2005/2008/2012 Server

IT Department will ensure all servers are:

- vi. Maintained to ensure they run at optimum levels
- vii. Fully backed up to ensure data can be recovered
- viii. Regularly updated with critical operating systems updated

d. 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.

e. 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

f. 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.

g. 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.

h. 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.

i. 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

j. 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.

12. DATA SECURITY POLICY

A. Introduction

Data Security policy guidelines of SUC are aimed at maintaining security of information regarding its Students, Faculty and Staff. It also provides guidelines on the security of institutional data relating to its policy, procedures and operations. This policy outlines the responsibility of authority of data generation, recording, and modification, accessing, publishing and discarding the data. The policy guideline envisages appropriate procedures for the Protection of Confidentiality, Availability, Privacy, and Integrity of information at SUC. The policy also includes physical security of equipments where information is processed and stored, sources of maintaining the regular backup to avoid loss of data due to intentional, accidental, or natural causes that may affect the normal functioning of the institution.

B. Responsibility of Maintaining Data Security

Responsibility of maintaining security of data related to the institution and its stakeholders primarily rests with the Dean. The authority to give access to data is with the Dean. The Dean authorizes the respective Department Heads and the staff involved in operations to have access to the data for the day to day Planning, Executing, Evaluating and Reporting the operations.

The custody of data is with the Head of the Department relating to their department and the authority to share the information with the other operational department is limited to the extent of meeting the institutional requirement. This information can be transferred through electronic, verbal or documentary forms.

Certain critical data recording, maintenance, modification requires approval from Dean.

C. Accessibility to the data

Data type	Authority to Maintain data	Authority to access	Authority to approve to access data
Students			
Administrative records	Administration & Examination	1.The Dean 2. Registrar 3. HQA 4. Head - Admin & Exam Department and staff of Admin and Examination	Dean
Academic records	Administration	1.The Dean 2. Registrar 3. HQA 4. Head - Admin & Exam Department and staff of Admin and Examination	Dean
Financial records	Finance and Administration	1.The Dean 2. Head - Admin & Exam Department and staff of Admin and Examination 4. Head of Finance and Finance department staff	Dean
Faculty and Staff	Human Resources Department	1. Dean 2. Head HR 3. HR department staff	Dean
Operational data	Head of Concerned department	1. Dean	Dean

		2. Head of Concerned department 3. Staff of concerned department	
Institutional level data	QA and IR	1. Dean 2. HQA 3. Head-IR 4. SQA	Dean

Note: The above data can be accessed by Founder President, COEC, MOHESR officials & their representatives and law enforcing officials upon the permission of Dean. Authority to amend data security policy rests with EC.

D. 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.

All students' related data inclusive of academic records is maintained in physical form for a minimum period of 5 years after graduation and there after converted into soft form.

13. FEEDBACK & SURVEY POLICY

The purpose of the SUC feedback & survey policy and procedure is to provide detail on the process for requesting approval to execute a academic or academic support service feedback & survey, and to request access to the SUC survey data. Requests may be referred by the IR Office to the EC Members and/or as determined appropriate to do so. This procedure should be read in conjunction with the relevant Feedback & Survey Policy.

The purpose of this feedback and survey is to establish a simple yet effective means of gathering student/staff & faculty feedback on subjects/academic & academic support services and the teaching of subjects to support the SUC Planning and Improvement Framework as it relates to Learning, Teaching & Resource Adequacy.

The Student Feedback has major goals:

- i. To provide student feedback data on teaching and learning for faculties, course coordinators, subject coordinators, and teaching staff to inform continuous review and improvement of learning and teaching, i.e. to support the SUC quality improvements.
- ii. To provide useful information for individual teaching faculty for their own professional development.
- iii. To provide an opportunity for students to give feedback on their subjects and teaching and learning experience and for improvements made as a result to be reported back to the students.
- iv. To provide data to support the SUC - Key Performance Indicators (KPIs) for Learning and Teaching and the associated objectives and strategies in the SUC - Strategic Plan 2012-2017.

14. ERP POLICY

A. INTRODUCTION

The ERP implementation at SUC is unique due to various reasons. First of all, the system is implemented under the leadership of the COEC for Change and Organizational Renewal, which means that SUC not simply focuses on implementing a new IT system, but holistically addresses the subject of organization-wide change by looking at its vision & strategy, business model/processes, people and organizational culture at the same time. To ensure such a holistic approach, all change initiatives, including the ERP implementation, are managed under one umbrella by the Computing Department

To ensure the success of any ERP implementation project, a project team consisting of an ERP consultant, internal auditing, and IT staff familiar with the SUC's operations should be established before the system's implementation. As part of the team, faculty members can play a proactive role in helping the organization gather the necessary resources and information before the implementation.

Moreover, SUC - Computing Department aims at supporting all its major modules by one integrated system. This comprises the Core Business/Technical Cooperation activities which are supported by student entry to exit - Enrollment Management

processes, including HR & Payroll, E-Recruitment, Time Attendance, Employee-Self Service, Administration and Examination, SSD, Faculty, Advisory, Corporate Affairs & 360 Degree Performance Management, as well as Finance Focus & Library Management. This means that during 2013-2014, all major modules will be managed through one integrated system, which can be fully accessible from anywhere in the world for student, parents, staff, alumni & faculty. This will enable SUC to effectively manage for reports in real time.

B. ERP PROJECT GOAL AND OBJECTIVES

i. PROJECT GOAL

The project goal is the implementation of an integrated ERP application suite at SUC to support its strategic goals.

ii. PROJECT OBJECTIVES

Within the overall goal as stated above the following objectives have been identified:

- a. Enhance quality of SUC's online student, faculty and staff experience through secure self-service options;
- b. Develop its 23 years of reputation for academic excellence and a quality student experience;
- c. Implement business intelligence tools to support better decision making;
- d. Continuously improve SUC's business processes; and
- e. Lower IT costs and other operating expenses.

C. BUSINESS DRIVERS

Business drivers representing user expectations of the ERP system are summarized as follows:

- i. Strengthen the position of SUC in the competitive higher education marketplace by providing our principal clients (students) with systems technology they expect from a University College.
- ii. Offer easy-to-use reporting and interactive query tools to facilitate the management of information, including decision-support, managerial, costing and commitment information.
- iii. Optimize the fully integrated ERP system to: Provide one system-of-record for SUC student records. Facilitate the sharing of information between the closely intertwined operational areas (e.g., Human Resources and Payroll, Student System & Finance). Provide integration capabilities between the core ERP system and edge system solutions. Improve the efficiency of business processes by providing uniform systems solutions for both ERP

- and Portal. Support the capturing of data at point-of-entry to minimize data duplication and redundancy.
- iv. Improve operational efficiency through Self-Service options for all stakeholders; More integrated workflow (i.e., End-to-End); More automated processes, reducing error-prone manual processes with less hand-offs, wait-states and handling; Less paperwork or paper flows; and Use of best practices
 - v. Provide the capability to enforce varying acceptable levels of security over data, functions and processes within the system.
 - vi. Provide flexibility allowing SUC to easily modify or develop functionalities to correspond with changing conditions,
 - vii. Provide Advisory management system capabilities by implementing Student & Faculty Advisory system to enhance student engagement.
 - viii. Facilitate SUC's integration with the Android based portal services.
 - ix. Enable a Services-Oriented Architecture approach that facilitates the extension of SUC's enterprise architecture, resulting in a more agile SUC organization and better services for all students, staff, alumni, parents & faculty.

15. POLICY ON MANAGEMENT OF WEBSITE & PORTAL SERVICES

A. PURPOSE OF POLICY

The purpose of this policy is to create guidelines and ways with respect to updates in SUC's official web site. SUC herein establishes this policy for faculty and staff seeking authoring access to the SUC's official website, and identifies procedure and boundaries allied with the process. This policy is limited in scope to the University's official website.

B. SCOPE

This policy administers the usage of the SUC Web site, www.skylineuniversity.ac.ae. The SUC's Web site is representative for its combined user experience, widely distributed publishing responsibility and flexibility to allow customized content. With such distributed publishing responsibility comes shared responsibility for quality assurance (to conduct the correctness of the document) and LSS (to upload the content on the website in appropriate manner and if necessary, deciding the meta tags and words for SEO functionalities). The content uploaded on the website can affect the entire image of the University and therefore, expectations are set to ensure quality, manage risk, and present the SUC's Web content to users in the most effective ways.

C. POLICY STATEMENT

The purpose of this policy is to ascertain necessary requirements for use of SUC Web resources in a manner that maintains quality and suitably reduces risk to the privacy, truthfulness and accessibility of university data. The requirements of this policy deal with university standards for Web content, including

- 1) Visual identification of the contents,
- 2) Page design and editorial quality,
- 3) Content accessibility,
- 4) Content security and
- 5) Content publicity and Web advertising.

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

D. 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)

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

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.

16. E-MARKETING POLICY

A. PURPOSE OF POLICY

It has been observed that most of the students and parents are browsing online to get information about SUC. The Computing Department places advertisement periodically on these portals. Following are the basis for choosing this media:

- i. **SUC Website**
 - a. Websites hits through Google analytics – location, keyword, page, content, user frequency, demographic, age, interest, etc.
 - b. Online queries
 - c. Online chats
 - d. Online registrations
 - e. Survey from prospective students

- ii. **Social networking sites (Facebook, Twitter, LinkedIn, Google+, Digg, etc.)**
 - a. Social media rating
 - b. Selecting the message content
 - c. Placement of advertisement
 - d. Selecting the keywords
 - e. Effectiveness of the advertisement

- iii. **Monitoring of Effectiveness of E-Marketing**
 - a. Website rating websites such Alexa.com
 - b. Selecting the message content
 - c. Selecting the keywords

- iv. **Email Marketing**
 - a. Email database of target segments
 - b. Selecting the message content
 - c. Timing of the message based on intake
 - d. Effectiveness of the email marketing
 - e. Exhibition and school visits database collected

- v. **SMS Marketing**

The Marketing Department also utilizes the database of available mobile numbers and frequently sends updates on the program and course offerings and other important messages for follow-up with prospective students.

