

SKYLINE UNIVERSITY COLLEGE



SUC CONSOLIDATED

POLICY & PROCEDURE MANUAL

AY 2011-12

University City of Sharjah

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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.

ADMINISTRATION POLICIES

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I. INTRODUCTION

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

II. GOALS

- a. To facilitate and plan the operations of academic and academic support services as per MOHSER guidelines and SUC policy & procedure.
- b. To maintain student records accurately & confidentially and provide academic and administrative services to students, faculty and other operational departments.
- c. To ensure non-discriminatory learning environment and to maintain discipline, safety & security within the campus.
- d. To plan and conduct examination, release results and other related information accurately and timely for students, faculty and departments.
- e. To submit plans and reports as per schedule for understanding the progression of academic and academic support services activities to develop and improve the system based on the feedback from the reports.

III. ACADEMIC YEAR

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

The MBA Program is structured for 18 months of study.

IV. PROGRAMS

- a. SUC offers 4 years BBA program in Marketing, Travel & Tourism Management, Information Systems, International Business & Finance.
- b. SUC offers 2 years MBA program emphasis on Marketing, Finance & Human Resource Management
- c. SUC offers BBA [only International Business] & MBA program on weekends.

V. BBA CURRICULUM

BBA PROGRAM - OVERVIEW

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

a. BBA PROGRAM - RATIONALE

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

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

b. BBA GOALS

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

c. BBA OBJECTIVES

Students will be able to:

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

d. BBA CURRICULUM

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

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

i. Syllabus

1. Credit hours
2. Pre Requisites
3. Course description
4. Learning outcomes
5. Course contents
6. Academic strategies
7. Course policies

- ii. Class Schedule
- iii. Mode of Assessment
- iv. Information on core text

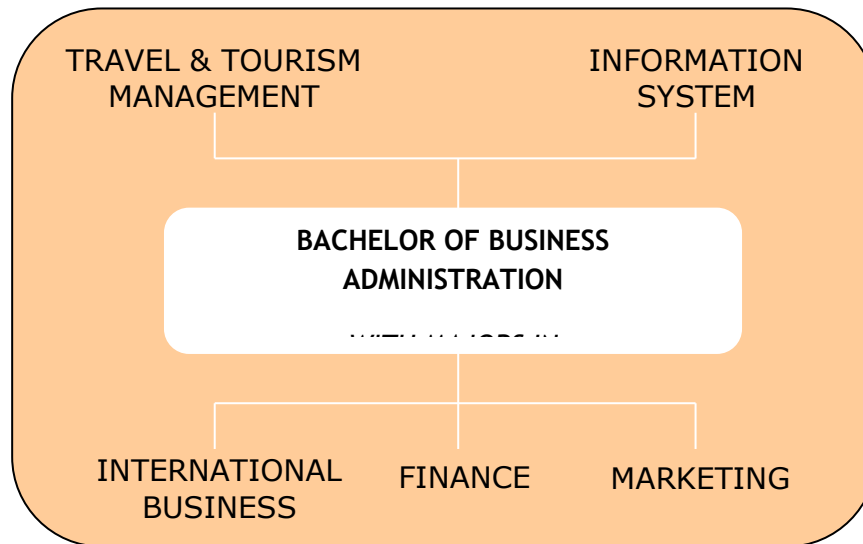
Moreover, SUC uses regular evaluation of all courses; instructional pedagogy, feedback and results obtained from the various assessments effectively through a well developed Institutional Effectiveness System to revise the curriculum in order to ensure quality and excellence in both curriculum and instructional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

e. BBA CURRICULUM REQUIREMENTS

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

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

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



i. GENERAL EDUCATION

1. INTRODUCTION

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

2. GOALS

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

3. OBJECTIVES

Students will be able to:

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

GENERAL EDUCATION COURSES

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

ii. BUSINESS EDUCATION

1. INTRODUCTION

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

2. GOALS

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

3. OBJECTIVE

Students will be able to:

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

CORE COURSES

CODE	COURSE	CREDITS
ACC101	PRINCIPLES OF ACCOUNTING-I	3
ECO101	MICRO ECONOMICS	3
ACC211	PRINCIPLES OF ACCOUNTING-II	3
ECO211	MACRO ECONOMICS	3
FIN211	PRINCIPLES OF FINANCE	3
LAW201	BUSINESS LAW-I	3
MGM201	PERSPECTIVES ON MANAGEMENT	3
MKT221	PRINCIPLES OF MARKETING	3
MGM311	ORGANIZATIONAL BEHAVIOR	3
MGM313	OPERATIONS MANAGEMENT	3
BUS411	INTERNATIONAL BUSINESS	3

PROTECTED COURSES

CODE	COURSE	CREDITS
BUS303	BUSINESS ETHICS (P)	3
BUS311	BUSINESS RESEARCH METHODS (P)	3
BUS412	DISSERTATION - I(P,S)	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
MGM414	STRATEGIC MANAGEMENT (C,S)	3
BUS414	INTERNSHIP / PRACTICUM (C,S)	3
Or	Or	3

ELECTIVES – CHOOSE ANY FIVE

CODE	COURSE	CREDITS
BUS304	CROSS CULTURAL COMMUNICATION(E)	3
MKT311	MARKETING MANAGEMENT(E)	3
LAW311	BUSINESS LAW-II(E)	3
MGM411	MANAGEMENT OF HUMAN RESOURCES(E)	3
BUS401	INNOVATION(E)	3
BUS312	ENTREPRENEURSHIP(E)	3
OR	OR	OR
MGM312	CUSTOMER RELATIONS MANAGEMENT(E)	3
Total credits required in Business Education		63

iii. TRAVEL AND TOURISM MANAGEMENT MAJOR

1. INTRODUCTION

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

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

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

2. GOALS

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

3. OBJECTIVES

Students will be able to:

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

CORE COURSES

CODE	COURSE	CREDITS
TAT301	FOUNDATIONS OF TOURISM	3
TAT302	AIR TRAVEL OPERATIONS	3
TAT412	IMPACTS OF TOURISM	3

PROTECTED COURSES

CODE	COURSE	CREDITS
TAT303	TRAVEL AGENCY OPERATIONS & TOURS(P)	3
TAT401	MANAGEMENT OF TOURISM ENTERPRISES(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)	3
TAT415	MANAGEMENT OF HOSPITALITY INDUSTRY(E)	3
TAT423	E – TOURISM(E)	3
Total credits required in major		21

iv. INFORMATION SYSTEMS MAJOR

1. INTRODUCTION

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

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

2. GOALS

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

3. OBJECTIVES

Students will be able to:

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

CORE COURSES

CODE	COURSE	CREDITS
CIS301	INTRODUCTION TO INFORMATION SYSTEMS	3
CIS313	PROGRAMMING	3
CIS402	INFORMATION TECHNOLOGY-SOFTWARE PROJECT MANAGEMENT	3

PROTECTED COURSES

CODE	COURSE	CREDITS
CIS302	DATABASE MANAGEMENT SYSTEMS(P)	3
CIS401	ESSENTIALS OF COMPUTER NETWORK(P)	3

CAPSTONE COURSES

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

ELECTIVES – CHOOSE ANY ONE

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

v. INTERNATIONAL BUSINESS MAJOR

1. INTRODUCTION

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

2. GOALS

- To develop an understanding of international business operations.
- To enable students understand the role of direct foreign investments, international monetary agencies and international trade organizations.
- To provide awareness of the best practices in international business decision making of the functional areas of management including business projects.
- To develop an understanding of issues in international business strategies and multicultural influences.

3. OBJECTIVES

Students will be able to:

- Comprehend** operations of international trade organizations.
- Comprehend** techniques of logistics & supply chain management.
- Demonstrate** skills in managing clients and customer relationships globally.
- Apply** functions, tools and techniques of international business operations.
- Apply** knowledge and skills in the areas of project planning, scheduling, budgeting and controlling.
- Evaluate** policies and formulate appropriate strategies for international business organizations.

CORE COURSES

CODE	COURSE	CREDITS
IBS302	PRINCIPLES & PRACTICES OF EXPORTING	3
IBS311	ECONOMICS OF INTERNATIONAL BUSINESS	3
IBS411	INTERNATIONAL FINANCE	3

PROTECTED COURSES

CODE	COURSE	CREDITS
BUS323	IBDM – QUANTITATIVE METHODS(P)	3
MKT401	LOGISTICS AND SUPPLY CHAIN MANAGEMENT(P)	3

CAPSTONE COURSES

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

ELECTIVES – CHOOSE ANY ONE

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

vi. MARKETING MAJOR

1. INTRODUCTION

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

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

2. GOALS

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

3. OBJECTIVES

Students will be able to:

- Comprehend** concepts of principles and theories of marketing functions.
- Demonstrate** marketing skills, tools and techniques for problem solving in marketing operations.
- Apply** marketing concepts and research techniques to analyze market trends.
- Plan**, analyze, implement and evaluate the marketing programs under various situations of businesses.

CORE COURSES

CODE	COURSE	CREDITS
MKT312	CONSUMER BEHAVIOUR	3
MKT412	RETAIL MARKETING	3
MKT314	MARKETING RESEARCH	3

PROTECTED COURSES

CODE	COURSE	CREDITS
MKT411	MARKETING SERVICES(P)	3
MKT313	MARKETING COMMUNICATION(P)	3

CAPSTONE COURSES

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

ELECTIVES – CHOOSE ANY ONE

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

vii. FINANCE MAJOR

1. INTRODUCTION

The Bachelor of Business Administration program with major in Finance is designed to develop the understanding of the functional and operational areas of finance. It emphasizes the role of information technology in developing problem solving, decision - making skills in effective discharge of responsibilities. Accounting and finance being an important area of business with multiple stakeholders, the importance of ethical behavior is adequately emphasized in this major. With UAE becoming a financial hub, the program is intended to address the requirement of skilled labor in the area of accounting and finance at the regional and global level.

2. GOALS

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

3. OBJECTIVES

Students will be able to:

- Understand** the structure and functioning of financial system including Islamic Finance.
- Comprehend** the importance of ethics in discharging accounting and finance functions.
- Demonstrate** skills of preparing, presenting and analyzing financial statements.

- d. **Demonstrate** the use of technology in the areas of accounting.
- e. **Analyze** financial management issues with respect to the organizational perspective.
- f. **Evaluate** investment decisions, capital structure and working capital management.

CORE COURSES

CODE	COURSE	CREDITS
FIN 311	FINANCIAL MARKETS & INSTITUTIONS	3
FIN 312	FINANCIAL STATEMENT ANALYSIS	3
FIN 313	CORPORATE FINANCE	3

PROTECTED COURSES

CODE	COURSE	CREDITS
FIN 411	RISK MANAGEMENT	3
FIN 412	FUNDAMENTALS OF INVESTMENTS	3

CAPSTONE COURSES

CODE	COURSE	CREDITS
FIN 416	APPLIED PROJECTS IN FINANCE	3

ELECTIVE COURSES – CHOOSE ANY ONE

CODE	COURSE	CREDITS
FIN 413	ACCOUNTING INFORMATION SYSTEM	3
FIN 414	DERIVATIVES	3
FIN 415	ISLAMIC FINANCE	3

VI. MBA CURRICULUM

a. MBA PROGRAM – OVERVIEW

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

b. MBA PROGRAM – RATIONALE

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

c. MBA PROGRAM – GOALS

The following are the goals of the MBA program:

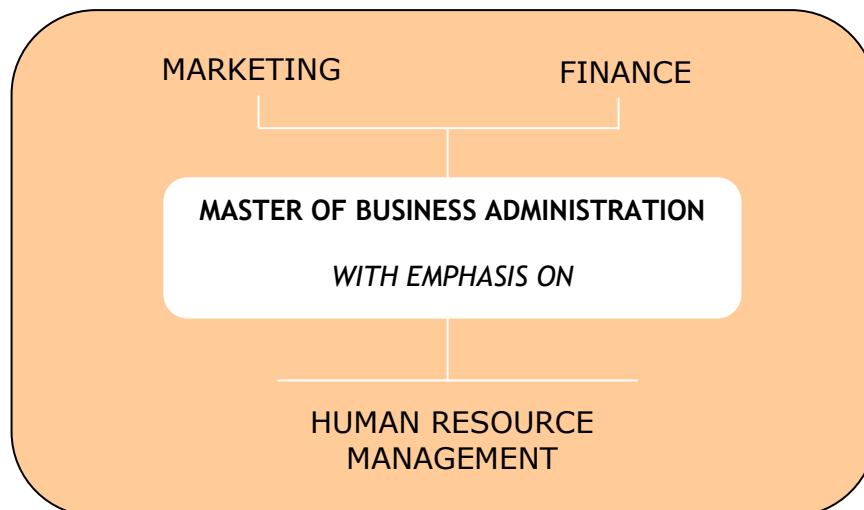
- i. Develop professional managerial skills in problem solving and decision making
- ii. Instill leadership skills and professional attitude
- iii. Develop ethical managerial orientation to conduct business in a socially responsible manner
- iv. Develop acumen towards formulating, implementing and evaluating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

d. MBA PROGRAM – OBJECTIVES

Students will be able to:

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

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



e. MBA- CURRICULUM

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

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

i. Syllabus

1. Credit hours
2. Pre Requisites
3. Course description
4. Learning outcomes
5. Course contents
6. Academic strategies
7. Course policies

ii. Class Schedule

iii. Mode of Assessment

iv. Information on core text

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

f. CORE COURSES

i. INTRODUCTION

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

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

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

ii. GOALS

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

iii. OBJECTIVES

Student will be able to:

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

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

g. EMPHASIS ON MARKETING

i. INTRODUCTION

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

GOALS

1. Equip students with skills, knowledge and understanding of roles of marketing professional in the competitive business environment.
2. Develop understanding of techniques in analyzing marketing processes.

3. Expose students to best practices in marketing operations.
4. Develop ethical and strategic marketing orientation in students.

ii. OBJECTIVES

Students will be able to:

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

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

h. FINANCE EMPHASIS

i. INTRODUCTION

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

ii. GOALS

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

iii. OBJECTIVES

Student will be able to:

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

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

i. HRM EMPHASIS

i. INTRODUCTION

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

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

ii. GOALS

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

iii. OBJECTIVES

Student will be able to:

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

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

PROTECTED COURSES

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

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

CAPSTONE COURSES

CODE	COURSE	CREDITS
MGM713	Strategic Management	3

j. PRE – MBA PROGRAM

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

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

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

All these courses are equivalent to 3 credit hours at BBA level. These credits cannot be used for replacing any of the MBA level courses as these will be treated non credit bearing courses only for the purpose of MQP and no transcript shall be issued. Most of these courses are offered at the SUC BBA program enabling the aspirants to pick up any of these courses during the regular semesters of the BBA program. If the courses are currently not offered at the BBA program, they will be exclusively planned and scheduled for the purposes of MQP provided there are a minimum

number of students who have opted to take a course in a given semester and if it is found operationally viable.

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

VII. PROJECTED SEMESTER WISE PLAN

a. BBA

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2011 INTAKE					
CODES	COURSES	SEMESTER WISE			
		FALL 10	SPRING 11	FALL 11	SPRING 12
ACC101	Principles of Accounting-I	#			
CIS101	Computer Skills I	#			
GEN101	General Study Skills	#			
ENG101	English Composition	#			
GEN102	Community Services & Sports	#			
MAT101	Business Mathematics	#			
ECO101	Micro Economics		#		
ENG112	Business Communication		#		
HUM101	Islamic Culture		#		
HUM102	Critical Thinking & Problem Solving		#		
MAT112	Business Statistics		#		
ACC211	Principles of Accounting II			#	
ECO211	Macro Economics			#	
HUM201	Introduction to Humanities			#	
MGM201	Perspectives on Management			#	
SCI201	Physics			#	
CIS211	Computer Skills II				#
ENG211	Advanced English Composition				#
FIN211	Principles of Finance				#
LAW201	Business Law I				#
MKT221	Principles of Marketing				#

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2011 INTAKE

INTERNATIONAL BUSINESS

CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL 13	SPRING
BUS311	Business Research Methods (P)	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management(E)	#			
IBS311	Economics of International Business	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication(E)		#		
BUS303	Business Ethics (P)		#		
MGM313	Operations Management		#		
IBS302	Principles & Practices of Exporting		#		
IBS323	IBDM - Quantitative Methods (P)		#		
MGM411	Management of Human Resources(E)			#	
BUS401	Innovation(E)			#	
BUS412	Dissertation I (P)			#	
MKT401	Logistics & Supply Chain Management (P)			#	
IBS411	International Finance			#	
MKT413	Marketing Services *(E)				
BUS414 BUS425	Internship/Practicum 'C' or Internship Project (C,S)*				#
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
IBS424	International Management '(C,S)'				#
IBS403	International Banking(E)				
IBS412	Business Project Management*(E)				#

"COURSES IN OFFER"

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

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

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2011 INTAKE

TRAVEL & TOURISM MANAGEMENT

CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods (P)	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management (E)	#			
TAT301	Foundation of Tourism	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication (E)		#		
BUS303	Business Ethics (P)		#		
MGM313	Operations Management		#		
TAT302	Air Travel Operations		#		
TAT303	Travel Agency Operations & Tours(P)		#		
MGM411	Management of Human Resources (E)			#	
BUS401	Innovation (E)			#	
BUS412	Dissertation I (P)			#	
TAT401	Management of Tourism Enterprises (P)			#	
TAT412	Impacts of Tourism			#	
MKT413	Marketing Services *(E)				
BUS414 or BUS415	Internship/Practicum 'C' or Internship Project (C,S)*				#
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
TAT423	E-Tourism (E)				#
TAT414	Tourism Policy Planning & Development (C,S)				#
TAT415	Management of Hospitality Industry*(E)				#

"COURSES IN OFFER"

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

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

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2011 INTAKE

INFORMATION SYSTEMS

CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods (P)	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management (E)	#			
CIS301	Introduction to Information Systems	#			
BUS312	Entrepreneurship *(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication (E)		#		
BUS303	Business Ethics (P)		#		
MGM313	Operations Management		#		
CIS302	Database Management Systems (P)		#		
CIS313	Programming		#		
MGM411	Management of Human Resources (E)			#	
BUS401	Innovation (E)			#	
BUS412	Dissertation I (P)			#	
CIS401	Essentials of Computer Network (P)			#	
CIS402	Information Systems Project Management			#	
BUS414 or BUS425	Internship/Practicum 'C' or Internship Project (C,S)*				#
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
CIS413	E Commerce(E)				#
CIS424	Object Oriented Analysis & Design (C,S)				#
CIS415	Web Design and Development*(E)				#
CIS416	Business Intelligence *(E)				#

"COURSES IN OFFER"

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

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

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2011 INTAKE

MARKETING

CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	FALL	SPRING
BUS311	Business Research Methods (P)	#			
MGM311	Organizational Behaviour	#			
MKT311	Marketing Management (E)	#			
MKT312	Consumer Behaviour	#			
BUS312	Entrepreneurship*(E)	#			
LAW311	Business Law II*(E)				
MGM312	Customer Relation Management*				
BUS304	Cross Cultural Communication (E)		#		
BUS303	Business Ethics (P)		#		
MGM313	Operations Management		#		
MKT313	Marketing Communication (P)		#		
MKT314	Market Research		#		
MGM411	Management of Human Resources (E)			#	
BUS401	Innovation (E)			#	
BUS412	Dissertation I (P)			#	
MKT401	Logistics & Supply Chain Management (P)			#	
MKT413	Retail Marketing			#	
BUS414	Internship/Practicum 'C' or				#
BUS415	Internship Project (C,S)*				
BUS413	International Business				#
MGM412	Strategic Management '(C,S)'				#
MKT413	Marketing Services (E)				#
MKT414	International Marketing (C,S)				#
MKT415	Advertising Management*(E)				#
MKT416	Sales Planning *(E)				#

"COURSES IN OFFER"

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

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

b. MBA

PROJECTED SEMESTER-WISE PLAN FOR STUDENTS OF 2011 INTAKE					
CODES	COURSES	SEMESTER WISE			
		FALL	SPRING	SUMMER	FALL
ACC601	Managerial Accounting	#			
ECO601	Managerial Economics	#			
MGM601	Human Resource Management	#			
MKT601	Marketing Management		#		
FIN601	Financial Management		#		
BUS601	Quantitative Methods For Business Decision Making		#		
BUS602	International Business			#	
CIS601	Corporate Information Strategy & Management			#	
MKT712	Consumer Behavior			#	
MKT713	Supply Chain Management			#	
MKT714	International Marketing Strategy				#
FIN711	Corporate Finance				#
FIN713	International Finance				#
FIN714	Investment And Portfolio Management				#
MGM713	Strategic Management				#
HRM711	Performance and compensation Management			#	
HRM712	Legal Aspects of Human Resources				#
HRM713	Managing Diversity				#

VIII. ADMISSION REQUIREMENTS

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

a. ENTRY REQUIREMENTS

i. BBA DEGREE PROGRAMS

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

1. High School Grade

- a. Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. (www.wes.org). Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education and Youth. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country.
- b. Seven subjects of IGCSE/GCSE/GCE (O-Level) with grade 'C' or above (AS-Level) with grade 'D' or above (A-Level) with grade 'E' or above. All documents require attestation from the competent authorities.
- c. Holders of UAE Secondary School Certificate who have scores below the required level (minimum of 60%), and do not meet the regular admission requirements, may go through the Foundation Program to prepare themselves for higher studies in their chosen field.
 - i. On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOHESR. This may be used for progression to Higher

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

- ii. English competency required as the exit standard is TOEFL 500 (or IELTS 5.0) for those intending to enter Higher Education programs delivered in English, and TOEFL 400 (or IELTS 4.0) for those intending to join programs offered in Arabic. Note that Institutional TOEFL is NOT ACCEPTABLE.
- iii. The Foundation Program does not apply to students who hold High School Certificates from other systems of Education (British GCE / IGCSE or American Diploma). Students falling under this category will need to meet the minimum admission requirements set forth in the Ministerial Decree's 200/2004 and 133/2005.

d. **Provisional Admission**

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

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

- i. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, he or she must obtain a Grade Point Average (GPA) of 2.0 on a scale out of 4.0 upon successfully completing 12-15 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student's admission.
- ii. If any student is admitted under provisional status and at the same time failed in the Mathematical ability placement test of the SUC, may not be allowed to have simultaneous progression in the BBA program, in this scenario, student is required to complete the Numeracy preparatory course prior to progressing in BBA program. Moreover, provisionally admitted students will not be granted TOC for the courses, which are in offer in the first semester.

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

2. Placement Requirements

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

a. English Language Proficiency (TOEFL Exam)

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

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

- i. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 61 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 173 on the Computer based TOEFL.
- ii. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)

Mathematical Ability

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

3. Transfer Admission

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

a. Documents Required:

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

- iii. An official letter from the previous institution
- iv. All documents mentioned in the registration requirements
- v. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

b. Conditions Applicable:

- i. They must pass the English and Mathematics proficiency requirement.
- ii. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.
- iii. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.
- iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
- v. Must have passed the course with a minimum of 'C' grade or equivalent.
- vi. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
- vii. No transfer can be awarded for Capstone and protected courses of SUC.
- viii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
- ix. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.
- x. Incase student changes the major area of study the student will have to re-apply for TOC.
- xi. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean (Academics). Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.

- xii. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- xiii. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xiv. Non-refundable SUC TOC processing fees (as per applicable fee structure)
- xv. Transfer admission students will not be included in the toppers list.
- xvi. TOC will be awarded to students of Higher College of Technology diploma holders on the following conditions. (This provision is made available as per the Ministry of Higher Education & Scientific Research (MOHESR) circular no.1 (amended) dated 11th March 2006).
 - 1. The 12th standard Certificate should not be less than 50%.
 - 2. His/her diploma should be accredited and attested by MOHESR or its equivalence certificate for those who graduate outside UAE.
 - 3. To check the validity of the certificate issued by HCT and make sure that it is authentic.
 - 4. CGPA should be 2.0 and above.
 - 5. The student should get "C" grade and above in the following subjects:
 - (a) English (b) Maths (c) Computer
 - 6. Any other conditions followed by the institutions. Once the acceptable transfer of credits are decided, the student is informed and can then proceed for registration. Appropriate fee reduction is given for the courses granted transfer of credit.

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

Qualification

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

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

ii. MBA DEGREE PROGRAMS

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

1. Qualification

- a. A Bachelor's degree in Business discipline from an accredited institution in the UAE or its equivalent or
- b. A Bachelor's degree in other than business discipline will be accepted but the applicant is required to undergo a Pre-MBA program of SUC.

2. English Proficiency Requirement:

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

- a. A native speaker of English who has completed his/ her BBA education in an English medium institution in a country where English is the Official language.
- b. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her BBA program.

3. GPA Requirement

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

4. Probationary Admittance:

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

- a. TOEFL score of 550 on the Paper-Based test, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0) may be admitted to the Master's program subject to the following:
 - i. May take a maximum of nine credit hours in the first semester of study.
 - ii. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.
 - iii. If either provision is not met the student will be dismissed.
- b. TOEFL score of 530 on the paper-based test, 197 on the computer-based, or 71 n the internet-based test or its equivalent using a standardized test approved by MOHESR may be admitted to the MBA program subject to the following:
 - i. Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study;
 - ii. May take a maximum of six credit hours in the first semester of study, not including intensive English courses;
 - iii. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
 - iv. If either provision is not met the student will be dismissed.

- c. Students with CGPA 2.0 to 2.49 in the applicants baccalaureate degree and meets the English competency requirements as per SUC policy (both business and non business discipline) may be admitted to the Master's program subject to the following:
 - i. To qualify for MBA program admission a student must complete seven courses of MQP with minimum 'B' grade or take challenge exam (only for business graduates) in any of the seven courses and score minimum 'B' grade.
 - ii. Incase s/he has already taken any of the MQP courses with the grade of 'B' or above at baccalaureate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy
 - iii. Meets the English competency requirements as per SUC policy.
 - iv. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
 - v. If either provision is not met the student will be dismissed.

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

iii. **MATURED ENTRY ADMISSION**

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

1. Business Graduates

- a. Must have 5 years of work experience after completion of baccalaureate degree.
- b. Such students will have to face a pre-enrollment personal interview with a designated committee to assess level of academic aptitude for joining the MBA Program
- c. Meets the English competency requirements as per SUC policy

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

2. Non Business Graduates

- a. Must have 5 years of work experience after completion of baccalaureate degree.
- b. Meets the English competency requirements as per SUC policy.
- c. Must complete the MQP requirement as per SUC policy.
- d. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

iv. TRANSFER ADMISSION

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

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

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

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

1. Documents Required:

- a. The official transcripts,
- b. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
- c. An official letter from the previous institution
- d. All documents mentioned in the registration requirements
- e. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:
 - i. They must pass the English proficiency requirement.
 - ii. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.
 - iii. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.
 - iv. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
 - v. Must have passed the course with a minimum of 'B' grade or equivalent and overall CGPA of '3.0' on a scale of '4.0'.
 - vi. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
 - vii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
 - viii. A student is placed in the fourth semester status only after completing all the balance courses till the third semester.
 - ix. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean (Academics). Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.
 - x. Prohibit accepting credit twice for substantially the same course taken at two different institutions.

- xi. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xii. Non-refundable SUC TOC processing fees (as per applicable fee structure)

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

Qualification

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

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

b. REGISTRATION REQUIREMENTS (BBA)

i. LOCAL STUDENTS OR STUDENTS WITH OWN VISA

- 1. 6 Passport size colored photographs (not Polaroid).
- 2. Passport Copy with minimum six months validity.
- 3. Attested copy of High School Certificate along with marks sheet (as applicable).
 - a. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE.
 - b. Students from foreign schools operating in UAE approved by the Ministry of Education, UAE should submit attested certificate by the school & private Department in Ministry of Education, UAE.

- c. Students from overseas school certificate should submit attested copy by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin.
4. The following fees must be paid at the time of admission:
(A total of AED 7,000/-)
 - a. Application Fee (non-refundable) AED 1,000/-
 - b. First Installment Fee AED 5,000/-
 - c. Resource Utility Fee AED 1,000/-

[Non-refundable after commencement of classes, even if the student did not attend any class].
5. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time.

ii. LOCAL STUDENTS SEEKING SUC VISA

1. 15 Passport size colored photographs (not Polaroid) with white background passport Copy with minimum eight months validity.
2. Attested copy of High School Certificate along with marks sheet (as applicable).
 - a. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE.
 - b. Students from foreign schools operating in UAE approved by the Ministry of Education, UAE should submit attested certificate by the school & private Department in Ministry of Education, UAE.
 - c. Students from overseas school certificate should submit attested copy by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin.
3. The following fees must be paid at the time of admission:
(AED 25,750/-)
 - a. Application Fee (Non-refundable) AED 1,000/-
 - b. First Installment Fee (Non-refundable) AED 5,000/-
 - c. Resource Utility Fee (Non-refundable) AED 1,000/-
 - d. 1st Cheque Payment of AED 10,350/-

e. 3 year Visa Fee AED 5,000/-

[Fully Non-refundable once visa is filed]

f. Passport Guarantee AED 2,500/-

[Refundable at the time of visa cancellation]

g. TOEFL Exam Fee AED 500/-

h. TOEFL Book AED 400/-

i. Three post Dated Cheques of each AED 10,350/-

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

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

iii. VISA STUDENTS (OVERSEAS)

1. 15 Passport size colored photographs (not Polaroid) with white background.
2. Passport Copy with minimum eight months validity.
3. 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).
4. The following fees must be paid at the time of admission:

(USD 6,755/-)

a. Application fee & 1st Installment fee USD 2,975/-

[Non-refundable]

b. Resource Utility Fee USD 275/-

[Non-refundable]

c. 3 years Visa Fee USD 1,370/-

(Fully Non-refundable once visa is filed)

- d. Passport Guarantee USD 685/-
[Refundable at the time of visa cancellation]
- e. TOEFL Exam Fee USD 140/-
- f. TOEFL Book USD 110/-
- g. 1st Semester of the Hostel Fees USD 1,200/-
[3 months @ USD 400/- per month (Inclusive of water & electricity charges)]

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

iv. **ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER ADMISSION**

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

c. **REGISTRATION REQUIREMENTS (MBA)**

i. **LOCAL STUDENTS OR STUDENTS WITH OWN VISA**

- 1. 5 Passport size colored photographs (not Polaroid).
- 2. Passport Copy with minimum six months validity.
- 3. Attested copy of Bachelor's Degree Certificate along with marks sheet (as applicable).
 - a. Students from UAE Universities certificate should be attested by the university and Ministry of Higher Education, UAE.
 - b. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education, UAE, certificate

should be attested by the University & private Department in Ministry of Higher Education, UAE.

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

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

(AED 7,000/-)

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

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

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

ii. LOCAL STUDENTS SEEKING SUC VISA

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

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

(AED 25,400/-)

- | | |
|---|--------------|
| a. Application Fee | AED 1,000/- |
| [Non-refundable] | |
| b. First Installment Fee | AED 5,000/- |
| [Non-refundable] | |
| c. Resource Utility Fee | AED 1,000/- |
| [Non-refundable] | |
| d. 1st Cheque Payment | AED 10,000/- |
| e. 3 Year Visa Fee | AED 5,000/- |
| [Fully Non-refundable once visa is filed] | |
| f. Passport Guarantee | AED 2,500/- |
| [Refundable at the time of visa cancellation] | |
| g. TOEFL Exam Fee | AED 500/- |
| h. TOEFL Book | AED 400/- |
| i. Three post Dated Cheques of each | AED 10,000/- |
4. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time as agreed.
5. Student Personal details form with the Country residence telephone number.

iii. VISA STUDENTS (OVERSEAS)

1. 10 Passport size colored photographs (not Polaroid) with white background.
2. Passport Copy with minimum eight months validity.
3. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.
 - a. Students from UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE.

- b. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education, UAE, certificate should be attested by the University & private Department in Ministry of Higher Education, UAE.
 - c. Students from overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
4. The following fees must be paid at the time of admission:
(USD 6,780/-)
 - a. Application fee & 1st Installment fee USD 3,000 /-
 [Non-refundable]
 - b. Resource Utility Fee USD 275/-
 [Non-refundable]
 - c. 3 Year Visa Fee USD 1,370/-
 [Fully Non-refundable once visa is filed]
 - d. Passport Guarantee USD 685/-
 [Refundable at the time of visa cancellation]
 - e. TOEFL Exam Fee USD 140/-
 - f. TOEFL Book USD 110/-
 - g. 1st Semester of the Hostel Fees USD 1,200/-
 [3 months @ USD 400/- per month (Inclusive of water & electricity charges)]
5. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time as agreed.
6. Student Personal details form with the Country residence telephone number.

iv. ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER ADMISSION

1. Official Transcript of records.

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

d. ADMISSION TO STUDENTS NOT QUALIFYING FOR BBA ADMISSION

i. ACADEMIC IELTS PREPARATORY COURSE – BBA

The Academic IELTS preparatory course (AIPC) and mathematics preparatory courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 5.0 out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program):

Scenario 1 (If Student Falls Short Of Qualifying Score In Both English And Maths)

In this scenario, the student will undergo the AIPC and Maths preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA Program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).

Scenario 2 (If Student Falls Short Of Qualifying Score In English But Obtains Qualifying Score In Maths)

In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

1. 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.

Category A

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

Category B

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

CODE	COURSES	CREDITS
CIS101	Computer Skills-1	3
GEN101	General Study Skills	2
GEN102	Community Services & Sports	1
HUM101	Islamic Culture	3
MAT101	Business Mathematics	3

Category C

Students who cannot score a minimum of 5.0 in IELTS (Academic) admitted as per category A & B they will be allowed to re-register for IELTS preparatory semester again. In this category, students can enroll into a freshman level with an available 3 credit hour course if they score 4.0 and above in IELTS (Academic).

Note 1

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

Note 2

Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident of scoring 500 or above in the subsequent TOEFL test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA Program. If they are unable to score 500 in the latest attempt, they will be required to undergo a preparatory course in English and the latest IELTS (Academic) scores will be considered as the basis to place the student in the IELTS (Academic) preparatory course.

Scenario 3 (If Student Falls Short Of Qualifying Score In Math But Obtains Qualifying Score In English)

In this scenario, the student will undergo IELP (Academic IELTS preparatory course) to improve English language skills towards meeting the admission requirements and she/he will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

In this scenario, students have to take the Mathematics preparatory course (MAT001 - Numeracy) to improve the mathematical abilities. Such students are eligible to be admitted into courses other than maths at the BBA 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

ii. ACADEMIC IELTS PREPARATORY COURSE – MBA

The Academic IELTS preparatory course (AIPC) course is designed for students whose proficiency levels are inadequate to be accepted for admission into the MBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 6.0 out of 9.0 bands for MBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below.

1. ENGLISH PROFICIENCY REQUIREMENT

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

- a. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.
- b. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.
- c. 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):

Category A

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

Category B

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

Category C

The Students, who have scored between 530 and 549 in TOEFL (ITP), will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll up to 6 credit hours in the first semester. They must achieve 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.

2. PLACEMENT TESTS (TOEFL – ITP & MATHEMATICS)

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

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

a. TOEFL – TEST CENTER

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

3. INTRODUCTION – TOEFL

Test of English as a Foreign Language has 3 sections:

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

a. TEST STRUCTURE

Section 1 – Listening Comprehension

This section consists of:

- 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.

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

Section 2 – Structure and Written Expression

This section consists of:

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

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

Section 3 – Reading Comprehension

This section consists of: 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.

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

b. 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.

- i. The ITP TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.
- ii. They must work to improve their knowledge of the English **language skills** that are covered on the paper version of the TOEFL test.
- iii. They must understand the **test taking strategies** that are appropriate for the paper version of the TOEFL test.
- iv. They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

c. PROCEDURE

- i. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.
- ii. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.
- iii. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.
- iv. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.
- v. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.

- vi. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.
- vii. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.
- viii. The students are solely responsible for marking answers properly on the answer sheet.
- ix. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.
- x. They have to completely fill the circle with a heavy, dark mark.

d. IDENTIFICATION

- i. Students must provide their original, valid and signed passport in addition to their other I. D.
- ii. Students who wear the face covering are required to uncover during the exam. The students face must be visible at all times during testing.
- iii. If student does not have a passport, an official letter from the school he or she most recently attended is required, and this letter must have student photo glued (not stapled) to it, and the title, signature, and seal of the official who issued the identification must overlap the photograph.
- iv. No other forms of identification will be accepted.

e. STATIONERY REQUIRED

- i. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.
- ii. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.
- iii. The students must carry a good quality of eraser.
- iv. Pencils and erasers will not be supplied by the SUC.

f. CHEATING & UNACCEPTABLE BEHAVIOR

SUC has the full right to cancel the paper of anyone who:

- i. Takes a test book or answer sheet from the testing room.
- ii. Attempts to take the test for someone else.
- iii. Gives or receives assistance during the test.
- iv. Fails to follow instructions given by the Invigilator
- v. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet.
- vi. Takes dictionaries, other books, notes or other devices into the testing room.
- vii. Creates a disturbance or behaves inappropriately.
- viii. Copies test questions or answers.
- ix. Malpractices in any other way.

4. IELTS COURSE DELIVERY

The IELTS preparation program at SUC is designed for two different levels:

a. Advanced AIPC 120-Hour Program

Students, whose score is between 425 and 499 in TOFEL (ITP) or between 4.0 and 4.5 in IELTS (Academic), will undergo an Advanced Program.

b. Basic AIPC 190-Hour Program

Students, whose score is between 351 and 424 in TOFEL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a Basic Program.