17. ARTICLE PUBLISHING POLICY ON SUC WEBSITE & SOCIAL MEDIA SITES POLICY

A. Purpose of Policy

The editorial team at SUC does not publish articles arbitrarily. We follow a strict set of rules and guidelines. Every article published on SUC Website & social media sites fulfills certain criteria: quality of content is important to us, and our job is to advocate for and protect the interests of our readers and the design community.

Every article is reviewed by at least two independent experts before it gets published on SUC Website & social media sites in order for the article to get published.

We continually revise and update these rules to make sure that the quality of our content is never compromised. The rules listed below are crucial for all articles published here on SUC Website & social media sites. We work very hard to follow all of these rules as best we can; they explicitly guide our editing, writing and communication.

Publishing Policy & Rights on SUC Website & social media sites:

- Does not publish any sponsored articles or paid content.
- Does not publish any other public relations (PR) content.
- Advertisers and sponsors have no influence on SUC Website's content.
- SUC respects the rights of authors, designers, photographers and developers.
- SUC would never publish links to illegal sources that reproduce the work of others or that violate author rights if we are able to detect illegal sources or copyright infringement through a reasonable effort by double-checking material to be published.

SUC is happy to receive constructive criticism and suggestions from readers and friends; but it would never perform favors in return for them. SUC's recommendations are based on the expertise of its authors and are made in the best interests of its readers and the Web design community.



كلية الأفق الجامعية
المدينة الجامعية في الشارقة
SKYLINE UNIVERSITY COLLEGE
UNIVERSITY CITY OF SHARAJH



XV. SPORTS, HOSTEL AND HEALTH & SAFETY POLICIES

1. 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. Suggest new ideas for developing Sports facilities and develop winning Teams
- ii. To motivate students to utilize the Sports facilities for healthy living and participate in Sports activities
- iii. Assist in selecting the SUC teams.
- iv. Assist in selecting the best sports persons within and outside SUC for sports scholarships and awards
- v. Assist in organizing the Internal and External Sports Events
- vi. Help to conduct SUC picnic.
- vii. Create Healthy and Friendly Brotherhood atmosphere in SUC campus.
- viii. To develop leadership qualities through games and sports
- ix. To conduct talent hunt for Sports persons

Sports Committee consists of the following:

- i. Head Sports department
- ii. Head Finance Department
- iii. Designated Faculty and Staff members
- iv. Elected Members of Student's Sports Committee

2. SPORTS CLUB

A sports club is established based upon the approval of the Dean 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. Each team must have a senior student who heads the club and 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 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.

- i. The schedule of Sports Department should be followed very strictly.
- ii. 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.
- iii. Smoking is not allowed in the sports arena.
- iv. Eatables are not allowed in the inside sports arena.
- v. No chewing gum or spitting inside the sports hall and gym area.
- vi. No fighting or disorderly behavior is permitted.
- vii. Good sportsmanship is expected always in the playing area.
- viii. No student is allowed to play a game more than one hour during the rush hours.
- ix. Sports clothes are required at all times when using sports facilities.
- x. No friend or outsiders are allowed to use the sports facilities.
- xi. Noise level should be kept to a minimum.
- xii. Violation of any of the above rules may result in suspension from using the sports facilities.

3. 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 also conducts various activities for the faculty and non-teaching staff members to promote a healthy and friendly atmosphere amongst them.

- i. Inter-Collegiate/Inter-university Events
 - a. Skyline Inter-University Cricket Tournament (Male students)
 - b. Inter-University Table Tennis Tournament (Male students & Female students)
- ii. Intra-mural Events
 - a. Inter Discipline Cricket Tournament (Male students)
 - b. SUC Sports Festival (Male students & Female students)
- iii. Inter-school Event
 - a. Skyline Inter-School Sports Festival (Male students & Female students)

- iv. Faculty and Staff
 - a. Faculty/Staff Sports Festival
 - b. Faculty/Staff friendly matches with Students

a. ELIGIBILITY CRITERIA FOR PARTICIPATING IN SPORTS EVENTS

- i. Inter-University Sports Events
 - a. The Inter-University sports program is conducted according to the rules of the Inter-University Athletic Conference and the Higher Education Sports Federation (UAE).
 - b. 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).
 - c. The Universities/Colleges invited are eligible for participation.
 - d. Acceptance of teams will be based on submitting entry forms within the due date.
 - e. All participating players' list must be duly attested by the Head of the Institution.
- ii. Intra-mural Sports Activities
 - a. 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.
 - b. Students enrolled in the short term courses conducted in the SUC are not eligible for participation in the tournaments.
 - c. 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
 - d. The short courses and Alumnae students ARE NOT ELIGIBLE for participation in the intramural sports program.

b. GENERAL GUIDELINES

- i. Intramural competitions are held between the majors at BBA and MBA level.
- ii. Inter-discipline Rolling Trophy.
- iii. International Federation rules and regulations of games will be followed. The rule book will be present on the recorder table at all times.
- iv. The technical committee decision will be final and is not subject to any review or challenge.

- v. All protests will only be received by the head of the departments of the team one hour before/after the match.
- vi. 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.
- vii. Any team captain who uses a player participating under an assumed name shall be suspended from participation for a minimum of one game.
- viii. Any individual who participates in more than one discipline during any sport season shall be suspended from participation in that sports semester. (Academic Year)
- ix. 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.
- x. 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.
- xi. If the ineligible player has played in more than one game those games will be forfeited as well.

JERSEY / T-SHIRT COLOURS	
BBT	Green
BIB	Red
BBI	Black
BBM	Blue
MBA	Violet
Foundation	White

4. SUC TEAM SELECTION PROCEDURE

- i. In the month of September, the sports department conducts orientation where information regarding various games, team selection and trial schedules is 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.

BASKETBALL	MALE/FEMALE
Volleyball	Male/Female
Throw ball	Female
Soccer	Male
Table Tennis	Male/Female
Cricket	Male
Badminton	Male/Female

- ii. 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.
- iii. 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.
- iv. The Head of Sports Department will provide required equipment for the players subject to budgetary limitations.
- v. All sports seasons will begin and end in conformity with Higher College of Sports Federation regulations.

5. 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.

a. CODE AND CONDUCT

- i. 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.
- ii. It is compulsory that the players must attend all the practice sessions arranged for the SUC team.
- iii. During the practice sessions or tournament (Internal/External) all the members should maintain discipline to uphold the name of the SUC.
- iv. 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.
- v. In case of any indisciplinary activity in the sports field, during Sports activities within the University or while representing the University in external events; the student will be stopped with immediate effect from participating in any training sessions, representing SUC in tournaments/matches and using SUC facilities. He / She will also be referred to the Disciplinary Action Committee. The decision of the Committee will be informed to the student in written. If the student is unhappy, he / she may appeal to the Dean through the SUC grievance redressal procedure through the SSD. After the Dean reviews the appeal the decision of the Dean will be final and intimated to the student and the department and the necessary punishment will be implemented.

b. RESPONSIBILITIES OF THE STUDENTS

- i. All the rules of Sports Department should be strictly followed.
- ii. Good sportsmanship is expected always in the playing area.
- iii. 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.
- iv. The players/students must listen to the instructions given by the coach.
- v. Student is responsible for all his/her belongings and the department is not responsible any lost or stolen valuables.
- vi. 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.

6. BUDGETING AND PURCHASING

Annual budget for the Sports Department is prepared by the Finance Department after taking necessary recommendations from the Head-Sports. Every events and purchases for a particular academic year are budgeted well in advance for the smooth functioning of the departmental activities.

Purchases are generally done two times a year; before the start of the Fall and Spring semesters. All purchases and maintenance are done as per the guidelines given by the finance department.

7. DEVELOPING AND MAINTAINING SPORTS FACILITIES

As per the strategic plan, developments of facilities are initiated by the Sports department. The students' requirements are surveyed before planning any new facility. SUC signs MOU with approved companies for the developmental works and maintenance. All periodical maintenance of the existing and new facilities are taken care by the Sports Department.

8. SPORTS SCHOLARSHIP POLICY

The SUC Sports Scholarship has been conceived for students who have shown the ability in sporting and academic performance prior to joining SUC and who wish to fulfill their sporting and academic ambitions while pursuing their academic career in SUC. The students are rewarded for their success in the various categories of sport achievement at various levels and are open to both BBA and MBA students. The scholarships granted are reduction in their tuition fees at SUC and are generally for the full duration of study (subject to academic performance and other requirements).

i. SPORTS SCHOLARSHIP COMMITTEE

A Sports Scholarship Committee will be formed in each academic year. The decision of this committee shall be final. The committee comprises of the following members:

- a. The chair of the sports committee
- b. Dean
- c. Registrar
- d. Head of sports
- e. Head of finance department

ii. ELIGIBILITY CRITERIA

There are several criteria, which must be met – academic qualification for a course must be achieved and the recipient of a scholarship must be prepared to commit him/herself to involvement in the respective SUC sports club.

The scholarship student must represent SUC and only SUC in competition. A satisfactory level of academic and sporting progress is essential, if the scholarship is to be renewed on annual basis.

The student needs to consistently keep a satisfactory level of academic standing and other criteria which are:

1. The student must duly apply for sports scholarship.
2. 2.5 CGPA
3. Minimum 70% attendance in all classes
4. The student should not have any disciplinary proceedings against himself / herself.
5. Performance of the student in a particular game. A report from the coach will be taken.
6. Attendance during the training sessions
7. Support given to the Sports Department
8. The student should not be recipient of any other scholarship offered by SUC

Apart from the above, the following supporting documents should also be furnished:

1. Sports Department (Head-Sport's and Coach's Report)
2. Staff Sports Committee Clearance
3. Transcript Clearance
4. Fee Clearance
5. DAC Clearance
6. List of Achievements
7. Recommendation Letter from Advisor, HOS, Dean

iii. NUMBER OF SCHOLARSHIPS IN EACH SEMESTER

SL NO.	GAME	15%	25%	50%
1	Football	1 Student	1 Student	1 Student who will be the best of all / An all-rounder
2	Basketball	1 Student	1 Student	
3	Cricket	1 Student	1 Student	
4	Table Tennis	1 Student	1 Student	
5	Volleyball	1 Student	1 Student	
6	Badminton	1 Student	1 Student	

Scholarship will not be awarded if there are no students who meet the eligibility criteria in any game.

10. HOSTEL POLICY

A. INTRODUCTION

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. Skyline has authorised staff member 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 hostel 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.

B. FACILITIES

- i. Internal Hostel (Boys)
- ii. External Hostel (Girls)
- iii. Internet
- iv. Recreation facilities
- v. Transport during weekends
- vi. Kitchen
- vii. Laundry

C. SERVICES

- i. Internet
- ii. Grocery items are available
- iii. Picnics
- iv. Chef's service is available
- v. Health/Medical support for students in emergencies

D. HOSTEL FEE & PAYMENT

- i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2013-2014 will be **AED 1450/- per month**. The hostel fee shall not include mess charges.
- ii. Hostel fee should be remitted to the Finance Department on a semester basis. **(AED 1450/- x 4 = 5800/-)** If a student opt to do summer semester, separate invoice will be given from the finance department. It is mandatory that a student who avails the hostel facility should continue to stay in the hostel till the end of the academic year.

E. CAUTION DEPOSIT

A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission.

F. REFUND

- i. This amount will be refunded to the students from the finance department at the time of checkout with the approval of the warden.

G. HOLIDAY ROOM FEE

If an existing hostel student wants to reserve a room during vacation, he/she should pay **AED-500/- per month** as Holiday Room Fee in the Finance Department.

H. TERM/PERIOD OF STAY

- i. All the students admitted to the hostel should stay in the hostel preferably for the duration of the course.
- ii. The student is also required to pay hostel room fee for the Academic year in which the student has joined the hostel.

- iii. In case if the student wants to stay with the local guardian he/ she has to provide an undertaking by the parent, ID copies and tenancy contract of the local guardian along with the request to the administration.

I. ARRANGEMENT AT THE TIME OF VACATION

All hostel students (Male students & Female students) will vacate their rooms before proceeding on summer vacation. 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.

J. ADMISSION TO HOSTEL

- i. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC. For Hostel Application, please find **Annexure A1**
- ii. Application for admission to the furnished apartment must be submitted to the Finance Department.
- iii. Admission to the hostel is strictly based on first come first serve basis.
- iv. First preference is given to the international students who are on SUC visa.
- v. In case accommodation is still available local students will be considered.
- vi. 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.
- vii. Local guardians, if any, should be authorized by the parent.
- viii. Application for admission to the hostel must be submitted to the Finance Department.
- ix. 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.
- x. 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.

K. ORIENTATION & HOSTEL INDUCTION

Hostel orientation will be conducted by the Hostel Manager/Supervisor at the start of every semester. Students will be informed of all necessary information, rules and regulations. A detailed hostel policy will be handed over to each student at the time of check-in. Hostel staff, who are available 24/7 will support all the new students to settle comfortably.

L. WELCOME KIT

All the new students will be given a welcome kit which includes basic sanitary items and hostel information pamphlet.

M. UNDERTAKING

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 a relative authorized by the student's parents and is a resident visa holder in UAE. The local guardian should have a tenancy contract in his/her name in UAE.

N. HOSTEL MEETINGS

Hostel meetings will be scheduled periodically by the Hostel Manager/Supervisor. It is mandatory that all the students attend the meetings. Any issues of the students can be discussed and necessary solution may be sought by the concerned person/department. Hostel Manager/Supervisor will convey the problems faced by the hostel students to the concerned department.

O. GUESTS

Guests are not permitted to stay in the hostel. If the parents wish to stay, then the student/parent may approach the hostel staff, for getting accommodation in the guest house, subject to availability. The guest house will be provided on a nominal rent.

P. 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 will be informed to the student in written. If the student is unhappy, he / she may appeal to the Dean through the SUC grievance redressal procedure through the SSD. After the Dean reviews the appeal the decision of the Dean will be final and intimated to the student and the department and the necessary punishment will be implemented.

Q. DAMAGES AND RECOVERY

Mishandling of dining hall furniture, room furniture, any property or fittings of the hostel is strictly forbidden. The cost of damages will be recovered in the following manner:

- i. 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.
- ii. If any individual or group is identified to have caused the damage, the cost of the damage will be recovered from him/her/group.
- iii. 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.
- iv. 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.

R. USE OF INTERNET AND TELEPHONE

Students are given free internet in the hostel. Telephone calls made from hostel phone will be charged as per the Etisalat rates. Students are advised to use their own mobiles for making calls. Pre-paid recharge vouchers are available with the hostel staff.

S. CHECKOUT PROCEDURE

For checkout the student has to intimate the hostel staff 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.

11. THE HEALTH AND SAFETY POLICY

A. Introduction

The SUC is responsible for ensuring that structures and adequate resources are in place to meet SUCs responsibilities for the health, safety and welfare of all members of Staff, Students and Visitors within the SUC premises. The SUC is committed to improving the health and safety culture throughout the institution. Statutory requirements will be treated as a minimum standard. In line with legislative requirements and corporate commitments, this policy will be communicated to all members of staff. All employees, students and visitors will be made aware of their personal and professional responsibility in supporting SUC's compliance and must realize their legal obligations to act

responsibly to prevent injury to themselves and others. SUC aims to establish clear responsibilities, manage and meet expectations & objectives to improve the health and safety performance of the institution.

B. Responsibilities

Dean is responsible for planning, development and implementation of SUC Health and Safety Management Policies. To assist Dean in managing health and safety, the Head Sports Department of SUC has been appointed as In-charge for Health and Safety Director to co-ordinate health and safety and ensures that management objectives are an integral part of our activities and continuous improvement programs.

C. Policy framework

The Health and Safety Policy provides a framework for the management of Health and Safety throughout SUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing Health and Safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy. This includes:

- i. Implement measures to prevent accidents and injuries
- ii. Conduct risk assessments and take appropriate action on findings
- iii. Ensure fire safety systems are in place and all necessary fire safety equipments are regularly maintained
- iv. Ensure fire exit plans are displayed throughout the campus and mock drills are conducted
- v. Provide arrangements for safe handling, transportation and storage of articles and substances
- vi. Provide information, instruction, training and supervision as appropriate
- vii. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
- viii. Provide personal protective equipment in line with risk assessments and safe systems of work
- ix. Ensure adequate emergency arrangements are in place
- x. Ensure consultation and communication on health and safety matters is undertaken timely
- xi. Provide sufficient financing and resources to meet all stated objectives and to meet legal compliance requirements for Health and Safety
- xii. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

D. Dissemination of the policy

This Policy is issued to all members of Staff and Students, and is available to all through various media formats such as notice boards, induction, training and the SUC intranet site. It is also freely available to external parties.

E. Review of the policy

The Policy will be reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate.

E. Authority

Table 3.20.1		
Implement the Health and Safety policy	Evaluate the effectiveness of the Health and safety policy	Responsibility to Approve and amend the policy
Dean & Head of Sports	QA	EC



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XVI. CORPORATE AFFAIRS POLICIES

1. PLACEMENT POLICY

Placement rate of graduates is an essential tool to measure an educational institution's effectiveness. The SSD is in charge of complete coordination of the placement at SUC. The functions of corporate affairs office with regards to placement are as follows:

- i. Identifying employment opportunities for our SUC students in the national, regional and international market.
- ii. To coordinate in developing e-brochure for prospective students containing the photograph, personal, qualification, experience detail and supervisor contact details.
- iii. To mail the e-brochure to the prospective employers / industry for internship.
- iv. Maintaining and updating the database of potential employers.
- v. On receipt of placement opportunities from the employer's the detail of the opportunities will be displayed at various location like, plasma, notice board, portal and SMS depending upon need and urgencies.
- vi. Coordinating with employers to complete their need analysis form and accordingly send them appropriate student CVs.
- vii. To carry out orientation for students for interviews & board room expectations.
- viii. Organizing campus interviews / placement week
- ix. SSD will complete placement report monthly / semester wise with complete details of the organization, student, position join for and starting salary.
- x. Maintaining a data of placement activities in the form of monthly and yearly reports.

2. ARRANGEMENT OF TECHNICAL VISITS & GUEST LECTURES

The Corporate Affairs Office coordinates with the faculty to help students undertake technical visits & practical tours of industries related to their major areas such as retailing, banking, manufacturing, airports, tourism development projects & arranging seminars & guest lectures at the SUC campus etc. for students. This provides exposure to the students to comprehend the best practices of the industry.

The process of arranging guest lecturer and technical visit

- i. Request from the faculty for industry visit or guest lecture.
- ii. Submit the details of area of specialization, nos. of students, date and day.
- iii. Corporate Affairs Office along with faculty to orient students before technical visit and guest lecture.
- iv. Faculty to send a copy feedback report of student along with photograph.
- v. Faculty to send a thanks letter to the resource person with copy to office of corporate affairs.

Corporate office to coordinate in preparing e-Brochure on guest lecture / technical visit

XVII. INSTITUTIONAL RESEARCH AND QUALITY ASSURANCE POLICIES

1. INSTITUTIONAL PLANNING

A. Strategic Planning

The Strategic Planning is done with specific long-term directions in line with the vision, mission and purposes of the University after thorough analysis of its strengths, weaknesses, opportunities and threats. It consists of the planning of strategic directions for a five year period.

The Strategic Plan of SUC is divided into following three major components:

- a. To define strategic directions
- b. To determine strategic goals
- c. To specify strategic initiatives to achieve the set strategic direction.