5. IELTS EXAM (HOW TO APPLY FOR THE IELTS EXAM)

IELTS Application forms have to be filled by the students by paying the prescribed amount of fee. The Skyline administration guides them in this regard. Students should be ready with the required documents at the time of filling the application:

a. GENERAL REQUIREMENTS

- i. 2 passport photographs

Passport photo specifications:

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

b. ACADEMIC MODULE OF IELTS

- i. The total test time is 2hours and 45 minutes.
- ii. 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.

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.

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.

Speaking

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

c. IELTS EXAM – VENUE

SUC liaisons with HCT for the conduct of IELTS exam. The venue will be decided depending upon the number of candidates appearing for the exam. However, it can be either SUC or HCT campus in Academic City.

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.

iii. ATTENDANCE POLICY - ELC

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

1. Attendance is noted online for every class and students can view the same on their portal.
2. Attendance is mandatory in all classes held during the conduct of a course.
3. 70% attendance is mandatory to be eligible to write the exam.

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

iv. GENERAL RULES & REGULATIONS

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

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

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

v. RESPONSIBILITY OF THE STUDENTS:

1. Students shall conduct themselves with reasonable consideration for all other persons within the SUC;
2. Students shall not indulge in any behavior likely to bring the SUC to disrepute;
3. Students shall comply with any reasonable instruction issued by any member of staff of the SUC;
4. No student will tender false or deliberately misleading information;
5. Male and female students are not allowed to move together or sit together in classrooms;
6. A student shall not use, or incite others to use physical violence while in the SUC premises;
7. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises;
8. Students shall comply with the fees policy of the SUC;
9. Students shall comply with all regulations pertaining to the use of library and other SUC's facilities;
10. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
11. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action;
12. Students are supposed to switch-off mobile phones in the classrooms and handover to the security before entering for examinations;
13. Students should adhere to the class timings as per the rules & regulations;
14. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines;
15. Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized;
16. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines;
17. Eatables & drinks are not allowed in the classroom;

18. Students using bus should strictly comply with the rules and regulations of transport;
19. Students shall not litter the campus;
20. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC;
21. Students will be required to make good compensation to the satisfaction of the Management of the SUC, if any damage is caused to University property;
22. The SUC is not responsible for any private property being lost or damaged in the University premises;
23. Students bringing vehicles shall observe car parking regulations in force as well as the speed within the SUC boundaries;
24. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact Administration Department for approval;
25. Student must carry their University Identity Card when they are inside the campus;
26. Playing cards in any form in the SUC campus is strictly prohibited.

vi. 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.

vii. SERVICES ON THE PORTAL

Student can login the Skyline Portal to check the following:

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

10. Class schedule

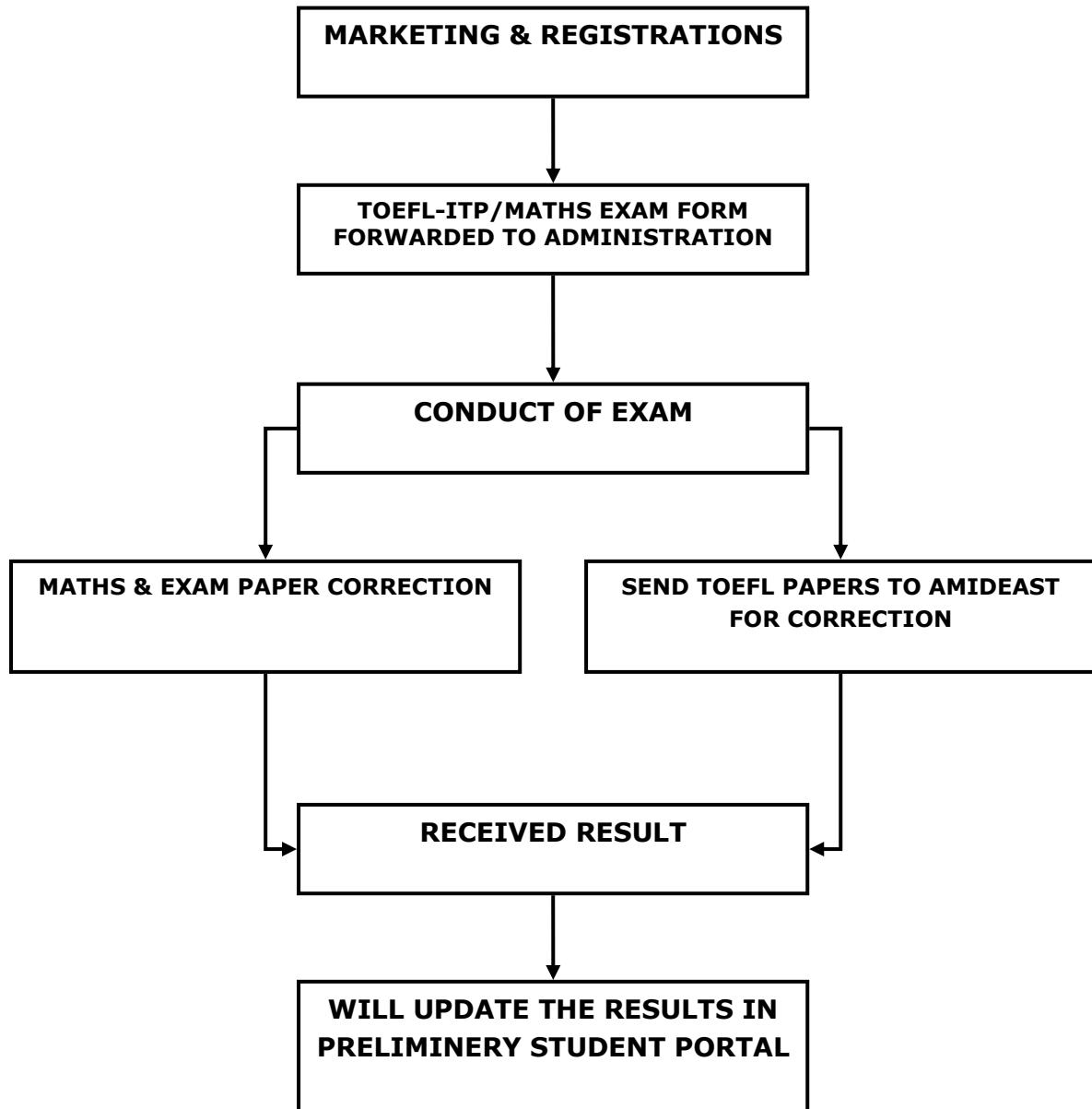
viii. ADDRESSING GRIEVANCE

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

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

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

PLACEMENT TEST FLOWCHART



MATHS AND TOEFL-ITP EXAM

IX. ADMINISTRATION PROCEDURE

a. BBA & MBA

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

i. Admission Letters & Invoice

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

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

ii. Identity Cards

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

iii. Portal ID

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

iv. Graduation Plan

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

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

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

- ix. Mitigating Circumstances Form
- x. Passport Withdrawal Form
- xi. Postponement Form
- xii. Program Transfer Form
- xiii. Request Form
- xiv. Student Appeal Against Marks
- xv. Student Clearance
- xvi. Student Leave Application
- xvii. Student personal Data Update Form

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

- i. Student should fill up the request through student portal
- ii. An approval of the Finance Department is necessary before proceeding to the next step. This is done to verify that the student does not have any outstanding fee against his account
- iii. After due verification from the Finance Department the letter is prepared as requested by the student
- iv. The original letter is given to the student and a copy is maintained in the student's personal file
- v. In normal course the SUC issues the following letters upon the request of students / confidential request from other university where the student is applying for pursuing higher studies / employers / organization / court orders / government authorities:
 - 1. Bona-fide student letter (In English or Arabic), Letter mentioning dates of examination, Copy of course definitive document (CDD) for course/s attended, Transcripts.

Normal time required for routine letters is:

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

c. LEAVE APPLICATIONS [BBA & MBA]

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

d. CHANGE OF CLASS TIMINGS [BBA ONLY]

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

e. POSTPONEMENT [BBA & MBA]

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

f. CHANGE OF MAJOR / EMPHASIS

[BBA]

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

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

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

[MBA]

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

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

The procedure is as follows for both BBA & MBA:

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

g. ATTENDANCE POLICY

[BBA]

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

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the University's policy to excuse the absence of students that result from the following causes: illness of the student, accident, death in family, participating in University activities, at the request of University authorities and compelling circumstances beyond the student's control. However, the minimum attendance required for a student to appear for the final examination

falling under any of this category cannot fall 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 DOA & DASS.
- 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 DASS.
- 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. In case if there is no response from the student, the name could be placed in temporary cancellation status for the particular semester and will have to pay the required registration fee for the re-activation.
- x. If the student is not reported to that particular semester his/her name will be cancelled from the SUC and has to apply for the re-registration and which case new academic policy (if applicable) will be applied.
- xi. 5% of attendance is reserved to the academic advisory meeting with the advisor.

[MBA]

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

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the SUC's policy to excuse the absence of students that result from the following causes: illness of the student, accident, death in family, an official out station trip in which case proof to be submitted to the SUC which includes copy of passport, air ticket and a letter from the company; participating in SUC activities, at the request of SUC authorities and compelling circumstances beyond the student's control. However, the minimum attendance required for a student to appear for the final examination falling under any of this category cannot fall below 65% of the total hours allocated to a course with excused absence.

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

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

- i. 70% attendance is must to appear for the main final exam, exceptional cases will be considered only on approval by the DOA & DASS.
- ii. Maximum of 5% attendance is taken into consideration on the submission of valid proof within 5 working days to the Head - Admin & Exam Department
- iii. Student having attendance between 51 – 64% will be allowed to attend the exam along with the resit examination subject to the committee's decision; however they are required to pay the resit exam fee and resit policy would apply for grade.
- iv. Student having less than 50% are not eligible for the final exam or resit exam and has to repeat the course.
- v. The attendance of a student falling under mitigating circumstances due to some medical problem, death in the family, accident etc, will be considered on approval from the DASS.
- 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.

5% of attendance is reserved to the

h. REPEATING COURSES [BBA & MBA]

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

i. WITHDRAWAL OF A COURSE [BBA & MBA]

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

j. ADDING A COURSE [BBA & MBA]

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

k. OPEN HOUSE [BBA ONLY]

- i. Yearly once during the spring semester parents are invited to review the performance, attendance and class participation of the student.
- ii. An invitation is sent to the parents stating the date and time of the meeting.

- iii. A student profile sheet is made available to the parents containing the marks of the Fall semester, percentage of attendance and advisor's comments.
- iv. After meeting the faculty, a copy of the profile sheet is given to the parents and the original is kept in the student file for records.
- v. Any remarks by the parents are recorded as feedback for necessary action.

I. CLASS ROOM ALLOCATION [BBA & MBA]

- i. Administration department is authorized to allocate class rooms for any purpose.
- ii. The class rooms are allocated by administration department for conduct of classes based on the student strength, level of study & other infrastructural requirements.
- iii. The room allocation is communicated to all concerned departments like the maintenance department and computing department for making sure the necessary arrangements are made.
- iv. If any department or faculty who needs the class room for a purpose other than conduct of normal classes, they should request the administration department. The administration will then allocate the classroom appropriately.
- v. No other department has the authority to use the class rooms without the consent of the administration department

m. ATTENDANCE SHEETS [BBA & MBA]

- i. The attendance sheets for all students are available on the system which can be printed by the faculty concerned on weekly basis.
- ii. Under normal circumstances, no names are added by the faculty; any student attending the class without his name being there in the attendance sheet, reports to administration.
- iii. The necessary reports are generated by the administration department.

n. SEMESTER DEBITS FOR STUDENTS [BBA & MBA]

- i. At the start of academic year, the debit for each student for the semester is sent to finance department for collecting the installments.
- ii. A summary of collection report for the month is prepared & sent to DASS on monthly basis.
- iii. Students who cancelled or pending status will be informed to finance department with debit / credit system on monthly basis.

o. CANCELLATION [BBA & MBA]

- i. Student who wishes to cancel registration should fill up the cancellation form with the SSD after giving an exit interview.
- ii. The form is then forwarded to the Academic Advisor /Mentor for their comments.
- iii. The form is then forwarded to each of the following departments:
 1. Marketing & Registration Department for their comments.
 2. Finance department for checking whether the student's account is cleared.
 3. Library to check for any pending books to be returned.
 4. Computing department will de-activate the portal and email address.
 5. Human Resource Department for the verification of the student visa status.
 6. Administration department for the comments and pass credit note if applicable.
 7. Meeting is arranged with the DOA & SSD
- iv. The form is then forwarded to the DASS for his approval; DASS can ask to meet the student if required.
- v. The form will then be returned to the administration department for updating student database.
- vi. In case of readmission applicable fee has to be paid for re-registration.

p. STUDENT RECORDS [BBA & MBA]

Aim

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

Procedure

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

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

Each of the above maintained separately.

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

i. Administrative Records

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

1. Enrolment Form

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

2. Directory Information

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

3. Record Of Entry Level Qualifications

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

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

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

5. Record Of Discipline

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

6. Attendance Record

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

7. Letter Of Admission:

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

8. Copy Of Passport:

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

9. Miscellaneous Documents:

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

10. Graduation Information And Copies Of Transcript

Copies of all transcripts issued to the students, grade warnings, letters of probation and suspension if any, and the graduation information forms a part of the academic profile, which is filed in the personal file of the student.

11. Accessibility To The Records

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

- a. President
- b. The Dean – Academics
- c. The Director – Academic Support Services
- d. Head – Admin & Exam Department
- e. Administrative Officers
- f. Filing Clerk in the Administration Department

ii. Academic Records

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

1. Curriculum Requirement

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

2. Details Of Transfer Of Credits

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

3. Details Of Courses Undertaken And The Grades Awarded

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

4. Hard Copies Of Transcripts Issued, And, The Degrees Awarded

A grade report is issued to each student at the end of every semester. A consolidated grade report is filed in the student file at the end of the academic year. Official transcript will be issued only with the Degree.

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

5. Copies Of Coursework / Examination Scripts:

The Examination Department retains the examination scripts for a period of one year after the declaration of the results after which they are destroyed.

6. Accessibility To The Records

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

- a. Head – Admin & Exam Department
- b. Dean – Academics
- c. The Director – Academic Support Services
- d. Academic Advisor [BBA] & Mentor [MBA] of the Student.
- e. The Staff working in the Examination Department

iii. Financial Records

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

1. Accessibility To The Records

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

- a. President
- b. Dean – Academics
- c. Director – Academic Support Services
- d. Head – Finance Department
- e. Head – Admin & Exam Department
- f. The Staff in the concerned department
- g. MOHESR Officials

2. Method Of Keeping And Destroying Records

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

3. Electronic Database And Backups

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

q. POLICY ON DOUBLE DEGREE [BBA Only]

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

Worked out example:

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

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

The total of 141 credit hours has the following breakdown:	
General Education requirement	36 credit hours
Business Education requirement	63 credit hours
Major requirements (for the first degree)	21 credit hours
Major requirements (for the second degree)	21 credit hours
Total requirements	141 credit hours

Petition for a Double Degree

- i. Student should have a good academic standing (typically a CGPA of 3.0 in the end of junior level or upon completion of a minimum of 90 credit hours in the program) at the time of petition.
- ii. Student should obtain permission from the academic advisor and DOA 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 DOA and administrative personnel to seek appropriate advise in the process of reviewing and improving the academic standing and progression.
- vi. Any registration towards earning additional credit hours for the purpose of obtaining a double degree will be permitted only upon completion of 120 credit hours of the main program in which he/she is currently progressing.

r. PRIVACY POLICY [BBA & MBA]

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

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

Information regarding name, age, address, telephone number, date & place of birth, major field of study, degrees awarded, and participation in extra-curricular activities etc may be provided at the discretion of the SUC. A student may withhold the release of the above information through a written request to the administration.

s. UPDATING STUDENT DATA

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

t. SECURITY

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

The main functions of the Security Department in the SUC are:

Security At Gate

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

Security inside the premises

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

- vi. To ensure all movable and immovable assets of the university are well protected.
- vii. To ensure student discipline is maintained at all times.
- viii. To ensure that students are not moving as couples
- ix. To restrict the speed and movement of vehicles in restricted area inside the campus and ensure systematic parking systems.
- x. To ensure authorized personnel and bona-fide students only use the SUC facilities. Conduct periodic checks of entire campus.
- xi. To control movement of student transports, as well as, safe embarking and disembarking of students from buses.
- xii. To control the entry of students into examination rooms - collect relevant entry slips.

u. SAFETY

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

Protection Against Fire

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

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

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

- i. Any misbehavior or misconduct, which may distort the image of the SUC.
- ii. Misconduct in classroom, computer lab, or library.
- iii. Any insult to faculty or staff members.
- iv. Any damage to SUC property.
- v. Any misconduct during exams.
- vi. Moving around as couples.
- vii. Dress code
- viii. Fighting.
- ix. Theft.

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

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

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

i. Levels Of Disciplinary Action, Responsible Authority

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

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

**Disciplinary Action Committee*

ii. Addressing Grievance

The SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been made to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc. Students of SUC who believe they have been treated unfairly with respect to academic matters or are convinced that they have been discriminated against in any matter on the basis of race, color, handicap, religion, age, national origin or sex, may discuss the issue with the SSD. The SSD will try to resolve the issues by appropriately counseling the students. If the matter is still not resolved, the student may officially lodge the complaint.

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

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

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

1. That the procedures used to review and resolve complaints or grievances are fair and must be seen to be fair;
2. Confidentiality will be respected, unless the use of the information is authorized by law;
3. That Counselor who resolves the complaints or grievances will act fairly at all times and ensure that conclusions will be based on a fair hearing of each point of view;
4. There will be no reprisals or any disadvantage arising as a result of a student making a complaint or grievance in good faith;

5. That complaints or grievances are handled in a timely manner with achievable deadlines specified for each stage in the resolution process;
6. The student who makes a complaint or grievance and any staff member or student on whom the complaint or grievance has a direct impact, is regularly informed of the progress of the matter.

iii. Types Of Student Grievances

1. Academic Grievances

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

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

2. Academic Support Services Grievances

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

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

X. ACADEMIC RULES & REGULATIONS

a. BBA

i. CREDIT HOURS

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

1. Full Time Student

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

2. Accelerated Student

After three semesters the academic records of the student are reviewed and those students who maintain 2.5 or above CGPA without failing in any of the courses are offered to opt for the accelerated program whereby they can take maximum of 12 credit hours during the summer semester. Even transfer admission students need to maintain the above requirement in the courses undertaken during the first three semesters at SUC where TOC courses are not taken into account for calculation of CGPA.

ii. PERIOD OF STUDY

Students enrolled for a BBA Program must complete their program within 185 credits. This means a student can attempt a maximum of 185 credits to earn 120 credits required for graduation.

iii. STUDENT EVALUATION AND GRADING

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4.00	Excellent or Superior
B	80-89	3.00	Good
C	70-79	2.00	Satisfactory
D	60-69	1.00	Pass
F	Below 60		FAIL
W			Withdrawal
I			Incomplete

iv. GRADE POINT AVERAGE [GPA]

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

GPA/SCGPA /CGPA Calculation

Grade Points		Credit Hours		Total
A – 4	x	3	=	12.0
B – 4	x	3	=	09.0
C – 2	x	3	=	06.0
D – 1	x	3	=	03.0
F – 0	x	3	=	00.0
		15		30.0

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

$$\text{GPA/CGPA/SGPA} = \frac{30}{15} = 2.00 \quad \text{'C'}$$

$$\text{CGPA} = 2.00$$

GPA – Grade Point Average
CGPA – Cumulative Grade Point Average

SGPA– Semester Grade Point Average

v. ACADEMIC STANDING

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

1. Qualitative Requirements (Quality Of Academic Work Completed)

S. No.	Credit Hours attempted	Minimum CGPA
01	1 – 30	1.50
02	31 – 45	1.70
03	46 – 60	1.85
04	61 and above	2.00

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

2. Quantitative Requirements (Quantity Of Academic Work Completed)

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

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

3. Probation / Warning

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

4. Suspension

In case the student is unable to improve the performance in spite of the final warning on probation, he/she will be placed on academic suspension. [suspension-1 & suspension-2] suspension-1 means when student does not achieve during the suspension status will be automatically placed in suspension-1; even after being in suspension1 if the student does not improve the CGPA then he will be placed in suspension-2 in the next semester. Students on suspension status are required to file an appeal with the administration department for allowing them to continue their studies in the following semester. The Satisfactory Academic Progression (SAP) committee may allow the students to take the courses according to their academic profile with the following condition:

SUSPENSION 1

Case 1

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

Case 2

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

Case 3

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

SUSPENSION 2

Case 1

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

Worked Out Example

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

Case 1

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

Case 2

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

5. Good Standing

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

b. MBA

i. CREDIT HOURS

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

ii. PERIOD OF STUDY

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

iii. STUDENT EVALUATION AND GRADING

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4.00	Excellent or Superior
B	80-89	3.00	Good
C	70-79	2.00	Pass
D	60-69	1.00	FAIL
F	Below 60		FAIL
W			Withdrawal
I			Incomplete

iv. GRADE POINT AVERAGE [GPA]

Grade Point Average is determined by dividing total grade points earned by total hours attempted. GPA may be figured for each semester (semester GPA), for all hours attempted at the SUC (cumulative GPA). All students are evaluated at the end of each semester. A student is placed on probation 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	x	3	=	09.0
C – 2	x	3	=	06.0
		9		27.0

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

$$\text{GPA/CGPA/SGPA} = \frac{27}{9} = 3.00$$

$$\text{CGPA} = 3.00$$

GPA – Grade Point Average
CGPA – Cumulative Grade Point Average

SGPA– Semester Grade Point Average

v. ACADEMIC STANDING

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

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

1. Qualitative Requirements (Quality Of Academic Work Completed)

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

2. Quantitative Requirements (Quantity Of Academic Work Completed)

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

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

3. Probation

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

4. Suspension

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

Worked out Example

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

Case 1

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

Case 2

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

5. Good Standing

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

XI. EXAMINATION PROCEDURE [BBA & MBA]

a. ASSESSMENT PROCEDURES

i. Mode of Assessment

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

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

The pass mark for MBA in a course is 70% marks or grade C for CAPSTONE course 80% marks or grade B is required.

Students shall be required to submit themselves for formal examination at times specified by the faculty and / or Head - Admin & Exam department.

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

ii. Exam Schedule

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

iii. Assessment Reporting System

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

iv. Eligibility For Appearing In An Examination

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

v. Examination Arrangements

Examination arrangements will be done by the examination department, examination schedule will be released prior to the start of the class based on the student strength. Normally the conduct of exam will be as follows: 1930 hrs to 2030 hrs & 2100 hrs to 2200 hrs.

Following are the exams conduct in a semester:

1. Mid-Term Exam[BBA Only]
2. Final Exam [BBA and MBA]
3. Resit Exam [BBA and MBA]

vi. Mid-Term Examination [BBA Only]

1. Mid-Term examination will be based on syllabus-covered until the week prior to the conduct of the mid-term examination.
2. These examinations will be conducted as per the pre-released schedules and the same will be conducted for duration of 1 hr.
3. Any exception to this general rule will be notified to students.
4. Normally 2 sets of proposed mid-term examination papers must be submitted by faculty. Question papers are randomly selected by the Examination Department.

vii. Preparation and Administration of Mid-Term Examination

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

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

viii. Final Examination

1. BBA

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

2. MBA

- a. Final examinations will be based on comprehensive syllabus.
- b. These examinations will be conducted as per the pre-released schedules and the same will be conducted for duration of 2 hr.
- c. Any exception to this general rule will be notified to students.

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

ix. Re-Sit Final Examinations

1. BBA

- a. Re-Sit Final examinations will be based on comprehensive syllabus.
- b. Re-Sit final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.
- c. Only students with grade D who will benefit with grade improvement or students with grade F who benefit from re-sit will be allowed to re-sit the final examinations, based on their performance in the continuous modes of assessments.
- d. These examinations will be conducted as per the pre-released schedule.

2. MBA

- a. Re-Sit Final examinations will be based on comprehensive syllabus.
- b. Re-Sit final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.
- c. Only students with grade 'C' OR 'D' who will benefit with grade improvement or students with grade F who benefit from re-sit will be allowed to re-sit the final examinations, based on their performance in the continuous modes of assessments.
- d. These examinations will be conducted as per the pre-released schedule.

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

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

4. The DOA, DASS and Head - Admin & Examination will select at random one or more final examination paper/s per course. Required number of copies of the same are made 24 Hours prior to conduct of such examination. The name and staff assigned to make copies and pack the papers will be recorded in a log book kept for the purpose. The copies will be handed over to the respective invigilator on the day of the examination.
5. Examinations packets will be made on the basis of data provided by Administration Department and will be segregated on the basis of class zone of conduct of examinations. Each sealed envelope will contain question papers and examination answer booklets, scantron sheets of students taking an examination in a class of zone of the SUC multipurpose hall.

xi. Administering of Examinations

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

b. INVIGILATOR AND ADMINISTRATOR ROLE

i. General Instruction For Invigilators

1. Ensure that the students are seated in their appropriate seats and carry pen or pencils only. If dictionary or calculators are found please verify that nothing is scribbled.
2. Inform the students to read the points displayed on the screen.
3. Distribute the answer sheet and question paper in the same sequence as in the exam attendance sheet.
4. Once the exam starts, walk around to ensure that the students have started doing their answers.
5. Be vigilant at all times.
6. If you suspect a candidate is cheating, alert your administrator, so they can also observe the candidate. If you feel it is warranted, give an initial warning to the student and continue to observe him/her.
7. If it is convinced he/she cheating, confiscate the evidence and note down his name and seat no. in the required form, give him another answer sheet and allow the student to complete the exam in order to avoid any disturbance to the other examinees.

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

ii. General Instruction For Invigilator – II

1. Ensure that all students attendance have been taken and signed all answer sheet accordingly.
2. Invigilator-II will be solely responsible for filling the scantron sheet.
3. After attendance procedure, walk around to ensure that the students have started doing their answers.
4. Be vigilant at all times.
5. If you suspect a candidate is cheating, alert your Invigilator, so they can also observe the candidate. If you feel it is warranted, give an initial warning to the student and continue to observe him/her.
6. If it is convinced he/she cheating, confiscate the evidence and note down his name and seat no. in required form, give him another answer sheet and allow the student to complete the exam in order to avoid any disturbance to the other examinees.

7. Both the invigilator and Invigilator-II who have witnessed the cheating should write a report on the invigilator incident report.
8. An Invigilator-II is not allowed to sit in the exam room.
9. Invigilator-II are not allowed to carry any magazine / books/ mobiles inside the exam room.
10. No Tea /Coffee / Water will be provided during the exam.
11. Students will be allowed to leave the Examination Hall only after 30 minutes. Once the student leaves the examination hall for whatever reason, student will not be allowed to re-enter the examination hall.
12. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
13. Invigilator-II can step out the exam hall only if any query arises while exam is on progress.
14. Invigilator-II should leave the Exam Paper Submission Counter only after tallying the answer scripts

iii. General Instructions For Candidates During Examination

1. Students must ensure they are aware of the dates and timings of all their examinations. Students have to collect the Examination Hall Tickets from the Finance Department, after having cleared any outstanding amount due to them.
2. No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.
3. Students must note carefully his/her seat/examination hall/room number before beginning of each examination session from details at which are available in student's examination hall tickets.
4. Students must sit for their examination at the desk bearing their number only.
5. Students must bring their own Pen, Pencils, Erasers, pencil-sharpeners, and Calculators. Borrowing these things from others will not be allowed.
6. Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/room.
7. Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.

8. Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.
9. All students should be seated and ready to begin three to four minutes before the commencement of the examination so that any instructions from the invigilator can be noted. An attempt will be made by invigilators to complete examination verification process before the start of an examination.
10. Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.
11. Students must maintain silence at all times. If they need to draw the attention of the invigilator, they shall do so by raising their hand.
12. Students must ensure that they are attempting the correct examination paper. For this, they need to check the subject & version number of question in the paper carefully.
13. The student shall enter her/his name, Enrollment ID number, and Course ID number on the scantron sheet/examination answer scripts as reflected on her/his identity card/ examination hall ticket.
14. Students must comply with all the instructions on both the title page of the answer book and the rubric of the examination question paper(s). In particular a candidate should ensure that he/she:
 - a. Writes his/her name on the title page of the answer book(s).
 - b. Writes on one side of the scantron sheets with pencil only. Ink pens will be used only for essay questions and students are required to write on both sides of the answer booklets.
 - c. Enters distinctly in the margin the number of the question being answered if required.
 - d. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
 - e. Does not remove pages from the question booklet / answer book.
 - f. Does not take question / answer booklet outside the Examination hall / room.
 - g. Clearly identifies any rough work in her/his answer book and deletes it in a manner which will ensure that it is not confused with any answer.
 - h. Any candidate caught in the act or believed to be using unfair or dishonest means shall be so informed by the invigilator.

The invigilator shall endorse and withdraw the answer book and the candidate will be issued a new answer book to continue the examination. If the candidate refuses and rebels, the Administration and Security shall be informed.

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

iv. Students are strictly restricted from the following:

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

c. MITIGATING CIRCUMSTANCES

i. BBA

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

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

will be considered as time barred. Such decisions will lie on the DASS and will be assessed after discussion with DOA & concerned faculty.

2. Plea For Consideration Of Mitigating Circumstances For Midterm Examination

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

The Head - Admin & Exam Department and DASS based on their best judgment will decide whether to accept or reject such an appeal for consideration of mitigating circumstance for failure to take mid-term examination on a given date. The appeal must be made by the student within 48 hours of the conduct of the mid-term examination. If the appeal is decided in favor of the student then the examination department in liaison with the advisor will conduct the midterm exam again for this student. Appeals after the expiry of 48 hours deadline will be considered as time barred. The decision of the Head - Admin & Exam department in this case cannot be challenged or reviewed.

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

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

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

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

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

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

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

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

ii. MBA

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

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

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

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

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

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

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

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

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

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

e. ACADEMIC INTEGRITY [BBA & MBA]

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

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

1. Plagiarism

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

2. Presenting False Credentials

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

3. Cheating

- a. Using material not permitted by the faculty during exams, including stored information on electronic devices.
- b. Copying answers from another student on exams or assignments.
- c. Altering graded exams or assignments and submitting them for re-grading.
- d. Submitting the same paper for two classes.
- e. Altering exam answers and requesting that an exam be re-graded.
- f. Cooperating with or helping another student.
- g. Fabricating information such as data for a computer lab exam.
- h. Other forms of dishonest behavior, such as having another person take an exam in your place.

4. Facilitating Academic Dishonesty

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

5. Collusion

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

6. Fabrication of Data

- a. The falsification of data, information, or citations in any formal academic exercise.
- b. This includes making up citations to back up arguments or inventing quotations. Fabrication predominates in the natural sciences, where students sometimes falsify data to make experiments "work". It includes data falsification, in which false

claims are made about research performed, including selective submitting of results to exclude inconvenient data to generating bogus data.

7. Deception

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

8. Sabotage

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

All the above defined academic offenses should be reported by the concerned faculty to the DOA. The DOA in consultation with DASS & 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 DOA & DASS. 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 DOA & DASS.
4. The DOA in consultation with DASS & Head – Admin & Exam will advise appropriate action, based on recommendation of the investigating team. The decision of the DOA cannot be challenged or reviewed
5. Unfair means students will not be included in the toppers or President list.

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

1. A strict warning to be issued to the student against committing academic offense in future and impose deduction of marks on the piece of assessment excluding midterm and final examination.
2. Record a mark of zero for the piece of assessed work or examinations.

3. Record a mark of zero for every assessment made within the course.
4. Record a mark of zero for every assessment mode for all courses during the concerned academic year.
5. Debar from the University for the concerned academic year. Allow no re assessment or Re-course and no refund of tuition fees.
6. Debar from the University. Allow no re enrollment and no refund of tuition fees.
7. A student punished under cases of unfair means will not be eligible for enlistment in the topper's list.

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

i. Grounds Of Appeal

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

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

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

ii. Time Duration of Appeal

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

1. Appeal Hearing

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

Appeal board will consist of:

- a. Head – Admin & Exam Department
- b. Dean – Academics
- c. Director – Academic Support Services
- d. Advisor / Mentor
- e. Recording Secretary

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

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

i. Transcripts

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

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

ii. Awards

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

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

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

i. Compiling Of Results

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

ii. Award Board

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

1. Dean - Academics
2. Director - Academic Support Services
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 – Academics
2. Director – Academic Support Services
3. Head – Admin and Examination department
4. Student Counselor
5. Recording Secretary – normally from the Examination Department to record minutes

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

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

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

i. PUBLICATION OF RESULTS

i. At The End Of The Each Semester

First sit and re-sit results will be made available to students in the form of grade report every semester after ratification by award board of examiners. First sit results will notify re-sit examination dates for students eligible for re-sits or undertaking grade improvements (grade 'D' ONLY).

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

ii. At The End Of An Academic Year

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

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

iii. Publication Of Results For Short/Unscheduled Courses

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

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

j. REVIEW OF EXAMINATION GRADE

The DOA and DASS will examine the accuracy of the examination results before its publication.

i. BBA

1. Graduation Requirements

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

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

2. Graduation Honors

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

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

3. Graduation Ceremony

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

ii. MBA

1. Graduation Requirements

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

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

2. Graduation Honors

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

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

3. Graduation Ceremony

- Students who successfully complete the degree are awarded their 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

XII. ACADEMIC ADVISING & MENTOR

a. ACADEMIC ADVISING[BBA]

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

The following are the goals of the Academic Advising:

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

i. Students' Rights

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

ii. Students' Responsibilities

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

1. Make an effort to get to know their advisor.
2. Maintain an academic advising and career-planning file.
3. Know the degree requirements and other relevant academic policies and procedures.
4. Complete academic requirements in a timely manner.
5. Initiate timely career and academic inquiries and discussions with advisor.
6. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the advisor.

8. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic Advising scheme and the advisor.

iii. Student Feedback

60% attendance is required for the feedback.

b. ACADEMIC MENTORING [MBA]

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

The following are the goals of the Academic Mentor scheme:

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

i. MBA Academic Mentor Process

Each student will be assigned a Mentor by the Dean - Academics. 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 DOA for approval / disapproval. After approval, the student will receive a copy of the approved plan of study and a copy will be placed in the student's file for future reference.

ii. Students' Rights

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

iii. Students' Responsibilities

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

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

iv. Student Feedback

60% attendance is required for the feedback.

XIII. RESPONSIBILITY OF THE STUDENTS [BBA & MBA]

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

- a. Students shall not indulge in any behavior likely to bring the SUC to disrepute.
- b. Students shall comply with any reasonable instruction issued by any member of staff of the SUC.
- c. No student will tender false or deliberately misleading information.
- d. Male and female students are not allowed to move together or sit together in class rooms.
- e. A student shall not use, or incite others to use physical violence while in the SUC premises.
- f. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.
- g. Students shall comply with the fee policy of the SUC.
- h. Students shall comply with all regulations pertaining to the use of library and other SUC facilities.
- i. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- j. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.
- k. Students are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.
- l. Students should adhere to the class timings as per the rules & regulations in force.
- m. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.
- n. Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized.
- o. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
- p. Eatables & drinks are allowed outside the SUC building or in the cafeteria only.
- q. Students using bus should strictly comply with the rules and regulations of transport.
- r. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.

- s. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.
- t. Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.
- u. The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.
- v. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
- w. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration Department for approval.
- x. Student must carry their SUC Identity Card when they are inside the campus.
- y. Playing cards in any form in the SUC campus is strictly prohibited.

STUDENT DRESS CODE

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

XIV. SERVICES PROVIDED TO STUDENTS [BBA & MBA]

a. Identity Cards

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

b. Admission Letters & Invoice

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

c. Class Details

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

d. Schedules

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

e. Portal ID

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

f. Lockers

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

g. Lost and Found

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

h. Mail Services

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

i. Parking [Campus]

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

j. SMS Services

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

k. Wireless Services

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

l. Online Services

Students can avail the online services for their various requests.

m. Mosque and Prayer Rooms

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

n. Common Room

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

o. Plasma Electronic Display

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

p. Bulletin Boards

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

q. Help Desk

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

XV. SERVICES ON THE PORTAL [BBA & MBA]

Student can login the SUC Portal for the following:

- a. To check the courses which enrolled / are currently pursuing, etc.
- b. To access assessments
- c. To check attendance
- d. To check / download the study materials
- e. To E-hall ticket
- f. To give Feedback
- g. For checking the Examination Schedule
- h. For Mid-term Exam score
- i. To view Academic profile

- j. To Contact Advisor
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COMPUTING DEPARTMENT POLICIES

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WHOM TO CONTACT LIST

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

I. INTRODUCTION

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

II. GOALS

- a. To plan, design, develop, procure & maintain adequate informational technological requirements for smooth operation as per SUC's strategic plan.
- b. To develop software programs that enables collection, compilation, integration, analysis & dissemination of information to various departments.
- c. To provide prompt interactive informational technological online services to users of SUC.
- d. To provide training and development to the faculty, staff & students about the use of technological resources.
- e. To ensure optimal use of information technology resources, maintain adequate databank and protect the computing network from outside intrusions.
- f. To assist marketing department in the visibility of SUC.
- g. To conduct regular CDC activities, maintain records & reports.