The Quality Assurance Office in coordination with the COEC's Office conducts a thorough auditing of its previous strategic plan target Vs achievements in relation to its capabilities and the external constraints. The internal capabilities and its gaps are assessed continuously through the Institutional Effectiveness (IE) tools which are documented on a semester basis. Evaluation of the IE tools gives an understanding of operational strengths & weaknesses and provides directions for the areas of development. Based on these inputs appropriate decisions are taken during the review of the Strategic Plan which further provides inputs for the next Strategic Plan.

B. Annual Planning

The Quality Assurance Office coordinates and carries out the annual planning of the institution that includes following activities:

a. Institutional planning

1. Strategic plan review:

To begin the institutional planning, the previous year's performance is assessed in line with Strategic plan. Upon the assessment and identified gaps, plans for the forthcoming academic year is prepared after receiving inputs from Board of Governors, faculty, students and staff. The Goals and objectives for all the existing academic programs offered by the institution are also reviewed and updated by the Quality Assurance Office based on the accreditation requirements, Program review and industry requirements

2. **Institutional Effectiveness System Planning:** Executive Council reviews the Institutional Effectiveness tools before the start of the academic year and finalizes the Institutional Effectiveness tools, Chairperson and Committee members for the forthcoming academic

year. IR office prepares the IE calendar for the forthcoming academic year which includes the following components

- i. Name of the IE committee
- ii. IE committee Chair
- iii. IE committee members
- iv. IE committees to submit report to IR office as per calendar
- v. IR office to review and compile the report and forward to QA office as per calendar
- vi. Semester wise review of consolidated reports by Executive Council
- vii. QA office to facilitate the departments in implementing suggestions

IR office intimates the allocation of IE tools to respective IE committee chairs and members. IE tools are handed over to the respective committees during the orientation meeting with HQA at the start of the academic year.

3. Feedback Planning: The Quality Assurance receives inputs from various academic and academic support services units for the need of a new feedback and / or updates required in existing feedback for the coming academic year which are forwarded to EC for review. The EC reviews all the suggested requirements and takes the decision. On approval of the feedbacks, the Quality Assurance Office updates the list of feedbacks, develops the corresponding scope and objectives and sends it for the approval of Dean. Upon finalization of scope and objectives for the revised feedback list, the necessary feedback forms are developed by the Quality Assurance and sent for Dean's review and approval. IR office prepares the feedback calendar for student, faculty and staff and forwards it to the respective department for necessary actions.

4. Performance Evaluation System Planning

The QA office reviews the various components of the performance evaluation system towards the end of an academic year and develops a draft containing required changes as per the accreditation standards locally and internationally in coordination with Human Resource Department. This draft document is

presented to the Executive Council for approval/amendments. The approved changes are sent to the Human Resource Department for incorporation in the Evaluation System and its compliance from next Academic Year onwards. IR office prepares the performance evaluation calendar and forwards it to the respective departments for necessary actions.

b. Planning for academics

IR and QA office disseminates the curriculum approved by the Dean for the academic year to all concerned authorities for its implementation. The specific course CDDs on yearly basis forwarded to HOA for necessary action. QA Office after reviewing the annual closing reports of Teaching Effectiveness Committee, Research Committee, Services Committee academic support services committee & learning resources committee and the inputs received from Dean and EC sets the tone and provide the guideline for the forthcoming academic year.

c. Departmental Planning

Quality Assurance Office coordinates with various departments of the institution to plan for the upcoming academic year by providing them the necessary guidelines. The departmental planning activities include goal setting, review of goals and objectives, setting KPIs and Benchmarks, review of policy and procedures, review of forms, letters, calendar of annual activities, annual Budget requirement, etc.

C. Semester Planning

Operational planning of various units should be carried out before the start of every semester after reviewing the previous semester closing reports. Each department head prepares a week wise operational calendar and pre-semester checklist of activities which should be completed for the smooth commencement of semester. A status report of these activities should be submitted to QA Office before the start of the semester.

2. PLANNING POLICY

A. Introduction

The planning activities are aimed at achieving the Vision and Mission of the institution through a well directed course of action plans drawn from the long term plans. The plans not only provide long term strategic directions but also help Skyline University College (SUC) in foreseeing the opportunities to expand the range of services that it can extend to the stakeholders. In the process SUC

develops its capabilities to benefit from the available opportunities, manage risks and sustain in the long run to serve the community.

B. Planning Premise

Board of Governors (BOG) provides the Strategic direction to help SUC cruise through the plan period successfully. The Chair of Executive Council (COEC) along with the Members of the Executive Council (EC) reviews of the previous Strategic Plan and provides thrust areas for preparing the new Strategic Plan. The Executive Council also receives inputs from various external and internal stakeholders such as industry practitioners, employers, parents and alumni, faculty, staff and students.

C. Formation of Strategic Planning Committee

Based on the inputs received from the BOG, COEC authorizes the Dean to initiate the process of preparing the plans. Dean in turn delegates the authority to Head of Quality Assurance (HQA) to carry out Strategic Planning activities. The Strategic planning committee is headed by HQA, other members of EC and members as co-opted by the EC for the specific purpose. The various Heads of Department (HOD) are responsible for preparing departmental annual plans under the guidance of Quality Assurance (QA) Department.

D. Strategic Planning Process

- i. BOG Provides Strategic Directions
- ii. COEC adds inputs from review of previous Strategic Plan and market conditions
- iii. Strategic Planning Committee receives inputs from EC and departments for planning
- iv. Strategic Planning Committee prepares plans based on analyzing the external environment and internal resources
- v. Draft Strategic Plan is forwarded to EC and respective department HODs for review and discussion

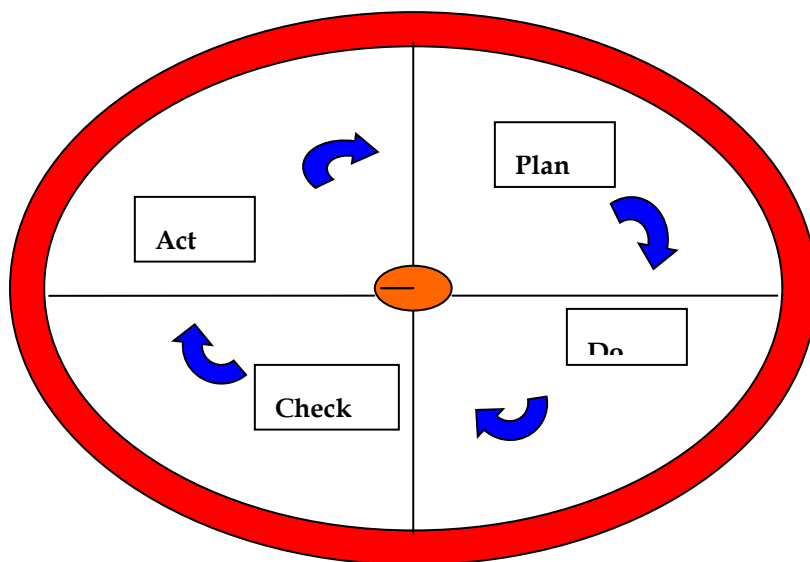
Plans	Preparation of Plans	Preparation frequency	Revisit/Review frequency	Responsible to implement	Persons responsible to amend	Approval Authority
Strategic Plan	Strategic Plan Committee	Once in 5 years	Yearly	Dean	EC	BOG

Annual Departmental plan	Heads of Department	Yearly	Semester wise	Heads of Department	Dean	EC
Semester Plan	Heads of Department	Semester	Monthly	Heads of Department	Dean	EC

3. INSTITUTIONAL EFFECTIVENESS SYSTEM

Institutional effectiveness is an ongoing, integrated and systematic set of processes that includes planning, evaluation and measurement of academic and academic support services carried out during an academic year. Institutional effectiveness system ensures that the regular flow of data is maintained which is used in analyzing the institutional effectiveness at the end of the academic year. The findings of the analysis are disseminated to the Executive Council for necessary decisions and implementation.

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.

The Institutional Effectiveness process helps SUC to measure the achievement of outcomes based on its mission.

i. Overall Institutional Effectiveness Committee

The Institutional Effectiveness Committee is headed by Dean and consists of the following members:

- a. Head-Quality Assurance
- b. Executive Council Members
- c. Head - Institutional Research
- d. Supervisor - Quality Assurance

ii. Responsibilities of the IE Committee Chairs

- a. Review the IE Tool with the committee members and prepare internal plan of action of the committee for the academic year towards achieving the objectives of the committee
- b. Encourage all committee members to present their views and to explain the rationale for their opinions
- c. Mobilize faculty and staff to achieve the objectives of the committee
- d. Ensure committee MOM, reports, and recommendations are completed and appropriately disseminated in a timely manner
- e. Forward Reports and recommendations to IR office as per the IE Calendar.

iii. Responsibilities of the Committee Members

- a. Regularly contribute to achieve the objectives of committee
- b. Attend and actively participate in meetings;
- c. Share information during committee discussions, recommend and express opinion for decision making
- d. Support decisions of the committee or ensure that MOM minutes include concerns/reservations with decision (s)

iv. General Format of IE Committee's Report

- a. Report Introduction
- b. Members of Committee
- c. Display of Data
 - a. Data Analysis
 - b. Outcomes Achieved as per objective
 - c. Key Performance Indicators
- d. In comparison to last year
- e. Positives
- f. Areas of Improvement
- g. Recommendations to EC
- h. Conclusion

Attachment

MOM of all meetings and contribution by individual members

v. Institutional Effectiveness Tools

Institutional Effectiveness tools are classified into academic, academic support services and learning support services.

a. Institutional Effectiveness Tools - Academics

The following Institutional Effectiveness tools are used to evaluate the processes related to academics

S.No	Academics Department
1	Business Updates
2	Skyline Business Journal (SBJ)
3	Media and Communication Committee (Newslines, Catalog, Marketing Material, Digital and Print Media)
4	Teaching and Faculty Portfolio (Course files)
5	Innovation and Entrepreneurship Centre
6	Case Study Centre
7	Internship, Internship Project and Dissertation
8	Program Objectives Measurement (Direct and Indirect Measures)
	›a All Capstone Courses Including The Major Capstone Courses Outcomes
	›a Internship Courses Outcomes
	›a Dissertation Course Outcomes
	›a Professional Skills Development Program Outcomes
	›a Alumni Survey Analysis
	›a Employer Survey Analysis

b. Institutional Effectiveness Tools - Academic Support Services

The following Institutional Effectiveness tools are used to evaluate the administrative units and processes:



S.NO		Institutional Research Office and QA Office
1		Overall IE Committee
2		Feedbacks (Conduct & Review)
	> <input type="checkbox"/>	Interim Feedbacks
	> <input type="checkbox"/>	Faculty feedbacks - Course
	> <input type="checkbox"/>	Faculty feedbacks - Dissertation
	> <input type="checkbox"/>	Faculty feedbacks - Internship/Internship project
	> <input type="checkbox"/>	Academic Advising
	> <input type="checkbox"/>	Academic Support Services
3		Academic and Academic Support Services Monthly report review
4		Semester Report by EC
5		Program Review/Revisit Committee
	> <input type="checkbox"/>	BBA, MATHS, IELP, AIPC
	> <input type="checkbox"/>	MBA AND MQP
6		Accreditation Committee
7		Revisit of Organization chart
8		Re-visit of Vision, Mission, Purpose, Program Goals, etc. Committee
9		Re-visit of Strategic Plan
10		Quality Audit Committee (Academic and Academic Support Services, CPD, Club, FES, SES)
11		Re-visit of Policy and Procedures
12		Fact Book and Annual Report
		Marketing , PR and Admissions Department
1		Enrollment Analysis Intake wise
	> <input type="checkbox"/>	Caller ratio
	> <input type="checkbox"/>	Visitors ratio
	> <input type="checkbox"/>	Enrollment statistics including last year comparison
	> <input type="checkbox"/>	Nationality
	> <input type="checkbox"/>	Location wise
	> <input type="checkbox"/>	Gender wise
	> <input type="checkbox"/>	Timing
	> <input type="checkbox"/>	Program
	> <input type="checkbox"/>	Media
	> <input type="checkbox"/>	Year of completion of high school/university
	> <input type="checkbox"/>	Location of school/university
	> <input type="checkbox"/>	Working status
	> <input type="checkbox"/>	Fee waivers/scholarship
	> <input type="checkbox"/>	Area of specialization at school level/university level



	> <input type="checkbox"/>	Total application/registration
	> <input type="checkbox"/>	Total to Main
	> <input type="checkbox"/>	Total to English
	> <input type="checkbox"/>	Total to Maths course
	> <input type="checkbox"/>	TOC
	> <input type="checkbox"/>	Budget comparative with last year and current year utilization
	> <input type="checkbox"/>	Cost per student - Media wise, location wise
Corporate Relations Department		
1	Corporate Relations Committee	
	> <input type="checkbox"/>	Program Review
	> <input type="checkbox"/>	Internship
	> <input type="checkbox"/>	PSDP (Feedback)
	> <input type="checkbox"/>	Guest lecture and Technical visit(Feedback)
2	Conduct of Employer Survey (Feedback from Employer)	
3	Placement and Employer Rate of AY 2012-13 Graduates (Feedback From Employer)	
S.No Administration, Registration, Student Services and Examination Department		
1	Administration - Academic - Progression (BBA & MBA)	
	> <input type="checkbox"/>	Progression and SAP
	> <input type="checkbox"/>	Retention, Postponement, Withdrawal, Cancellation and Reactivation
	> <input type="checkbox"/>	Request and application processing
	> <input type="checkbox"/>	Professional Skills Development Program Conduct
	> <input type="checkbox"/>	Graduation
2	Disciplinary Action Committee	
3	Registration Committee	
	> <input type="checkbox"/>	High School Grades
	> <input type="checkbox"/>	Demographic wise
	> <input type="checkbox"/>	School wise
	> <input type="checkbox"/>	Major wise
	> <input type="checkbox"/>	Shift wise
	> <input type="checkbox"/>	Board wise
	> <input type="checkbox"/>	Gender wise
	> <input type="checkbox"/>	Working status
	> <input type="checkbox"/>	Graduate Grade Analysis
	> <input type="checkbox"/>	Demographic wise



	> <input type="checkbox"/>	University wise
	> <input type="checkbox"/>	Emphasis wise
	> <input type="checkbox"/>	Shift wise
	> <input type="checkbox"/>	Provisional Admission (BBA & MBA) - Admission Process Audit
4		Placement Test Analysis
	> <input type="checkbox"/>	TOEFL, IELTS & PET
	> <input type="checkbox"/>	Mathematics
	> <input type="checkbox"/>	Placement Test Review
5		MQP Analysis (MBA)
6		TOC Analysis (BBA & MBA)
7		Examination Board
	> <input type="checkbox"/>	Exam & Invigilation Schedule
	> <input type="checkbox"/>	Quality Check
	> <input type="checkbox"/>	Result Analysis
8		Student Counseling Committee
	> <input type="checkbox"/>	Personal & Group Counseling
	> <input type="checkbox"/>	SAP Counseling
	> <input type="checkbox"/>	TOC Counseling
	> <input type="checkbox"/>	Graduation Counseling
	> <input type="checkbox"/>	Withdrawal & Repeating Course Counseling
	> <input type="checkbox"/>	Provisional Admission Counseling
	> <input type="checkbox"/>	Accelerated Counseling
	> <input type="checkbox"/>	Zero & Low Attendance Counseling
	> <input type="checkbox"/>	Low GPA Student Counseling
	> <input type="checkbox"/>	Exam Absentees Counseling
	> <input type="checkbox"/>	Mitigation Counseling
	> <input type="checkbox"/>	Financial Outstanding Counseling
	> <input type="checkbox"/>	Postponement & Reactivation Counseling
	> <input type="checkbox"/>	Cancellation & Exit Interview Counseling
	> <input type="checkbox"/>	Visa Student Counseling
	> <input type="checkbox"/>	Hostel Student Counseling
9		Suggestion & Complaint Forms (Feedback From Students)
10		CR Meetings (MOM) & CR FEEDBACK
11		Alumni Committee and Graduate MBA Network (Survey Feedback From Alumni's)
12		Events Committee (Reporting, Planning, Allocation, Checklist, Budget, Expenses& Feedback)



	> <input type="checkbox"/>	Teacher Appreciation Day
	> <input type="checkbox"/>	Introbash
	> <input type="checkbox"/>	23rd Graduation Ceremony
	> <input type="checkbox"/>	Farewell Party
	> <input type="checkbox"/>	Alumni Picnic
	> <input type="checkbox"/>	Carnival & UAE National
	> <input type="checkbox"/>	Hostel Students Outing
	> <input type="checkbox"/>	Crossfire Debate Competition
	> <input type="checkbox"/>	Student Picnic + Vday
	> <input type="checkbox"/>	Can Collection (Community Service)
	> <input type="checkbox"/>	International Trip
	> <input type="checkbox"/>	Hostel Students Picnic
	> <input type="checkbox"/>	Green Walk (community service)
	> <input type="checkbox"/>	Career Fair + Intercollegiate CAT fest
	> <input type="checkbox"/>	BizFest
	> <input type="checkbox"/>	Appreciation Day
S.No	Human Resource Department	
1	EC Evaluation Committee (Individual Goal institution driven)	
2	SES Committee (Goals, KPI and Benchmark setting and review (individual goal department driven))	
3	FES - Academic Committee	
	> <input type="checkbox"/>	Teaching Effectiveness Committee
	> <input type="checkbox"/>	Academic Advising & Mentoring Committee
	> <input type="checkbox"/>	Research and Professional Development
	> <input type="checkbox"/>	Services Committee
	> <input type="checkbox"/>	Goals Setting and Review Committee
4	FES - AAS Committee	
	> <input type="checkbox"/>	Following Policy & Procedure
	> <input type="checkbox"/>	Meeting Administrative Deadline
	> <input type="checkbox"/>	Meeting Deadlines IE
	> <input type="checkbox"/>	Developing Learning Support Services - Library
	> <input type="checkbox"/>	Developing Learning Support Services - Computing
5	Faculty Schedule & Semester Wise Allocation	
6	Faculty Information	
	> <input type="checkbox"/>	Qualification Wise Statistics - Faculty
	> <input type="checkbox"/>	Qualification Wise Statistics - Staff
	> <input type="checkbox"/>	FT Vs PT Ratio
	> <input type="checkbox"/>	Faculty Grade Wise



	> <input type="checkbox"/>	Faculty Diversity Ratio
	> <input type="checkbox"/>	Faculty Vs Students Ratio
7		Faculty and Staff Satisfaction Review
8		Faculty and Staff Search Committee
9		Faculty & Staff Development Program (TNA)
10		Salary and Benefits Review
S.No		Sports Department
1		Sports Committee
2		Health Committee
3		Fire and Safety Committee
4		Student Accommodation Committee

S.No	Finance Department
1	Financial Audit Report
2	Student Debit & Credit Audit
3	Risk Management
4	Resources Adequacy - Facility (Infrastructure, Fire, Safety, AMC)
5	Budget Review
S.No	LIBRARY DEPARTMENT
1	LRDC Committee (Library Resource Adequacy & Feedback Faculty, Staff & Students)
2	Library Collection Development Committee (LDC)
S.No	COMPUTING DEPARTMENT
1	CRDC Committee (Computing Resource Adequacy & Feedback Faculty, Staff & Students)
2	Computing Development Committee



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XVIII. MARKETING POLICIES

1. 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 out both locally and internationally. The activities of the marketing department can be broadly divided into local, regional and international market development activities.