III. STRUCTURE OF COMPUTING DEPARTMENT

The computing department of SUC is managed by the Head of computing department. The Head of the department is involved in the functions such as to plan, design, develop, procure & maintain adequate informational technological requirements for smooth operation as per SUC's strategic plan. The department also involves in number of activities ERP development, user training and updating the software requirements of SUC. The department also provides services online interactive data feedback collection and dissemination to the respective departments.

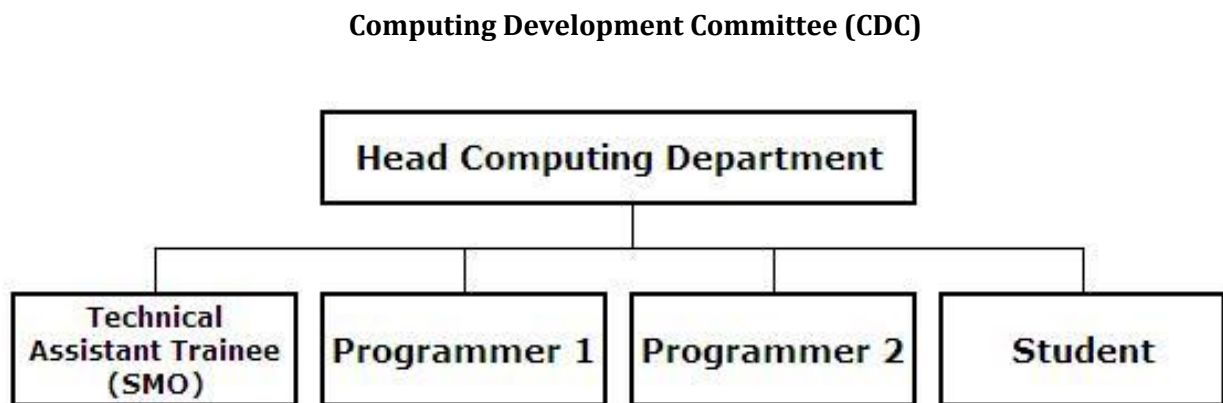
a. Computing Development Committee

Computing development committee (CDC) is the guiding force for computing department to execute its functions and fulfilling the SUC strategic plan. Head – computing department organizes quarterly meeting with the members of the CDC listed below. The 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. CDC meeting is generally held three times in an academic year and all decision taken and implemented by computing department.

b. Computing Development Committee consists of the following members:

- i. Dean Academics (or his nominee)
- ii. Director Academic Support Services (or his nominee)
- iii. Head computing department
- iv. Nominated Faculty members (BBA & MBA) – maximum of three
- v. Head Finance Department

c. Computing Department's Organizing Chart:



IV. SERVICES PROVIDED

a. FACILITIES

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

i. Computer Labs

The SUC has three computer laboratories with around a total of 122 computers with different configurations to match the requirements of the curriculum. A total of 170 System are managed by computing department with the help of lab officer, software developers and maintenance personnel.

All the computers have Internet accessibility. The computers in the lab are regularly updated for uninterrupted access by the students.

ii. **Audio-Visual Equipment In Class Room**

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

iii. **Printing & Photocopying Center**

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

b. SERVICES

i. **Software Centre**

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

ii. **Management of Website**

The computing department manages website that provides web services to the various department of SUC and academic to display information to the SUC community.

iii. **Technical Services**

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

iv. **Internet Services**

The internet facilities are connected with 4 MB ADSL connections to provide adequate speed for accessing internet services throughout the University Campus. The internet facility is provided free of cost to its users from 0930 till 2200hrs, which enables the students to get global information from a worldwide network. In addition to this an internet based Mail Server that offers mail services, and an internet based Web Server.

v. **SUC Email Account**

The computing department provides each faculty and staff at the SUC with an email account for official correspondence.

vi. **Students Email Accounts**

Each student is issued a unique Email ID for correspondence with the university.

vii. **Networking & Intranet Services**

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

viii. **Portal Services**

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

ix. **Timings & Access to Computing Labs**

The Computer labs are available for access from 0930hrs to 1330 hrs and from 1700 hrs to 2200hrs, from Sunday to Thursdays. During examination computer labs will be kept open on Saturday's also upon prior permission.

V. POLICY AND PROCEDURES

a. COMPUTER AND NETWORK USAGE POLICY

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

i. **Procurement Of Hardware & Software**

SUC procures only authorized licensed hardware and software from certified vendors.

ii. **Responsibility While Using SUC Information Resources**

SUC community users must respect the rules & regulations of computing department. This is important to optimize the computing services provided.

1. **Modification or Removal of IT Equipment**

Users must not attempt to modify or remove computer equipment, software or peripherals that are installed by SUC without proper authorization.

2. **Encroaching On Others' Access And Use**

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

3. **Email**

Sending chain-letters, unsolicited bulk electronic mail either locally or off-campus.

4. **Repro-graphics**

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

5. **Unauthorized Or Destructive Programs**

All computer users of SUC must not intentionally develop or use programs which may disrupt computer networks. The use of any unauthorized or destructive program may lead to disciplinary action.

6. **Unauthorized Access**

Computer users must refrain from seeking to gain unauthorized access to information resources or enabling unauthorized access.

7. **Reporting Problems**

SUC users are requested to report any defects discovered in the system or system security.

8. **Password Policy**

Users are requested to avoid misuse of personal email id, portal, class room & ERP id. Users are requested to change their password at regular intervals.

9. **Usage**

Computer services must be used only for academic purposes.

10. **Monitoring**

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

b. INTERNET AND WI-FI POLICY

Faculty, staff and student of the SUC are provided with user id and password which enables them to access computer resources.

i. Academic Use

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

ii. Authorized Access

Faculty, staff and students are provided with the computer resources. All computers (PC's and Notebooks) in the SUC are interlinked with the Ethernet and / or Wireless Local Area Network (WLAN). The SUC Internet service is accessed via a Cyberoam Firewall, which monitors sites and restricts those which may be in breach of the following rules:

1. Each student can gain access to internet access with data transfer facility to a maximum limit of 20 GB every month for academic purpose. On reaching the maximum limit the student may avail additional data transfer limit with the permission of head computing department.
2. Each user issued with a unique id and password to use internet facility.
3. The students can also access the SUC Wi-Fi network within the campus from their personal Laptops/iPhone/iPad/Blackberry/Tablets etc.
4. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.
5. The SUC management reserves the right to withdraw certain Internet sites and services for any reason and may from time to time gain access to the search history of individual information may be used as evidence in disciplinary or legal proceedings.
6. SUC does not install jammers, robots as per the UAE's internet policy however students are requested to use mobile phones judiciously without disturbing the proceeding of the class / learning environment of the SUC.

iii. Students Internet Usage

Internet facility is provided to the students only for educational purpose. The following policy require strict adherence. Any infraction thereof could result in disciplinary action as per SUC policy & such users will be debarred from use of the information technology services of SUC. Unacceptable conduct includes the following and liable for disciplinary action:

Users who engage in:

1. The site falls under the prohibited content categories of the UAE's internet access management policy.
2. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.
3. Misrepresenting themselves or needlessly revealing their email address, personal contact information, financial information or phone / mobile / fax numbers of oneself, fellow students, colleagues or SUC in any of the web registrations, email or chat.
4. Blogging, posting anonymous messages, accessing or exploring on-line locations and instant messaging or downloading any music videos, movie trailers or videos of any type or violating copyright law including unauthorized downloading of software from the Internet, including games, music files or commercial screensavers.
5. Downloading / transmission of any material violating any national or international law or SUC policy, this includes, but is not limited to, copyrighted materials, licensing agreements, threatening materials, materials protected by trade secret or educational material.
6. Commercial activities, productive advertisement, political issues, gambling, coaching, observing or using internet for personal financial or commercial gain or falsifying permission, authorization or identification documents or do commercial activities including purchasing products or services through internet.
7. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

c. DISCIPLINARY ACTION

Students who fail to comply with the code of conduct in using computing resources will face the disciplinary action as follows depending on the severity of offence:

- i. Verbal Warning
- ii. Written warning (Maximum 2)
- iii. Depriving from some privileges
- iv. Temporary suspension for more than 7 working days
- v. Temporary for one semester
- vi. Permanent expulsion from SUC

The disciplinary action may also include the replacement of the component or pay the cost of the damaged component to SUC.

d. POLICIES ON BACKUP

SUC has a backup policy to prevent loss of any crucial information. Due to uncertain events such as system break down, damages etc. SUC maintains regular backups which are collected on regular intervals as follows:

- i. Daily data backup: Daily backup is maintained from the servers at the end of working hours on each day
- ii. Weekly data backup
- iii. Data backup at the end of each semester
- iv. Backup data is stored within in the campus, off-campus site in data Centre and one copy stored in the bank locker.

e. SECURITY SYSTEM

The SUC computing services is well secured with the help of server management, CCTV cameras, IP based cameras, firewalls & anti viruses and is updated on regular intervals.

VI. RESOURCE ADEQUACY

a. INTERNAL INFORMATION RESOURCES

The computing system adequacy for hardware & software requirements is carried out to proper needed based analysis from the student, staff & faculty on an annual basis. The need is assessed on the following review:

i. Feedback From Student, Staff & Faculty

The RAF is used towards assessing the requirement of the followings:

1. Adequacy of Hardware in terms of numbers
2. Adequacy of Peripherals/Accessories
3. Adequacy of Technical Assistants
4. Adequacy in terms of Knowledge of Technical Assistants
5. Adequacy in terms of Internet Speed and Availability
6. Adequacy in terms of Application Software's
7. Adequacy in terms of Research/Analytical Software's

The RAF form is a mandatory tool, to be filled in by users: Student, staff & faculty. The quantitative data is analyzed and is a valuable source for assessing the adequacy requirement as per the needs of the department/users. Any necessary changes are implemented based on the feedback from the RAF.

Refer RAF enclosed in Appendix A.

ii. Closing Reports Of Previous Academic Year

The suggestion and recommendation of the closing reports are taken into consideration for assessing the next years computing resource requirements.

iii. Program Review Committee (PRC)

Suggestions and recommendations of PRC committee will be taken into consideration to prepare the computing resource adequacy requirement.

iv. SUC Strategic & Annual Plan

The computing resource adequacy requirement is drawn from the strategic plan and aims at meeting the annual plan requirement.

v. Academic Committee

Suggestion and recommendations of the academic committee during the academic session are incorporated while making procurement of hardware and software on contingency basis. Any long term recommendations are incorporated in the 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 DASS.

x. Computing Development Committee (CDC)

Head – computing department organizes quarterly meeting with the following members of the committee viz., Dean Academics, DASS, two IT faculty members from BBA, one faculty member from graduate 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. CDC meeting is generally held three times in an academic year and all decision taken and implemented by computing department.

b. EXTERNAL INFORMATION SOURCES

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.

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. CDC 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 entering into stock.
- l. Installation
- m. Training & Development

VII. RULES AND REGULATIONS

USE OF IT RESOURCES

- a. All SUC IT resources should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
- b. IT resources should not be used for consultancy or commercial projects, unless a prior permission has been obtained from the head computing department.
- c. All the users should strictly abide by the below specified guidelines
- d. Do not allow his/her id & password to be used by anyone other than computing department staff.
- e. Do not damage any of the equipment.
- f. Do not download and store culturally undesired/unwanted files in the system.
- g. Do not modify the configuration of equipment, until the permission of computing department staff is obtained.
- h. Do not bring any pirated software and install on any of the workstations in the computer lab.
- i. Do not hack any site, as this may cause a framing of criminal case against him/her.
- j. Do not download and install/copy any program from Internet.
- k. Faculty, staff and student must use SUC email, portal account for academic purpose only.
- l. Do not reveal their user name and passwords to other users.
- m. Do not jeopardize the work of any other member or the computing network.
- n. Do not modify the network configuration, until the permission of computing department staff is obtained.
- o. The members must abide by the licensing regulations of the software provider regarding use of the software and payment for it.

- p. The members should take permission prior to downloading and installing any software from internet. This includes software such as messaging, chat software, etc.
- q. Do not damage any of the equipment.
- r. Do not bring any eatables or drinks inside the reprographic center.
- s. Students need to obtain coupons to get any photo copies and print outs.
- t. More than 15 pages of a particular book/journal are not allowed.
- u. Students will be provided printing services on first come first serve basis.
- v. Do not use mobile phones inside the classroom & computer lab.
- w. The students must comply with the instructions from a member of computing department staff.
- x. No eatables are allowed inside the computer lab.
- y. Uses of mobile phones / smoking are strictly prohibited in computer lab.
- z. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of DAC. Under such circumstances the student may be required to pay for any damage to the property he/she has caused then they should compensate the SUC for any loss it may have suffered.

The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.

VIII. STUDENT OWNED TECHNOLOGY POLICY

The Computing Department provides information technology resources at SUC to the students such as portal services and email services. SUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the SUC campus as per following guide lines.

- a. The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
- b. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
- c. SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
- d. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the SUC network will be disconnected from the network.
- e. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the SUC network without the approval of concerned faculty member, staff or computing department.
- f. Student should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of computing department.

Guideline On SUC Network Usage With Student Owned Devices

a. Acceptable Devices

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

b. Content Filtered

Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

c. Personal Responsibility

The SUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

d. Security

Students shall not impair the security of the SUC network. This expectation includes but is not limited to:

- i. Students are expected to maintain up to date antivirus and antispymware protection on all devices that are connected to the SUC student wireless network. Devices without up to date security programs may be denied access to the network of SUC.
- ii. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.
- iii. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

e. Inappropriate Use

The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:

- i. Students are allowed to use only approved online academic/business games through SUC network.
- ii. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
- iii. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.
- iv. Conducting for-profit business.

- v. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.
- vi. Conducting any activity that is in violation of SUC policy or UAE law.
- vii. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.
- viii. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

f. No Expectation of Privacy

The SUC can and does monitor internet access and activity on the SUC's network, including but not limited to sites visited, content viewed and email sent and received. The SUC may examine a student's personal device and search its contents if there is a reason to believe that SUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

g. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

h. Unauthorized Networks

Students may not create unauthorized wireless networks to access SUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices.

- i. Unauthorized copying computer program(s) from the SUC Computer System is prohibited.

i. Consequences of Inappropriate Use

Students who misuse SUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with the SUC Policy.

IX. FACTS & FIGURES

a. HARDWARE

i. Students Support

Number of computer labs : (3 + 1 Library Center)

Computer Lab detailed description:

1. Computer Lab – 1

Dual Core systems 3.2Ghz with 2 GB Memory

Multimedia Enabled

Internet Ready

2.Computer Lab – 2

Core 2 Duo 1.6Ghz with 2 GB Memory

Multimedia Enabled

Internet Ready

3.Computer Lab – 3

Pentium-4 upgraded

Multimedia Enabled

Internet Ready

4.Library – 1

26 Dual Core 2.0Ghz with 2 GB Memory

1 Laptop Core 2 Duo with 4 GB Memory

Multimedia Enabled

Internet Ready

ii. Staff & Faculty

1. Number of laptops provided to full-time faculties : 21 Laptop

2.Number of Systems provided to part-time faculties: 05

(As per requirement)

3.Number of Laptops provided to support staffs: 16

4.Number of Systems provided to support staffs: 35

All the systems are Dual Core, Core 2 Duo and Pentium-4 type

Photocopy and DTP

Classrooms: 21 - Pentium-4

Laptop: 1

Data projectors: 26

b. SOFTWARE

- i. We have signed up a GEM agreement with Microsoft to use all Microsoft Applications and Operating Systems in all the computers in the SUC premises.
- ii. Yearly contract with Trend Micro, enterprise edition.
- iii. Perpetual contract with SPSS for statistical package for research activities.
- iv. In addition to this we have got the sufficient number of legal licenses for all the computers which are usually dependent on the type of software normally used by the staff.

List of Software's used for Instructional Support

i. Server Software

1. Windows 7
2. Windows Vista
3. Windows 2003 Server
4. Windows 2000 Server
5. Windows 2000 Advanced Software
6. Windows 2008 Server

ii. Communication Software

1. MS-Exchange Server 2007
2. Outlook Express 2007
3. MS-Exchange Server 2003
4. Office Communication Server 2007
5. Sonicwall Email Security 2009 (including hardware and Software)
6. Sonicwall Anti-spam for exchange server for email filters.

iii. Management Monitoring Software

1. Windows 2000 server based monitoring

iv. Database Software

1. MS-SQL Server 2005
2. MS-Access 2007

v. Basic Skills: Microsoft Office 2007/2010

1. Microsoft Word
2. Microsoft Excel
3. Microsoft PowerPoint
4. Microsoft Access
5. Microsoft FrontPage
6. Microsoft Publisher
7. Microsoft Groove
8. Microsoft InfoPath
9. Microsoft Outlook
10. Microsoft OneNote

vi. Programming

1. Jbuilder
2. Java Workshop
3. Visual studio. NET 2003
4. Java script
5. C# and .NET 2005
6. J# and PowerBuilder

vii. Administration & Examination Management

1. Skyline ERP (Developed In-house, and is currently being used)

viii. Aptitude Test

1. Online aptitude test for future students (web based)

ix. Virus Control Software

1. Trend Micro Anti-Virus (Enterprise edition)
2. Sonic Wall Email Security at E-mail Server
3. Cyberoam Security Appliance

x. Other Software and applications

1. SPSS V16.0 (Statistical Product and Service Solutions)
2. Microsoft Encarta Deluxe 2004/2007
3. Libsys (Library Management System)
4. Focus & Tally (Finance Department)

c. NETWORK

i. Students Support

In order to provide the students with a faster Network and Internet Access, the computing department has adopted Gigabit technology throughout the campus. Every terminal gets a dedicated bandwidth of shared 4 Mbps. The complete details of Network resources are as follows:

Switches : Qty. 6 - Layer-3 (48 port) switches @ 1000 Mbps each
 Port, backboned to a 10Gbps Network

Total ports	: 260 ports
Network Type	: Collapsed Backbone Network
LAN Type	: Switched 1000 Mbps Network
Backbone	: Gigabit Ethernet (10Gbps)
Backbone Media	: Fiber Optic, UTP CAT 6
Bandwidth	: Unlimited
Firewall	: Cyberoam 250i
ADSL Line	: 4 MB unlimited bandwidth usage.

Internet Connectivity: The Internet can be accessed in the campus from any terminal in the Computer Lab or Library. The Students network is powered with 4Mbps unlimited ADSL.

Wireless Connectivity: Internet can also be accessed through wireless connectivity in the common areas, such as Cafeteria, Library & Common Areas.

ii. Faculty & Staff Support

Switches	: Qty. 5 - Layer-3 (48 port switches) @ 1000 Mbps each Port, backboned to a 10Gbps
Network Total ports	: (5 Switches X 48 ports) = 240 ports
Network Type	: Collapsed Backbone Network
LAN Type	: Switched (1000Mbps)
Backbone	: 1000 MBPS
Backbone Media	: Fiber Optic, UTP CAT 6.
Internet Connectivity: The Staff network is powered with 4Mbps ADSL	

Network Protection

Firewall	: Sonic Wall Pro1260/2040
Network Storage	: CDP3440i x2 Sonic Wall (800GB data each)
Standalone	: 500 GB X2 (Western Digital) Storage Solutions
Digital EPABX	: Samsung 500 Series
Telephone	: Display System, Qty-15 Non – Display System,Qty – 39
Walkie – Talkie	: 25 (Crony CN-888) VHF/UHF FM Transceiver
Plasma TV	: Samsung, Qty –Three
IP Cameras	: Qty – 15
CCTV Camers	: Qty - 10
Music System	: Medium output Make : Philips Qty – 2 & Qty – 1 (Sony)

Music System : Qty – 3 (Philips)

Music System : Denon with JBL Speaker, 5 CD Changer for Multi/Hall (Output 10000 Watts)

d. E-HOSTING ETISALAT DATA CENTRE

e-Hosting cabinet package from Etisalat Data Centre details given below:

e-Hosting Cabinet Package		
Service Package	Quantity	Remarks
½ Cabinet	20 Us	20 Us space
IP Addresses Subnet/29	8	8x IPs – 5 usable
Internet Transfer	50GB	Internet data transfer
e-Hosting Security	--	VLAN + Standard
e-Tape Backup	--	Up to 15 GB per month
Internet Speed	--	

e. SERVERS

Server Type	Hardware	Network Operating System	Used for
File Server	Rack Mountable G-6, Xeon 3.2 GHZ, Dual Processor, Hot-Pluggable, 146GBX 3 HDD	Windows 2003 Enterprise Server	Staff
File Server + Database Server	Xeon 2.8GHZ, 36GBX3, SCSI	Windows 2003 Server + SQL 7.0	Students
Digital EPABX Server	P-4 1.6 GHz with 40 GB Date	Windows XP with service pack 2	Staff and students
Attendance Server	P-4 1.6 GHz with 80 GB Date	Windows Server 2003	Staffs

Mail Server	Rack Mountable G-6, Xeon 3.2 GHZ, Dual Processor, Hot-Pluggable, 146GBX 3 HDD	Windows Server 2003 MS-Exchange Server 2003	Staff + Students
Data Server and authentication for Cyberoam 250i internet access for Students	Core2Duo 1.6 GHZ, Mirrored (250 GB X 2) HDD	Windows Server 2003	Only Students
FTP+WEB SERVER	Rack Mountable, HP DL380 G5 E5504 with 6GB RAM, 146x3 HDD Capacity	Internet Information Server with latest technology ASP.NET 2.0 platform	Students and outside world
HP ML110 Server	Intel Dual CPU 1.8 GHZ with 2 GB RAM	Windows 2003 Enterprise Server Internet Information Server	Backup Server
HP ML110 Server	Intel Dual CPU 1.8 GHZ with 2 GB RAM	Windows 2003 Enterprise Server Exchange Server 2003	Backup Server

f. PRINTING

Photocopiers (Staff + Student)

Number of Heavy Duty Photocopiers : 2

Printers (Students)

LaserJet : 3 (One heavy duty Color LaserJet)

DeskJet : 1

Scanner : 3

Printers (Staff)

LaserJet : 32

DeskJet	:	3 (A3 Size Color Printer)
Scanners	:	14
ID-Card Printer	:	1
Scantron scanner	:	2
Barcode printer	:	2
Barcode Scanner	:	4
AP (Access Point)	:	10
Attendance Machine	:	2
Multifunction Printer	:	3 (Printer+Scanner+Fax+Copier)

X. ANNEXURES

- a. Inter department of work responsibilities
- b. Job description
- c. CDC Calendar
- d. IP List of student, staff & faculty
- e. List of master files
- f. Annual budget 2011-2012
- g. IT stock audit
- h. Goals and objectives, measurement matrix
- i. Class utilization
- j. Pre-semester checklist & operational calendar
- k. Procurement procedure for IT equipment
- l. Fact & figures
- m. Ageing table
- n. Feedback calendar
- o. Complete re-engineering (flow chart process – EMS to Graduation)
- p. Report formats
- q. Orientation presentations
 - i. Faculty and staff
 - ii. Students
- r. IE Tools

XI. COMPUTERS AGEING TABLE

CPD POLICIES

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WHOM TO CONTACT LIST

SR.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Mr. Andy Querouz
2	Registration of Short Courses	Mr. Tauseef Kazi
3	Administration & Examination	Mr. Harish Nair
4	Library	Mr. Sundar Krishnan
5	Computing	Mr. Firoj Rauta
6	Fees Collection	Mr. Sushant Panigrahi
7	Tuition Fees, Refund, etc.	Mr. Elvin Miranda
8	Cafeteria Services	Mr. Elvin Miranda
9	Transport Facility	Mr. Elvin Miranda

I. INTRODUCTION

The Center for Professional Development of Skyline University College caters to the needs of the people for their professional development and by training in the fields of aviation, airfreight, information technology, marketing, management, real estate, travel, tourism, and others.

CPD enables the participants to gain / enhance knowledge and specific skills required by them for professional growth. The department focuses on providing scheduled training at different levels in different areas of the industry.

The Department is responsible to build a strong brand image & project the core values of SUC to the prospective candidates, SUC community & general public locally & internationally. The aim of the department is to reach the target segment by participating in various promotional activities, locally & internationally.

II. GOALS

- a. To equip participants with skills in:
 - i. Travel & Tourism
 - ii. Cargo
 - iii. Aviation
- b. To develop and conduct customized training programs for Corporate.
- c. To prepare the students to contribute to the betterment of business and society.
- d. To impart professional expertise to the students irrespective of race, color, gender, religion, physical disabilities, age or national origin.
- e. To orient the students with explicit professional qualification for job opportunities regionally and globally at different levels.

III. STRUCTURE OF CPD

d. CPD's Organizing Chart



IV. SERVICES PROVIDED

The services provided to the student by this department is different from those provided to the students enrolled in the Academic BBA and MBA programs. The services of CPD are those related to the professional development of its participants and are as follows:

- a. Teaching professional courses
- b. Providing registration guidance for the professional courses in which the student has enrolled
- c. Giving career advice to the students
- d. Counseling
- e. Ensuring Library support

a. MARKETING ACTIVITIES

i. Creating Market Awareness

1. Advertisements

- a. The CPD follows the rules and regulations of Admissions specified by the Department
- b. All advertisements are designed and developed in-house at SUC
- c. Media used are Newspaper, Magazines, Radio, E-mails, Mailing shots and Direct Marketing.
- d. In addition to above media, emails received from prospective candidates and public are being responded.
- e. The CPD also plans to book spots on leading non-Arab newspapers, internet and radio frequencies to orient and promote about the courses to the target segment.

2. Corporate Visits/Presentations

With prior approval from the corporate authorities, presentations are given on Training and Developmental activities offered by CPD specific to the professional requirements of the target segments. CPD may organize seminars, exhibitions, workshops to attract the target segments to the institution.

3. E-Marketing/Internet Promotions

CPD sends email advertisement periodically to all the students in its database.

Ads are placed in leading portals to promote the courses offered by CPD.

4. Training Updates

CPD sends information about new developments of training in the respective professions.

5. SMS Marketing

The CPD also utilizes the database of available mobile numbers and frequently sends updates on the training schedules and other important messages for follow-up with prospective candidates.

6. Exhibitions

The CPD participates in various in exhibitions locally and abroad to promote and increase the visibility.

7. Publicity

a. CPD invites guests and officials from various corporate for the events organized by the SUC.

b. Fliers in leading newspapers

CPD sends promotional fliers through various leading Arab and English newspapers across the UAE as per pre-planned CPD Marketing Calendar.

c. Club Sponsorship

The SUC promotes CPD by sponsoring events organized by corporate and agencies.

b. PRE – ENROLLMENT ACTIVITIES

Pre-enrolment activities are generally aimed at making the prospective candidate and their parents aware about the courses available at CPD and hence help them make the right choice.

- i. To receive telephone enquiries and provide full information about CPD programs and courses.
- ii. To receive visitors, provide full information and assistance during campus tours.

The Marketing Executive of CPD assumes the key responsibility to accentuate recruitment efforts in-station and out-of-station:

- i. Disseminate proper information to public in general.
- ii. Provide correct and detailed information to a prospective candidate.
- iii. Enroll candidates to programs offered at CPD.

The CPD Marketing Executive is also responsible to guide the candidates and advise them how they can choose their courses.

- i. The CPD Marketing Executive gives response/ feedback to individual prospects, as per their requirements so that they can make the right decision.
- ii. All documents are reviewed and eligibility is checked before enrollment is processed. The CPD Marketing Executive physically checks the original documents before attaching the true copies in the student file.
- iii. CPD follows a non-discriminatory policy to admit all eligible candidates and their documents are forwarded to Administration department for further admission procedures.

c. ENROLLMENT PROCESS

- i. An Application form has to be filled by all the candidates under the guidance of CPD Marketing Executive on the stipulated date given by them.
- ii. Candidates should be ready with the required documents at the time of filling the application which include copies of passport /labor card, photographs.
- iii. The Administration Department raises a debit note for all the enrolled candidates.
- iv. The fee is collected at the Finance Department.
- v. The training kit [only for IATA courses] is collected.

d. POST-ENROLLMENT PROCESS

All students of CPD courses will be collecting the Admission kit from the Administration Department. The kit comprises the following items:

- i. Portal ID which shall be deactivated after the results declaration
- ii. Email ID which shall be deactivated after the results declaration
- iii. Letter of Admission
- iv. Schedule of Classes
- v. Schedule of examination

V. POLICY AND PROCEDURES

a. MEDIUM OF INSTRUCTION

The medium of instruction in all the short courses conducted by the CPD is English language. All candidates are required to have a basic knowledge of English language, writing, speaking and reading.

b. BASIC MATHEMATICS

For all professional courses conducted by CPD mathematics is required to compute basic calculation during the course.

c. COURSE OFFERINGS

i. SKYLINE UNIVERSITY COLLEGE AVIATION COURSES

1. LIST OF COURSES

a. Airline Customer Services

The Airline Customer Services Course is an 11 day program that seeks to provide its participants at entry level to the air transportation industry with the knowledge of the applicable passenger handling services and the skills to process a customer's needs at the airport in an efficient professional manner at a basic level according to the prevailing international industry standard.

b. Basic Load Control

The Basic Air Cargo Course is an 11 day program that seeks to provide its participants of the air transportation industry with the skill 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 at a basic level according to the prevailing international industry standard.

c. Basic Ramp Handling

The Basic Ramp Handling Course is an 11 day program that seeks to provide with the skill 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 at a basic level according to the prevailing international industry standard.

d. Dangerous Goods Regulations Category 6 [Refresher]

The DGR Acceptance 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 the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

e. Dangerous Goods Regulations Category 6 [Basic]

The DGR Acceptance Basic Course seeks to provide its participants with the 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 the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

f. Dangerous Goods Regulations Category 8 [Awareness]

The DGR Awareness Course seeks to provide its participants with the applicable rules and procedures, and maintain the skill to process and handle a customer's consignment of Dangerous Goods while [still] on the ground in an efficient and professional manner according to the prevailing national and international industry standard. The program meets the requirements of the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

g. Dangerous Goods Regulations Category 9 [Awareness]

The DGR Awareness Course seeks to provide its participants with the applicable rules and procedures, and maintain the skill to handle items known as Dangerous Goods in an efficient and professional manner according to the prevailing national and international industry standard. The program meets the requirements of the UAE Civil Aviation Regulations certified by the General Civil Aviation Authority GCAA.

Common to the courses listed in item '1' are the requirements regarding admission, assessment, and examination listed below.

1. MODE OF ASSESSMENT

Assessment / Grading:

Examination : 85%

Course Review Assignment : 15%

Type of Assessment	Weight Towards the Final Grade, %	Schedule / Timings	Contents
Exercises – Case Studies 1		Nights 1-2	Refer to CDD
Exercises – Case Studies 2		Nights 3-4	Refer to CDD
Exercises – Case Studies 3		Nights 5-6	Refer to CDD
Exercises – Case Studies 4		Nights 7-8	Refer to CDD
Exercises – Case Studies 5		Nights 9-10	Refer to CDD
Course Review Assignment	15	Night 11	Refer to CDD
Examination	85	Night 11	ALL

Grade: Pass mark Skyline University College standard is 70%, except DGR 85%.

2. ATTENDANCE POLICY

Attendance is mandatory in all classes held during the conduct of a course.

Under normal circumstances, no names are added by the faculty. Any student attending the class without his name being there must report to Administration.

The student is responsible for all materials covered and announcements made during his/her absence. The student must attain a minimum attendance of 80% of the total.

Class Attendance

Instructors need to check student attendance physically everyday and each session, and note them on the attendance sheet provided by Administration. P – Present and on-time; A – Absent; L – late more than 10 minutes.

If there are any irregular and long absences (more than 2 days), and constant tardiness, they should obtain from the student the reason(s) for the absence or tardiness and inform the Head of CPD and the Head of Administration. Students claiming excused absence must apply in writing and furnish documentary support of their assertion.

3. ADDRESSING GRIEVANCE

- a. Instructors need to give clear feedback on students' problems and how improvements can be made. Any specific needs or concerns should be brought to the notice of the Head of CPD.
- b. The CPD realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.
- c. For any suggestion or complaint, a student 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 student.
- d. Candidates participate in various surveys – tutor feedback, Academic Support Services Department survey, course feedback, etc. wherein their concerns if any, are conveyed & appropriate action taken.

4. EXAMINATION

The Administration & Examinations department conducts the applicable examination at the appointed day, time, and allocated examination hall or classroom. Examinations in Skyline University College short term courses vary in length from one course to the other. Generally, the total test time is 2 hours and 30 minutes. The results will be declared in a week's time and the students receive their Test Report Form through the same department.

ii. IATA AVIATION DISTANCE LEARNING PROGRAMMES

1. LIST OF COURSES

a. UFTAA [Foundation Level and Electronic Booking Tool]

Students 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]

Students 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 students 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]

Students 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 student 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 student to give appropriate guidance to clients concerning freight shipments, make appropriate arrangements and reservations for air cargo shipments, correctly apply published rates and charges for air cargo shipments, complete the air waybills accurately, and prepare shipments ready for carriage all in accordance with the applicable IATA resolutions, rules and procedures.

Common to the courses listed in item '1' are the requirements regarding admission, assessment, and examination listed below.

2. MODE OF ASSESSMENT

a. Foundation & EBT Course

One Paper – Routing Selection and General Knowledge Fare Calculations and Ticketing completion (3.0 hours)

b. Cargo Introductory Course

One Paper – Routing Selection and General Knowledge, Rating Calculations and Air Waybill completion (3.0 hours)

c. Dangerous Goods Regulations - Initial

One Paper – Acceptance exercises and use of IATA DGR Manual (3.0 hours)

d. Dangerous Goods Regulations – Recurrent

Same exam as for Dangerous Goods Regulations - Initial (3.0 hours)

3. EXAMINATION

All newly enrolled students are automatically registered to sit 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 student. It also identifies the IATA Local Coordinator responsible for organizing the examination session.

Please note that students 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.

Students 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.

Students should carry their passport /labor card to the examination centre, without which they are not entitled to write the exam. Anyone who arrives late will not be admitted to the test.

4. ATTENDANCE POLICY

Attendance is mandatory in all classes held during the conduct of a course.

Under normal circumstances, no names are added by the faculty. Any student attending the class without his name being there must report to Administration.

The student is responsible for all materials covered and announcements made during his/her absence. The student must attain a minimum attendance of 80% of the total.

Class Attendance:

Instructors need to check student attendance physically everyday and each session, and note them on the attendance sheet provided by Administration. P – Present and on-time; A – Absent; L – late more than 10 minutes.

If there are any irregular and long absences (more than 2 days), and constant tardiness, they should obtain from the student the reason(s) for the absence or tardiness and inform the CPD Head and Administration. Students claiming excused absence must apply in writing and furnish documentary support of their assertion.

5. ADDRESSING GRIEVANCE

- a. Instructors need to give clear feedback on students' problems and how improvements can be made. Any specific needs or concerns should be brought to the notice of the Head of CPD.
- b. The University College realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.
- c. For any suggestion or complaint, a student is required to fill in a complaint/suggestion form and submit to the SSD. The form is then duly forwarded to or discussed with the concerned Department head. Any remedial action required, is taken immediately and conveyed through a written reply to the student.
- d. Students participate in various surveys – tutor feedback, non-academic Department survey, course feedback, etc. wherein their concerns if any, are conveyed & appropriate action taken.

iii. SKYLINE UNIVERSITY COLLEGE PROFESSIONAL COURSES

1. LIST OF COURSES

a. CTH Certificate in Tourism and Hospitality

The CTH Certificate in Tourism and Hospitality has been designed to provide participants with an understanding of the global structure of tourism and hospitality industry and its components. This program enables the participant to have basic knowledge of tourism industry and its intricacies. It is an internationally recognized certificate which equips the participant with skills and knowledge of operations and management of the tourism sector. The program is comprised of three modules which can be completed in one semester.

b. CTH Diploma in Tourism and Hospitality

The CTH Diploma in Tourism and Hospitality has been designed to provide participants with an understanding of the global structure of tourism and hospitality industry and its components. This program enables the participant to have basic knowledge of tourism industry and its intricacies. It

is an internationally recognized certificate which equips the participant with skills and knowledge of operations and management of the tourism sector. Diploma in Tourism and Hospitality comprises of six modules which can be completed in two semesters.

2. EXAMINATION

At the end of the course, Certificate will be awarded to the students who have cleared the Quizzes, Mid-Terms and the Final exams of all the modules as per the prescribed schedule.

3. ATTENDANCE POLICY

Attendance is mandatory in all classes held during the conduct of the course.

All other conditions stated under the Attendance Policy of the BBA Program Policy Manual shall be adopted.

RESPONSIBILITY OF THE CANDIDATES

- a. Students shall conduct themselves with reasonable consideration for all other persons within the University College.
- b. Students shall not indulge in any behavior likely to bring the University College to disrepute.
- c. Students shall comply with any reasonable instruction issued by any member of staff of the University College.
- d. No student will tender false or deliberately misleading information.
- e. Male and female students are not allowed to move together or sit together in classrooms.
- f. A student shall not use, or incite others to use physical violence while in the University College premises.
- g. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the University College while on premises.
- h. Students shall comply with the fees policy of the University College.
- i. Students shall comply with all regulations pertaining to the use of library and other University College facilities.
- j. No student 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 student or member of staff will lead to severe disciplinary action.
- l. Students are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.
- m. Students should adhere to the class timings as per the rules & regulations in force.
- n. Smoking is prohibited in University College as per the UAE Law. Any violation will lead to fines.

- o. Chewing of tobacco or any other form of betel etc is prohibited. Any one 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. Students using bus should strictly comply with the rules and regulations of transport.
- s. Students shall not litter or throw rubbish. A littering fine of Dhs.50 is imposed on violations.
- t. Students shall not remove, deface or damage the premises, equipment or property belonging to the University College.
- u. Students 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. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the University College boundaries.
- x. Students are not allowed to bring their friends / outsiders (except parents) to the University College. Incase of emergency they may contact Administration Department for approval.
- y. Student 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.

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 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 student will be asked to leave the University College.

VI. RULES AND 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:

- 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 student, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the student and other parties involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The Administration Dept. will present the case to the Committee at the time of meeting / hearing.

VII. FUTURE PLANS

- a. Designing the appropriate material, this helps the students to understand the lessons better.
- b. Informing the students about their performances and counseling them accordingly.
- c. Settling down the issues, which hindered the smooth coordination between different departments in the previous semesters.

ELC POLICIES

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WHOM TO CONTACT LIST

SL.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Ms. Victoria Verna
2	Multimedia Facilities In Class Room	Mr. Anish Chacko / Mr. Firoj Kumar Rauta
3	IELTS Books	Mr. Sundar / Mr. Santosh / Mr. Sheikh
4	IELTS Admission Kit	Mr. Art
5	IELTS Course Fee Payment	Mr. Sushant
6	Printing And Photocopying	Mr. Subeesh Lal

I. INTRODUCTION

English Language Centre (ELC) trains the students to develop four language skills – Listening, Reading, Writing and Speaking to enable them to appear for the IELTS exam and it also offers English language proficiency certificates at Basic, Elementary, Intermediate and Advanced levels. ELC aims to equip the students to comprehend the concepts with clear perception. ELC also offers mathematics crash course under the guidance of the academic faculty members from general education section of the BBA Program.

II. GOALS

- a. To coordinate placement test activities at regular intervals.
- b. To prepare students for qualifying exams to meet the admission requirements for BBA and MBA Programs.
- c. To offer English proficiency certificates.

III. ACADEMIC IELTS PREPARATORY COURSE – BBA

The Academic IELTS preparatory course (AIPC) and mathematics preparatory courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 5.0 out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program)

- a. **Scenario 1: If Student falls short of qualifying score in both English and Maths:** In this scenario, the student will undergo the AIPC and Maths preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA Program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).
- b. **Scenario 2: If Student falls short of qualifying score in English but obtains qualifying score in Maths:** In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).
 - i. **Preparation for English Language Skills – Academic IELTS Preparatory Course (AIPC):** For students who have passed the Mathematical ability test but have failed the English language proficiency test, the below mentioned categories will apply. However, prospective students who score below 350 in TOEFL are rejected by SUC.

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic – AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards preparation for IELTS (Academic) during the semester. This is a non credit course.
2. **Category B:** Students who have scored between 425 and 499 in TOEFL (ITP) or between 4.0 and 4.5 in IELTS (Academic) will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced – AIPC (total of 120 contact hours). At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a 3 credit hour course of freshman level (as shown in the table below). AIPC is a non credit course.

CODE	COURSES	CREDITS
CIS101	Computer Skills-1	3
GEN101	General Study Skills	2
GEN102	Community Services & Sports	1
HUM101	Islamic Culture	3
MAT101	Business Mathematics	3

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

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

Note 2: Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident

of scoring 500 or above in the subsequent TOEFL test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA Program. If they are unable to score 500 in the latest attempt, they will be required to undergo a preparatory course in English and the latest IELTS (Academic) scores will be considered as the basis to place the student in the IELTS (Academic) preparatory course.

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

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

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

IV. ACADEMIC IELTS PREPARATORY COURSE – MBA

The Academic IELTS preparatory course (AIPC) course is designed for students whose proficiency levels are inadequate to be accepted for admission into the MBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of

SUC. The placement of the student in IELTS preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 6.0 out of 9.0 bands for MBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below.

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

- i. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.
- ii. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

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

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards AIPC. This is a non credit course.
2. **Category B:** The students who have scored between 425 and 529 in TOEFL (ITP) will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. This is a non credit course.

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

V. PLACEMENT TESTS (TOEFL – ITP & MATHEMATICS)

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

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

VI. TOEFL – TEST CENTER

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

VII. INTRODUCTION – TOEFL

Test of English as a Foreign Language has 3 sections:

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

a. **TEST STRUCTURE**

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

1. 3-4 mini talks, 60-90 seconds long with 3-5 questions each,
2. 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each
3. 30-40 dialogues, 5-15 seconds long with 1 question each.

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

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

1. 15 multiple choice questions based on the structure of the sentence.
2. 35 questions - 4 parts of the sentence are underlined – incorrect one has to be chosen and the corresponding letter to be written on the answer sheet.

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

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

1. Most of the questions are multiple choices.
2. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions.

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

b. **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.

- i. The ITP TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.
- ii. They must work to improve their knowledge of the English **language skills** that are covered on the paper version of the TOEFL test.
- iii. They must understand the **test taking strategies** that are appropriate for the paper version of the TOEFL test.
- iv. They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

c. PROCEDURE

- i. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.
- ii. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.
- iii. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.
- iv. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.
- v. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.
- vi. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.
- vii. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.
- viii. The students are solely responsible for marking answers properly on the answer sheet.
- ix. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.
- x. They have to completely fill the circle with a heavy, dark mark.

d. IDENTIFICATION

- i. Students must provide their original, valid and signed passport in addition to their other I. D.
- ii. Students who wear the face covering are required to uncover during the exam. The students face must be visible at all times during testing.
- iii. If student does not have a passport, an official letter from the school he or she most recently attended is required, and this letter must have student

photo glued (not stapled) to it, and the title, signature, and seal of the official who issued the identification must overlap the photograph.

- iv. No other forms of identification will be accepted.

e. STATIONERY REQUIRED

- i. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.
- ii. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.
- iii. The students must carry a good quality of eraser.
- iv. Pencils and erasers will not be supplied by the SUC.

f. CHEATING & UNACCEPTABLE BEHAVIOR

SUC has the full right to cancel the paper of anyone who:

- i. Takes a test book or answer sheet from the testing room.
- ii. Attempts to take the test for someone else.
- iii. Gives or receives assistance during the test.
- iv. Fails to follow instructions given by the Invigilator
- v. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet.
- vi. Takes dictionaries, other books, notes or other devices into the testing room.
- vii. Creates a disturbance or behaves inappropriately.
- viii. Copies test questions or answers.
- ix. Malpractices in any other way.

VIII. IELTS COURSE DELIVERY

The IELTS preparation program at SUC is designed for two different levels:

a. Advanced AIPC 120-hour Program

Students, whose score is between 425 and 499 in TOFEL (ITP) or between 4.0 and 4.5 in IELTS (Academic), will undergo an Advanced Program.

b. Basic AIPC 190-hour Program

Students, whose score is between 351 and 424 in TOFEL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a Basic Program.

IX. IELTS EXAM (How to apply for the IELTS Exam)

IELTS Application forms have to be filled by the students by paying the prescribed amount of fee. The Skyline administration guides them in this regard. Students should be ready with the required documents at the time of filling the application:

a. GENERAL REQUIREMENTS

- i. 2 passport photographs
- ii. 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.

1. Passport photo specifications:

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

b. ACADEMIC MODULE OF IELTS

- i. The total test time is 2 hours and 45 minutes.
- ii. The Academic module of IELTS consists of four components.

1. 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.

2. 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.

3. Writing

This module consists of 2 tasks. In task 1, 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.

4. **Speaking**

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

c. **IELTS EXAM – VENUE**

SUC liaisons with HCT for the conduct of IELTS exam .The venue will be decided depending upon the number of candidates appearing for the exam. However, it can be either SUC or HCT campus in Academic City.

i. **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.

ii. **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.

X. **ATTENDANCE POLICY – ELC**

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

- Attendance is noted online for every class and students can view the same on their portal.
- Attendance is mandatory in all classes held during the conduct of a course.
- 70% attendance is mandatory to be eligible to write the exam.

- d. Attendance is reviewed every fortnight –the students who fall below the 70% will not be allowed to attend the classes for the next week.
- e. 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.
- f. The attendance sheets for all students are available on the system, which can be printed by the faculty concerned.
- g. Under normal circumstances, no names are added by the faculty. Any student attending the class without his/her name being enlisted must report to administration.
- h. The necessary reports are generated by the Administration Department.

XI. GENERAL RULES & REGULATIONS

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

- a. Any misbehavior or misconduct, which may distort the image of the SUC
- b. Misconduct in classroom or within the premises of the SUC
- c. Any insult to faculty or staff members
- d. Any damage to SUC's property
- e. Any misconduct during exams
- f. Moving around in couples
- g. Dress code
- h. Fighting and
- i. Theft

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

XII. RESPONSIBILITY OF THE STUDENTS

- a. Students shall conduct themselves with reasonable consideration for all other persons within the SUC;
- b. Students shall not indulge in any behavior likely to bring the SUC to disrepute;
- c. Students shall comply with any reasonable instruction issued by any member of staff of the SUC;

- d. No student will tender false or deliberately misleading information;
- e. Male and female students are not allowed to move together or sit together in classrooms;
- f. A student shall not use, or incite others to use physical violence while in the SUC premises;
- g. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises;
- h. Students shall comply with the fees policy of the SUC;
- i. Students shall comply with all regulations pertaining to the use of library and other SUC's facilities;
- j. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- k. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action;
- l. Students are supposed to switch-off mobile phones in the classrooms and handover to the security before entering for examinations;
- m. Students should adhere to the class timings as per the rules & regulations;
- 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. Any one 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 not allowed in the classroom;
- r. Students using bus should strictly comply with the rules and regulations of transport;
- s. Students shall not litter the campus;
- t. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC;
- u. Students will be required to make good compensation to the satisfaction of the Management of the SUC, if any damage is caused to University property;
- v. The SUC is not responsible for any private property being lost or damaged in the University premises;
- w. Students bringing vehicles shall observe car parking regulations in force as well as the speed within the SUC boundaries;
- x. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact Administration Department for approval;
- y. Student must carry their University Identity Card when they are inside the campus;
- z. Playing cards in any form in the SUC campus is strictly prohibited.

XIII. 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.

XIV. SERVICES ON THE PORTAL

Student can login the Skyline Portal to check the following:

- a. Attendance
- b. Information about the IELTS web sites suggested by the teacher
- c. Updated news and events
- d. Results
- e. All requests
- f. Car registration
- g. All kinds of letters
- h. Names of advisors
- i. Room allocation
- j. Class schedule

XV. ADDRESSING GRIEVANCE

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

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

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

FINANCE POLICIES

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I	INTRODUCTION
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VII	SERVICES TO STUDENTS
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IX	FINANCIAL REPORTING
X	AUDIT PROCEDURES
XI	PHYSICAL MAINTENANCE
XII	FACILITIES

WHOM TO CONTACT LIST

SR.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Mr. Elvin Miranda
2	Cashiering Function	Mr. Sushant Panigrahi
3	Documenting & Reporting	Ms. Hafsath

VIII. INTRODUCTION

The Finance Department's prime responsibility is to ensure the financial stability and sustainability of SUC. This is done by implementing effective control systems, supporting & advising departments in managing their budgets and expenditures. The Finance department serves students & staff and SUC community with accuracy. Finance Department provides accounting and business services for the academic and administrative departments of SUC that will enable it to achieve its mission. In order to assist SUC in achieving its mission, the department develops implements, maintains and monitors the revenues and expenditures that ensure accountability and transparency in managing the financial resources efficiently & effectively. This system will require the department to properly account for the financial transactions in line with the planned budget. It also analyses and reports all budget information in order to help the management take appropriate decisions.

IX. GOALS

- f. To improve and enhance financial position of SUC.
- g. To improve the quality of operational performance of the department.
- h. To monitor the financial operations.
- i. To follow risk management policies.
- j. To allocate budget for procuring physical, learning & faculty resources.
- k. To plan for tuition fees for BBA / MBA courses.
- l. To assist in planning new courses.
- m. To assist students who needs financial aid.
- n. To plan and allocate funds for extracurricular student activities.
- o. To facilitate funding from industry and alumni endowment.

X. STRUCTURE OF FINANCE DEPARTMENT

The Finance Department of SUC is managed by the Head of Finance Department. The Head of the department is involved in the functions such as planning, budgeting, and forecasting, developing internal systems & procedures, procurement and conducting internal audit, coordinate transportation and MIS reporting for smooth operation to achieve SUC's strategic plan. It also assists Human Resources Department in implementing financial related issues.

e. Financial Audit Committee

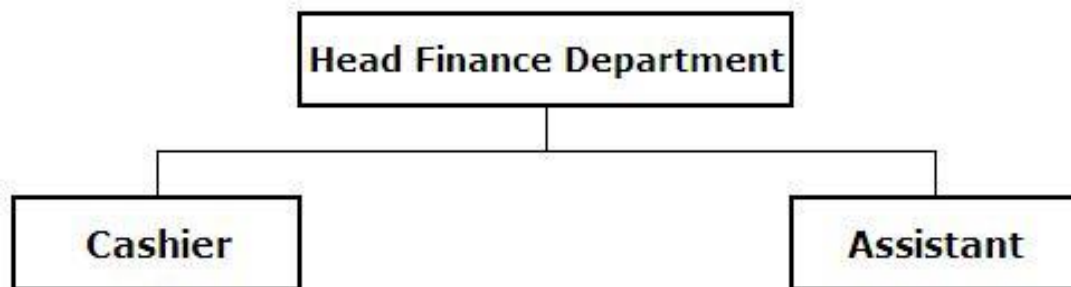
Finance Audit Committee is a body which compiles financial information about SUC, prepares monthly, quarterly and annual reports and presents to the management. The committee meeting is held to discuss various issues related to financial operations, budgeting, revenue collections, and expenditure monitoring, purchasing

and any other activities required by the management. FAC meeting is generally held fortnightly and decision taken is implemented by finance department.

f. Finance Audit Committee Consists Of The Following Members

- i. DASS
- ii. Head – Finance Department
- iii. Cashier

g. Finance Department's Organizing Chart



XI. 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. Sponsorships, donations and endowments.
- iv. Receipts from miscellaneous sources.
- v. Receipts from ELC & CPD

b. Forecasting

- i. Review the strategic plan projections.
- ii. Prospective students list received from marketing department.

c. Preparation Of Overall Budget

- i. Budgets are prepared reviewing the previous year's budgets and utilization as a base.
- ii. Reviewing projected strategic activities
- iii. Price / market trends
- iv. Proposed budgets from each department.
- v. Current year's projected revenues

d. Allocation Of Funds To Various Departments As Per Proposed Budgets

- i. Advertising & Marketing expenses as per the Marketing & Registration department budget plans.
- ii. Salaries & Benefits for existing faculty and staff and projected employees.
- iii. Maintenance Expenses as per the plans of the Maintenance Department.
- iv. Sports Activity plans as per the Sports department.
- v. Administrative expenses as per the departmental requirements
- vi. Student activity based on the plans by the SSD.
- vii. Institutional Support Services expenses as per their plans.
- viii. Utility Expenses as per the plan.
- ix. Expense allocation for ELC & CPD
- x. Contingency allocations

e. Preparation of Cash Flows

Cash Flows are prepared to express the plans, policies and programs of specific period of time in future: The main objectives of cash flows are:

- i. To integrate inflows and outflows arising out of various functional budgets at different time intervals.
- ii. To assess the projected cash deficits if any, at different time intervals so that finance can be raised at the required time to keep other activities of the organization continue as per plan.
- iii. To set the limits of cash holding by the organization at different points of time for smooth functioning considering the uncertainties involved in the day to-day activities.

XII. FUNCTIONS OF FINANCE DEPARTMENT

The Finance Department performs the functions of revenue & expenditure management of SUC. The revenue management activities are largely focused on receiving fees, donations and any other sources of collection of funds by SUC. The expenditure management activities include payments, purchases, disbursements etc. The finance department activities also include preparing budgets and allocating funds to respective departments. The department also maintains various books of accounts by following laid down procedures in the policy & procedure manual.

a. REVENUE MANAGEMENT

The main source of revenue generation in SUC is collection of tuition fees.

i. Cash Management

The department manages SUC revenue, bank transactions, and records and safeguards the interest of SUC through evaluating risk management and by judiciously handling financial resources. Individuals authorized to receive cash/funds must do so in accordance with the policies and procedures set forth in this manual.

ii. Revenue Collections

All revenue collections in SUC are in the form of cash; cheques, bank transfers and payment via credit cards/ debit cards.

iii. Tuition Fee

Tuition fee is collected as per the fee payment plan provided to the students. The finance department relies on debit note raised by the Administration department at the time of enrollment of a student into the Foundation program & Main program and continues till the student is graduated or cancels and exits SUC.

iv. Short Course Fee

The Finance Department is also entrusted to collect fees for the short courses conducted by the SUC. The collection of fees in this case is also based on the debit notes raised by the Administration Department.

1. Educational Activity And Other Incomes

The Finance Department receives income from other sources such as receipts by outsourcing cafeteria, sale of books, income from transport services, income from hostel accommodation, rental of playground, rental of college premises, income from photocopy centre's, sponsorships for events, donations received from corporate etc.

2. Fund Raising

The main source of funds for SUC comes from private donors or financial support extended by charitable institutions / corporate / sponsorships / alumni grants / scholarships programs or amount received from events or programs conducted by SUC. Some of the fund raising methods are as follows:

SR.	INSTRUMENT	SOURCE	ACTIVITIES
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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

- All collections of private finances are received by the Finance Department
- The funds so received are spent in the specified heads for which they are received.
- At the end of the fiscal year, utilization reports are summarized and audited.
- A copy of the audited reports is documented with SUC and copies send to the donor.
- If any unutilized amount remains at the end of the fiscal year, such amounts are carried forward to the next financial year to be utilized in the same heads.
- Any assets created from the funds will be treated as the SUC assets and are used for the benefit of the SUC community.

v. Functions Of Finance Department For The Collections

The revenue and fund collections are the sole responsibility of the Finance Department. Collections made by persons authorized by finance department should deposit the collections on day to day basis. All the receipts by the cashier are accounted in the accounting software indicating clearly the source of receipts.

vi. Safeguarding Funds

All revenue collection in any form is maintained in a secured place (Fire proof Cabinet) at all times. Only those persons authorized to receive cash have access to such cash during the business day. Cash receipts not

deposited during the business day are to be stored in the SUC's Fire Proof Safe in the Finance Department.

vii. Functions of Cashier

The main functions of cashier are:

1. Identify the purpose for which the amount is collected.
2. Identify the purpose for which the amount is paid.
3. For every inward / outward transaction appropriate vouchers are raised with proper details.
4. Reconciling the receipts / payments with cash and cheques.
5. Prepare daily cash / bank reports
6. Daily cash receipts / collection of cheques are deposited in the bank the next working day.
7. Recording daily transactions in the accounting software.
8. Preparing daily, monthly, quarterly and yearly collection reports.

viii. Process For Collecting Cash

1. The cashier collects the full payments as per the debit note or the voucher.
2. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.
3. The cashier is solely responsible for verifying, reconciling of all the cash / bank transactions in the day and discrepancies between the total amounts are to be rectified.

ix. Process For Collecting Cheques

1. The cashier has to verify that cheques received are in account payee form addressed to "Skyline University College".
2. The cashier has to verify the amount in words and figures.
3. Ensure the cheques are signed.
4. The cashier can accept only cheques which are dated for the month and to receive any post dated cheques the cashier needs to take approval from HOD.
5. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
6. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (SUC Bank A/c No. /Student ID No. / Contact Nos.).
7. The voucher entry for cheques received should be posted only after realization in the bank.

x. Precautions For Accepting Cheques

1. Accept cheques from the students who do not have previous history of bounced cheques.

2. Verify that the student is not included in the most recent returned cheque list.
3. If the payer is listed in the returned cheque list, do not accept the cheque.

xi. Cheques Return Procedures

1. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
2. On receipt of the return cheque the details are posted in the respective student ledger and the payer will be listed in the defaulters list.
3. A Penalty of AED500/- are charged to the student for bounced cheques.
4. The student is given a maximum of two weeks to clear the return cheque amount failing which the names are forwarded to the Administration department / Students department for further action.
5. If the payment vide cheque is already credited in the student account and the cheque is bounced then reverse the entry to the debit account of the student along with the cheque return charges.
6. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.

b. EXPENDITURE MANAGEMENT

Expenditure is a vital component of SUC planned budget where appropriate funds are allocated for each department to fulfill their planned activities. In order to rationally utilize the scarce resources SUC finance department manages the expenditure by monitoring the utilization and expenditures on proper accounts.

i. Compensation To Employees

The Finance Department disburses the salaries on monthly basis to all its employees as per the guidelines provided by the HR and as per budget allocated for salaries and compensations. All salaries are sent to respective bank accounts of employees and records are maintained as per the labor laws wherever necessary.

ii. Faculty And Staff

The DASS Office authorizes salary payments for all faculty and staff personnel on the basis of the salaries as per records and approval of the President. The contract copy signed by the President for each employee evidences the authorization for payment as maintained by the Finance Department.

1. Salaries for full time faculty
2. Compensation for part time / adjunct / visiting faculty
3. Salaries for staff
4. Compensation for student trainees
5. Compensation for part time staff

iii. Authority to Make Additional Payments

Finance Department makes additional payments to employees for personal services and changes to existing salaries and wages only upon written authorization from the President's office/ DASS.

iv. Confidentiality of Payroll Information

The Finance Department maintains confidentiality of all disbursements of salaries and compensation and any other additional payments made as approved by the President's office / DASS.

v. Process Of Releasing Salaries To Faculty / Staff

Each payroll prepared for disbursement is reviewed and approved by the DASS, Head HR prior to the bank transfers. The HRD approves the payroll prepared by Finance Department verifying the following:

1. Review of all employees' loan and advances and make deductions accordingly.
2. Review all absences of employees and recommend a salary deduction for such absences as the Head HR deems appropriate.
3. Make changes to an employee's pay in accordance with written authorization from the President of the SUC.
4. Enroll an individual on the payroll in accordance with written authorization from the President of SUC.
5. Salary statements are prepared
6. The amount due is transferred to the bank accounts for faculty and staff
7. The salary for the academic support staffs are transferred to Central Bank as per the WPS guidelines of United Arab Emirates.

vi. Reimbursements To Faculty / Staff / Students:

1. Any faculty / staff or students of SUC spends any amount out of pocket for any official purpose, such amounts are reimbursed provided appropriate bills are produced and approval is taken from the concerned authority.
2. Identify the bill to be reimbursed is within the purview of the budget or policy or approved by an authority.
3. Identify if the nature of purchase has prior approval, if not necessary approval must be sought for the reimbursement.

vii. Purchases / Procurements, Requisitioning & Preparation Of Local Purchase Order

1. Every department fills up an online requisition form.
2. The Finance Department verifies the requisition with the budget.
3. The finance department after verifying the inventory position from respective departments invites quotations from vendors.
4. Evaluates the quotation and selects suitable vendor.

5. After selecting the vendor the finance department prepares a local purchase order.
6. Process the local purchase order and sends it to DASS for approval.
7. The approved local purchase order is then sent to the vendor for supplies.

viii. Inventory

1. Goods are received against the purchase order are verified for quantity, quality and recorded in the inventory.
2. Verify the inwards and tally with the bill and LPO.
3. Defective, damaged and non-specified items are to be returned to vendor.
4. Received goods sent to the stores for inventory or to the respective department.
5. Maintain stores register along with barcodes.

ix. Vendors Payments:

1. Inventory bills verified by store are sent to Finance Department for payment.
2. All payments above AED 500/- are paid vide cheques.
3. Expenditure sheets for the concerned expenditure are updated.
4. Issue crossed cheques in the name of the vendor.

XIII. POLICY & PROCEDURES

a. REFUND POLICY FOR BBA (NON-VISA STUDENTS)

The refund policy applicable for the academic year 2011-2012 for the different fee categories will be as follows:

- i. Application Fee – AED 1,000/- Non refundable / Non transferable
- ii. 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 the student has enrolled. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
 3. 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.
- iii. Resource Utility Fee – AED 1,000/- Non-refundable after commencement of classes, even if the student did not attend any classes.

- iv. The tuition fee will be calculated till the date of official cancellation by the student or guardian.

b. REFUND POLICY FOR FOUNDATION PROGRAM [IELTS]

- i. Application Fee – AED 1,000/- (Non refundable / Non transferable)
- ii. First Installment Fee – AED 5,000/- [applicable towards the Degree Program]
 - 1. **PASS:** If a student successfully passes the IELTS course and wishes to join the degree program the first installment fee will be transferred.
 - 2. **PASS:** If a student successfully passes the IELTS course and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded
- iii. 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.
- iv. 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.
 - 1. **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.
 - 2. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, the First Installment fee of AED 5,000/- can be refunded within 5 working days after the declaration of results. Thereafter, no refund applicable.
- v. Resource Utility Fee – AED 1,000/- Non-refundable after commencement of classes, even if the student did not attend any classes.

c. REFUND POLICY FOR BBA (VISA STUDENTS – LOCAL)

- i. Application fee – AED 1,000/- Non refundable / Non transferable
- ii. First Installment Fee – AED 5,000/- Non refundable / Non transferable
- iii. Resource Utility Fee – AED 1,000/- Non refundable / Non transferable
- iv. Visa fee – AED 5,000/-: If a visa is rejected by the Immigration and Naturalization authorities, in such cases only 50% of the visa fee will be refunded.
 - 1. 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
 - 2. 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.
- v. Tuition fee: If a student cancels BEFORE the commencement of the degree program the fee paid towards tuition (installments) will be refunded. However NO REFUND is applicable for the First Installment fee.

1. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
2. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the first installment fees.
3. If a student cancels AFTER the commencement of the degree program, the tuition fee refund will be calculated till the date of official cancellation by the student or guardian. Any excess fee paid will be refunded. There will be no refund of First Installment fee.

d. REFUND POLICY FOR BBA/FOUNDATION PROGRAMS (VISA STUDENTS – OVERSEAS)

- i. First Installment Fee – USD 2,975/- Non-refundable/Non-transferable
- ii. Visa fee – USD 1,370/- Non-refundable/Non-transferable
- iii. If a visa is rejected by the Immigration and Naturalization Authorities, in such cases 50% of the visa fee will be refunded.
 1. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Passport Guarantee fee will be refunded
 2. If the student cancels the degree program after the visa is applied there will be NO REFUND of visa fee.
 3. If the student does not reach UAE for any reason and consequently their intake is postponed to the forthcoming intake; student has to repay the first installment fee & visa fee. An additional charge of USD 415/- has to be paid to the University College for postponement of the semester. The First Installment fee will be transferred to the next semester; however this fee becomes non-refundable in case of any further postponements.
- iv. Resource Utility Fee – USD 275/- Non refundable / Non transferable
- v. Tuition Fee: If an overseas student cancels his / her registration BEFORE the commencement of the program NO refund of fee will be applicable, however, whatever fees paid for the following semester (fee paid in advance) will 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.
 3. The tuition fee refund will be calculated till the date of official cancellation by the student or guardian.
- vi. TOEFL/IELTS + Numeracy Crash Course: In case, the student fails any of the placement test, First installment fee will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (IELTS)

or Numeracy or both. The student will have to pay the First installment fee after clearing the exams

e. MISCELLANEOUS FEES FOR BBA PROGRAM

General	
Application Fees (Non-Refundable)	1,000
Registration Fees (One time payment)	5,000
Student Activities Fees (One time payment)	3,000
Lab fees - (Computer Lab, Library, Language Lab etc)	3,500
Tuition fees [Per Credit Hour]	925
Books & Study Materials	6,500
Resource Utility Fees applicable from FY 11-12 (Non-Refundable & payable one time) Caution Deposit till FY 2010	1,000
Transfer of Credit	
Fee Waiver for Transfer of Credit per Course	1,390
Transfer of Credit - Application fees	300
Repeating Courses & Postponement fees	
Repeating Course [BBA students]	3,000
Postponement fees (One semester only - Subject to approval)	1,500
Re-activation fee	1,000
Re-registration fee	1,000
Re-sit fees	500
Mitigation Re-exam fees	250
Revaluation fees	100
Miscellaneous Fees	
Letters from Skyline (Within 24 hours)	50

Urgent Letters (Within the session)	100
CDD	300
CDD (Within 24 hours)	350
Library Deposit - Alumni / Outsiders	1,000
Transcript	150
Transcript (Urgent)	200
Provisional Certificate	200
Provisional Certificate (Urgent)	250
Annual Membership Fees - Alumni / Outsiders	500
Convocation Fees (Including gowns)	1,250
Local Attestation (Per Document)	25
Smart Labels (Ministry Verification - Degrees)	500
Hostel fees - Boys / Girls	1,450
Hostel Deposit (Internal)	1,000
Hostel fee (Vacation-per month)	500
Fee per Course (BBA Non Skyline Students)	3,425
Visa Fees	
Visa Fees - (3 Year Residence / Health Card)	5,000
Visa Renewal Fees (including Health Card for 1 year) subject to change as per Govt. regulations	2,250
Duplicate - (Certificates / Marksheets)	
Certificates - (Bachelors)	750
Mark Sheet (Final Transcript)	300
ID Cards	100
Examination Entry Slip	-
Fines	

Delay in book return - Per Day	1
Tuition fees late fines [Per Day]	25
Dishonour of Cheques	500
Parking Fine / Speeding Fine	200
Smoking	50
Books & External Exam fees	
TOEFL Books	400
IELTS Books	750
TOEFL Exam Fees	500
IELTS Exam Fees (Subject to Change)	1,000
Change of Major in the First year	500
Change of Major in the Second year	1,000
Change of Major in Junior / Senior	2,000

f. SCHOLARSHIP POLICY FOR BBA (CURRENT STUDENTS)

Skyline University College 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. Skyline offers scholarships approved by the scholarship committee. The members of the scholarship committee are as follows:

- i. DASS
- ii. HOD – Finance Department
- iii. HOD – SSD
- iv. HOD – Administration Department
- v. HOD – Marketing Department

Current Students: Students who are pursuing their full time BBA Program at Skyline University College 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
- ii. Toppers award
- iii. Student trainee salary (Separate Document)

Criteria For Awarding Scholarships

- i. Duly filled form (which needs to be taken from finance dept 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 HOA & DASS for academic and Academic Support Services department 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.

i. THE AWARD OF NEED BASED SCHOLARSHIP IS AS FOLLOWS

Need based scholarships are awarded to continuing students, who are from educationally, socially disadvantaged backgrounds. An applicant must show financial need and must produce adequate and supporting evidence to claim the same. Need based scholarship awards range from AED 3,500/- to AED 5,000/- (working scholarships) and AED 2,500/- to AED 3,500/- for (non working scholarships) and is applicable only for one academic year. The award should be renewed every academic year as long as the student is in good academic standing and continues to demonstrate financial need and is subject to the approval of the committee. Only students who are admitted to the University College doing a full time degree course will be considered for this type of scholarship.

ii. TOPPERS AWARD

The scholarship fund each year awards the toppers who top in their respective majors each financial year. The maximum amount that can be offered to each candidate is AED 2,500/-. The criteria for toppers award is based on the academic standing of the student in an academic year. The evidence of this is the toppers list published by administration department and transcripts issued by them.

1. A student in his / her study duration is eligible for either a fee waiver or scholarship.
2. Fee waiver is granted only before commencement of the intake and is a onetime grant.

g. REFUND POLICY FOR MBA PROGRAM (NON-VISA STUDENTS)

The refund policy applicable for the academic year 2011-2012 for the different fee categories will be as follows:

- i. Application fee – AED 1,000/- Non refundable / Non transferable
- ii. First Installment fee – AED 5,000/
- iii. AED 5,000/- refundable BEFORE the commencement of the program the student has enrolled.
- iv. NO refund is applicable AFTER the commencement of the program the student has enrolled. The First Installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
- v. 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.
- vi. Resource Utility Fee – AED 1,000/- Non-refundable after commencement of classes, even if the student did not attend any classes.
- vii. Tuition fee
- viii. The tuition fee will be calculated till the date of official cancellation by the student or guardian.

h. REFUND POLICY FOR MBA PROGRAM (VISA STUDENTS – LOCAL)

- i. Application fee – AED 1,000/- Non refundable/Non transferable
- ii. First Installment fee – AED 5,000/- Non refundable/Non transferable
- iii. Resource Utility Fee – AED 1,000/- Non refundable/Non transferable
- iv. Visa fee – AED 5,000/-
- v. If a visa is rejected by the Immigration and Naturalization authorities, in such cases only 50% of the visa fee will be refunded.
- vi. 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
- vii. 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.
- viii. Tuition fee
- ix. 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.
- x. 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.

- xi. 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.
- xii. If a student cancels AFTER the commencement of the degree program, the tuition fee refund will be calculated till the date of official cancellation by the student or guardian. Any excess fee paid will be refunded. There will be no refund of First Installment fee.

i. REFUND POLICY FOR MBA PROGRAM (VISA STUDENTS – OVERSEAS)

- i. First Installment fee – USD 3,000/- Non-refundable/Non-transferable
- ii. Visa fee – USD 1,370/- Non-refundable/Non-transferable
- iii. If a visa is rejected by the Immigration and Naturalization Authorities, in such cases 50% of the visa fee will be refunded.
- iv. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, First Installment fee & Visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Passport Guarantee fee, will be refunded
- v. If the student cancels the degree program after the visa is applied there will be NO REFUND of visa fee.
- vi. If the student does not reach UAE for any reason and consequently their intake is postponed to the forthcoming intake; student has to repay the First Installment fee & Visa fee. An additional charge of USD 415/- has to be paid to the University College for postponement of the semester. The First Installment fee will be transferred to the next semester; however this fee becomes non-refundable in case of any further postponements.
- vii. Resource Utility Fee – USD 275/- Non refundable/Non transferable

j. TUITION FEE

- i. If an overseas student cancels his / her registration BEFORE the commencement of the program NO refund of fee will be applicable, however, whatever fees paid for the following semester (fee paid in advance) will be refunded.
- ii. 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.
- iii. 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.
- iv. The tuition fee refund will be calculated till the date of official cancellation by the student or guardian.

k. TOEFL/IELTS

In case, the student fails any of the English placement test, 1st installment fee will be adjusted towards the fee for the Foundation program. The student will have to pay the 1st installment fee after clearing the exams

I. MISCELLANEOUS FEES FOR MBA PROGRAM

General	
Application Fees (Non-Refundable)	1,000
Registration Fees (One time payment)	5,000
Student Activities Fees (One time payment)	2,500
Tuition fees [Per Credit Hour]	1,550
Books & Study Materials	5,700
Resource Utility Fees applicable from FY 11-12 (Non-Refundable & payable one time) Caution Deposit till FY 2010	1,000
Transfer of Credit	
Fee Waiver for Transfer of Credit per Course	2,325
Transfer of Credit - Application fees	300
Repeating Courses & Postponement fees	
Repeating Course [MBA students]	4,650
Postponement fees (One semester only - Subject to approval)	1500
Re-activation fee	1,000
Re-registration fee	1,000
Re-sit fees	650
Mitigation Re-exam fees	350
Revaluation fees	100
Miscellaneous Fees	
Letters from Skyline (Within 24 hours)	50
Urgent Letters (Within the session)	100
CDD	300
CDD (Within 24 hours)	350

Library Deposit - Alumni / Outsiders	1,000
Transcript	150
Transcript (Urgent)	200
Provisional Certificate	200
Provisional Certificate (Urgent)	250
Annual Membership Fees - Alumni / Outsiders	500
Convocation Fees (Including gowns)	1,500
Smart Labels (Ministry Verification - Degrees)	500
Local Attestation (Per Document)	25
Hostel fees - Boys / Girls	1,450
Hostel Deposit (Internal)	1,000
Hostel fee (Vacation-per month)	500
Fee per Course (MBA Non Skyline Students)	5,625
Visa Fees	
Visa Fees - (3 Year Residence / Health Card)	5,000
Visa Renewal Fees (including Health Card for 1 year) subject to change as per Govt. regulations	2,250
Duplicate - (Certificates / Marksheets)	
Certificates (Masters)	750
Mark Sheet (Final Transcript)	300
ID Cards	100
Examination Entry Slip	-
Fines	
Delay in book return - Per Day	1
Tuition fees late fines [Per Day]	25
Dishonour of Cheques	500

Parking Fine / Speeding Fine	200
Smoking	50
Books & External Exam fees	
TOEFL Books	400
IELTS Books	750
TOEFL Exam Fees	500
IELTS Exam Fees (Subject to Change)	1,000
Change of Major in First Semester	1,000
Change of Major in Second & Third Semester	2,000
Change of Major in Fourth Semester	3,000

XIV. SERVICES TO STUDENTS

a. CAFETERIA

The SUC has a cafeteria located at the ground floor wherein food is available at subsidized rates to the students. The cafeteria has a varied set of menu which caters to Arabic, Asian and continental cuisine which are prepared under the hygienic standards laid down by the Sharjah Municipality. Regular inspections are carried out by the external and internal authorities.

b. STUDENT TRANSPORT POLICY

SUC provides transport facilities to the students living in Sharjah, Dubai and Ajman. The transportation facilities are arranged with the Swift line Transport Company. The timings, bus stops and route plan are pre-determined by the finance department. All students who avail transportation are required to approach the finance department and fill up the transportation registration form providing the exact details of place of stay (if, possible landmarks near your location for easy identification), contact numbers. Students are allotted the time and designated placed for the pick-up and drop. A monthly fee is charged from the students and in case of students discontinues the transport services, the same should be intimated to the finance department before the start of the next month. Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where a student is issued with a bus pass and has to be shown on demand. Transport fees are charged for the calendar month irrespective of how many days

they avail the facility in the month. All students using the transport facility must abide by the rules and regulations as mentioned in the transport policy below.