a. RESPONSIBILITIES IN PREPARING MARKETING PLAN

Activity	Responsible for Preparing	Responsible for Implementation	Approving Authority	Approving Authority for Amendments	Frequency of Review
Marketing Plan	HOD & BDM and Planning Committee	Marketing Department	COEC and DEAN	COEC and DEAN	Intake Wise and Monthly
Marketing Budget	HOD & BDM and Planning Committee	Marketing Department	BOG	BOG	Fortnightly

b. 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. Radio & TV
- ii. Newspapers
- iii. Billboards
- iv. Local Magazine/Directories
- v. Local & International Exhibitions
- vi. Workshops
- vii. Gift Items
- viii. Printing & Designing
- ix. Sponsorships of events
- x. Participation in School activities
- xi. PR Activities
- xii. MOU/Scholarship Proposal with various entities
- xiii. Agents/Agencies
- xiv. E-Marketing (Facebook, Google & Yahoo, Other Portal)

- xv. International Marketing (China, Pakistan, CIS Countries [Uzbekistan, Russia, Tajikistan, Azerbaijan], Africa [Nigeria, Ghana, Cameroon, Kenya], Middle East & GCC)

The budget is prepared and reviewed by the Marketing Department along with COEC and Dean where internal approval is given for submission to BOG for final approval. Once the budget is reviewed and approved, the same is put into action.

c. LOCAL MARKETING PLAN

The target prospects are generally the UAE nationals 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 content
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
8. Entering into formal contract with the service provider
9. Releasing and monitoring the advertisement
10. Evaluating the effectiveness of the advertisement
- 11.

ii. Outdoor Media / Billboards

1. Selection of location
2. Selection of duration
3. Selection of message/content
4. Evaluating the effectiveness and monitoring the implementation as per dates

- iii. **Radio advertisements** are carried out in Arab/Non-Arab media. Importance is given to spots or sponsored programs.

Steps to select the radio:

1. Selecting the media: Arab / Non Arab
2. Selecting the message content
3. Selecting the type of advertisement: announcement in radio
4. Selecting the slot/program on radio
5. Selecting the timing based on intakes
6. Entering into formal contract with the service provider
7. Releasing and monitoring the advertisement
8. Evaluating the effectiveness of the advertisement

iv. **Building Relationship with Schools**

Schools are the primary target segment for the enrollments in SUC. To build a strong relationship with the schools help SUC to understand the changing trends among students in choosing areas of specialization, level of learning processes and to orient about the needs of higher education, SUC conducts interactive sessions with the counselor, teachers and students.

Following are the criteria for choosing a school:

1. Target market - Arab or Non Arab
2. Curriculum - Country specific (British, Indian, Arab, American, Pakistan)
3. Number of students in the school
4. Tenure of the school as applicable ~~in the UAE~~
5. Evaluating the effectiveness of the relationship with the schools

Following activities are conducted to build and support the relationship with the schools:

In the school premises

1. Career counseling presentations at school
2. Meet principal / student counselors to discuss course offerings
3. Workshops for students, school principals and counselors at the school premises
4. Career fairs hosted by schools
5. Sponsorships for various events at schools
6. Scholarships proposals

7. Evaluating the effectiveness of the activities conducted in the school premises

In the SUC campus

1. Career counseling during the school student's visit to SUC
2. Workshops for students, school principals and counselors at SUC
3. SUC Campus tour for the prospective students
4. Sports events for school students
5. Cultural events for school students
6. Co-Curricular activities (~~debates, talent search~~)
7. Evaluating the effectiveness of the activities conducted in the SUC Campus

v. Exhibitions/Seminars

Exhibitions are seen as a major tool for making SUC presence felt for the target segments and help the prospective students in choosing SUC for higher education. SUC participates in most of the major education exhibitions locally and internationally. 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.

Following are the criteria to choosing the right exhibition to set up a stand:

- a. Popularity rating of the exhibition/seminar in the country
- b. Number of years the exhibition has been organized
- c. Analysis on feedback received from callers/visitors and enrollments
- d. The footfall analysis done from exhibitions held in the past
- e. Feedbacks received from students attending the event

vi. 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:

- a. From school visits
- b. From Corporate visits
- c. From data collected from workshops
- d. From databases purchased from outside

e. Data collected from any events held in the university

vii. Scholarships

SUC wishes to pay back to the society its achievements by extending scholarships to various schools, associations, social clubs, embassies, consulates, government and private organizations which will not only help students who are financially unstable to fulfill their educational goals but will also benefits students who have excel academically.

To build a good relationship and promote the SUC initiative to support deserving students, the Marketing 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 and it is distributed according to merit of students. Scholarships are also awarded on financial need basis to students, which will be to the extent of 25% and 15% of tuition fees and will be decided on case to case basis.

The basis to choose schools is as follows:

1. Target market – Arab or Non Arab
2. Curriculum – Country specific (British, Indian, Arab, American, Pakistan)
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 and principals/counselors recommendation as well.

viii. Corporate & Government Plan

To facilitate student's internships, placements, and business network relationships, SUC takes the initiative to visit corporate and government in accordance to a predetermined visit plan. SUC also offers bouquet of Management Development Programs to the corporate and also conducts customized workshops or short courses as per their requirements. A structured calendar is put in place to meet key corporate and the government office personnel and make them aware about SUC offerings and scholarships for their employees. These scholarships are awarded based on the terms of agreement signed as MOUs. Corporate visits are

decided on the basis of their profile and the suitability of programs to the corporate.

ix. Embassy/Consulate Plan

Marketing representative meets the Ambassador, Counsel General, and education counselor at embassies and consulates to get the university listed in the ministry of education in a specific country. This helps the students to get the necessary attestation of SUC degree to pursue academic career in their home countries when they move back after graduating or help them find employment opportunities. SUC also extends support for social services planned by the consulates for the community. These visits are also focused towards developing relationship for international market and make them aware of SUC offerings for the benefit of their community. SUC extends scholarships to the merit/need based members of the community.

x. Business Councils

SUC meets the key representative at business councils of different countries for a tie up to conduct business research activities with the help of SUC students and strengthen its business network relationship. SUC offers a bouquet of pre-planned/customized MDPs as per the requirements. These visits also discuss scholarship agreements to various students for their academic pursuits by signing a MOU. SUC also conducts various career counseling workshops for the benefit of the students. Visits plans are drawn as per calendar during an appropriate time in the year.

xi. Community Club

SUC recognizes the role of community clubs in UAE. SUC visits the members of these community clubs to extend support to their social causes, to strengthen its network relationship and offers need/merit based scholarship to its members. SUC also conducts various career counseling workshops throughout the year to educate its members about the programs and scholarship being offered.

xii. Internal Marketing

SUC offers scholarships to its existing BBA students for enrolling into the MBA program. SUC takes initiatives to satisfy the student by providing qualitative academic and academic support services.

In order to understand the gaps, regular feedbacks are collected through formal and informal methods. The inputs are used for developing the

operational services by the various departments. This will promote internal marketing and student oriented services are rendered.

xiii. Participation in External Events

The Marketing Department in coordination with SSD and Events Committee also engages in various inter university competitions. Participation in these activities is encouraged with a purpose of promoting sports and extracurricular talents among the students of SUC which in turn promotes the overall development of SUC students.

xiv. Internal Events

The Marketing 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 in learning the process of organizing the events which provides them the opportunity to apply the management concepts learned during the program. This also creates opportunities for students to showcase their talents.

xv. Workshops

SUC conducts workshops for students, counselors, principals and corporate on various key management areas like Leadership, Time Management, Differential Teaching, Career Guidance and also signs MOU agreements. These activities are carried out to build social values & help SUC establish itself as a socially responsible institution towards the community.

d. INTERNATIONAL MARKETING PLAN

SUC, 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:** 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.

A regional office has been established in Nigeria as part of marketing strategies. SUC also has its presence in Tajikistan through a tie up/partnership with TM International who will also be handling other CIS

countries such as Uzbekistan, Kazakhstan, Azerbaijan, etc. SUC also has an agent network throughout GCC countries, China, India and Pakistan.

ii. Identifying New Agents: Based on the analysis, agents are identified and short listed in targeted countries such as CIS (Tajikistan, Uzbekistan, etc.), Russian, Africa, China, GCC, etc. 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 an 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. Listing with the Ministry Of Higher Education: With the help of agents, the Marketing Department is able to meet and establish connections with the Higher Education ministry of the host country to understand their higher education policies which will be helpful in including SUC in the approved list of institutions once the student has graduated from SUC.

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 the travel, the following activities are undertaken:

1. Advertisements are placed in newspaper of the host country
2. Advertisements in radio
3. Distribution of fliers
4. Arrangement of seminars at designated cities

Once this is done, the SUC representative travels to the country to carry out the process of promotion and enrollments. Post visit, the Marketing Officer recommends whether to set up an office or to appoint agents through detailed post international visit report submitted to COEC/Dean. Based on the recommendations and further discussion, a complete marketing plan is prepared including the following:

1. Listing with Ministry of Education
2. Advertisements
3. PR activities
4. Tie ups with agents and language institutes
5. Government and schools MOUs
6. Visit plan

v. School Visits: SUC representative visits key schools in the country to conduct presentations and meet the principal and counselor to give information on SUC's offerings. SUC conducts career counseling workshops for school students. Workshops are also conducted for principals, counselors and teachers in area of Time Management, Leadership or any specific requirement of the school. Merit/need based scholarships are offered to the schools enabling its students to pursue higher education through SUC. The Marketing representative maintains relationships with the school counselor and principal throughout the year by sponsoring key events as well as by participating in the career fairs organized by the school.

vi. Internet Campaign: Online advertising has been observed to generate a good number of responses. 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: SUC signs articulation agreement with other local and international institutions in order to facilitate the transfer of their students to these institutions. The Marketing department supports this activity by meeting representatives of these institutions to develop contacts for facilitating the articulation process.

e. E-MARKETING

It has been observed that most of the students and parents are browsing online to get information about SUC. The Marketing Department places advertisement periodically on these portals. Following are the basis for choosing this media:

i. SUC Website

1. Websites hits through Google analytics – location, keyword, page, content, user frequency, demographic, age, interest, etc.
2. Online queries
3. Online chats
4. Online registrations
5. Survey from prospective students

ii. Social networking sites (Facebook, Twitter, LinkedIn, Google+, etc.)