RISK MANAGEMENT

Risk management review at SUC is performed periodically by the Finance Department and the external auditor. To minimize the risks SUC follows the steps as mentioned below and takes all possible steps to assess the future risks arising out of possible situations.

a. ROLE OF FINANCE DEPARTMENT

The Finance Department has a fundamental role to play in the management of risk. Its role is to:

- i. To comply and adhere to the strategic plan laid by SUC.
- ii. To assess general and specific risks arising out of external or internal issues.
- iii. Assessing and responding to legal compliance as per the changing socio-economic and legal scenarios.
- iv. Raising awareness of the need for risk management and take major decisions affecting SUC's risk profile or exposure.
- v. Determine long term & short term financial planning and strictly adhere to the planned budgets.
- vi. Annually review the deviations and suggests mechanisms for the departments to monitor and control their expenditure patterns against allocations.
- vii. Ensure that there is adequate training for managing the resources effectively and efficiently.

b. ASSESSING INTERNAL RISK MANAGEMENT AND IMPLEMENTING INTERNAL CONTROL SYSTEMS

- i. Evaluating annual department budgets in relation to activities and developmental programs in compliance with strategic plans.
- ii. Scrutinizing budget requirements in comparison to the previous budget allocations and expenditures.
- iii. Allocation of budget on specific heads.
- iv. Centralizing procurements.
- v. Seeking utilization reports.
- vi. Centralizing payments through Finance Department.

- vii. Prepare income & expenditure reports on monthly basis.
- viii. Identifying major variances.
- ix. Reporting to the management and taking corrective measures.
- x. Conducting internal & external audit to review the effectiveness of the system.

c. GENERATION OF MONTHLY REPORTS

Periodic statements are compiled to review the risk factors and take corrective measures.

- i. Monthly Collection Report
- ii. Quarterly report of operations (after three months of operations)
- iii. Income & Expenditure comparison with Budgeted figure
- iv. Statement of Activities
- v. Statement of Cash flows

XV. FINANCIAL REPORTING

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The objective of these reporting is to help management in making rational decisions. Reported income and expenses, assets & liabilities are directly related to the SUC's financial performance. Financial reporting also provides information about the University's resources, obligations, and liquidity, solvency, and funds flows. The report includes quantitative and qualitative data relating to the performance of SUC. There are three basic financial statements prepared by the Finance Department.

- a. Balance sheet
- b. Income & Expenditure statement
- c. Statement of cash flows
- d. Financial Report Evaluation

a. FLOW CHART

- i. Generating Financial Statements
- ii. Schedule of revenue / expenditures
- iii. Coordinating with Internal / External Auditor
- iv. Finalizing all financial statements
- v. Submission of Audited Statements to SUC Management
- vi. Review of previous year data
- vii. Drafting of minutes of meeting with SUC Management

b. DISSEMINATION OF DATA AND DECISION MAKING

- i. The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of budget allocations, income & expenditure, statement of cash flows and variances with respect to the organization as a whole and departments in specific.
- ii. The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.
- iii. Different financial statements are disseminated for helping the management to take decisions related to cash flows, risk management and developmental activities for the future.

XVI. AUDIT PROCEDURES

a. INTERNAL AUDIT

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve an organizations operations. It helps the SUC accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance process.

i. Objectives

Internal Audit assists SUC in assessing risks and evaluating the controls designed to address those risks. Internal Audit furnishes management with analysis, recommendations, counsel and information concerning the activities reviewed. The audit objective includes promoting effective control at reasonable costs.

ii. Scope

The scope of internal audit activity includes examining and evaluating the policies, procedures and systems which are in place to ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs. Internal audit also provides special services within the SUC concerning issues related to internal controls, special investigations, and other areas of interest and concern.

The standard procedure for each audit includes the following steps:

- i. Based on the strategic plan the scope and objectives are defined.
- ii. The department wise auditing of physical assets and the budget to actual variances are conducted.
- iii. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
- iv. Reporting to the management about the status and unanswered discrepancies.

- v. Key issues and alternative activities are discussed with the management.
- vi. Records are maintained for future review.

XVII. PHYSICAL MAINTENANCE

The key purpose of the framework plan for physical facility maintenance is to provide clean and healthy Institutional environment. Facilities Maintenance involves upkeep of buildings, grounds, utilities and equipment to meet the mission of SUC.

a. POLICIES AND OBJECTIVES

The Maintenance Department maintains all buildings, grounds, utilities, equipment, mechanical and electrical systems. Any and all changes to physical facilities must be coordinated through or performed by the maintenance department. The primary objective of the maintenance department is to provide an acceptable environment in which the department can achieve its goals. The specific goals of maintenance department are:

- i. Reduce operating interruptions and equipment and structural failures.
- ii. Improve work methods and procedures
- iii. Increase productivity of operations and maintenance personnel.
- iv. Select the most cost effective form of maintenance and operations, i.e. outside contracts.
- v. Reduce and eliminate fire and safety hazards.
- vi. Improve and maintain the aesthetic quality of the SUC.
- vii. Creating awareness to conserve energy which complies with general rules and regulations.
- viii. Maintaining adequate level of inventory for regular repairs & maintenance.
- ix. As part of contract agreement major maintenance rests with University City maintenance department.
- x. Outsourcing the cleaning functions to maintenance agencies.

The general categories for maintenance are described as follows:

i. Emergency Maintenance

In case of emergency contingency arising in the premises of SUC, the first preference is given to rectifying that problem. It includes replacing or leasing of assets to enable the regular operations without major interruptions. Emergency work supersedes all other categories of maintenance.

ii. Corrective Maintenance

Corrective maintenance includes repairing, replacement of components etc to increase the optimum functioning of facilities and assets in SUC. This includes routine repairs of buildings, electricity & water supply, fire & safety alarm systems, parking lots, grounds, utilities, assets & equipments.

iii. Preventive Maintenance

Preventive maintenance is undertaken on a regular basis as per predetermined schedules of maintenance of all vital facilities and assets which help in providing uninterrupted service to the SUC community. It is regularly followed to avoid any major breakdowns that may hamper the operations of SUC. Preventive maintenance is done on a routine basis to identify and rectify minor problems in a timely manner and to extend the life and improve the capability of the facilities and equipments in their performance.

b. SERVICE CATEGORIES

The Maintenance Department is responsible for the conditions of all facilities in the SUC. Services are divided in two categories:

- i. Physical Plant Services
- ii. Office Equipment Services

Physical Plant Services are services rendered to buildings and structures. These services are budgeted by SUC. Examples of Physical Plant services include:

- i. Maintenance to Buildings and Grounds
- ii. Maintaining walks, pavements and grounds
- iii. Painting on planned painting cycle.
- iv. Repair and maintenance of machinery, motors, pumps, air condition, and other equipment considered to be a part of the physical plant and not assigned to a specific department.
- v. Maintenance of electrical, plumbing, computer maintenance, networking etc
- vi. Special housekeeping and event preparations.

c. SAFETY

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

i. Fire Prevention Measures

1. It is of utmost importance to be aware of conditions that may cause a fire emergency and thereby endanger the safety of occupants in the workplace. The major causes of fire at the workplace include overloaded electrical outlets and extension cords, misuse of electrical items, mishandling of flammables, improper storage of combustibles, unsupervised cooking and improper disposal of smoking materials on campus grounds. Implementing fire prevention measures is the key in an attempt to insure one's personal safety and safety of officemates.

2. In case of a fire, emergency, serviceable fire extinguishers have been positioned at accessible locations. The SUC is well equipped with the automated fire system which is frequently monitored by the local fire department authorities. Frequent examinations are carried out by the authorities to test the fire system during emergencies. The SUC also provides information to employees and students on fire related issues and advice on fire prevention requirements as well as current fire protection practices.

ii. Fire Preventive Measures

1. To bring awareness about dos and don'ts in the event of fire through notices.
2. Encourage occupants to actively participate in fire prevention awareness programs.
3. Regularly observe all exits to keep them clear of obstructions at all times.
4. Report any tampering with the fire alarm, smoke.
5. Inspection of offices for overloaded circuits, frayed or damaged electrical cords, improperly used extension cords, improperly used appliances.
6. Forbid the use of open flame devices for any purpose in the SUC.
7. Respect the "No Smoking Policy" in all SUC facilities.

d. HOUSEKEEPING

- i. Exits, stairways and passageways leading to and from exits must be kept free of obstructions at all times. Furnishings, decorations, combustible objects, or inflammables must not block exits, access to exits. Dispose of all trash as soon as possible in trashcans or dumpsters. Waste materials must never be piled in corridors or stairways while awaiting removal.
- ii. Inflammable and combustible materials must be placed in an approved storage area.

e. ELECTRICAL WIRING AND APPLIANCES

Maintenance Department should periodically inspect all electrical equipment and cords to ensure proper use and safe conditions. Properly ensure all electrical equipment is properly grounded. If any evidence is found of frayed, cracked or damaged wiring or electrical outlets, the equipment affected should be taken out of

service until repairs are made. During weekends or holidays all office electrical equipments should be switched off.

f. FIRE SAFETY INSPECTIONS

The SUC is frequented by the Civil Defense authorities for safety inspections. All facilities and hazard prone areas are visited and sufficient advices are imparted during such reports. Fire Inspection is done to:

- i. Buildings
- ii. Campus Equipments
- iii. Fire protection and suppression systems

g. FIRE HAZARD IDENTIFICATION

All fire prone areas are frequently checked by the SUC maintenance department and the civil authorities and information is exchanged as to the preparedness during any eventualities.

XVIII. FACILITIES

SUC campus aims to create a positive and vibrant learning climate by fostering a dynamic and lively interaction with the diverse students emanating from various other accredited educational institutions and universities that are located in the United Arab Emirates.

a. DESCRIPTION OF FACILITIES

The land area with the campus of SUC consists of approximately 40 acres of land. The forty acre site is located in the education hub in the south east in the University City gives an added advantage to the institution. The SUC moved to this new location in August 2006, with an overall area of 166346.99 m² (Length: 353.82m; Width: 483.82m) and total build up area of 6843.69m² X 2 = 13687.38m². The following table shows the optimum utilization of the land area:

Facility	Capacity	Area Covered (m ²)
Total Land Area	483.82 X 345.13	166980.80
Classrooms	28	1697.59
Computing Centers	3	242.59
Library Center (With Reading	1	631.26

Facility & discussion rooms)		
Rental Book Store	1	Within Library
Printing Center	1	34.26
Medical Room	1	39.62
Meeting Room	1	68.16
Common Room	2	187.70
Multi-Purpose Hall	1	255.08
Gym facility (With changing room)	1	188.13
Full-Time Faculty Rooms	23	324.84
Adjunct Faculty Rooms	7	108
Server Room (IDF)	2	37.04
Mosque & Ablution	1+1	230.01
Administrative Rooms	17	360.96
Canteen	1	271.31
Wash Room	8	212.11
Storage Area	3	102.96

i. Classrooms With Audio-Visual Equipments

SUC has 28 classrooms that are equipped with state of the art audio visual equipments provided with Internet connections. Classrooms are available for group viewing and individual viewing by using CD ROM based interactive CDs and Video cassettes. All faculty members use these facilities consisting of LCD projector and computer as an instructional aid. The computers can be connected to the Internet for additional resources.

ii. Library

The library is dedicated to providing learning resources to the academic programs and research activities. It is located at the first floor of the SUC building. The print collection consists of around 15,850 reference books with approximately 6750 titles, 26 magazines and around 17 scientific journals. In

addition to the 15,850 reference books from the business section which is common to both the BBA and MBA requirement, in addition a separate MBA section is developed to include books that are more specific to the MBA study. The library has a seating availability for 150 users and it also has separate rooms for group discussion. Library holdings are available through the online public access catalog system (OPAC). Using this catalog, the users can access book titles, full-text journals, and electronic databases. An inter-library loan service is also available for the SUC Library users where materials can be obtained from other universities/colleges. The library is open Sunday through Saturday from 0900 hrs to 2200 hrs.

iii. Newspaper clipping service

The library also subscribes to several newspapers and has a special service of newspaper clipping in which important news related to the subject areas is clipped and is maintained for future reference. This is done by the library staff with the help of faculty from different subject field on daily basis.

iv. Bulletin Boards

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

v. Computer Labs

The SUC has three computer laboratories with around a total of 140 computers with different configurations to match the requirements of the curriculum. Assisted by a lab officer, students are free to use this facility with prior appointment. All the computers have Internet accessibility. The computers in the lab are regularly updated for uninterrupted access by the students.

vi. Physics Lab

The SUC has a physic lab which is equipped with all basic facilities to support the academic program under general education requirements. The Computing department staff together with the help of the Physic faculty makes sure that the lab is equipped to the required standards.

vii. Printing & Photocopying Center

The SUC has a printing and photocopying centre located in the library with two heavy-duty photocopiers and printers for students to take photocopies and print their assignments. However, extensive care is taken to protect the copyrights of publishers.

viii. Students Email Accounts & Portal Services

Each student is issued an unique Email ID for institutional communication, additionally students are also given access to the portal services which enables them to get information about their Attendance, Grades, Courses Enrolled, Faculty Teaching, results etc, the students are issued individual username and passwords for using this facility.

ix. Cafeteria Services

The SUC has a cafeteria located at the ground floor wherein food is available at subsidized rates to the students.

x. Hostel

The SUC provides separate Hostel/Student accommodation for boys and girls. The management and supervision of the hostels is done by the Sports department.

xi. Lockers

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

xii. Lost and Found

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

xiii. Mail Services

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

xiv. Parking [Campus]

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

xv. SMS Services

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

xvi. Wireless Services

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

xvii. Online Services

Students can use the online services available for their various requests.

xviii. Mosque and Prayer Rooms

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

xix. Common Room

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

xx. Registry and Records

A permanent record reflecting the academic achievements of each student who enrolls at the SUC is maintained by the Administration department. Comprehensive student records contain information related to admission, transfer credit assessment, registration, disciplinary actions, academic assessment, progress towards degree, grade point average, transcripts from other institutions and graduation.

xxi. Multi-Purpose Hall

The Sports Department provides facilities for various games such as Table Tennis, Badminton, Chess, Carom etc in the multipurpose hall which can be utilized by the students between 11 A.M. to 7 P.M. during their break time and afternoon.

xxii. Gymnasium

The Sports Department provides a well equipped gym which can be used by its Students, Staff and faculty. Students have to ensure they register their names with the Sports Department before they can use the well equipped Gym facilities. Students can use this facility between 11.30 A.M. to 7 P.M. and 1 P.M. to 1.30 P.M. from Sunday to Thursday wherein the days allocated to boys are Sunday, Tuesday and Thursday and for girls it is on Monday and Wednesday. Boys and girls are not allowed to use the gym simultaneously.

xxiii. Health Services

The SUC has a medical room equipped with first aid facilities and medicines for General illness and sports injuries etc. Sports Department always keeps first aid ready at three different places in the campus. In cases of serious illness or injuries, SUC will refer students to Al Qasimia Hospital, which is the nearest Hospital. Also, our SUC has tied up with Dr. Sunny's Clinic in cases of any emergency which is within the close proximity more details are available with head of Sports Department.

HUMAN RESOURCES POLICIES

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WHOM TO CONTACT LIST

SR.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Ms. Sunita Marwaha
2	Employee Passport related	Mr. Abdul Haleem
	Student Visa/ Passport related	
	Employment visa	
	Labor contract new/renewal	
	Visa cancellation	
	Visa transfer	
3	Passport withdrawal	Ms. Aileen Yang-Calderon
	Offer letter, Contract, Probation, Confirmation letter	
	Leave application & approvals, Medical leaves	
	NOC, Consulate & Bank letters	
	Air ticket & Annual Leave planning	
	Employee Attendance	

I. INTRODUCTION

The Human Recourses department is responsible for fulfilling the Vision and mission of SUC by developing sound HR policies which provides conducive work environment and develops a positive work and learning culture to enhance quality in the SUC. HRD facilitates helps in recruiting, retaining, motivating and developing team of capable and dedicated academic and academic support service employees who are oriented to professionally achieve the SUC objectives.

HRD engages in continuous development & Updation of Faculty & staff members so as to professionally respond to day today challenges in the work environment. To ensure each employee keep abreast with the ever-changing trends HRD coordinates the need based faculty and staff development programs.

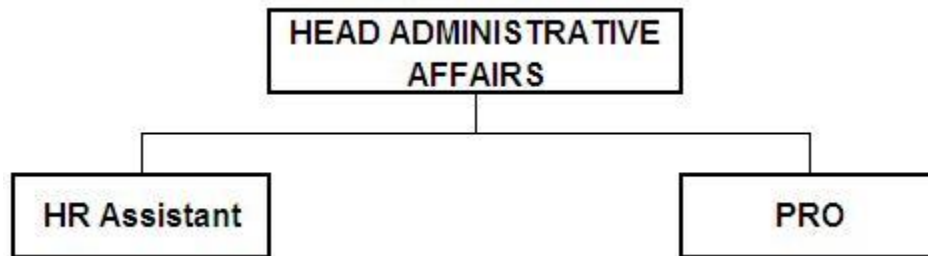
II. GOALS

- a. To maintain professional environment and improve the workplace quality
- b. To improve faculty and staff satisfaction
- c. To recognize and reward contributions by faculty and staff members towards organizational development
- d. To ensure non-discrimination approach towards students by faculty & staff members
- e. To consistently improve academic quality
- f. To plan budget for human resources recruitment & development
- g. To recruit faculty members with diversified cultural backgrounds in order to serve the multicultural educational environment
- h. To follow non discriminatory procedures to ensure equal opportunity in recruitment
- i. To conduct faculty & staff development programs

III. STRUCTURE OF HUMAN RESOURCES DEPARTMENT

The Human Resources department of SUC is managed by the Head Administrative Affairs. The Head of department is primarily involved in implementing the HR policy & Procedures of SUC and performs the functions such as planning, organizing, recruiting, developing, motivating & maintaining human resources to manage smooth operation as per SUC's strategic plan. The department also involves in number of activities like providing orientation, settling down assistance, and organizing, training & development, employee related activities of SUC. The department also engages in faculty and staff evaluation process and maintains personal records which are updated time to time.

HR Department's Organizing Chart



IV. HR FUNCTIONS

a. PLANNING

- i. Reviewing strategic plan
- ii. MOHE documentation and compliance
- iii. Labor Law compliance
- iv. Assessing the faculty requirement through search committee
- v. Identifying the training need
- vi. Defining the institution's policy & procedures
- vii. Developing promotional and retention policies
- viii. Departmental Budgeting
- ix. Leave planning, leave salary, ticketing etc.,

b. ORGANIZING

- i. Job Specification
- ii. Resourcing, advertising, Short listing
- iii. Appointing panel members
- iv. Organizing interviews
- v. Communication & Negotiation
- vi. Issuing offer & Contracts
- vii. Orientation, Induction
- viii. Initial Settlement in work environment
- ix. Job description & job allocation
- x. Oversee and approval of monthly salary and allowances
- xi. Coordinating with various departments for Medical, Id & Password, Hardware, Software, Office allocation and maintenance

c. MOTIVATING

- i. Organizing Training & Development programs
- ii. Appreciation and Encouragement
- iii. Recognizing & Rewarding
- iv. Employee benefit policy development
- v. Conference
- vi. FES/ SES

d. CONTROLLING

- i. Adherence to policy & Procedures
- ii. Performance evaluation of individual staff/ FT/ Adjunct faculty members and disseminating formal & informal feedback from time to time
- iii. Handling staff/ Faculty grievance and disciplinary procedures

e. MISCELLANEOUS ACTIVITIES

- i. Job allocation for scholarship students and need based Student trainees recruitment
- ii. Ensure safe custody of student & staff passport
- iii. Building a pool of resume, candidates for any prospective job opportunity
- iv. Maintain HR updates on website
- v. Visa processing

f. ONLINE SERVICES

- i. Faculty & Staff Personal data
- ii. Leave eligibility
- iii. Air ticket eligibility
- iv. Leave Application
- v. Air ticket Application
- vi. Passport withdrawal
- vii. Online certificates
- viii. Visa & Passport updates
- ix. Online reminders
- x. Faculty Satisfaction survey
- xi. FDP/SDP feedback
- xii. Faculty Evaluation forms

V. POLICIES & PROCEDURES

HR policy and procedures section of this manual is divided into two sections. “Section A” deals with Faculty related policy & procedures and “Section B” deals with staff related policy and procedures.

a. FACULTY POLICY & PROCEDURES

i. FACULTY SEARCH & APPOINTMENTS

To have an effective recruitment policy the faculty search committee is in place constituting of Dean Academics, DASS, HR Head, HQA and a subject expert. The Faculty Search committee engages in identifying suitable candidates for faculty positions from varied sources. Search committee initiates the process of recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, and/or additional faculty requirements because of the launching of new program/s and to follow the guidelines as mentioned below.

1. Objectives

- a. To plan for faculty resources requirement for the academic year
- b. To identify and recruit suitable candidate for the academic position.

2. Guidelines For Search Committee

Guidelines for Faculty Search Committee are based on MOHESR guidelines, which are as follows:

- a. To maintain a student/faculty ratio of 25:1.
- b. To maintain a full-time to part-time faculty ratio at 75% to 25%.
- c. To maintain Faculty grade ratio as approved by management.
- d. To maintain faculty members as per the specialization requirements of majors offered in SUC degree program.

The SUC follows the rank/faculty ratio of full time faculty members in its BBA/MBA programs as given below:

BBA	
Grade	% of Full-time Faculty Members
Professor	10%
Associate Professor	20%
Assistant Professor	40%
Lecturer	30%
MBA	
Grade	% of Full-time Faculty Members
Professor	30%
Associate Professor	70%

HR initiates the process of faculty search by following the process mentioned below

3. Process Flow

Step 1

FSC in consultation with administration department reviews the requirement of FT/ Visiting/ Adjunct faculty requirement based on faculty load/ FT-PT ratio.

Step 2

FSC finalizes the requirement and takes necessary approval from the President. Following the approval to fill the positions the HAA will start the search process through recruitment agencies, online recruitment sites, and SUC website and also posts the advertisement in the leading national and international newspapers.

Step 3

The HAA scrutinizes the resumes and conducts preliminary interview and shortlists the potential candidates.

Step 4

The shortlisted candidates for academic position will be invited to appear for an interview with the FSC panel which includes the

subject expert. The finalized candidate by FSC is recommended to the President for appointment.

Step 5

After receiving the names of selected candidate/s for the position a formal offer letter is drafted by HR and sent to the President's office for approval and signature.

Step 6

The approved faculty is given a six months probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC).

Step 7

Faculty Feedback Review Committee (FFRC) will evaluate the performance of the newly appointed Faculty member based on Students interim faculty feedback, peer review and the recommendations are submitted to DOA for necessary consideration.

Step 8

DOA forwards a final status report of the newly appointed faculty member based on the evaluation of FFRC report and his own evaluation from formal and informal inputs received to FSC.

Step 9

Based on the DOA report and final recommendation of FSC about the probationer HR department issue letter of confirmation.

Step 10

In case of Adjunct/ Visiting faculty upon positive review their profiles are placed under active considerations and are considered whenever opportunity arises.

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

1. Faculty Titles, Full-time Positions

The following are the job specifications of full time faculty positions at SUC. These positions are filled as and when the vacancies arise as per the standard rank/faculty ratio of SUC. However it does not assure automatic promotion/ rank change of an existing faculty member upon attainment of stated experience/ qualification criteria.

a. Dean Academics

The position of Dean Academics is attained by appointment/selection from Professor after a positive evaluation of performance and promise. An appointee to this rank must hold a doctorate or have the requisite professional academic experience. The candidate must have at least five years of full time teaching & administrative experience in a University/ Institution at the rank of Professor and or worked at SUC with relevant experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of refereed publication having effective teaching and administrative experience. This position requires the individual to handle all responsibilities pertaining to academic operations of the SUC.

b. 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. 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 Associate Professor 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 fifteen years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to academic institution and society.

c. 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. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite

professional experience. The candidate must have at least five years of full time teaching experience at the level of Assistant Professor in a University or worked in SUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least two referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society.

Assistant Professor

The rank of Assistant Professor is usually attained by appointment or promotion from Lecturer after a positive evaluation of performance and promise. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full time teaching experience at the level of Lecturer in a University or worked in SUC at the rank of Lecturer for at least three years and must have a total teaching experience of seven years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least one referred publication and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to academic institution and society.

d. Lecturer

An appointee to this title must have completed the Doctorate Degree or Masters Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching at higher education level shall be preferred.

Note: A faculty member with higher qualification and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances.

The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with the FSC during non availability of suitable faculty. The FSC (Faculty

Search Committee) consists of the Dean Academics (DOA), DIRECTOR ACADEMIC SUPPORT SERVICES (DASS), Head Administrative Affairs (HAA), Head Quality Assurance (HQA) and one senior faculty member of the area concerned if required.

2. Faculty Titles, Visiting/ Adjunct

Other categories shall be Visiting Faculty and Adjunct Faculty appointments in the above named titles.

a. Visiting Faculty (International)

A person who is on sabbatical from the full-time teaching faculty of an accredited University or from a comparable educational institution may be appointed on a Semester or Annual basis as visiting professor or visiting associate professor or visiting assistant professor or visiting lecturer. The qualifications and requirements shall commensurate with similar appointments to full-time faculty ranks.

Faculty recruited under this contract is treated as full time in nature. The visiting faculty in this category will be provided visa, subsidized accommodation, and transportation. Visiting faculty members will have a full teaching load and should complete all tasks (administrative work / invigilation duties / Academic Advising / Services to Community & University College) 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. However they will not be eligible for seminar participation funds from SUC.

b. Yearly & Semester Contract Faculty (Local)

If the faculty is recruited from within the UAE the position can be for one semester or yearly contract, and faculty is expected to take 9-12 credits in a semester. This position is full time in nature. Under semester & yearly contract faculty members will have to perform same duties as specified under **visiting Faculty (International)** category. Yearly & Semester contract faculty members are encouraged to contribute to conduct research as well as services to community and University College. However, their appraisal shall be based only on teaching effectiveness component of the FES.

c. Adjunct Faculty

An Adjunct faculty is appointed on Part Time 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.

iii. FACULTY TEACHING LOAD

Allocation of teaching load is assigned by Admin & HRD considering student's number, contact hours, preparation required and other factors. The particulars of same are as follows:

1. Teaching Load BBA

Full Time Faculty

S. No	Particulars	Credit Hours	Research	Services
1	Lecturers & General Education Faculty (Lecturer & above)	15	x	✓
2	Assistant Professor	12	✓	✓
3	Associate Professor	12	✓	✓
4	Professor	12	✓	✓
5	Faculty member + Administrative position	9	✓	✓
6	DOA	6	✓	✓

Visiting Faculty (International)

S. No	Particulars	Credit Hours/Sem
1	Yearly	9-12
2	Semester	9-12

Visiting Faculty (Local)

S. No	Particulars	Credit Hours/Sem
1	Yearly	9-12

Adjunct Faculty

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

2. Teaching Load MBA Full Time Faculty

S. No	Particulars	Credit Hours	Research	Services
1	Associate Professor	9	✓	✓
2	Professor	9	✓	✓
3	Faculty member +Administrative position	6	✓	✓

Visiting Faculty (International)

S. No	Particulars	Credit Hours/Sem
1	Yearly	9
2	Semester	6-9

Visiting Faculty (Local)

S. No	Particulars	Credit Hours/Sem
1	Yearly	9
2	Semester	6-9

Adjunct Faculty

S. No	Particulars	Credit Hours/Sem
1	Part Time	6

iv. JOB DESCRIPTIONS

1. Dean Academics

Job Summary

This position requires the individual to handle all responsibilities pertaining to academic operations of the SUC. To fulfill overall academic and related administrative responsibilities the DOA shall oversee and co-ordinate the academic affairs of the SUC, so that stipulated academic standards are maintained and monitored. Motivate faculty members to function efficiently & effectively. The DOA shall coordinate overall operations of the academic department, ensuring academic integrity within the guidelines of SUC, accreditation, state & federal regulation. The DOA provides leadership for faculty members, staff, and students in meeting the academic mission of the SUC.

Objectives

- To effectively implement the academic policies to achieve the vision of SUC.
- To contribute, monitor and measure the institutional effectiveness system of the SUC.
- To provide academic leadership, administration and management.
- To facilitate a congenial, productive and safe working environment in the faculty.
- To report to the President of the SUC.

Responsibilities

Dean Academics is responsible to implement the vision, mission, purpose, goals and objectives of the SUC related to academic activities. The detailed responsibilities are as follows:

- a. To observe, supervise, and help to evaluate the faculty in the development and implementation of curriculum; to supervise the instructional processes, to review and evaluate the academic programs.
- b. To act as the academic leader of the SUC, responsible for its day-to-day academic operations, which includes class scheduling of students; overseeing of the academic advising and mentoring programs; monitoring student academic progress; coordinating the efforts and activities of both academic and academic support departments.
- c. To develop academic policies, procedures and programs in consultation with Academic Committee for the SUC.
- d. To facilitate and ensure, efficient and effective conduct of all courses.
- e. To be responsible for convening, participating and leading in various committees of the SUC such as Academic Committee, Program Review Committee, and Faculty Performance Evaluation Committee.
- f. To ensure compliance with the requirements of Commission on Academic Accreditation (CAA) of the UAE and other external agencies; to maintain the educational standards and quality of education established by MOHE-CAA.
- g. To portray the big picture of the SUC positively to students, community and the society as a process of building the image and goodwill of the SUC.
- h. To monitor the data collection processes of Institutional Effectiveness system pertaining to academics and make decisions in consultation with President on the recommendation of the Academic Committee, Program Review Committee, Faculty Performance Evaluation Committee on academic related issues, implement decisions as and when they are ratified and approved by the Board of Governors as a measure of enhancing academic standards and improving overall effectiveness of the SUC.
- i. To initiate process of designing, developing and introducing new programs/courses/methodologies for meeting the needs of the time.

- j. To make recommendations to the President regarding the hiring, retention and termination and the assignment of faculty members.
- k. To provide general guidelines on the recommendation of Learning Resource Committee in finding academic resources in the process of achieving desired program learning outcomes.
- l. To establish orientation programs in coordination with HRD for new faculty members to ensure their familiarity and adherence to SUC policies and procedures in all areas of the academic operation.
- m. To arrange faculty development programs in coordination with HRD and create opportunities for scholarly and professional growth of faculty members.
- n. To participate in the faculty evaluation committee meetings which evaluates the teaching effectiveness, research, publications and scholarly activities and services of all faculty members to ensure that they are meeting the expectations of Academics in a given academic year.
- o. To ensure the periodical publication of Skyline Business Journal (SBJ) and other internal research documents and serve on the editorial board.
- p. To oversee the coordination of the co-curricular and extra-curricular activity programs of the SUC; to assist in maintaining a comprehensive calendar of SUC events; to keep the entire SUC community informed of various programs and activities.
- q. To coordinate academic guidance of students; to have access to academic records of all students; to oversee the grading and the reporting of standards and methods used by faculty members in measuring student achievement.
- r. To develop an academic culture at the SUC and make learning a meaningful experience for students.
- s. To assist in the admission process for the testing, interviewing, and evaluating of student applicants for enrollment.
- t. To oversee the admissions of transferring students from other accredited institutions by awarding appropriate Transfer of Credits (TOC) as per the established policies of the SUC.
- u. To perform other duties as assigned by the President of the SUC.
- v. To act as integral part of promotion board.
- w. Carrying a teaching load of 6 credits per semester.

2. Head Quality Assurance

Job Summary

To Lead and manage the SUC institutional quality in supporting the values, goals and mission of the institution. Facilitate the achievement of institutional goals by assuring academic excellence.

Responsibilities

- a. To liaise with/report to the Dean Academics on all academic and management issues relating to institutional effectiveness
- b. Tools development as per MOHE guidelines in coordination of DOA & DASS
- c. Setting up calendar and committee
- d. Update dates of yearly IE plan
- e. Analysis of various tools and Updation of tools to improve quality
- f. Strategic Planning
- g. Learning outcome matrix review
- h. Policy & Procedure review
- i. FES & SES review
- j. Job Description
- k. Goals & Objective
- l. Academic
- m. Teaching effectiveness committee Management
- n. Review of teaching material & assessment tool
- o. Review of quality of all assessment sa
- p. Planning, conducting, implementing, feedback, and reporting the institutional effectiveness strategies in consultation with Dean Academics & DASS
- q. Overseeing operations of Quality Assurance department, in specific includes:
 - i. MOHE coordination of all the replies in coordination with DOA, DASS & IR
 - ii. Teaching Effectiveness
 - iii. Exam paper evaluation
 - iv. Policy & procedures audit
 - v. Handbooks audit
 - vi. Presentation audit
 - vii. CDP/ CDD
 - viii. FES/SES review
- r. To undertake any other aspects, or duties, of the role whatsoever may be required according to the development of the role, its responsibilities and the SUC needs.

3. Faculty Members (Professor, Associate Professor, Assistant Professor)

Job Summary

Faculty members within the rank of Professor, Associate Professor, Assistant Professor are required to carry out teaching, scholarly activities and services to SUC & community.

Responsibilities

- a. Carrying a teaching load of 12 credits per semester.
 - b. Actively implement academic policies and work towards achieving the vision of SUC.
 - c. To develop learning outcomes and accordingly achieving them.
 - d. Preparing lectures, tutorial, class exercises, quizzes, tests, etc., towards achieving learning outcomes
 - e. To plan, develop and administer teaching methodology related pedagogy and evaluation for effective achievement of learning outcomes
 - f. To Facilitate the learning process of the students by creating a positive/congenial learning environment
 - g. Monitoring, assessing, recording, and disseminating students' performance periodically
 - h. Counseling/ advising the students to achieve higher degree of academic excellence
 - i. Coordinating with DOA regarding all academic matters and guidance
 - j. Building up public relations, maintaining functional relationships with other Departments.
 - k. Conducting scholarly research and publishing papers in refereed national and international journals.
 - l. Effectively participate in committee activities to achieve objectives of committee
 - m. Accomplish administrative responsibilities assigned from time to time
 - n. Any other duties and responsibilities deemed necessary by the Management, in the interest of the SUC.
- 4. Faculty Members (Lecturer & Faculty Teaching General Education Courses)**

The job responsibilities of Lecturer & Faculty Teaching General Education Courses shall be the same as mentioned above except:

- a. Teaching load shall be 15 hrs per week
- b. Research & scholarly work is not mandatory

v. CONTRACTS

1. Terms of Appointment, Contract Renewal and Promotions

Those appointed as 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.

2. Format of Contract

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

- a. Job title of appointment, promotion, renewal
- b. Salary structure
- c. Benefits
- d. Duration of Contract
- e. Working Hours
- f. Notice period
- g. Probation period
- h. 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.

3. Duration of Contracts

Initial faculty appointments are normally for four years. Based on the periodical academic performance evaluation of each faculty member in the main areas of teaching, scholarly research and services to SUC & community, and recommendations of DOA the initial contracts are renewed/discontinued. Decisions regarding possible renewal of the initial contracts are sent to faculty members at least six months before the end of the existing contract. In case of satisfactory academic performance the faculty member may be offered a renewed contract.

4. **Gratuity**

Gratuity will be paid as per (Limited Contract) **UAE law**. Gratuity becomes due and payable on the termination of the employment contract, once a faculty has completed continuous one year of service with SUC. Final dues will be paid to the faculty members once academic, administrative and other obligations and formalities are duly fulfilled.

5. **Notice Period**

Both the parties can exercise their right to discontinue the services with prior notice of minimum one semester to either party. However the employer can terminate the faculty member without any notices in case of breach of contract.

Note: For the details, kindly refer to “SEPARATION POLICY & PROCEDURES”.

vi. **CREATION OF FACULTY PERSONAL FILE AND MAINTENANCE**

SUC maintains a personal file on each faculty member, which contains the progressive record of the individual and it is updated on a yearly basis for any references.

The file consists of the following records:

1. Pre recruitment correspondence
2. A copy of the individual's CV on SUC format with copies of academic, professional and experience certificates. Records are updated on yearly basis.
3. Copy of employment contract with subsequent annual increment letters
4. Copy of confirmation letter
5. Copies of certificates of Faculty Development Program
6. Copies of certificates of conference participation, scholarly work/ Publications
7. Performance Evaluation records
8. Appreciation, warning letters or any other letter issued to the faculty member
9. Leave record
10. Grievance records
11. Medical insurance records of self and family
12. Passport and visa related documents
13. Personal details form
14. Miscellaneous documents

vii. **RELOCATION SUPPORT**

1. SUC provides accommodation for the first month of employment in furnished hotel apartment for the faculties recruited from outside of UAE, for which the accommodation allowance from the salary is deducted and extra amount beyond accommodation allowance will be paid by SUC.
2. SUC provides full relocation support which involves issuance of visa, medical insurance and labor card, visa stamping etc. for self.
3. Faculty recruited from outside of the UAE the SUC provides financial support for miscellaneous expenses such as residence & the purchase of personal household items.
4. An advance of totaling to one and half month salary is granted on request to meet the initial expenses.
5. Procedure for same is upon joining in first month the faculty will be given 25% of salary advance which will be deducted from that month's salary.
6. After one month an amount of 25% of 1.5 month's salary can be taken from University as Loan for the miscellaneous expenditures related to residence.
7. In addition remaining 75% of remaining amount of 1.5 months salary can also be taken as salary loan upon submission of undertaking that faculty member is taking an accommodation & after 2 weeks of taking the amount the copy of municipality house contract will be submitted to HRD.
8. The advance of 1.5 month's salary will be repaid via salary deduction, in equal installments of 15% of loan amount over a period of eight months time after one month of the advance has been processed.
9. Repayments of installment can be raised from 15% to complete the repayment within one Academic Year.
10. Once repayment of "Relocation Loan" is complete faculty member can apply for salary loan, for which eligibility is only in alternate years as per loan policy of SUC.
11. The advance and accommodation facility is available for newly hired faculty members relocating from outside the UAE and who enter the country under the University College's sponsorship. It does not apply to faculty member hired within the UAE or who are requesting a transfer of sponsorship.
12. Faculty members are eligible for furniture allowance after confirmation of his probation, till then he/she can apply for settling down loan as per the policy of the organization, however if settling down loan is taken the employees furniture allowance is paid after adjusting towards the outstanding settling down loan.

*Note: Kindly browse "**EMPLOYEE BENEFIT**" section for further details and clarifications on initial accommodation assistance.*

viii. 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 serve the following functions:

1. Enabling new faculty member to settle down as soon as possible in the multicultural work environment.
2. Enable to build relationships and rapport with colleagues.
3. To understand the scope of academic responsibilities of the position.
4. To acquaint and understand the functioning of SUC in a holistic manner.

1. Procedure

The induction process follows the 'HR induction checklist' and is completed in the first week of joining.

- a. A new faculty member will report to the Human Resource Department on the first day of work to complete all the documentary formalities.
- b. The Head Administrative Affairs carries out policy & procedure orientation and about the various benefits extended to the faculty members like leave, health insurance, air ticket, Summer payment, and other allowances.
- c. The new member will be introduced to all the members of SUC.
- d. The faculty member is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
- e. The new faculty member is informed to access the portal and seek clarification from HR or DOA for any clarification, if any.
- f. The DASS will introduce various functional departments of SUC to the new faculty member and initiates the orientation program.
 - i. Explaining Institutional effectiveness
 - ii. Services provided by various academic support services department

- g. The DOA orientation covers following:
 - i. Academic philosophy of SUC
 - ii. Goals for the Academic Year
 - iii. Job Description/ Academic Roles & Responsibilities
 - iv. UG academic program orientation
 - v. Communication flows, Reporting systems, Interdepartmental coordination
- h. The HQA orientation covers following:
 - i. Orientation on academic quality and teaching effectiveness
 - ii. Course Delivery Package (CDP) and course assessment tools
 - iii. Teaching methodologies, Nature of SUC student community
 - iv. Appraisal system (FES), Teaching effectiveness, Scholarly activities and Services to community and SUC
- i. The HSA orientation covers following:
 - i. Student Service Department
- j. The faculty member will be oriented in details by the various functional departmental heads. This orientation includes
 - i. Computing Department Orientation
 - ii. Administration & Examination orientation
 - iii. Library Orientation
 - iv. Stationary requirements, photocopying, printing, mail collection, sending and receipt of faxes, use of telephone systematic.

The new faculty member, DOA, HAA, HQA and HSA 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.

ix. **FACULTY WORK LOAD**
BBA

Designation	Teaching Load/ Week	Contact Hours	Academic Activities	Administrative & Mentoring Work Load
Dean	6 credit hrs	(3 X 15)	Research, publications, conference participation	3 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Professor	12 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Associate Professor	12 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Assistant Professor	12 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Lecturer & Faculty member covering general education courses	15 credit hrs	(3 X 15)	Publications, conference participation and services	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Faculty + Administrative Position	6credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities

MBA

Designation	Teaching Load/ Week	Contact Hours	Academic Activities	Administrative & Mentoring Work Load
Program Coordinator	6 credit hrs	(3 X 15)	Research, publications, conference participation	3 hrs for Academic mentoring and rest for other services (Community & SUC) & administrative activities
Professor	9 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic mentoring and rest for other services (Community & SUC) & administrative activities
Associate Professor	9 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities
Faculty + Administrative Position	6 credit hrs	(3 X 15)	Research, publications, conference participation	6 hrs for Academic advisory and rest for other services (Community & SUC) & administrative activities

x. SUMMER SEMESTER APPOINTMENTS

Regular full-time faculty is eligible to teach up to an equivalent of six credits of Summer courses. Faculty members are remunerated additionally for Summer term teaching if he/she has completed 24 credits in case of Assistant professor & above or 30 credits in case of lecturers and General education faculty member teaching during that academic year. Faculty members joining in spring or Summer semester can be allotted Summer courses, but will not be entitled for any additional remuneration for Summer semester.

1. BBA

- a. To qualify for the additional payments for Summer teaching faculty members (Assistant Professor and above) are required to complete 24 credit hrs in one academic year (Spring & Fall). In case it is less than 24 credit hrs the Summer teaching load is

adjusted for the difference and payment is paid for any remaining credits as per the policy.

- b. To qualify for the additional payments for Summer teaching faculty members (Lecturer & Faculty member covering general education courses) are required to complete 30 credit hrs in one academic year
- c. A faculty member has to compulsorily take extra credits in Summer semester if they have not completed 24 credits in case of Assistant professor & above or 30 credits in case of lecturers and General Education faculty during that academic year. In this case allocated credits in Summer will not be paid.
- d. Teaching load allocated in Summer is to a maximum of 6 credits.
- e. If Faculty members opt for assigned teaching during the approved Summer annual leave period is paid double the additional payment made during Summer.
- f. Faculty members who are allocated with Dissertation Guidance work on and above the above mentioned teaching load are paid an additional payment as per the policy. However if the faculty member is allocated less than above mentioned workload for teaching in a semester the remaining credits can be adjusted towards guiding students for dissertation, in this case the faculty member will not be eligible for any additional payments.

2. MBA

- a. To qualify for the additional payments for Summer teaching faculty members (Associate Professor) are required to complete 18 credit hrs in one academic year (Spring & Fall). In case it is less than 18 credit hrs the Summer teaching load is adjusted for the difference and payment is paid for any remaining credits as per the policy.
- b. Teaching load allocated in Summer is to a maximum of 6 credits.
- c. A faculty member has to compulsorily take extra credits in Summer semester if they have not completed 18 credits during that academic year. In this case allocated credits in Summer will not be paid.
- d. If Faculty members opt for and assigned teaching during the approved Summer annual leave period is paid double the additional payment made during Summer.
- e. Faculty members who are allocated with Dissertation Guidance work on and above the above mentioned teaching load are paid an additional payment as per the policy. However if the faculty member is allocated less than above mentioned workload for teaching in a semester the remaining credits can be adjusted towards guiding students for dissertation, in this case the faculty member will not be eligible for any additional payments.

xi. PROBATION

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the faculty member is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC. The feedback will help the probationer to be considered for induction as a regular full time faculty member.

1. Procedure for evaluation of Probation

- a. Induction by DOA, DASS, HQA, HAS, HAA & all HOD's
- b. Interim Students Feedback in 3rd or 4th week
- c. Final student's feedback as per the IE calendar
- d. Peer Review
- e. Observation and Informal feedback from various departments
- f. DOA recommendation report(Based on above mentioned feedbacks)
- g. HRD forwards the recommendation to the FSC for approval/rejection.
- h. Based on approval/ rejection by the FSC, HR calls a meeting of FSC and probationer with President 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.

2. Terms & Conditions During Probation Period

- a. All faculty members are hired on probation for the first six months of their employment.
- b. During the probationary period the new hired faculty member will be entitled to all paid government holidays and health insurance scheme.
- c. The faculty must complete the probationary period successfully to be eligible for the SUC benefit programs.
- d. No paid leave/annual leave can be granted during probation period. Leave can be taken in case of emergency during probation only after due approval from FSC. In which case the probation period will be extended by the period of leave taken.
- e. Confirmation of probationer is based on the FSC recommendation which in turn is based on various feedbacks.
- f. On confirmation the Faculty member is eligible for all benefits from the date of appointment.

- g. In some cases confirmation is conditional for maximum of one semester after the probation period. This is to facilitate further counseling for improving overall performance.

In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

xii. FACULTY PERFORMANCE EVALUATION

The FES is the tool that evaluates the overall performance of faculty members at SUC. The purpose of this tool is to establish grounds to measure the performance of faculty members annually as per the FES framework. The tool serves as the basis of reference for performance evaluation of faculty members through a systematic method of collection, collation, interpretation, analysis and dissemination of data followed by an effective decision making exercise in a given academic year.

Note:

1. Refer **Appendix A** for the evaluation components and weights.
2. Refer **FES manual** for further details on UG & PG evaluation.

Faculty Performance Evaluation decisions are based on the table below:

Rating	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation

Faculty Performance Evaluation Based Decisions:

1. Renewal & non renewal of Term Contract
2. Merit based Increments
3. Promotion
4. Training & Development
5. Job Enrichment/ Enlargement

xiii. RENEWAL & NON RENEWAL OF TERM CONTRACT

The process of renewing term contract is initiated nine months before the maturity of contract. Based on FES performance evaluation for the existing contract period, the FES Committee recommends to the President either to renew or reject the renewal of the faculty member's contract based on the faculty standing as per the FES criteria of rating scale mentioned above. If the faculty members falls "Below Expectation" the faculty member is kept observation for a period of one semester which will be treated as notice period if the performance is not improved (*Refer FES manual for criteria of acceptable performance*).

President reviews the personal file & based on FES committee recommendations and decides to extend or discontinue the contract for the next term. After the decision of the president 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.

xiv. MERIT BASED INCREMENTS

The process of merit based increment decisions in salary is initiated at the end of spring semester every year. The FES committee follows the procedure mentioned in FES manual for evaluation and forwards the recommendations to President. The President reviews the reports of each faculty member and discusses with the Performance Evaluation Committee to form his decision. Finally, President meets individual faculty members and hands over the increment letter and copy of which is filed with HRD.

xv. PROMOTION

SUC promotion policy is based on the vacancies created at each level due to retirement/resignation/expansion. The promotions are generally subject to scrutiny by the FSC on the basis of eligible faculty applying for the promotion. The number of promotional opportunities at various levels is proposed to the President by the FIC (Faculty Information Committee). On receiving approval from the President the FSC initiates internal search for the right candidate before releasing the vacancies open to the external sources. Preference is given to fill the vacancy/vacancies through eligible faculty member within SUC. Upon not finding the right candidate within the SUC then the vacancy/vacancies is/are filled through external sources. The vacancy/vacancies will normally be released at the beginning of spring semester for appointment in fall semester.

The SUC policy follows the faculty grade ratio as per below mentioned table:

BBA

Grade	% of Full-Time Faculty Members
Professor	10%
Associate Professor	20%
Assistant Professor	40%
Lecturer	30%

MBA

Grade	% of Full-Time Faculty Members
Professor	10%
Associate Professor	20%

1. Eligibility Criteria for Promotion

Faculty eligible for internal promotions to the next grade must normally have completed five years of service in their existing grade. A faculty member may apply for promotion along with supporting documents at the end of the spring semester of the 4th year. A faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance during his tenure with SUC and as per the availability of position as per above mentioned guidelines.

The candidate is required to submit an application form detailing the outstanding contribution made by him/ her such as research articles published in refereed or reviewed journals, student feedback, new courses developed or taught, contributions made in developing curriculum/s, number of different courses taught, innovation in teaching methodology, honors received, and contribution to development of SUC etc. to the Human Resources Department.

Candidates may submit any material or information which they feel will be helpful at the time of filing application.

All applications are collated by the Human Resources Department and forwarded to the FSC for review. The FSC will review the candidature of all the candidates and forwards the recommendations to the Promotion Board for their approval. Promotion Board constitutes of FES chaired by the President.

In addition to the availability of position as per faculty grade ratio a faculty member should suffice the criteria mentioned in table to be eligible for promotion:

Note: Kindly refer FES manual for further details for promotion.

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [FES AVERAGE RATING DURING THE PREVIOUS RANK]	RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED PUBLICATIONS + REPUTED CONFERENCE]	SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE PREVIOUS RANK]
PROFESSOR TO DEAN	5	$\geq 70\%$	3 + 2	$\geq 70\%$
ASSOCIATE PROFESSOR TO PROFESSOR	5	$\geq 70\%$	3 + 2	$\geq 70\%$
ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR	5	$\geq 70\%$	3 + 2	$\geq 70\%$
LECTURER TO ASSISTANT PROFESSOR	3	$\geq 70\%$	-	$\geq 70\%$

2. Documents for Application of Promotion

An application for promotion consideration is prepared by the faculty member and should include the following:

- Covering letter incorporating the faculty member's request for promotion and list of attachments along with detailed report on

their achievements during last 5 yrs in teaching, research & services.

- b. Faculty promotion form to be filled by candidate giving basic information on biographic data, degrees, employment history, previous promotions, etc
- c. The applicant's current curriculum vitae
- d. List and copies of scholarly publications. Complete and accurate documentation of all research, scholarly and creative activities, including complete bibliographic listing of publications, status of journals (refereed, indexed, etc). Copies of published items and other reported research and creative activities must be available for examination by reviewers.
- e. List of scholarship contributions considered in previous promotion. Candidate should incorporate in his portfolio, details of previous promotion supported by official documents, including list of evaluated materials (i.e. papers, books, etc), date of submission for promotion, etc
- f. List and copies of unpublished work
- g. List and description of services at all levels. When providing evidence to support their achievement in relation to service to the relevant profession, academic peers and the wider community, applicants are encouraged to relate their claims to measurable outcomes that demonstrate their contribution to the initiation of links between the SUC and external groups. Documentation of all service activities is required
- h. Any other relevant information

3. Process

- a. The application for the promotion along with all the supporting documents is received by HRD in case the position is open.
- b. HRD forwards the application to FES committee in its annual meeting for consideration of this application.
- c. The FES takes into account the DOA's report, annual appraisal and other relevant factors for decision making.
- d. The recommendation for promotion is forwarded to President for approval.
- e. The decision is communicated to the Faculty member by FES committee during its annual review feedback session with the Faculty member.

xvi. 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 and knowledge of its faculty members on a regular basis.

SUC provides funds for its faculty members for the participation in seminars, conferences, and workshops organized by academic and professional bodies. This participation is subject to recommendation and approvals as per the process.

1. Faculty Conference & Research Grant

Dissemination of the scholarly work of the faculty through appropriate peer reviewed channels is essential for the recognition of the quality of work. Contingent upon the availability of funds, other resources and subject to the competition, the SUC may provide funds for presentation in significant professional meetings, conferences, seminars 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. From the onset of Academic year 2011-2012 a faculty member can carry forward/ advance the Conference presentation fund for one year and avail the accumulated fund once in two years. 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 accumulated and advanced fund for 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 for eligibility & approval of an academic year before being forwarded to DOA, DASS & President for approval. Each grant request must include information regarding relevance of the conference to the member's professional development.

Funds allocated individually to faculty for development activities, participation in National, Regional and International conferences, Symposium, Seminars is as follows:

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.

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 approved by the HRD, Dean (Academics), DASS and Research Committee.
B	A Faculty should complete at-least one year of continuous service with the SUC to be eligible for the above facility
C	A faculty member must have published at least one research paper in the peer reviewed journal and one reputed conference presentation during the period of two years time.
D	A faculty member participating in one conference during two years time can combine the fund for two years
Funds Allocation:	
NATIONAL (UAE - WITHOUT OVERNIGHT STAY)	
Maximum of Dhs: 800/-	
Participation Fees : Dhs 500/-	
Per Diem allowance per day Dhs 100/- up to a maximum of 3 days is borne by the SUC	
Such participation will be applicable to minimum of one seminar or conference in two academic years	
NATIONAL (UAE)	
Maximum of Dhs: 2,000/-	
Participation Fees : Dhs 500/-	
Per Diem allowance per day Dhs 500/- up to a maximum of 3 days is borne by the SUC	
Such participation will be applicable to minimum of one seminar or conference in two academic years	
REGIONAL (GCC COUNTRIES)	
Maximum of Dhs: 2,850/-	
Participation Fees : Dhs 750/-	
Per Diem allowance per day Dhs 700/- up to a maximum of 3 days, be borne by the SUC	

Such participation will be applicable to minimum of one seminar or conference in two academic years

INTERNATIONAL (GCC COUNTRIES)

Maximum of Dhs: 3,550/-

Participation Fees : Dhs 1,000/-

Per Diem allowance per day Dhs 850/- up to a maximum of 3 days, be borne by the SUC

Such participation will be applicable to minimum of one seminar or conference in two academic years

2. Faculty Conference & Research Publication Grant

Dissemination of the scholarly work of the faculty through appropriate peer reviewed channels is essential for the recognition of the quality of work. Contingent upon the availability of funds, other resources and subject to the competition, the SUC may provide funds for publication in peer reviewed journals where faculty members can share their scholarly and productive outputs. The grants may cover expenses associated with publication. The amount will be the maximum fund as per the policy or the amount required for publication, whichever is lower. 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 publication only in case if they have completed minimum one year of continuous service in SUC.

Research Committee reviews the written requests for Research Publication Grants for eligibility & approval of an academic year before being forwarded to DOA, DASS & President for approval. Each grant request must include information regarding relevance of the Research Publication to the member's professional development and the grant can be availed for reputed and peer reviewed journal.

Funds allocated individually to faculty for publication in peer reviewed journal is as follows:-

PUBLICATION IN PEER REVIEWED JOURNAL

Maximum of Dhs: 1,200/- or publication fee, whichever is lower

Such publication will be applicable to minimum of one in two academic years

3. Faculty Proposals For Project Grant

The faculty members of SUC are encouraged to submit the research proposal to SUC/ Govt. / Private Agencies to receive grants to conduct research projects of significant nature. In this regard SUC extends institutional support with respect to successful completion of the research projects granted by external bodies.

All full-time faculty members are eligible to receive faculty research grants. Faculty member may submit collaborative proposal. The role and responsibility of each investigator must however be clearly outlined.

Two types of research awards are possible:

- a. On-campus projects to be carried out during the academic year using resources that are immediately accessible
- b. Projects required traveling to destinations off campus to conduct research or gather data

Research proposals are evaluated on the basis of the quality and anticipated impact, the utility of the research to the community, industry, and academics are considered. The topic of a proposal should be addressed in sufficient detail to enable a fair evaluation by reviewers. Recommendations for grants are submitted to the President for approval.

xvii. JOB ENRICHMENT/ ENLARGEMENT

In addition to the teaching job description faculty members are assigned additional responsibilities related to academics and academic support services for those members who show keen interest in contributing to the area of academic development by their active participation and improving the standards of education at SUC. This contribution is considered as enrichment 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. It will help in the smooth functioning of SUC.

VI. COMPENSATION

A competitive compensation package is followed 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. 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:

- a. Internal pay equity and bring consistency within and across the members of SUC
- b. Consistency in application of salary grades system
- c. High degree of employee morale, motivation and performance through competitive salaries

a. INPUTS OF COMPENSATION STRUCTURE

SUC follows a systematic and organized method of salary structure based on well defined job classification. A pay structure is established based on the following parameters:

1. Job analysis based on Feedback from FES
2. Current Industry Inputs
3. Government/ Ministry inputs
4. Academic standing/ Experience of faculty members

The compensation structure at SUC is a well defined system of salary ranges in each grade. Each grade has a specified minimum and maximum basic amount, social and accommodation allowances along with increment ranges. The salary structure is reviewed and adjusted on an annual basis. In addition to above there are additional allowance & facilities which are extended to faculty members as per their contract. All the monetary values are in UAE Dirham (AED).

b. DISBURSEMENT OF SALARIES

All salaries for Full Time/Visiting/Adjunct Semester faculty members are transferred to their bank accounts normally by 27th of each month. Part Time salaries are disbursed on

or before the 7th of the following month, depending on the confirmation of attendance from HRD, Administration & approval from DOA.

c. MERIT PAY / ANNUAL INCREMENTS

SUC annual increment policy is directly linked to the performance appraisal (FES). The annual increment policy is designed to reward both performance and meritorious service. SUC adopts a minimum increment policy. However increments above minimum level are variable according to the performance appraisal. Economic conditions and changes in SUC's profitability also can limit the availability and disbursement of increments within the budgetary limits. Merit increases are awarded in the month of September every year. Employees on probation or those who have not completed one year with the SUC are not considered for increments.

The SUC Salary Review Committee, based on performance evaluation ratings recommends to President.

VII. APPRECIATION

SUC adopts an appreciation policy to motivate the faculty members to encourage them to contribute their best to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates faculty through **Letter/ Certificate of Appreciation**.

- a. The awards to the faculty members are given in three categories bases on annual FES:
 1. Excellence in Teaching
 2. Excellence in Research
 3. Excellence in Services
- b. The letter / certificate of appreciation is given to the Chairperson & members of the committee for smooth conduct of event & activity. Issuing certificate to the chairmen & members of committee lies with the President of the SUC.
- c. The decision to award a letter / certificate of appreciation to the faculty member of a committee depends on the significant contributions and recommendations made by the chairmen of the committee.
- d. A copy of all such letters should be forwarded to the Human Resource Department for placement in the respective personal file.

VIII. WORKING HOURS & LEAVE POLICY

a. STANDARD WORK HOURS

The SUC observes 40 hours work schedule on a weekly basis wherein 8 hrs per day may be worked out in different combinations as decided from time to time. Normally the work timings for Faculty members are:

Morning: 09:00 am to 01:30pm (Sunday to Thursday)

Evening: 05:00 pm to 08:30 OR 06:00 pm to 09:30pm (Sunday to Thursday) OR 06:30 pm to 10:00 pm (Sunday to Thursday)

The faculty members may avail straight working hrs from 09:00 am to 05:00pm or 02:00 pm to 10:00 pm depending upon their class schedule.

Faculty member willing to alter work timings are required to do it after due approval from DOA and information to HRD. Absence from SUC without approval and information will be considered as unauthorized leave and will be deducted from eligible annual leave.

Note: Refer “Unauthorized Leave” for the official actions.

b. LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

i. Types of Leave

S. NO.	TYPE OF LEAVE	NO. OF DAYS
1	Annual Leave	40 days within the academic year
2	Sick Leave	45 days continuous or interrupted in 1 year
3	Maternity Leave	45 days
4	Unauthorized Absence	7 continuous days or 20 days of interrupted absence in a year

1. Earned Annual Leave

Faculty members are entitled for annual leave of 40 days in an academic year.

The Faculty members can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks within one Academic Year. Leave should be availed within one academic year and cannot be carried forward to next academic year, neither claimed in advance from forthcoming year. 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 of separation, faculty shall be entitled to earned leave only in case of having completed one academic year.

2. Sick Leave

In case of sick leave faculty members are required to submit a medical certificate from a competent authority along with leave form to avail the eligible sick leave at the time of joining back. If the sickness should occur outside the UAE, Medical Certificates issued by a Medical Authority of the country in which the sickness occurs will be accepted as authentic.

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
Any subsequent periods	:	Without pay

3. 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.

4. 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:

- Absence of 7 continuous days without information from the SUC will lead to Summary termination.
- Absence of 20 days during one academic year without information from the SUC will lead to Summary termination.
- Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of DOA. 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.

ii. Responsibility of Faculty Member

The faculty member is responsible for the following:

1. 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 DOA.
2. To initiate leave applications and follow the leave approval procedure of SUC
3. To return from leave on the due date
4. Faculty members intending to avail of any leave should apply to the DOA at least 48 hours prior to such leave. This will facilitate alternative arrangements being organized in good time.
5. To inform through email or in person to HRD when he/she resumes duty
6. Faculty member must fulfill all the application procedures before proceeding for any kind of leave
7. 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 prolongation for a period of more than 7 days may be considered as resignation.

c. NATIONAL/PUBLIC/OFFICIAL HOLIDAYS

Faculty members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Faculty members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

The following national and public holidays are tentatively included in the annual calendar and formally declared as per government notifications:

- i. UAE National Day
- ii. Islamic New Year
- iii. New Years Day
- iv. Prophets Birthday
- v. Isra Wal Meraj
- vi. Eid Al Fitr
- vii. Eid Al Adha

d. RELIGIOUS HOLIDAYS

Faculty members are entitled for half day leaves twice in an academic year to celebrate their religious festivals. Permission to avail such leave must be obtained in advance from HRD and leave application to be filed with HR department.

IX. FACULTY RESPONSIBILITIES, DUTIES, PROFESSIONAL CONDUCT & ETHICS

a. PROFESSIONAL RESPONSIBILITY AS A FACULTY MEMBER

Duties and responsibilities of a faculty member as listed in Job description includes teaching, teaching pedagogy, scholarly work, and services. Such responsibilities are assigned keeping in view the position and expertise of the faculty member. It is required of all faculty members to perform these duties professionally and ethically.

Faculty members are expected to devote their energies in developing and improving their scholarly competence. All faculty members must accept the obligations to exercise critical self discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. Faculty members are entitled to freedom in their classroom in discussing their subject, but should be careful not to introduce in their teaching inappropriate matters which are insensitive to the social cultural code of UAE.

1. Responsibility Towards Students

- i. To encourage students' free and fair pursuit of learning
- ii. To strive for the best scholarly standards of the discipline
- iii. To demonstrate respect for the student as an individual
- iv. To play the role of effective guide and advisor
- v. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit
- vi. To respect students' privacy
- vii. Faculty members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
- viii. Faculty members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
- ix. Faculty members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- x. 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.
- xi. Faculty members must maintain respect for the student's role as a learner.
- xii. Faculty members must evaluate students on the merit of their academic performance.
- xiii. Faculty members must be available at reasonable intervals to students for consultation on course work.
- xiv. Faculty members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.

- xv. Faculty members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any members of students & SUC community.
- xvi. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.

2. Responsibility Towards SUC & Employees

i. Working In Shifts

SUC might offer faculty member straight shift schedule depending upon the teaching schedule which can be availed from 9:00 AM to 5:00 PM or 2:00 PM to 10:00 PM after approval from HRD. The straight shift is only a privilege and not a right and therefore can be amended or withdrawn at any given point of time. During meeting, midterm exam, final exam time or any other official requirement this privilege is automatically suspended.

ii. On Duty Exemption From SUC

Faculty members may take on duty exemption from the SUC campus with written authorization from HRD. 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.

iii. Outside Employment

Full-time faculty members are not allowed to be employed in any other institution. However, outside teaching in universities can be carried out with prior written authorization from SUC authorities. The financial received would be divided on 25% by the SUC and 75% to the faculty member. Any outside employment taken up without approval of management will be considered as breach of contract.

iv. Commercial Consultancy

It is recognized that consulting with local firms and institutions add significant value to the SUC's community due to experience in new environment. If faculty members are involved in commercial consultancy the same should be carried after prior written approval, it is to be noted that consultancy schedule should be carried during free hours and should not hamper SUC's operations. Commercial consultancy which is assigned by the SUC is compensated as per the agreement. If it is

arranged by the faculty members (UG/PG), the remuneration received would be divided on 50% by the SUC and 50% to the faculty member.

Proposal for any such consultancy should be approved by the research committee and must have signed "Memorandum of Understanding" between the organization and SUC/Individual faculty member.

v. Voluntary Resigning from Services

When considering resignation of service, faculty members must consider the impact of their decision on the SUC and must give at least 16 weeks (one semester) notice in advance of their intention. Faculty member should make sure to submit the required documents before the start of the fall or spring semester in order to get relieved on completion of that semester or if the notice is given in between the semester the faculty member should complete the ongoing as well as subsequent semester in order to complete the notice period. The SUC reserves the right to prorate termination benefits if due notice is not given.

Faculty member who resigns must fulfill all obligations to the SUC prior to final departure. DOA must confirm in writing that they have fulfilled their obligations prior to receiving the final payment. Such obligations include submission of all exam papers, grades etc related to their last semester of teaching at the SUC.

vi. Adherence to Policies & Procedures of SUC

Faculty members must abide by Human Resources policies of the SUC.

b. 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 HRD 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.

1. 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.
2. 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.

c. NON-DISCRIMINATORY POLICY

No faculty member or employee of SUC shall discriminate against any person because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group, gender, 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 & staff 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:

1. 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:

- a. Faculty members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
- b. Faculty members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
- c. Faculty members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
- d. Faculty members must use funds designated for research purposes in prescribed manner.
- e. Faculty members must reveal to the University College, 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.
- f. 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.
- g. Faculty must not Take any gift or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
- h. 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. Any such activity without management consent will be considered as breach of contract.
- i. 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.

2. Faculty Member's Ethical Obligations And Responsibilities To The Public

- a. 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.
- b. 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 gender, race, color, religion, age, nationality, disability or any other factor prohibited by law is strictly prohibited at SUC both at the work place and off the premises, including social activities conducted or sponsored by SUC.

i. Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or condition of an individual's employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Sexual harassment can occur between individuals of opposite sex or the same sex. Sexual harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or

implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

1. 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.

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 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.

f. INTELLECTUAL PROPERTY

i. Definition

Any academic, research, training material and assignments created by the faculty member and the students during their tenure at SUC will be considered as the intellectual property of SUC.

1. SUC has a right to use all the material developed by faculty member during their tenure for conducting its operations or to enhance its image in the competitive environment

2. The SUC believes that all published works of its community should be available to interested scholars.
3. 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.
4. The faculty members/ Students also reserve the right to use the created material for their career advancement.
5. 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.
6. 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.
7. Any arrangement relating to copyright matters involving sponsored project must be referred to the President or his nominee. 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.
8. 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.
9. 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 of SUC.

X. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides guidelines for faculty members to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

A grievance is a matter of concern for 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 President, DOA & DASS. All other faculty members may seek redressal through this process.

b. Definition of Grievance

A Grievance is a formal complaint made by a member of the faculty that his/her terms or conditions of employment at SUC, or ability to act in his/her professional or academic capacity at the SUC is significantly impaired due to serious violation as a result of one or more of the conditions listed below:

- i. Violation of academic freedom as defined in this manual
- ii. Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
- iii. Violation or misapplication of an applicable SUC contractual provision, practice, procedure, regulation or rule
- iv. 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. The "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 President
- 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 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.

f. Formation of a Grievance Committee

The DOA, DASS & HAA shall appoint a Grievance Committee of three (3) members from a pool of eligible faculty members who are not party to the grievance. The DOA, DASS and HAA 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" and any 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:

- i. Whether the violation was intentional or unintentional
- ii. Whether the violation involved negligence or was a result of reasonable misinterpretation of responsibilities
- iii. 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.

h. The Grievance Hearing

Once a "Grievance Redressal Form" has been appropriately filed and all necessary information has been included, the DOA along with DASS and the HAA will convene the organizational meeting of the Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

- i. Elect a chair
- i. Establish procedures necessary for a fair and orderly meeting
- ii. Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- iii. 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 President 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 President

The President'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 President's decision will be submitted to the parties in writing and sent to the office address of the parties at the SUC.

The President'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.

XI. DISCIPLINARY PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC policy & procedures. The SUC believes that the majority of faculty members work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HAA by forming an adhoc disciplinary committee consisting of DOA, DASS, 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 HAA 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 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.

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

d. 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. Indecent conduct
- vi. Taking any other paid employment or remunerative activity
- vii. Reporting for duty whilst under the influence of alcohol or drugs
- viii. Acts of incitement
- ix. Harassment or actual acts of discrimination

- x. Breach of duty regarding confidential information
- xi. Taking gifts or favors from students without any favor in return
- xii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
- xiii. Failure to declare an interest which may be contrary to the best interests of the SUC.

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 HAA 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.

i. 1st Written Warning

Incidents which warrant formal disciplinary action that arise out of the faculty member's work, omission, conduct, lateness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. This information will be give in the form of first warning.

ii. 2nd Written Warning

Failure to heed the first 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 second warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

iii. Final Written Warning

In the event of failure to improve in spite of verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning shall be given to the Faculty member. When the final written warning is issued the faculty member is put under close scrutiny for the period of 1 semester. Failing to comply will lead to termination with immediate effect.

iv. Dismissal

The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs.

Note: The warning letters will be sent through mail and filed in HRD in case if faculty declines to accept the letters.

f. Authority to Take Disciplinary Action

- i. The responsibility to deal and initiate disciplinary action including written warning would be with the HRD on recommendation of DOA & DASS.
- ii. The responsibility to deal with final written warning would lie with the President who will do so in conjunction with DOA, DASS, HAA
- iii. The responsibility to deal with dismissal cases would be with the President in conjunction with the HAA, DOA, and DASS

XII. SEPARATION POLICIES AND PROCEDURES

Separation includes retirement, resignation, non- renewal of contract, dismissal due to adequate cause related to academic non performance, breach of contract, indiscipline, moral turpitude, discontinuance of an academic program, and financial exigency. These guidelines apply to conditions whereby a faculty member, whether on initial or reappointed contract, may be separated from employment with the SUC prior to the expiration of a faculty member's contract or resignation.

Note: No policies nullify conditions of employment contained in the contract of appointment.

a. Dismissal

Dismissal is the termination of employment before the term of appointment has expired. Dismissals for reasons of academic non performance or breach of contract, indiscipline, & moral turpitude are initiated by DOA and must be approved by the President.

1. 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.

2. Justifications

Dismissal may be justified by one or more of the following:

i. 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.

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 President. 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 a instructor or researcher, personal misconduct, the faculty member can be suspended with immediate effect by the President. The President in consultation with the DOA, DASS and HAA 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. If the facts support the original charge, the faculty will be dismissed.

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.

b. Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

Procedure for Dismissal due to Discontinuance of an Academic Program

Before recommending discontinuing an academic program the President shall deliberate with DOA, DASS and PAC or COHD committee 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 faculty member appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of Governors by President. 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.

1. 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 President 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 President 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.

2. 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 President and the PAC or COHD is mandatory.

A retrenchment plan must be developed by the DOA and DASS and forwarded to President for approval. If acceptable, President 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.

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 President.

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. If the faculty member resigns before the completion of first contract period then the initial air passage amount reimbursed to the faculty member at the time of arrival to UAE will be deducted from full & final settlement.

XIII. EMPLOYEE BENEFITS

a. VISA & LABOUR CARD

SUC grants employment visa to full time and international visiting faculty members. An employment visa is processed after an agreement of employment is reached between a prospective faculty member and SUC, an appointment letter is issued and an employment contract is signed between the faculty member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of two years. The visa is renewed for an additional period of two years on the expiry of the existing visa. This will continue till both the parties wish to retain or extend the employment contract. If any faculty member terminates or the contract is terminated due to misconduct

before the completion of one year of employment with SUC then he/she will have to bear all the visa expenses either through cash payment or adjusted at the time of full and final settlement by SUC. After completion of one year or in case when visa is renewed for subsequent three years and if the faculty member wishes to terminate the agreement during the subsequent contract period, the SUC bears the visa expenses. If the SUC terminates faculty member during the contract period, the SUC shall bear the visa expenses.

b. INSURANCE

SUC provides all the faculty members with medical insurance coverage. SUC has entered into a contract with a private insurance company to provide medical and health coverage for full-time and international visiting faculty members.

SUC provides the Full Time Faculty Members with medical insurance coverage for their eligible dependents with. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year.

c. PAID ANNUAL LEAVE & LEAVE SALARY

All faculty members can avail forty days (40) of annual leave in an academic year. This can be planned with the academic schedules and requires approval from DOA & DASS. Any approval of annual leave can be done only after receipt of handover of job responsibilities. However, the SUC may require the faculty member to return to his place of employment prior to the end of his / her leave period when such return is deemed necessary for the proper performance of operations of SUC. The decision to call back faculty member from the approved annual leaves rests with the President or his nominee.

The faculty member is entitled for the leave salary and it is paid in advance before proceeding for leave and his salary for the approved leave period shall not be transfer to the bank account. If faculty wishes not to take leave salary a formal request must be made in written to HRD. If any loan is taken from SUC the faculty member is eligible only for 50 % of leave salary advance and balance can be taken after rejoining from annual 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.

d. AIRLINE TICKET ALLOWANCE

- i. Faculty members are entitled to annual leave airline tickets for themselves and eligible dependents from UAE to first port of entry in home country.
- ii. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year. For new faculty members airline ticket can be availed only after completion of 8 months of continuous services in SUC.
- iii. If the faculty member joins in fall semester then he/she will be eligible for airline ticket during annual leave.
- iv. If the faculty member joins in spring semester then he/she will be eligible for one side of airline ticket for the ongoing academic year and other side air ticket should be borne by the faculty member.
- v. If faculty member joins in Summer semester then he/she will be eligible for air ticket from next academic year.
- vi. Faculty members and their families shall be eligible to economy class air ticket only.
- vii. Faculty members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE. Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year at the time of air ticket requisition.
- viii. Destination will be considered as per their nationality or as per their passports. However when a national of one country is recruited from another country, permanently resides in another country or temporarily resides in another country due to unstable conditions in his country, the place of permanent residence may be treated as his home country.
- ix. In case a faculty member travels to a destination, which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – whichever being the lesser amount shall be reimbursed to the member of faculty.
- x. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
- xi. Encashment of ticket amount is not permitted.
- xii. If both husband and wife are working in SUC, the air ticket facility will be available to one of them whichever is higher.
- xiii. Repatriation tickets will be given only after completing one year of first contract period and if the faculty member resigns before the completion of first contract period then the initial air passage amount reimbursed to the faculty member at the time of arrival to UAE will be deducted from full & final settlement.
- xiv. As per labor law faculty member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as faculty resigns from services. In case of termination staff will be eligible for pending ticket

e. PARKING

The SUC's internal parking is aimed at providing convenient parking for Faculty & staff members, students and visitors and to facilitate the safe operation of all motor vehicles within the premises of SUC.