1. Social media rating
2. Selecting the message content
3. Placement of advertisement
4. Selecting the keywords
5. Effectiveness of the advertisement

iii. Monitoring of Effectiveness of E-Marketing

1. Website rating websites such as Alexa.com
2. Selecting the message content
3. Selecting the key words

iv. Email Marketing

1. Email database of target segments
2. Selecting the message content
3. Timing of the message based on intake
4. Effectiveness of the email marketing
5. Exhibition and school visits database collected

v. SMS Marketing

The Marketing Department also utilizes the database of available mobile numbers and frequently sends updates on the program and course offerings and other important messages for follow-up with prospective students.

2. GUIDELINES FOR INTERNATIONAL STUDENTS VISA

Once an international student's documents are accepted as per admission policy of SUC a copy of provisional admission letter is sent to complete the formalities of travel documents and enable the candidate to send a request for visa. The Marketing Department sends the Student Visa Request Form to Administration. Administration Department after checking the documents forward the application to HRD/PRO to apply for the visa. After the visa has been issued, the HRD sends intimation to Marketing along with scanned copy of visa. Marketing Department will forward the scanned copy to student via email or fax.

MARKETING DEPARTMENT RESPONSIBILITY FOR INTERNATIONAL STUDENTS

a. BEFORE ARRIVAL

- i. To send the International student handbook
- ii. Inform student to make travel booking
- iii. To seek flight details from the student (flight number, airport, arrival date and time) through e-mail at least 48 hrs prior to the scheduled flight.
- iv. To forward the travel details to HRD/PRO and Sports department to ensure that original visa is deposited at the arrival airport in UAE on time, airport pick up and hostel is arranged.
- v. To inform the student to carry all SUC correspondence (letter of admission or transfer evaluation) and items of identification (valid passport and visa copy).
- vi. To inform the student to look for the SUC Representative at the airport

b. AFTER ARRIVAL

- i. To complete the admission process
- ii. To conduct a campus tour
- iii. To ensure that the student submits their original visa and passport to HRD in order to complete the permanent residence requirements

Please refer the "International Students Handbook" for further details.

3. MEMORANDUM OF UNDERSTANDING (MOU) POLICIES

Memorandum of Understanding is an agreement signed between SUC and the organization to have a long term relationship in the field of academic, community services and utilization of resource personnel for mutual benefits. SUC signs up MOU to offer academic/need based scholarships and are able to promote its programs, establish relationships and enroll students through this process. The MOUs are signed by the COEC/Dean. The validity of the MOUs commences from the date of signing by both parties and will remain valid unless otherwise terminated by either party or on the expiry of the agreement. The agreements may also be renewed depending upon the continuation of the agreement between the parties. The MOU clearly lists down the responsibilities of SUC and the Second Party. The following are the categories with whom MOUs are being signed:

- a. Government Bodies
- b. Schools
- c. Local & International Agents
- d. Corporate/Banks
- e. Embassy/Consulate
- f. Associations/Clubs/Church

The MOUs might also include other areas of cooperation / mutual benefits such as but not limited to:

- a. Management Development Programs
- b. Counseling Services And Workshops
- c. Language Programs
- d. Corporate Relations
- e. Internship
- f. Research and Consultancy

4. MOU/SCHOLARSHIP FUND ALLOCATION POLICY.

The funds allocated for MOU/Scholarship varies for different categories as listed below. The fund is recommended by Marketing and Finance Departments to COEC which is then submitted for approval by BOG. The fund for corporate, government, embassies/consulates varies from AED 500,000 to AED 1,000,000. This amount is duly approved by BOG. The duration of the utilization of funds is limited to a period of one year. If the allocated fund is utilized before the expiry of the agreement, an additional

fund can be allocated for the remaining period of the agreement after duly approved by the BOG. However if the amount is not fully utilized within the period, the same amount cannot be carried forward next year thereafter new agreement has to be signed.

The process of utilization of scholarship fund begins with the letter of recommendation from the organization with whom MOU has been signed. The prospective student is entitled for 15% or 25% scholarship depending on his grades or on need base. The organization can also recommend the percentage of the scholarship to be awarded on need base. The MOU clearly defines the total allotted scholarship amount along with number of students who will be eligible for the award of 15% or 25% scholarship.

BBA PROGRAM		MBA PROGRAM	
MARK	SCHOLARSHIP	MARK	SCHOLARSHIP
80% & above	25%	3.0 – 4.0	25%
70% – 79%	15%	2.5 – 2.9	15%

The prospective student needs to submit the following:

- Copy of Transcript (High School for BBA & Degree for MBA)
- Recommendation letter from the organization
- Proof of Identity – passport copy or UAE National ID

The general guidelines governing scholarship are as follows:

- Students enrolled into the course will have to complete the program. However, if he or she cancels in between, the total fees will be applicable and scholarship is withdrawn thus the student has to clear the complete outstanding fee before the release of any academic documents.
 - No encashment or transfer of scholarships is permissible.
- Students seeking admission with transfer of credits in the BBA or MBA program will receive maximum 15% fee waiver only.

5. STUDENT TRANSPORT POLICY

SUC has an agreement with “M/S Swiftline Transport” to provide transportation facility to the students of SUC.

Students who wish to avail transportation should approach the Finance Department and duly fill up the registration form whereby the student mentions the place of boarding (if possible any landmarks near the boarding location). Student will be picked up from their designated places by the drivers at the intimated timings. Students have to make sure that

they report to the designated stops earlier than the timings given to them. The drivers under no circumstances will wait for a student. Students will be given the contact numbers of the drivers so that co-ordination and further contacts can be made by the student directly with the drivers. Students should inform the Finance Department before the month ends if he/ she want to discontinue the facility.

Transportation fees should be remitted to the Accounts Department on or before the 10th of each month upon which a bus pass is issued which has to be carried by the student. Transport fee is charged for the calendar month. The bus pass has to be shown to the bus driver or the supervisor designated by SUC. After the due date if the students do not comply by paying their transport fees, the transport facilities will be discontinued for such students. In the event a student not being picked up, the student has the right to claim conveyance allowance (on submission of the taxi bill) from the designated boarding point to SUC, provided the fee for the month is paid and verified by the bus driver that the student was not picked up due to some lapse.

The buses will depart at the stipulated time from SUC and student must ensure to board the bus on time. If the student fails to adhere to the timing it is the sole responsibility of the student and SUC is not responsible.

The student should always behave in an orderly manner causing minimal inconvenience to the other students. Any dispute in the bus or regarding transportation will be referred to the Finance department and the designated staff will try to reach an amicable solution. Any unruly acts in the college transportation will result in expulsion of the student from the vehicle and the facilities will be terminated till a further decision on the matter is decided.

6. FEE CHANGE POLICY

The Marketing Department along with the Finance Department after careful study of the market conditions, fees charged by competitors and general feedback from the students enrolled in the last Academic Year, recommends changes in the fee structure. The same is forwarded to the Dean for review and seek approval from BOG.

Once approved by the BOG, the new fee structure will be implemented and corresponding changes will be published in the website, catalog and all other internal and external published documents before the start of the academic year. The new fee will be applicable to the students admitting into the program.

Tuition fee for the continuing student shall remain same as per the fee structure issued at the time of admission.



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XIX. MISCELLANEOUS POLICIES

1. PUBLICATIONS POLICY

Under the publication of policy of SUC all publications have to maintain consistency and clarity of information related to the institution. Generally catalogs and website are the main sources of information to the external community and handbooks are published for internal stakeholders.

A. Publication process flow

1. Departments are responsible to prepare the draft contents of publication in line with the SUC policies and procedures
2. QA department reviews the draft document and forwards its recommendation for approval
3. Dean discusses with EC along with his comments for final approval
4. EC finalizes the policy and procedure and sends back to Dean for publication

B. Responsibility and Authority

Type of publication	Responsibility of preparing Draft content for publication	Review and amendment of the content	Approval of the content	Authority to release for publication	Frequency of update
Catalog	Heads of Department	QA Department and Dean	EC	Dean	Annually
Student Handbook	Head of Administration and Examination	QA Department and Dean	EC	Dean	Annually
Faculty Handbook and Staff Handbook	Head of HR	QA Department and Dean	EC	Dean	Annually
Advertisement and Brochure	Head of Marketing and Head of HR	QA Department and Dean	EC	Dean	As per Schedule
Website content related to policy and procedure	Heads of Department	QA Department and Dean	EC	Dean	Semester wise
Website content related to articles and news	Heads of Department	QA Department and Dean	EC	Dean	As and when required

2. ETHICAL ISSUES POLICY

A. Introduction

SUC expects all faculty members engaged in research activities to adhere strictly to ethical practices in Collecting, Analyzing and Presenting Data and present conclusions as per internationally acceptable standards. Any deviations from the policy are strictly dealt with by the disciplinary action committee of SUC. It is also required that any scholarly work that is produced by a member of SUC faculty is free of any unfair practice.

B. Formation of the committee

All unethical issues related to the faculty research publications are dealt by Disciplinary Action Committee. In this regard, the Disciplinary Action Committee shall comprise of the Dean, EC members, research committee chair and a representative of faculty.

C. Functions of the committee

The function of the committee is to investigate the unethical issues of faculty research and publication under question by following the principles of natural justice and adhering to the due process as laid down in SUC policy and recommend fair and equitable judgment. Committee reports the causes and findings of the issue to the Head HR for records and necessary action.