Any member of the staff, faculty or student body who operates a motor vehicle on campus must register that vehicle with the SUC and stick the parking sticker on their vehicles. Without sticker SUC reserves the right to decline the access into the premises and the trespassers will be prosecuted. Stickers may be obtained from the Administration office. Registration entitles a person to drive on campus and to park in designated parking spaces in parking lots only. SUC does not guarantee the availability or location of a parking space. Faculty & Staff Parking lot is allocated on first come first serve basis. Parking in SUC is done at owner's risk. The SUC at any given point of time takes no responsibility for any kind of damage or theft within the premises of SUC.

f. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to faculty members staying within the Emirate of Sharjah for initial academic year i.e., for 1 yr from faculty member's date of joining. Faculty members are picked and dropped from common pickup points in both the shifts. Faculty member's willing to avail the service of transportation should fill the "Transport Availing Form" with HRD. Transportation service provided by SUC is in addition to individual's package and it should not be considered the right. Reimbursement of any kind of transportation is not allowed unless there is a prior approval by DASS.

g. INITIAL ACCOMMODATION ASSISTANCE & SETTLING DOWN LOAN

SUC provides faculty accommodation in furnished hotel apartment for the first month of employment. The rentals for the accommodation will have to be paid by faculty or it is deducted from the housing allowance of the salary. In case the rental exceeds the housing allowance of faculty member additional expenses will be on SUC account. The faculty members are allocated individual room & the apartment will be shared by two people. If faculty vacates the hotel accommodation before completion of one month, he/she has to inform HRD well in advance.

When an employee is recruited from outside of the UAE, there are miscellaneous expenses such as residence & the purchase of personal household items that may require temporary cash. To enable the faculty member to defer this initial settling-in expenses, salary advance & loan can be taken from the organization. The faculty member should repay the advance amount in the form of post dated cheque or shall permit accounts department to deduct from salary in equal installments over a period of time, to commence one calendar month after the advance has been

processed. The repayment of loan amount should be done within the same academic year in which loan has been taken.

Note: Kindly refer “RELOCATION” for settling down loan policy.

h. SALARY ADVANCE

All faculty members under SUC sponsorship are eligible for one month salary advance every academic year and are subjected to following terms & conditions:

- i. Total amount of advance that can be issued to faculty member in the organization stands valid till date, which is a maximum amount of faculty member's gross monthly salary.
- ii. If the faculty member has availed initial accommodation assistance loan, a request for the loan can be forwarded only after repayment of initial accommodation loan.
- iii. Faculty member is subject to only month's salary as advance in a financial year (from 1st September till 31st August) where the entire advance amount will be deducted from the salary corresponding to the same month.
- iv. The management of SUC has the right of lien over all dues to the faculty member upon resignation/termination until the advances taken from SUC are settled in full.
- v. The Management reserves the right to approve/disapprove any advance request/to fix the loan recovery amount and reserves the right to deliver the final decision in the case of any mitigation from faculty member based on the recommendations of finance department. The above guidelines are not to be construed as a right of the faculty member.

i. INTERNAL LOAN POLICY

All faculty members under SUC sponsorship are eligible for internal loan equivalent to one month salary once in every alternate academic year and are subjected to following terms & conditions:

1. Faculty member is eligible for a total amount of one month salary.
 - a.i.e If a faculty member availed a salary advance in a financial year 2009-2010, he/she can forward his/her request for general loan in 2011-2012.
2. If the newly joined faculty member has availed initial accommodation assistance loan, a request for the loan can be forwarded only after repayment of initial accommodation loan.

3. Loan amount taken from SUC should be repaid within 8 months from the month of availing loan. The minimum repayment installment amount should be at least 15% of total loan amount.
4. A faculty member who has collected Salary Undertaking Letters from the SUC addressed to any financial institution for the purpose of availing loans or for other financial benefits will not be eligible to apply/request for further internal loans or salary advances from SUC. Only on producing clearance letter from the concerned financial institution they are eligible for applying for internal loans. The clearance certificate should clearly mention that the entire liability against the loan is duly paid.
5. The management of SUC has the right of lien over all dues to the faculty member upon resignation/termination until the loans and advances taken from SUC are settled in full.
6. Faculty member is required to submit his/her original passport to HRD before the loan is sanctioned.
7. The Management reserves the right to approve/disapprove any loan or advance request.

j. FURNITURE ALLOWANCE

Furniture allowance is extended to enable a faculty member to settle down in UAE comfortably. Furniture allowance is a onetime consolidated payment done initially for the period of four years depending on the faculty grade and subsequently 20% of initial amount paid as maintenance allowance paid annually after completion of four years from initial payment.

Furniture allowance is paid only to faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing etc. will not be eligible for this benefit

The amount payable is as per the employee's designation at the time of joining or for current employees as per their designation in ay 2010 - 2011 when the policy was introduced. Each employee has to produce bills at the end of each year till four academic years to support the purchases for the total amount given.

Faculty Member is eligible for furniture allowance only after confirmation of his probation, till then he/she can apply for loan as per the policy of the organization, however if settling down loan is taken the employees furniture allowance once due after confirmation will be first adjusted towards the loan outstanding in their account with the SUC and thereafter if any balance is left will be paid to the employee.

Faculty member discontinuing their services with the SUC or vice versa before completion of contract period due to termination/resignation has to reimburse the amount of the furniture allowance/ maintenance allowance (Whichever is applicable) paid on pro rata basis.

k. SUMMER PAYMENT POLICY

i. BBA- Faculty

Regular full-time faculty is eligible to teach up to an equivalent of six credits of Summer courses. Faculty members are remunerated additionally for Summer term teaching if he/she has completed 24 credits in case of Assistant professor & above or 30 credits in case of lecturers and General education faculty teaching during that academic year. Therefore Faculty members will receive additional remuneration if they teach beyond 24 credits & 30 credits in an academic year in Summer semesters. Faculty member joining in spring or Summer semester can be allotted Summer courses, whereas will not be paid any additional remuneration for Summer semester.

Faculty member's at & above the grade of Assistant professor are eligible for payment of Summer teaching courses after completion of total 24 credits in Fall & Spring semester of that academic year & the faculty members at lecturer & covering general education at any level from lecturer and above are eligible for payment of Summer teaching courses after completion of 30 credits in that academic year. However if the faculty members are allocated less credits in an academic year due to fewer no. of related courses in any particular semester, then faculty member have to teach Summer courses, and payment of same will be applicable only when required credits (24 credits for Assistant professor and above, 30 credits for faculty at lecture and general education faculty above assistant professor level) is covered i.e., If an Assistant professor is allocated 12 credits in Fall & 9 credits in Spring then faculty member has to take 3 more credits in Summer to complete 24 credits to be eligible for Summer payment, and any credit taken over 24 credits will be paid to faculty member. In addition upon successful completion of the required no. of credits hours by faculty member as per the policy & faculty handbook during an academic year, Summer payments are paid @ 3,500/- for each additional 3 credits course taught by the faculty during Summer semester.

Faculty members joining in spring or Summer semester can be allotted Summer semester courses, whereas will not be eligible for Summer payment, as they have not completed the required no. of credits in an academic year for the eligibility of Summer payment. Additionally faculty has to cover responsibilities of academic advising to the allotted group of students as well as actively involve themselves in research, publications, conference participation and services to the community and SUC. Further in Summer,

Faculty at all grades might be allotted with Summer teaching courses, which may be maximum of 6 credits.

ii. MBA- Faculty

All faculty members teaching at post graduate level are required to carry 9 credits in each semester (Fall & Spring) and a total of 18 credits in an academic year. Additionally faculty has to cover responsibilities of academic mentoring to the allotted group of students as well as actively involve themselves in research, publications, conference participation and services to the community and SUC. Further in Summer, Faculty at all grades might be allotted with Summer teaching courses, which may be maximum of 9 credits. Faculty members are eligible for payment of Summer teaching courses after completion of total 18 credits in fall & spring semester of that academic year. However if the faculty members are allocated less credits in an academic year due to fewer no. of related courses in any particular semester, then faculty member have to teach Summer courses, and payment of same will be applicable only when required credits (18 credits) is covered i.e., If a faculty member is allocated 9 credits in fall & 6 credits in Spring then faculty member has to take 3 more credits in Summer to complete 18 credits to be eligible for Summer payment, and any credit taken over 18 credits will be paid to faculty member. In addition upon successful completion of the required no. of credits hours by faculty member as per the policy & faculty handbook during an academic year, Summer payments are paid @ 3,500/- for each additional 3 credits course taught by the faculty during Summer semester.

Faculty members joining in spring or Summer semester can be allotted Summer semester courses, whereas will not be eligible for Summer payment, as they have not completed the required no. of credits in an academic year for the eligibility of Summer payment. Additionally faculty has to cover responsibilities of academic mentoring to the allotted group of students as well as actively involve themselves in research, publications, conference participation and services to the community and SUC. Further in Summer, Faculty at all grades might be allotted with Summer teaching courses, which may be maximum of 6 credits.

I. DISSERTATION GUIDENCE 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 is supported with study of the research methodology.

XIV. MISCELLANEOUS

a. HOST CULTURE

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression and rude behavior are seldom seen; authority and calm are the norm. All the faculty members are expected to adhere to the decency code of UAE both in their personal and professional lives.

b. VISA APPLICATION AND RENEWAL PROCEDURES

i. NEW VISA

1. The SUC grants work visa to permanent faculty, international visiting faculty and staff members. A work visa is processed only after an agreement of employment is reached between a prospective faculty member and the University College, an appointment letter issued and an employment contract is signed between the faculty member and the SUC.
2. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period of 3 years. The visa is renewed every 3 years till both parties agree for the employment.

Documents required for processing employment visa are:

1. 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.
2. 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.
3. 12 colored passport size photograph of the faculty or staff member.

ii. HEALTH CARD AND MEDICAL REPORT

1. After joining SUC faculty member should submit original visa and original passport to HRD.
2. 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.
3. Faculty member has to undergo a medical examination with ministry of health, which will be coordinated by PRO.
4. 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:

1. Passport copy
2. Photograph as per requirement
3. Applicable Fee

iii. RESIDENCE VISA FOR FAMILY

1. Attested Marriage certificate
2. No objection letter from the sponsor
3. Forms to be filled and signed by sponsor
4. Relevant skilled certificates/ Degree (Attested)
5. Copy of Passport of family
6. Copy of passport/ Residency permit of sponsor
7. Tenancy Contract

Note: Faculty member himself has to process the above and bear the expense for family visa. However guidance can be taken from PRO.

iv. FOR FACULTY MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTIONS/ORGANIZATIONS

1. 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.
2. The SUC will then file for faculty member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.

3. Faculty member will be required to fill in personal details form which contains information related to processing of residence visa.
4. The SUC will then file for faculty member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
5. The SUC Human Resource Department will retain the faculty member's passport in safe custody once the employment visa is stamped during the period of the faculty member's tenure with SUC. The passport may be retained by the faculty member as per guidelines provided under the SUC "Employee Passport retention policy".

v. RENEWAL OF PASSPORT

Documents required for passport renewal:

1. Original passport and application from embassy
2. Photograph as per requirement
3. Necessary fee
4. All above should be submitted to visa section by self

vi. VISA RENEWAL

1. 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.
2. The faculty member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the faculty member in the process.

vii. VISA CANCELLATION/TRANSFER

1. The employment visa sponsored by the SUC will be till the time a faculty member is gainfully employed by SUC. The visa will be cancelled / transferred within one month (30 days) from the date a faculty member retires, is terminated, resigns or seeks transfer to a new sponsor after termination / resignation.
2. All visas under the faculty member sponsorship (family) must be cancelled before the faculty member's SUC visa can be cancelled.
3. For transfer of visa to a new sponsor, the faculty member must furnish a contract letter with the new sponsor. The SUC will issue a No

Objection Certificate to the new employer if it does not have objection to the transfer.

4. The original visa transfer document provided by the new employer will be signed by the SUC signing authority and handed over to faculty member for transfer. The faculty member is required to furnish photocopy of his/her passport documenting cancellation of the SUC visa, photocopy of his/her new visa and labor card.
5. The visa cancellation / transfer process must be accomplished within 30 days from the date of its initiation or the SUC will be forced to list the faculty member as an absconding case with General Directorate for Naturalization & Residence, United Arab Emirates.
6. The faculty member's end of term benefits with the SUC will only be released by the SUC upon completion of the visa cancellation / transfer procedure.
7. A faculty member has 28 days to exit from UAE from the date of cancellation of his/her visa.
8. Transfer of visa is possible only from one Government sector to another government sector. In case of private sector cancellation is must, only after which visa can be transferred.

viii. ISSUANCE AND RETURN OF PASSPORT TO/BY FACULTY MEMBERS

After getting the visa stamped on passport, SUC will retain faculty member's passport for safe custody. The passport will be released to the faculty member for their use (travel, renewal, presentation for verification by government authorities, obtaining visas etc) as per the existing Rules and Regulations of SUC.

1. 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.
2. The passport must be returned to the SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.
3. The 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.
4. Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the faculty member.

c. PASSPORT RETENTION POLICY

After the processing of the employment visa, the passport may be retained by the employee with immediate effect after fulfilling the below mentioned criteria and filling the Passport Retaining Form available with the HRD/ portal.

- i. Faculty member retaining his/her passport will submit the passport to HRD as and when required by the SUC for official purposes.
- ii. Faculty member retaining their passport should make sure that before traveling outside the country must duly fill up all necessary documentation with HRD and obtain all approvals from necessary authorities (i.e. traveling on a holiday, annual leave, duty travel, emergencies etc.)
- iii. Faculty member retaining his/her passport must have an amount of at least AED 3,000/-, credit accumulated towards his/her gratuity, otherwise an equal amount of money must be deposited with the finance department in four equal installments of AED 750/- each. Please note once the gratuity level in your account reaches AED 3,000/- or equivalent amount is deposited with the finance department, the passport will be handed over to the employee. The money deposited by the employee will duly be refunded once the gratuity reach equivalent of AED 3000/- or if the employee leaves the organization prior, the amount paid by the employee under this policy would be refunded duly.
- iv. If the Faculty member wishes to retain the passport with the SUC, the same can be withdraw from the SUC as and when required by duly filling up the necessary forms and getting the approvals from the authorities. The employee can retain the passport for a maximum duration of one month, during annual leave, duty travel, and emergency travel / otherwise for any other requirements.
- v. Faculty member retaining passport will be issued letter to financial institution with a clause that the SUC holds no responsibility or liability for any sort of financial obligation on behalf of the employee to any financial institution operating in the territory of UAE or abroad, employee will have to sign an undertaking letter to this effect before letter is issued.
- vi. Letters addressed to financial institution would bear the reason of issuance of the letter i.e. for loan, credit card etc.
- vii. Faculty member retaining their passport will not be eligible for grant of salary advances or loans from the SUC.

d. BANK ACCOUNT

SUC finance department will assist faculty member to open a bank account.

Documents required:

- i. Duly filled and signed bank application form
- ii. Passport with visa copy
- iii. Salary certificate

e. TRAVEL POLICIES

i. Conference Participation

Faculty members when traveling for conference participation must ensure that they complete all the duties & responsibilities conference participation formalities at least a month in advance. These include filling leave form for conference participation, collection of conference participation allowance and tickets from finance department, collection of passports from Human Resources Department etc.

Faculty members resuming duty after conference participation must intimate HAA their date and timing of resumption of duty by an e-mail. Faculty members are required to submit a report highlighting activities undertaken and the accomplishments during the duty trip to HRD within a week's time.

ii. Policy on Travel during National Holidays

Faculty members wishing to travel out of the country during National Holidays are required to fill "Permission to leave station" form. Faculty members resuming duty after outstation travel must intimate their DOA and the Human Resource Department their date and timing of resumption of duty by an e-mail.

iii. Policy on Travel during Annual Leave

As a policy, annual leave cannot be accumulated and must be exhausted within an academic year. Annual leave dates are normally approved by 31st Dec of every calendar year. Normally a change in approved annual leave dates is not accepted unless recommended and approved by DOA & DASS. Faculty members entitled to air ticket must request for procurement of their air ticket at least 4 months prior to the date of their departure upon approval of leaves. Request for advance leave salary must be made at least one month prior to the date of departure. Faculty members resuming duty after annual leave must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

iv. Policy on National / Public Holidays Falling Between Annual Leave

Faculty can link National and Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as per the UAE labor laws.

v. National/Public/Official Holidays

Faculty members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications issued on these occasions. Faculty members are also be entitled to official holidays declared by the SUC as per the academic calendar or communications issued by the Human Resources Department in this regard.

f. NO SMOKING POLICY

The SUC follows a No Smoking policy at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc which is as per the SUC rules as well as by law. Sharjah Government has introduced a ban on smoking in public, Sharjah Municipality has started taking strict actions against individuals and organizations not following the law of No Smoking, with fines of between Dh1,000 (US\$1,564) for the individual and Dh10,000 for the owners for violating the ban. The municipality has set up hotlines dedicated to receive complaints from the public about violation of the ban from 1 June 08. A designated area is allocated for smokers within the premises of SUC. Students are required to use the space on the left hand side behind the SUC building (while facing from the front of the SUC building).

Management may pay a surprise visit anytime members of faculty disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the faculty member.

g. 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.

h. DRESS CODE

i. Male

Male members of faculty are expected to wear dress pants/trousers, business shirts with a tie along with formal shoes. Sandals are not permitted. Preferably jackets should be worn when the weather permits. Male members of support faculty must wear uniform provided by the SUC.

ii. Female

Female members of faculty are expected to wear dress pants/trousers or dresses/skirts, which are on or below the knee. Blouses or jackets, which cover the upper arm, are appropriate. Female members of support faculty must wear uniform provided by the SUC.

APPENDIX A

WHOM TO CONTACT LIST		
SL.NO.	QUERY ABOUT	CONTACT PERSON
1	Academic Issues / Concerns	DOA
2	Overall Academic Support Services	DASS
3	Class Schedule, Class Room Allocation	Administration & Examination Department
4	Examination / Student Related Issue	
5	Students Attendance etc.	
6	Parking Registration and Sticker	
7	Reference Books	Library Department
8	Online Resources, CD ROM	
9	Other Library Issues	
10	Salary Transfer	Finance Department
11	Loan	
12	Salary Advance	
13	Bank Account	
14	Finance Related Issue	
15	Payments	
16	Transportation	
17	Loan Repayment	
18	Accommodation Repayment	
19	It Related Issue	Computing Department

20	Hardware/ Software Requirement	
21	Lab Related Issue	
22	Internet Connection	
23	Email ID and Access	
24	Automated Attendance machine Related Issues	
25	Telephone Lines	

26	Students Complaints and Issues	Student Services Department
27	University College's External & Internal Events	
28	Sports Facilities	Sports Department
29	Gym	
28	Health Related Issue	
29	Passport Withdrawal	Human Resources Department
30	HR Forms	
31	Offer letter, Contract, Probation, Confirmation Letter	
32	Resignation, Reliving, Experience Letter	
33	Warning Letter, Grievance Filing	
34	Leave Application & Approvals, Medical Leaves	
35	NOC, Consulate & Bank Letters	
36	Visa/ Passport Related	
37	Orientation & Clarifications	
38	Air Ticket Requisition	
39	Final Settlement	
40	Interpersonal Issues	
41	Employment Visa	
42	Labor Contract New / Renewal	
43	Labor Card New / Renewal	

44	Visa Cancellation	
45	Visa Transfer	
46	Stationary	Maintenance Department
47	Maintenance	
48	CPD, CDD	IR Office
49	Documents Required by Ministry	
50	Faculty Portfolio: Research Component & Teaching Portfolio	
51	Professional Development Component	

APPENDIX B

FACULTY / STAFF FORMS		
S. NO.	DESCRIPTION	FORM NO.
1	Academic Staff Interview Report Form	HRD STF-001
2	Adjunct Faculty Leave Form	HRD STF-002
3	Airline Ticket Requisition Form	HRD STF-003
4	Employment Application Form	HRD STF-004
5	Personal Undertaking for the Issuance of Passport	HRD STF-005
6	Staff Clearance Form - Final Release of Passport	HRD STF-006
7	Duty Travel Form	HRD STF-007
8	Employee Data Declaration Form	HRD STF-008
9	Evaluation Form for Teaching Demonstration Class	HRD STF-009
10	Exit Interview Form	HRD STF-010
11	Faculty Promotion Form	HRD STF-011
12	Faculty Satisfaction Survey Form	HRD STF-012
13	Grievance Redressal Form	HRD STF-013
14	Job Interview Evaluation Form (Physical)	HRD STF-014
15	Job Interview Evaluation Form (Telephonic Interview)	HRD STF-015
16	New Academic Staff Orientation Checklist	HRD STF-016

17	New Academic Support Staff Orientation Checklist	HRD STF-017
18	Academic Support Staff Satisfaction Survey Form	HRD STF-018
19	Part-time Employee Time Sheet	HRD STF-019
20	Passport Retaining Form	HRD STF-020
21	Passport Withdrawal Form for Staff	HRD STF-021
22	Form for Permission to Leave Station During Holidays	HRD STF-022
23	Probation Review Form	HRD STF-023
24	Seminar/Conference Participation Form	HRD STF-024
25	Staff Leave Request & Authorization Leave Form	HRD STF-025

INSTITUTIONAL RESEARCH POLICIES

I. INTRODUCTION

The Office of Institutional Research is responsible for collection, organization, compilation, and dissemination of information. Institutional research office's major role is to measure, analyze, compare and report findings that facilitate gauging the level of institutional effectiveness. Results from the various assessments are used to guide future decisions, including allocation of resources and continuation or conclusion of strategies/initiatives. Institutional Research office uses existing databases and gathers additional data as warranted to effectively serve the information needs of the Skyline University College.

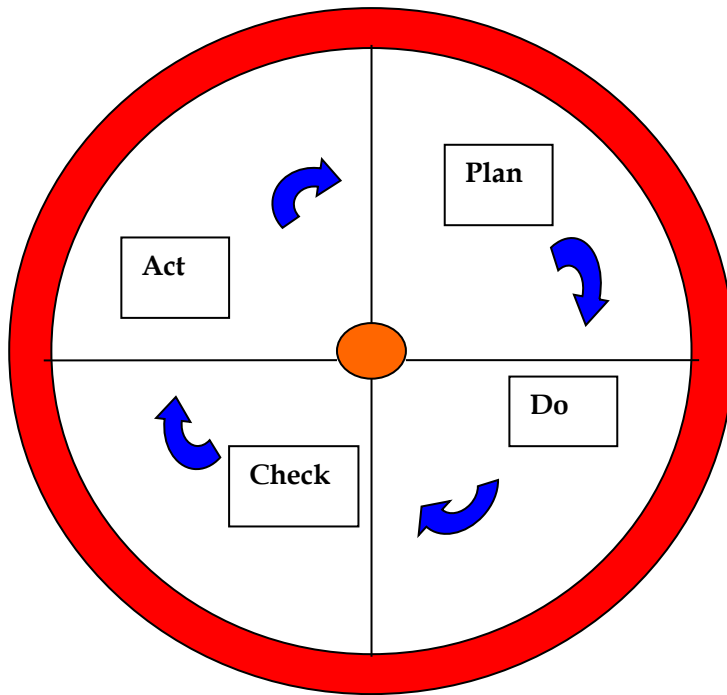
II. GOALS

- a. To assist Institutional Effectiveness Committee in planning, implementing and maintaining the institutional effectiveness system
- b. To provide analytical support for the institutional effectiveness process
- c. To organize institutional research for maintenance of accreditation requirements
- d. To provide insight for strategic plan review
- e. To facilitate the staff and faculty evaluation system

III. Institutional Effectiveness System

Institutional effectiveness is an ongoing, integrated and systematic set of institutional processes that includes planning, evaluation of programs and services, identification and measurement of learning outcomes, use of data for decision-making that results in improvements in programs, services and institutional quality. Institutional effectiveness system ensures that the assessment for improvement is emphasized and activities are accomplished with complete transparency and objectivity; Data is collected periodically, analyzed, interpreted and recommendations / corrective actions are suggested for improvement.

Institutional Effectiveness System works on the following Principle



- Plan – establish objectives and processes
- Do – implement the process
- Check – measure the results and compare against expected outcome
- Act – analyze the differences, determine where to apply changes to include improvement

The Institutional Effectiveness process requires SUC to establish outcomes based on its mission. Institutional effectiveness system evaluates the infrastructure that supports the delivery of programs as well as educational outcomes

Educational /Academic Outcomes

- a. Effective measurement of course learning outcomes
- b. Program outcomes are measured direct & indirect measurements (Employer survey Alumni survey etc)

Academic Support Services Outcomes

Outcomes related to the following administrative units and processes

- a. Admissions practices including marketing and administration units
- b. Human Resources utilization including Faculty and staff members
- c. Learning Resource Systems (library and computing)
- d. Financial resources
- e. Student Services including Advising and Job Placement
- f. Facilities for extra curricular activities

III. ROLE OF INSTITUTIONAL RESEARCH OFFICE

a. Planning and Decision Support

Institutional Research (IR) provides descriptive and analytical data for operational decisions and university college planning. IR supports efforts to determine the effectiveness of undergraduate education, graduate education, and administrative processes

b. Quality Enhancement

Skyline University College is committed to excellence in all aspect of academics and academic support service units. IRO ensures that Skyline University College meets the specified standards and requirements across all areas.

c. Survey Research

Survey Research represents a major component of the responsibilities of the Office of Institutional Research. Student, staff, graduate and employer perceptions and opinions are imperative in determining the future directions of Skyline University College. IRO contributes to the development of surveys and the analysis of their results.

d. Enrollment Forecasting / Trend Analysis

IRO is committed to the goal of continuous improvement. In order to achieve this goal it provides analytical support to marketing department in identifying the trends in student enrollment process.

e. Assistance in Accreditation

As a key source of data and information within Skyline University College, IRO is responsible for assisting in the process of accreditation.

IV. POLICIES AND PROCEDURES

Institutional data is a valuable University asset. It contains information regarding the University students, faculty, staff, and resources. In order to protect this valuable asset, and ensure the sharing of it in an accurate and a consistent manner, all the institutional data are centralized in the Institutional Research Office. The following are policy for reporting and sharing the Institutional Data.

a. Data submission and Reporting

- i. A calendar indicating the deadlines and responsibility for the submission of data pertaining to Institutional Effectiveness will be provided to all the IE Committees at the beginning of every academic year. Data should be submitted by all Committees and departments within the timelines mentioned in the calendar. Any

unforeseen issues pertaining to data submission should be discussed immediately by the persons responsible on receipt of the calendar.

- ii. Any updates in the feedback form should be notified at the beginning of the Academic year. Any error cited in the questionnaire will be reported to the concerned Head of department and Committee Chair Person.
- iii. The contents and format of enclosures of the faculty Portfolio will be finalized by the Faculty Portfolio committee at the beginning of every Academic Year. The faculty members should submit the Portfolios to the IR Office as per the standard formats.
- iv. The Course delivery package of all the courses offered by the University at the Undergraduate and Postgraduate level should be submitted by both full-time and Part-time faculty members to the Institutional Research Office one week before the start of every semester.
- v. All reports and analysis will be forwarded to the Concerned Committees for review by the IR office
- vi. All the Committee will forward their report and recommendations to the Committee of Head of Departments(COHD) through IR office
- vii. COHD will forward the accepted recommendations to IE Committee for implementation.

b. Data requests and processing

- i. The time to process any data by the IR Office will be from one to three working days. The time could exceed depending on the amount and mode of entry (manual entry or automated entry) of the data.
- ii. The feedback analysis report of the workshops, management development programs, corporate courses conducted under the Center for Professional development, various events of the University, Staff and faculty development programs will be submitted to the Director Academic Support Services. The coordinator/ instructor can collect his feedback report from the IR Office after receiving written or verbal approval from the Director Academic Support Services.

c. Confidentiality

All data compiled at the IR office shall be considered confidential and may be disseminated only to persons/committee/agencies by President and/or officials authorized by the President

d. Information Integrity

Information recorded at the IR office has to be maintained with utmost integrity of sources, processes and dissemination. It is imperative that the information is used strictly according to predetermined purpose.

e. Retention and disposal

- i. All the institutional data which is in the hard copy form is stored in the IR Office for three years and then moved to a secured store room.
- ii. All redundant paper documents are sent for recycling while such confidential documents are shredded.
- iii. Regular back up of records in electronic format is taken by the Computing department at the end of week.

f. Institutional Effectiveness Committee

The Institutional Effectiveness Committee is head by Head Quality Assurance and consists of the following members

- i. Dean of Academics
- ii. Director Academic Support Services
- iii. Head of Institutional Research

g. Responsibilities of the IE Committee Chairs

- i. Review the IE Tool with the committee members and prepare internal plan of action of the committee for the academic year
- ii. Encourage all committee members to present their views and to explain the rationale for their opinions
- iii. Ensure committee minutes, reports, and recommendations are completed and appropriately disseminated in a timely manner
- iv. Forward recommendations to the COHD through IR office.

Assessment Tools Used in the Institutional Effectiveness System for Under Graduate Program:
 Following are the assessment tools used in the process of measuring the Institutional Effectiveness System:

S. NO.	Category	INSEFF TOOLS	PAGE NO.
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1	IR	IE committee	
2		Students Faculty Feedback Conduct and Review	
3		Semester report by Dean and Director Academic Support Services	
4		Program review committee – BBA and MBA	
5		Re – visit of Vision, Mission, Purpose, Program Goals committee	
6		Re – Visit of Strategic Plan	
7		Re – Visit of Policy and Procedure	
8		Annual Report and Fact book	
9	MARKETING	Enrollment Analysis Committee	
10	ACADEMICS	Business Updates	
11		Faculty Portfolio and course files	
12		Newsline	
13		Skyline Business Journal(SBJ)	
14		Program Outcomes measurement	
S. NO.	Category	INSEFF TOOLS	PAGE NO.
15	SSD	Counseling for reactivation, postponement and cancellation(exit interview)	
16		Suggestion & Complaint forms	
17		CR meetings	
18		Conduct of Employer survey	
19		Placement and Employment Rate	
20		Alumni Committee	

21		Corporate Relations Committee	
22		Events Committee	
23	ADMIN	Admissions Committee	
24		Placement Test Analysis	
25		TOC Analysis (UG & PG)	
26		MQP Analysis Committee	
27		Examination Committee	
28		Progression Rates Retention Rate	
29		Disciplinary Action Committee	
30	HRD	SES Committee	
31		FES Committee	
32		Faculty Schedule & Semester wise allocation	
33		Faculty Information Committee	
34		Faculty and Staff Satisfaction Review	
35		Faculty and Staff Search Committee	
36		Faculty and Staff Development Program Committee	
37	SPORTS	Sports Committee	
38	FINANCE	Financial Audit Report	
39	Library	Library Resources Committee	
40	Computing	Computing Resources Committee	

LIBRARY POLICIES

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I. INTRODUCTION

The SUC Library was established in 1990. The Library caters to all the students, faculty and staff of SUC to pursue higher studies and research in accomplishing their degrees as well as the local community. The Library provides conducive learning environment in teaching and research programs of SUC by acquiring and making available all learning resources. The sole objective is to serve the right information to the right user at the right time.

SUC Library strives to enhance the personal growth of students and contribute to the development and sustainability of students, faculty and other members through free access to ideas, information, educational and scientific research, cultural experiences and educational opportunities.

II. GOALS

- a. To plan, develop, procure and maintain adequate library resources for smooth operation as per SUC's strategic plan.
- b. To provide a learning environment conducive to academic needs along with regular updating of learning resources.
- c. To orient the students, faculty and staff with regards to the usage of library resources and use of new technology in Library.
- d. To disseminate relevant and updated information to faculty, students and staff.
- e. To provide users with prompt offline and online services.
- f. To conduct regular LRC activities, maintain records and report.

III. STRUCTURE OF LIBRARY DEPARTMENT

The Library of SUC is managed by the Head Librarian. The Head Librarian is involved in the functions such as to plan, design, develop, procure & maintain adequate library resources for smooth operation as per SUC's strategic plan. The Library also involves in number of activities such as user training and updating the information requirements of SUC. It provides online and offline information and disseminates to the respective departments.

- a. Library Resources Committee

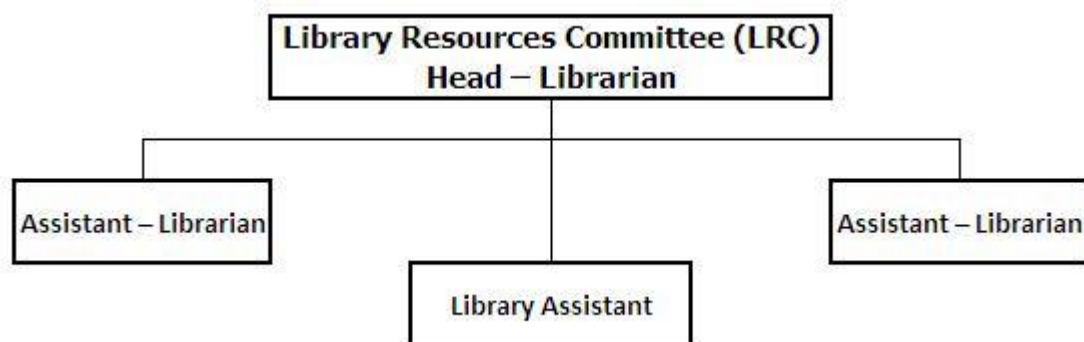
The guidelines for the Library are provided by the LRC. The SUC Library conducts its operations under the guidance of Head Librarian with his team and fulfills the academic requirement of students, faculty, staff and community.

To plan and suggest improvements of the library resources and services the LRC approves and implements decision for increasing the utilization of library resources and also assist in weeding policy.

Library Resources Committee consists of the following members:

- i. Dean Academics (or his nominee)
- ii. Director Academic Support Services (or his nominee)
- iii. Head – Librarian
- iv. Nominated Faculty members (BBA Program & MBA Program) – maximum of three
- v. Head Finance Department

b. Library Organizing Chart



IV. COLLECTION & DEVELOPMENT

a. Objectives

The primary goal of the Library is to support objectives of SUC.

The objectives of collection development are:

- i. To support the SUC curriculum,
- ii. To strengthen the collection, and
- iii. To provide for the research and information needs of the SUC community.

b. Selection Responsibility

The process of selection, acquisition and organization of library resources is a cooperative venture between the LRC Committee which comprises of faculty members of different subject areas, Dean Academics, Director Academic Support Services & the Head Librarian. The acquisition is accomplished through the submission of requests by the faculty. These requests are approved by both the LRC Committee and Dean Academic and Director Academic Support Services.

c. Fund Allocation/ Budget

It is the responsibility of the LRC 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 LRC keeping in view the authenticity and popularity of the magazines.

g. Electronic Resources

The Library is well equipped in terms of providing electronic resources in the form of E- journals and electronic databases. The Library has 25 computer terminals especially for electronic resources access and has been named as E- library area. The effectiveness ease of use and multi user access procedure guides the selection, acquisition and maintenance of electronic resources. Electronic resources are provided to support the instructional program and research needs of the SUC community.

The selection of electronic resources is the responsibility of the Graduate Professional Librarians and trained support staff working in coordination with faculty and staff in other departments of the SUC.

The primary criteria for the selection of electronic products are the extent to which it is relevant to the curriculum; improves the overall library collection; and/or enhances the user's access to information. Other factors considered during the selection process are:

- i. Compatibility of the resource with existing hardware and technical support
- ii. Licensing restrictions and costs
- iii. Ease of use
- iv. Multi user quality
- v. Data ownership

Electronic databases are evaluated annually paying particular attention to changes in the databases and in the needs of the SUC community.

h. Non Print/ Audio Visual Resources

The Library acquires reference resources available via CD-ROMs, DVDs audio and video Cassettes, software and other non-print formats based on similar criteria as print and audio-visual materials. Acquisition of these resources is based on appropriateness and compatibility. These non print resources are effective tools in teaching methods and are used extensively.

i. Gifts

The Library will accept gifts with the understanding that they will not necessarily be added to the collection. The material will be evaluated by the same standards of the selection as those used in the purchase of new materials. Gifts, which do not comply with the Library's objectives and policies, will be refused. The Library does not set aside special sections for any gift books or accept books on indefinite loan. The Library reserves the right to discard any and all gifted books and journals. The Library accepts donations of materials with the understanding that any materials deemed inappropriate to the collection will be discarded or may be returned to the donor upon request. A gift plate identifying the donor is inserted in gift materials or items purchased with gift funds.

j. Intellectual Property Rights

The Library seeks to provide information to the SUC academic community that encourages the development of analytical, critical and creative thinking skills. In order to provide such a collection, the Library supports the Intellectual property rights and copyrights of all the materials as per the UAE laws.

k. Censorship

The selection of library books and materials is based on the library user's right to read and his freedom from censorship by others. Some library materials are controversial and may offend some persons. Selections for the library will not be made on the basis of anticipated approval or disapproval, but rather on the merits of the material in relation to the building of the collection, and to serving the interests of the users and supporting the curriculum.

The Library holds censorship to be a purely individual matter and declares that while anyone is free to reject for himself books and other materials of which he does not approve; he cannot exercise the right of censorship to restrict the freedom of others.

Should a person challenge library materials, he will be expected to complete a request for reconsideration of library resources. Upon completion of this form, the Head Librarian will make an evaluation of the request.