D. Process flow

1. To receive factual statement of the unethical practices in faculty research
2. To seek written explanation from the concerned employee under question
3. To initiate an enquiry and conduct a thorough investigation into the matter
4. To collect evidences or facts in the process of enquiry and investigation
5. To pass a fair and equitable decision
6. Report the findings to HR for records
7. Head of HR recommends the appropriate action including discontinuance of the employment services and non renewal of contract as per the policies of SUC and communicates to Dean for necessary action
8. Dean implements the recommended action by the Head of HR

E. Responsibilities of the Employees

To follow ethical practices in collecting, analyzing and presenting data and present conclusions as per internationally acceptable standards.

F. Tenure and authority

Responsibility to adhere to ethical guidelines in research	Responsibility of forming Disciplinary Action committee	Tenure of the committee	Responsibility to present the case	Responsibility to conduct fair trail and take decision on the issue	Implementation of the decision	Review and amendment of the policy
Faculty member	Dean	Till the issue is resolved or dissolution by Dean	Head HR	Chair of Disciplinary Action committee	Head-HR	EC

3. COMMUNITY ENGAGEMENT POLICY

A. Introduction

Community Engagement is an important element of SUC's Vision and Mission. It is the manifestation of the SUC's commitment towards society and its social responsibility. On the one hand community engagement ensures Services to Community is contribution by Faculty; Staff and Students towards the society while on the other hand it is to involve Faculty, Staff and Students in meaningful interaction with the Industry/Academia/Alumni and Government departments for both upgrading the academic curriculum, internship and placement for students.

B. Policy Framework

To fulfill the commitment towards Community Engagement, SUC organizes its activities through the offices of Corporate Affairs and Services Committee.

C. Policy Guidelines

1. To plan and execute community service activities for the academic year
2. To encourage faculty members, staff and students (including student community club) to contribute in community development activities.
3. To evaluate the benefits of the service activities to the community.
4. To invite industry experts in developing the curriculum for program and
5. To arrange placement and internship opportunities for students.
6. To promote consultancy and joint projects with the identified organizations
7. To develop an industry - academia forum and organize panel discussions



D. Tenure and Authority

Table 3.17.1			
Responsibility to form, amend and dissolve Community Engagement units	Responsibility to assess the benefit of the Community Engagement	Approval of Community Engagement activities	Authority to Approve and Amend community engagement policy, procedure and modalities
Dean	QA	EC	EC



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XX. CENTRE FOR PROFESSIONAL DEVELOPMENT POLICIES

1. PUBLIC DISCLOSURE

Public disclosure of all SUC information related to the admission requirements, the program duration, fees, graduation completion requirement, etc. published in catalogs, brochures and websites will be approved by Dean.

- Step 1:** Changes in the content must be reported to CPD Department Head.
- Step 2:** The information must be discussed with Dean, HQA and Registrar and approved by EC
- Step 3:** The amended content must be replaced in all the source documents related to the content
- Step 4:** The responsibility to ensure changes lies with Marketing Department representatives.

Approval Authority for all amendments is Dean.

2. DEVELOPING NEW COURSES/TRAINING PROGRAMS

The Centre for Professional Development (CPD) Department works towards the development of various professional courses as per the industry requirements and the courses are developed in consultation with the industry experts and faculty members and approved through various international organizations

3. CREATING MARKET AWARENESS

i. 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.

ii. 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.

iii. 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.

iv. Information And Dissemination On Updates On New Developments

CPD sends information about new developments of training in the respective professions.

v. Marketing Through SMS

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.

vi. Participation in Exhibitions

CPD participates in various exhibitions locally and abroad to promote and increase visibility.

vii. Public Relations

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.

4. ADMISSION REQUIREMENT

i. English Language

All candidates are required to have a basic knowledge of English language, writing, speaking and reading.

ii. Basic Mathematics

For all professional courses conducted by CPD mathematics is required to compute basic calculation during the course.

iii. Computer Skills

The candidate enrolling for the courses in CPD must have a basic knowledge on computer skills using word, excel, internet browsing, etc.

5. COURSE OFFERINGS

The medium of instruction in all the short courses conducted by the CPD is English language.

A. CONFEDERATION OF TOURISM & HOSPITALITY COURSES

The Confederation of Tourism and Hospitality (CTH) is the UK's leading professional awarding body for qualifications in the specialist growing commercial sector worldwide.

Over the last 30 years CTH has focused on developing and adding value to careers in the industry, globally. CTH was established in 1982 as a specialist professional body in the UK to focus on the training needs of new entrants to the hospitality and tourism industries, and now has accredited colleges worldwide delivering sought after CTH qualification.

1. List of Courses

a. CTH Certificate in Travel & Tourism Management

The CTH Certificate in Travel & Tourism Management 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 Travel & Tourism Management

The CTH Diploma in Travel & Tourism Management 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.

c. CTH Diploma in Air Cargo & Logistics Management

New curriculum added in year 2013 and the course is designed to provide the overall coverage of the cargo and logistics industry and supporting students with the internships and industry visits under the supervision of highly professional and experienced trainers.

d. CTH Certificate - Hospitality Management

The Hospitality Management Course is a 11 day program. It provides its participants basic knowledge and skills to handle the clients and hotel management in an efficient and professional manner in accordance to the international industry standard.

e. CTH Certificate - Front Office Management

The Front office Management Course is a 11 day program. It provides its participants basic knowledge and skills to handle the front office management in an efficient and professional manner in accordance to the international industry standard

f. CTH 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.

g. CTH 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.

h. CTH 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.

2. 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 for international certifications are set by the international bodies and are subject to change.

3. 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.

B. INTERNATIONAL AIR TRANSPORT ASSOCIATION LEARNING PROGRAMMES

IATA is a well-established and respected aviation organization and authority. IATA has 240 member airlines from 118 countries representing 84 percent of the total world's air transportation and train thousands of aviation professionals and businesses each year with a commitment to developing careers and a workforce that makes our industry safe, secure, and sustainable.

IATA offers flexible, high-quality learning solutions recognized worldwide. As the airline industry's global association, they have an unparalleled track record in training in all important areas of the aviation business. IATA partner with some of the world's leading educational institutes to deliver broad levels in learning with a wide range of course content and geographical and cultural reach, IATA training provides rewarding opportunities for every industry professional.

i. 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.

ii. 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)

iii. **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.

C. ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS

The Association of Chartered Certified Accountants (ACCA) is a British accountancy body which offers the Chartered Certified Accountant qualifications worldwide. It is one of the world's largest and fastest-growing accountancy bodies with 140,000 members and 404,000 affiliates and students in 170 countries (as at April 2010).

The Professional Scheme is the primary qualification of the ACCA and upon completion of up to 14 professional examinations and three years of supervised, relevant accountancy experience enables an individual to become a Chartered Certified Accountant.

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.

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.

c. Professional Module

The Professional level is the highest level of ACCA qualification consisting of 5 papers and after successful completion of this level the students may proceeds to their bright career of ACCA.

i. MODE OF ASSESSMENT

For each paper students needs to clear one examination provided from ACCA. The initial papers F1- F4 are computer based exams and can be conducted in Skyline University through the server setup through IT department. And for the rest of the papers F5- P4 student will be sitting in the examination at the specified examination centre provided from the ACCA.

ii. EXAMINATION

All newly enrolled candidates are automatically registered to sit for their examination in the examination session.

The examinations dates will be confirmed from the administration department after the completion of the course for F1-F5 papers (which are CBE papers). All CBE Paper's Examination can be conducted in the Skyline University as per the requirement.

For the remaining papers the ACCA will be updating us with the exact dates on JUN and DEC only at the specified examination centre.

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.

D. SKYLINE UNIVERSITY COLLEGE PROFESSIONAL COURSES

i. LIST OF COURSES

a. Certificate in Human Resource Management

The Certificate in Human Resource Management is three months program designed especially for those with little or no human resource experience, and are willing to excel in this field. The course provides a sound foundation for those who wish to provide participants from industry or the one who is beginner with the skill to understand and develop the knowledge, methods and skills necessary to meet the human resource challenges of today's changing workplace and workforce.

The certificate gives you a strong foundation in current HR best practices. It also prepares you to lead the strategic deployment of human capital in today's corporations, government agencies, nonprofit organizations and small businesses.

b. Certificate in Banking & Finance

The Certificate in Finance and Banking Course is a three months program that provides participants from industry or the one who is beginner with the skill to understand and develop to learn Finance and banking efficiently and professionally at a basic level according to the prevailing international banking standard.

The objectives of the program are to enable students to acquire general knowledge of the environment in which banks operate and to provide students with a insight of the standard organization of banks and their basic activities and procedures in different key fields. An important part of the program will focus on demystifying a number of concepts commonly used by confirmed financial advisors and explain the techniques behind a selected range of financial products.

c. 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.

d. 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.

e. 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.

f. 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.

ii. 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.

6. ADDRESSING GRIEVANCE

- i. 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.
- ii. 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.
- iii. 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.
- iv. 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.

7. 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)

A. 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.

i. **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.

ii. **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.

B. 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
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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

NOTE: No refund will be applicable if the candidate has been restricted or asked to leave the college due to Disciplinary action and he will not be eligible to apply for any refund .

8. RESPONSIBILITY OF THE CANDIDATES

- Candidates shall conduct themselves with reasonable consideration for all other persons within the Skyline University College.
- Candidates shall not indulge in any behavior likely to bring the University College to disrepute.
- Candidates shall comply with any reasonable instruction issued by any member of staff of the Skyline University College.
- 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 Skyline University College premises.
- g. A candidate shall not damage, threaten to damage or incite others to damage any equipment or property of the Skyline University College while on premises.
- h. Candidates shall comply with the fees policy of the Skyline University College.
- i. Candidates shall comply with all regulations pertaining to the use of library and other SUC 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 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 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.

9. 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.

10. GENERAL 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 Department will present the case to the Committee at the time of meeting / hearing.