V. ACQUISITION PROCEDURES

a. Orders

- i. Requisition forms are available at the circulation desk and should be completed by faculty members and submitted to Head Librarian who in turn gets approval from Dean Academics and Director Academic Support Services (DASS) for approval. Each form must have all three signatures before the order can be placed.
- ii. The technical services assistant checks the requisition forms and search 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 checks 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 check request for the Finance Department. A copy of all documentation is retained for library records.
- iii. The check requests are then given to the Librarian to be entered into the budget spreadsheet. The Director of Academic Support Services (DASS) signs both the check request and the invoice for final approval.

VI. CATALOGING

The Library collections including print and non prints are cataloged electronically through the Library Management software called **LibSys** using the **Dewey Decimal classification (DDC) system 22nd edition** and subjects heading are given through **Library of Congress Subject Headings(LCSHs) 30th edition**. The only exceptions are periodicals, which are

arranged in alphabetical order by title. Bibliographic records are exported from LibSys to the **Online public access catalog (OPAC)**, ensuring that the records meet national bibliographic standards. The bibliographic records are available in the **Anglo American Cataloguing Rules II (AACR II)** format and are also available in mnemonics format. All the details are maintained in the **Accession Register**.

a. Dewey Decimal Classification (DDC) Scheme explained

- i. 000 Computer Science, Information & General Works
- ii. 100 Philosophy & Psychology
- iii. 200 Religion
- iv. 300 Social Sciences
- v. 400 Language
- vi. 500 Science
- vii. 600 Technology
- viii. 700 Arts & Recreation
- ix. 800 Literature
- x. 900 History & Geography

This scheme follows a decatomy hierarchical structure and further each class is divided into 10 subdivisions.

b. OPAC (Online Public Access Catalogue)

The Library's collection is managed through the LibSys online Catalog system known as OPAC or Online public access Catalog. The Library is able to manage its acquisitions, cataloging, circulation and public access using this system. After library materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the library users. The OPAC includes local information for our Library (barcode number, collection, bibliographical details, call number, copy/volume number, holding library and format type).

c. Cataloging Procedures: Rental and Reference Books

- i. All reference books, a barcode with protector tape pasted on the back cover. For rental and reference books used in circulation is fixed with barcode and a protector tape on the back cover.
- ii. The Librarian then logs on to LibSys and enters the bibliographic records of the book. After that suitable subject heading from the Library of Congress subject headings a call number from DDC 22nd edition is given. A tag is added to the record, which includes local information for our Library (barcode number, collection, and call number, volume number, holding library, and price and format type). Barcode labels are printed and pasted for reference books with the accession numbers provided to each book. Whereas for rental collections, the accession number is

- preceded with RB and pasted. All 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. Cataloguing Procedures: Serials

The Serials/Journals details like volume, issue and year are entered in an accession register called "KARDEX" and the same are maintained in the Library.

e. Cataloguing Procedures: Audio Visual Materials

The Librarian logs on to LibSys and enters the bibliographic records of the AV Materials. After that suitable subject heading from the Library of Congress subject headings and accession number is assigned to each AV material. A tag is added to the record, which includes local information for our Library (barcode number, holding library, and price and format type). Two barcodes are printed and pasted each on the back cover of the AV Box and on the material.

VII. CIRCULATION

Library Use

The Library is open to the faculty members, staff, students, and alumni and even to outside members who are engaged in research activities for use of the collection.

a. Borrowing Privileges

Borrowing privileges are available to SUC faculty, staff and currently enrolled students, as well as alumni and outside members who can avail membership for their research purposes. The SUC provides identity cards to each student which is also used as a membership cards or library cards for issuance/return of books and other materials. The ID card is scanned with barcode technology and the books are issued with the help of Circulation module of **LibSys** (Library database management software). For the faculties, 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.

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

Due dates are stamped in the checkout leaflet which is at the end of the book upon checkout.

iii. Rules for Circulation of Non-Print Materials (NPMs)

The students cannot checkout 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 material has to be returned to the Library at the end of each semester and re-issued as per policy.

ii. Rules for Circulation of Non-Print Materials (NPMs)

Non- print materials (NPMs) in the collections of Library include items such as DVDs/CDs/Videos/CDs/ Video Cassettes, Audio Cassettes, Slides etc.

1. All audio-visual materials will be issued to the faculty for the classroom demonstration only through the computing department who would display the material as per faculty requirement and then return to the Library. Items can be retained maximum for seven days only.
2. Lending period: Seven days only.

iii. Renewals

Issued documents and other items are renewable, provided there is no demand for the material by other members. Two renewals are allowed for any issued material.

iv. Penalty for Damages/Lost

The cases of penalty for any damage or lost of any item will be referred to the Head Librarian for action. The actions range from hefty fines to debarring from Library for a semester.

f. Non-Circulating Materials

Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the Library.

g. Security

The Library is very strict on any theft/ wear and tear of library collection. Proper actions will be taken against those who violate any Library rules. The actions range from hefty fines to debarring from Library for a semester.

h. Clearance Certificate/ No dues certificate

All those who leave the organization must return, replace or pay for all outstanding print and non-print materials that they have not returned to the Library. SUC Library will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the Library.

VIII. WEEDING POLICY

The Library holdings are evaluated to identify inappropriate or outdated materials. This process is accomplished through a cooperative effort between the Library staff and the academic faculty. Faculty members who are in the LRC 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 LRC 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. Material can be donated to needy Schools
- iii. Other material may be offered for sale at the Library's discard through exhibition
- iv. Material in poor physical condition is disposed

e. Considerations for Periodicals

- i. Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
- ii. Titles which contain information that is not useful long-term, such as newsletters and trade magazines, usually have automatic discard patterns established such as "latest two years only retained".
- iii. Annuals, biennials and regularly updated editions of guidebooks, handbooks, almanacs and directories have a de-selection pattern established depending on the value of the information contained retained in the earlier editions. Often one or two older editions are kept in Reference and/or Circulating collections.
- iv. Duplicate issues of journals and magazines are discarded when a volume has been bound.

IX. CONSERVATION, PRESERVATION AND RESTORATION

Library materials are expensive to purchase, to process, and to house. SUC Library acknowledges the necessity of preserving all holdings. The Librarians will consult with the LRC to determine what action should be taken with damaged books or other damaged

materials. The Librarian will help to determine an emergency plan and oversee the initiation of action should an emergency arise.

a. General Principles

- i. Care and handling of library materials will be stressed to library employees and library users.
- ii. Temperature and humidity controls will be sought for library materials.
- iii. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
- iv. Binding will be used to preserve periodicals and other materials as needed.

b. Replacement of Lost, Damaged, Missing and Torn Library Materials

i. Books

The Librarians are responsible for making decisions regarding the replacement of lost, damaged, missing or worn library materials. The librarian will determine whether to replace a specific book or purchase a comparable book guided by the following considerations:

1. Does the material being replaced meet general library collection policy?
2. Does the frequency of use justify replacement?
3. Is the item used for class reserve reading or is it on a faculty recommended reading list?
4. Is the item listed in Books for SUC Libraries or other recommended book lists?

ii. Periodicals

Library staff will identify lost, damaged and missing serials and will take steps to replace these materials. Decisions to replace annual, biennial and irregular serials will be handled according to the policy for monographs described above with the Acquisition Librarian having the responsibility to order replacements.

The following serial items will not be replaced when lost or damaged:

1. Newspapers and newsletters
2. Titles that are not held permanently
3. Titles that are not indexed

Since back issues may be expensive, the decision to replace will be guided by the following considerations:

1. Does the material being replaced meet general Library collection policy?
2. Does the frequency of use justify replacement?
3. Should microforms be purchased rather than replacing paper issue(s)?
4. Is the periodical readily available elsewhere, including full-text sources available to Johnston Memorial Library users?
5. Does the information in the particular title have lasting value?
6. Is the lost or damaged piece more than five years old?

X. LIBRARY FACILITIES & SERVICES

a. Library Services

Library is providing the following services to the users:

- i. Online Public Access Catalogue (OPAC)
- ii. Internet/CD ROM Search Assistance
- iii. Online Resources Services (EBSCO, E-Library)
- iv. News clipping Service
- v. Reference/Referral Service
- vi. Current Awareness Service (CAS)
- vii. Selective Dissemination of Information (SDI)
- viii. Query Based Service (QBS)
- ix. Table of Content

b. Library Timings

The Library is open from 9.00 a.m. to 10.00 p.m on all workings days. The Library can also be opened during examination during non working days also.

c. Newspaper Clipping Service

The Library also subscribes to several newspapers and has a special service of newspaper clipping in which important news related to the subject areas is clipped and is maintained for future reference. This is done by the Library staff with the help of faculty from different subject field on daily basis. **(List of newspaper is given in the appendix)**

d. SDI/CAS Services

The Library offers Selective Dissemination of Information (SDI) and Current Awareness Service (CAS) through news update, library information service, mails, seminars, orientation and through reference desk.

e. Discussion Rooms

There are four rooms for students' discussion and one big room for the faculty members. The rules and regulations are as follows:

- i. The rooms for students have to be reserved in advance. The group which wants to use the rooms for discussion should give their names and the time for use at least one day before the requirement.
- ii. The rooms are for studies and group discussions purpose only.
- iii. If the group wants to use the bigger room for discussion they need a written permission from the faculty members.
- iv. The faculty members can use the rooms at their leisure.

f. Online Resource Service

The Library is equipped with 25 computer terminals with internet access. Students can access online databases subscribed by the library here. This database gives access to 5000 e- journals.

g. General Rules of the Library

- i. Silence should be maintained in the Library.
- ii. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
- iii. Cell phones should be switched off or kept in the silent mode with in Library premises.
- iv. Library ID Cards should be shown at entrance & also on demand whenever there is a check.
- v. Library ID cards/borrower cards are not transferable. Books are issued against borrower cards only on production of their own Library ID card.
- vi. On completion of course No dues Certificate will be issued only on surrender of Library ID card / borrower's card.
- vii. Overdue charges will be collected if book is not returned by due date.
- viii. If book is lost borrower is responsible to replace the book or pay latest market price. If title is out of print price will be charged as per Library norms.
- ix. No eatables are allowed in the Library.
- x. Violations of Library rules can lead to hefty fines / debarred from Library.
- xi. Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.

- xii. Library computers are meant for library search only and students are allowed to work on their assignments also.

XI. PERFORMANCE MEASUREMENT OF LIBRARY

The Library conducts feedbacks at the end of each academic year regarding utilization, infrastructure and other issues. The feedback report is effective in measurement of the various issues and requirement related to the library. The report of the feedback is evaluated by the LRC committee and makes its suggestions and recommendations depending upon the findings of feedback.

XII. APPENDIX

UPDATED STATUS OF LIBRARY-AS ON 27 AUGUST 2011

LIBRARY RESOURCES*

Material	2011
Reference Books	14800
Titles of References	7435
Dissertations-as on 22.6.11	366
Scientific Journals	23
Magazines	15
Association Memberships & E-Databases	07
CDs/DVDs	229
News Papers	11
Internet Terminals	25
Internet Terminals for staff use	04

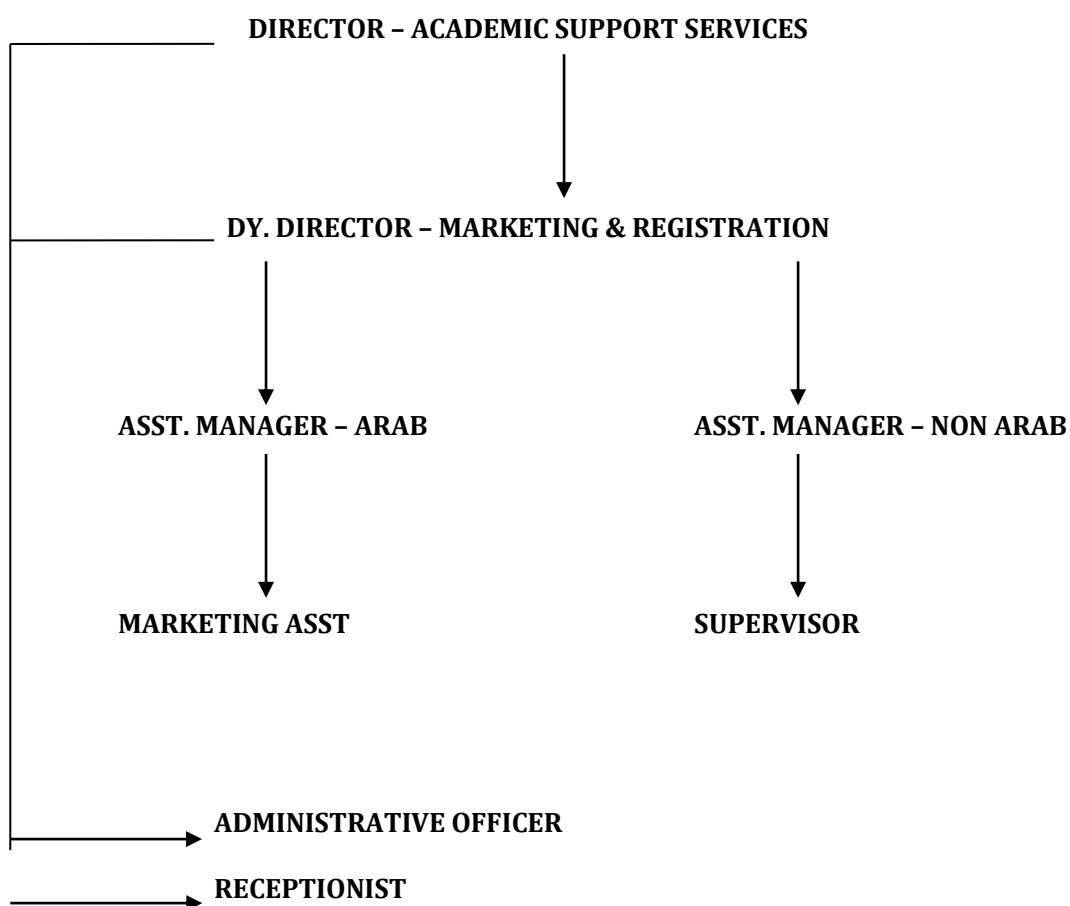
** For more details please get in touch with Head Librarian.*

MARKETING & REGISTRATION POLICIES

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DEPARTMENT STRUCTURE – MARKETING AND REGISTRATION



WHOM TO CONTACT LIST

<u>S. NO.</u>	<u>QUERY ABOUT</u>	<u>CONTACT PERSON</u>
1	Overall in-charge of the department	Mr. Firas Al Tabbaa
2	Admission policies, fee structures, admission requirements, admission deadlines, fee waivers and scholarships for <u>Arab</u> prospective students and parents	For Arab enquiries: Mr. Rabih Abdallah supported by Ms. Nisrine Zitan
3	Admission policies, fee structures, admission requirements, admission deadlines, fee waivers and scholarships for <u>Non Arab</u> prospective students and parents	Mr. Rajesh C. P. and Mr. Milton D'Souza
4	Dealing with Government organizations and business councils	Mr. Firas Al Tabbaa, DASS
5	Dealing with Non Arab cultural clubs and Associations	Mr. Milton D'Souza and Mr. Rajesh C. P.
6	Dealing with Arab cultural clubs and Associations	Mr. Firas Al Tabbaa and Mr. Rabih Abdallah
7	Coordinating visits to Arab schools and their workshops	Mr. Rabih Abdallah supported by Mr Firas
8	Coordinating visits to Non Arab schools and their workshops	Mr. Rajesh C. P. supported by Mr. Milton D'Souza
9	Responding to International enquiries through portal	Ms. Nisrine Zitan and Mr. Milton D'Souza
10	Handling visits and enquiries to regional places including GCC	Mr. Rabih Abdallah supported by Mr. Firas Al Tabbaa
11	Handling visits and enquiries from CIS countries	Mr. Firas Al Tabbaa
12	Handling visits and enquiries from African countries	Mr. Rajesh C. P.
13	Handling visits and enquiries from Asia and China	Mr Milton D'Souza

14	Handling preparation and dissemination of minutes of marketing meetings, analysis and compilation of departmental statistics, keeping track of budgets, expenses, media	Ms. Iris Mendoza
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I. INTRODUCTION

The Marketing & Registration Department is responsible to enroll prospective students irrespective of age, color, gender, religion, race, national origin and disabilities creating a co-educational multicultural academic environment making SUC a dynamic center of learning.

The Department is responsible to build a strong brand image & project the core values of SUC to the prospective students, SUC community & general public locally & internationally. The aim of the department is to reach the target segment by participating in various promotional activities, locally & internationally.

The Marketing and Registration department admits school graduates & matured students by following the guidelines of Ministry of Higher Education and Scientific Research, UAE and the admission policy of SUC based on the availability of seats for each major which is in accordance to the strategic plan of SUC.

II. OBJECTIVES

The Department's goals are to create and implement a brand identity reflecting the University College's position, place and uniqueness locally and globally:

- a. To explore new market segment locally & internationally.
- b. To evaluate & analyze the employment market trends & the industry requirements locally & internationally.
- c. To plan & develop marketing strategies
- d. To enroll prospective students irrespective of age, color, gender, religion, race, nationality and disabilities into SUC.
- e. To build the brand identity of SUC locally and internationally.
- f. To maintain & build public relations with SUC community & its prospects

III. SERVICES PROVIDED

The Marketing & Registration Department provides placement counseling to the prospective students by creating awareness about programs on offer, courses, academic progress, career opportunities & the importance of accredited degrees in the job markets & furtherance of higher studies locally & internationally. Marketing Department provides services such as Teachers Workshops, Students Workshops, Counselor Workshops and Corporate Workshops for SUC community to build social values & help SUC establish itself as a socially responsible Institution towards the community.

IV. MARKETING ACTIVITIES

a. Creating Market Awareness

i. Advertisements

1. The Marketing & Registration Department follows the rules and regulations specified by the MOHE, UAE, while using different media to advertise courses offered at SUC.
2. All advertisements are designed, as per the specific standards of MOHE, UAE and guidelines given by the Management.
3. Media used are Newspaper, Magazines, Radio, E-mails, Mailing shots and Direct Marketing, etc.
4. In addition to above media, emails received from prospective students and public are being responded.
5. The University College also plans to book spots on leading Arab and non Arab radio frequencies to orient and promote to the general public

ii. School Visits/Presentations/Career Fairs

1. With prior approval from the school authorities, presentations are given on Career and Educational opportunities available in U.A.E. to the School children. The purpose of this presentation is to create awareness about the quality and standards of UAE Higher Education and promote SUC.
2. Meeting with principal/ student counselors to present SUC and to request a schedule for Career Counseling Presentation
3. Workshops are organized in the University College campus for students, school principals and counselors in their respective areas.
4. University College Campus tour is also organized for the prospective students to help them in their overall personality development.
5. The University College also participates in various Career Fairs hosted by Schools.

iii. E-marketing / Internet promotions

1. Marketing & Registrations Department sends email advertisement periodically to all the students in its database.
2. Placing ads in leading portals also help in promoting the courses offered by the University College
3. 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.

iv. SMS Marketing

The department also utilizes the database of available mobile numbers and frequently sends updates on the course schedules and other important messages for follow-up with prospective students.

v. Exhibitions/Seminars

1. The Marketing department represents the University College in Educational exhibitions locally and abroad.
2. The University College organizes Seminars to update the student body with the changes in the Market, Industry & Business, as well as Management Development Workshops, by inviting experts.

vi. Appointing agents in various countries

Short listing and appointing recruitment agents in countries for recruitment of student. These agents plan, advertise and promote the courses to prospective students

b. Publicity

SUC gives free services to different communities to boost the morale of the students and the public by having events organized in the University College. During which time all the students of U.A.E are involved along with their parents and relatives.

- i. **Fliers in leading newspapers** - Marketing & Registrations Department sends promotional fliers through various leading Arab and English newspapers across the UAE as per pre-planned Marketing Calendar.
- ii. **Club Sponsorship** - Registering the University College in cultural clubs of countries. Promoting events and participating in their events too.

c. PR Activities

Marketing & Registration Department is also responsible to promote a professional image for the University College through integrated PR strategy, to devise and implement strategies for enhancing students and visitors' satisfaction

- i. Promote a professional image for the University College through an integrated PR strategy. Devise and implement strategies to enhance students and visitors satisfaction.
- ii. Educate prospective students of the University College's core recruitment marketing messages:
 1. Knowledge, Skills and Value based Education

2. Education based on American Curriculum which is approved and accredited by the Ministry of Higher Education & Scientific Research, UAE, and is fully accepted internationally
3. Higher Education experience in a safe, setting
4. High Placement rate

iii. Media responsibilities:

1. Spokesperson role
2. Arrange for media interviews
3. Events promotion & Press release writing/distribution

iv. Develop a proper visual identity (graphic image) for the University College to be carried on all print communications, promotional material etc. within a framework of a Corporate Identity program. Ensure that all the University College print presentations (ads, letterheads, facsimile, and website) comply with the corporate ID standards.

v. Coordinate corporate campus events and functions management. Stock conference material (files, folders etc), other promotional material (brochures, fliers etc) and suitably designed stationery to use during functions.

vi. Develop and keep an updated database of the main and desired feeder schools, government agencies, and private companies and keep close contact with them by constantly distributing publicity/promotional material.

vii. Develop aggressive, timed marketing strategies (multi media and personal marketing campaign - print advertisements, radio presentations, brochures, fliers, promotional material etc.)

viii. Devise mechanisms to detect student issues and ensure that these are brought to the attention of the relevant authorities and more importantly acted upon. These include to working close with Student Services Department, Administration Department and Academics in attending to student complaints.

ix. Association with Business Councils and Consulates - The Marketing Department also sets up and meets the business council members to interact with professional from various Industry and consulates to get information about the Education sector in their countries and possibly associate with the Ministry of Education of those countries.

- x.** Events - The Marketing & Registrations Department coordinates all the University College events in co-operation with other departments.

V. PRE- ENROLLMENT ACTIVITIES

Pre-enrolment activities are generally aimed at making the prospective student and their parents aware about the courses available at SUC and hence help them make the right choice.

- a.** To receive telephone enquiries and provide full information about SUC programs and courses.
- b.** To receive visitors, provide full information and assistance during campus tours.
- c.** The Marketing Department key responsibility is to accentuate recruitment efforts in-station and out-of-station:
 - i.** Disseminate proper information to public in general.
 - ii.** Provide correct and detailed information to a prospective student.
 - iii.** Interview the student and guide him/her towards selecting the right area as per their aptitude.
 - iv.** Enroll students to programs offered at SUC
- d.** The Marketing and registration Department is also responsible to guide the students and advise them how they can choose their careers in the future.
 - 1. All the admissions are carried based on the guidelines issued by the Ministry of Higher Education and Scientific Research, UAE & Admission Policy & Procedure of SUC.
 - 2. The Marketing & Registration Department gives response/ feedback to individual prospects, as per their requirements so that they can make the right decision.
 - 3. All documents are reviewed and eligibility is checked before enrollment is processed. The department physically checks the original documents before attaching the true copies in the student file.
 - 4. SUC follows a non-discriminatory policy to admit all such students who have completed the General Secondary School Certificate of UAE or its equivalent as per International Grade Conversions published by World Education Services Inc. (www.wes.org), subject to availability of seats. The Administration Department plans for the number of seats for each major and the Committee of the Head of Departments (COHD) approves the proposed plan of seats at the beginning of each academic year. For detailed admission procedure, please refer to admission policies (Section IV)
 - 5. All eligible candidates documents are forwarded to Administration department for further admission procedures

VI. POST ENROLLMENT ACTIVITIES

The marketing department facilitates the students during the graduate course by helping the academic department in inviting guest lectures, organizing field visits, internship and any other social activities. In this process, the student is provided an opportunity to apply the business concepts learnt.

a. Industry Linkages & Students Placements

The Marketing & Registration department supports the Student Services Department for arranging internships and placement opportunities. These are facilitated by arranging various corporate visits to leading organizations. The marketing personnel from SUC orient the corporate about its program offerings and advise them on availability of students at the time of internship and permanent positions.

b. Coordinating Guest Lectures

Under this, industry experts from various multinational companies and business groups are invited to conduct guest lecture for students. The chosen topics are related to the program offering at SUC where students get to learn the intricacies of business from experts

c. Coordinating Field Visits

As part of the community services and giving practical exposure, the students are taken for field visits to various corporate and business houses. They are also introduced to key personnel in these organizations to understand the working procedures and various operational strategies that these organizations employ at the workplace.

d. Scholarships and other Fee waivers

The Marketing & Registration Department keeps a provision of offering academic and non academic scholarships for prospective students. The students are given information about various scholarships available such as merit based, sibling fee waiver; need based, outstanding efforts in extracurricular activities. The grant of scholarship is then forwarded to the scholarship committee who reviews the case and gives approval for the designated amount for the particular scholarship. More details can be obtained from the SSD Policy and Procedures Manual. (See ***Annexure - SCHOLARSHIP FOR PROSPECTIVE STUDENTS***)

VII. REGISTRATIONS & NEW ADMISSIONS

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

Committee of the Head of Departments (COHD) approves the proposed plan of seats at the beginning of each academic year.

BBA DEGREE PROGRAMS [UG]

NEW ADMISSIONS

ENTRY REQUIREMENTS

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

a. High School Grade:

- i. Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. (www.wes.org). Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education and Youth. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country.
 - ii. Seven subjects of IGCSE/GCSE/GCE (O-Level) with grade 'C' or above (AS-Level) with grade 'D' or above (A-Level) with grade 'E' or above. All documents require attestation from the competent authorities.
 - iii. Holders of UAE Secondary School Certificate who have scores below the required level (minimum of 60%), and do not meet the regular admission requirements, may go through the Foundation Program to prepare themselves for higher studies in their chosen field.
- b.** On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOHESR. This may be used for progression to Higher Education within the institution offering the Foundation Program, or for entry to other receiving institutions, provided the student meets the admission requirements set for specific programs at that institution.
- c.** English competency required as the exit standard is TOEFL 500 (or IELTS 5.0) for those intending to enter Higher Education programs delivered in English, and TOEFL 400 (or IELTS 4.0) for those intending to join programs offered in Arabic. Note that Institutional TOEFL is NOT ACCEPTABLE.
- d.** The Foundation Program does not apply to students who hold High School Certificates from other systems of Education (British GCE / IGCSE or American Diploma). Students

falling under this category will need to meet the minimum admission requirements set forth in the Ministerial Decree's 200/2004 and 133/2005.

- e. **Provisional Admission:** The DOA reserves the right to admit a student on Provision (e.g. special cases where the student may not have satisfied all the admission requirements). In such a case, the student must have an average of not less than 60% marks in the secondary school level of UAE or its equivalent
 - i. Provisional admission is not applicable to UAE board students holding certificates after 2006 having less than 60% marks.
 - ii. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, he or she must obtain a Grade Point Average (GPA) of 2.0 on a scale out of 4.0 upon successfully completing 12-15 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student's admission.
 - iii. 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.
 - iv. **Exception:** Students holding diploma from any accredited institution in UAE having 50% and above in the secondary school level of UAE or its equivalent will be admitted to the SUC. However such students will be required to undergo the English Language proficiency test as per the SUC norms.

PLACEMENT REQUIREMENTS

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

a. English Language Proficiency (TOEFL Exam)

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

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

- i. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 61 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 173 on the Computer based TOEFL.
- ii. A minimum score of 5.0 on International English Language Testing System

(IELTS - Academic)

b. Mathematical ability

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

TRANSFER ADMISSIONS

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

a. Documents required:

- i. The official transcripts,
- ii. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
- iii. An official letter from the previous institution
- iv. All documents mentioned in the registration requirements
- v. Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

Conditions Applicable:

1. They must pass the English and Mathematics proficiency requirement.
2. The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.
3. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.
4. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
5. Must have passed the course with a minimum of 'C' grade or equivalent.
6. 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.
7. No transfer can be awarded for Capstone and protected courses of SUC.
8. 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.
9. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.
10. In case student changes the major area of study the student will have to re-apply for TOC.
11. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and

Dean (Academics). Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.

- 12.** Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- 13.** The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- 14.** Non-refundable SUC TOC processing fees (as per applicable fee structure)
- 15.** 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)
 - i.** The 12th standard Certificate should not be less than 50%.
 - ii.** His/her diploma should be accredited and attested by MOHESR or its equivalence certificate for those who graduate outside UAE.
 - iii.** To check the validity of the certificate issued by HCT and make sure that it is authentic.
 - 1.** CGPA should be 2.0 and above.
 - 2.** The student should get "C" grade and above in the following subjects:
 - 3.** (a) English (b) Maths (c) Computer
 - 4.** Any other conditions followed by the institutions. Once the acceptable transfer of credits are decided, the student is informed and can then proceed for registration. Appropriate fee reduction is given for the courses granted transfer of credit.

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:

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

REGISTRATION REQUIREMENTS [UG]

a. LOCAL STUDENTS OR STUDENTS WITH OWN VISA:

- i. 6 Passport size colored photographs (not Polaroid)
- ii. Passport Copy with minimum six months validity
- iii. Attested copy of High School Certificate along with marks sheet i.e.
 1. For UAE 12th standard High Schools, certificate should be attested by the school and Ministry of Education, UAE
 2. For foreign schools, operating in UAE and approved by the Ministry of Education-UAE, certificate should be attested by the school & private Department in Ministry of Education – UAE
 3. For overseas schools, certificate should be attested by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
- iv. The following fees must be paid at the time of admission:
(A total of **AED 7,000/-**)
 1. Application Fee of **AED 1,000/-** Non-refundable
 2. First Installment fee of **AED 5,000/-** & Resource Utility Fee of **AED 1,000/-** Non-refundable after commencement of classes, even if the student did not attend any class.
- v. Completed Undertaking forms (if required)

b. VISA STUDENTS (LOCAL):

- i. 15 Passport size colored photographs with white background (not Polaroid)
- ii. Passport Copy with minimum eight months validity
- iii. Attested copy of High School Certificate along with marks sheet i.e.
 1. For UAE 12th standard High Schools, certificate should be attested by the school and Ministry of Education, UAE
 2. For foreign schools, operating in UAE and approved by the Ministry of Education-UAE, certificate should be attested by the school & private Department in Ministry of Education – UAE
 3. For overseas schools, certificate should be attested by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
- iv. The following fees must be paid at the time of admission:
(A total of **AED 25,750/-**)
 1. Application Fee of **AED 1,000/-** Non-refundable
 2. First Installment fee **AED 5,000/-** Non-refundable
 3. Resource Utility Fee of **AED 1,000/-** Non-refundable
 4. 1st Cheque Payment of **AED 10,350/-**

- 5. Visa Fee of AED 5,000/- (Applicable for a 3 year visa) [Fully Non-refundable once visa is filed]**
- 6. Passport Guarantee of AED 2,500/- [Refundable at the time of visa cancellation]**
- 7. TOEFL Exam Fee of AED 500/-**
- 8. TOEFL Book of AED 400/-**
- v. Three post Dated Cheques of AED 10,350/- each**
- vi. Completed Undertaking form/s & Student Personal details form**

c. VISA STUDENTS (OVERSEAS):

- i. 15 Passport size colored photographs with white background (not Polaroid)**
- ii. Passport Copy with minimum eight months validity**
- iii. 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)**
- iv. The following fees must be paid at the time of admission:
(A total of USD 6,755/-)**

- 1. First Installment fee – USD 2,975/- Non-refundable**
- 2. Resource Utility Fee – USD 275/- Non-refundable**
- 3. Visa Fee – USD 1,370/- (Applicable for 3 year visa)**
- 4. [Fully Non-refundable once visa is filed]**
- 5. Passport Guarantee – USD 685/-**
- 6. [Refundable at the time of visa cancellation]**
- 7. TOEFL Exam Fee – USD 140/-**
- 8. TOEFL Book – USD 110/-**
- 9. 1st Semester of the Hostel Fees – USD 1,200/-**
- 10. [3 months at the rate of USD 400/- per month**
- 11. (Inclusive of water & electricity charges)]**
- v. Completed Undertaking form/s & Student Personal details form**

d. ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER OF CREDITS:

- i. Official Transcript of records**
- ii. Full Course Syllabus [Credit Value, Level, Detailed course content, Learning outcomes/objectives & Indicative learning resources]**
- iii. Letter from College/University certifying that the student attended there**
- iv. TOC processing fee of AED 300/- or USD 85/-**

MBA DEGREE PROGRAMS [PG]

ENTRY REQUIREMENTS

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

a. Qualification

- i. A Bachelor's degree in Business discipline from an accredited institution in the UAE or its 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 Proficiency Requirement:

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

- i. A native speaker of English who has completed his/her BBA education in an English medium instruction in a country where English is the official language
- ii. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her BBA program.

c. GPA Requirement

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

d. Probationary Admittance:

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

- i. TOEFL score of 550 on the Paper-Based test, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0) may be admitted to the Master's program subject to the following:
 1. May take a maximum of nine credit hours in the first semester of study.
 2. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
 3. If either provision is not met the student will be dismissed.
- ii. Must achieve a TOEFL score of 550, or equivalent, by the end of the student's

first semester of study;

1. May take a maximum of six credit hours in the first semester of study, not including intensive English courses;
2. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
3. If either provision is not met the student will be dismissed.
 - a. Students with CGPA 2.0 to 2.49 in the applicants baccalaureate degree and meets the English competency requirements as per SUC policy (both business and non business discipline) may be admitted to the Master's program subject to the following:
 - i. To qualify for MBA program admission a student must complete seven courses of MQP with minimum 'B' grade or take challenge exam (only for business graduates) in any of the seven courses and score minimum 'B' grade.
 - ii. In case s/he has already taken any of the MQP courses with the grade of 'B' or above at baccalaureate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy
 - iii. Meets the English competency requirements as per SUC policy.
 - iv. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
 - v. If either provision is not met the student will be dismissed.
 - vi. 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

Transfer Admission

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

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

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

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

a. Documents required:

- The official transcripts,
- Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
- An official letter from the previous institution
- All documents mentioned in the registration requirements
- Processing fee of as applicable must be submitted for evaluation. Transfer of credit is granted under the following conditions:

b. Conditions Applicable:

- They must pass the English proficiency requirement.
- The course contents mentioned in the CDP of the previous institution should match a minimum of 75% of the SUC Syllabus of the corresponding course.
- The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses can be transferred to the program.
- The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
- 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'.
- 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.
- 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.
- A student is placed in the fourth semester status only after completing all the balance courses till the third semester.

- ix. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean (Academics). Students pursuing their studies at SUC are generally not granted TOC for courses offered at SUC.
- x. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- xi. The result of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xii. Non-refundable SUC TOC processing fees (as per applicable fee structure)

c. Procedure for Finalizing Institutions for the purpose of Transfer of Credits

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

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

Matured Entry Admission

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

a. Business Graduates

- i. Must have 5 years of work experience after completion of baccalaureate degree.
- ii. Such students will have to face a pre-enrollment personal interview with a designated committee to assess level of academic aptitude for joining the MBA Program
- iii. Meets the English competency requirements as per SUC policy
- iv. Must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

b. Non Business Graduates

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

- ii. Meets the English competency requirements as per SUC policy.
- iii. Must complete the MQP requirement as per SUC policy.
- iv. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

MBA QUALIFYING PROGRAM (MQP)

A student who is seeking admission with a baccalaureate degree obtained from a non-business discipline is required to undergo the MQP by taking the following seven courses. In case student has already taken any of the MQP courses, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by them.

However, the decision for the exemption will be made jointly by the Program Coordinator and DOA upon carefully reviewing the course contents as per SUC TOC policy.

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

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

All these courses are equivalent to 3 credit hours at baccalaureate level. These credits cannot be

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

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

REGISTRATION REQUIREMENTS [PG]

a. LOCAL STUDENTS OR STUDENTS WITH OWN VISA:

- i. 5 Passport size colored photographs (not Polaroid)
- ii. Passport Copy with minimum six months validity
- iii. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.
 1. For UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE
 2. For foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE
 3. For overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
- iv. The following fees must be paid at the time of admission:
(A total of AED 7,000/-)
 1. Application Fee of **AED 1,000/-** Non-refundable
 2. First Installment fee of **AED 5,000/-** & Resource Utility Fee of **AED 1,000/-** Non-refundable after commencement of classes, even if the student did not attend any class.

- v. Completed Undertaking forms (if required)

b. VISA STUDENTS (LOCAL):

- i. 10 Passport size colored photographs with white background (not Polaroid)
- ii. Passport Copy with minimum eight months validity
- iii. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.

1. For UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE
2. For foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE
3. For overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

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

(A total of AED 25,400/-)

1. Application Fee of AED 1,000/- Non-refundable
2. First Installment fee of AED 5,000/- Non-refundable
3. Resource Utility Fee of AED 1,000/- Non-refundable
4. 1st Cheque Payment of AED 10,000/-
5. Visa Fee of AED 5,000/- (Applicable for a 3 year visa) [Fully Non-refundable once visa is filed]
6. Passport Guarantee of AED 2,500/- [Refundable at the time of visa cancellation]
7. TOEFL Exam Fee of AED 500/-
8. TOEFL Book of AED 400/-

v. Three post Dated Cheques of AED 10,000/- each

vi. Completed Undertaking form/s & Student Personal details form

c. VISA STUDENTS (OVERSEAS):

- i. 10 Passport size colored photographs with white background (not Polaroid)
- ii. Passport Copy with minimum eight months validity
- iii. Attested copy of Bachelor's Degree Certificate along with marks sheet i.e.

1. For UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE
2. For foreign Universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE
3. For overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

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

(A total of USD 6,780/-)

1. First Installment fee of USD 3,000/- Non-refundable

2. Resource Utility Fee of USD 275/- Non-refundable
 3. Visa Fee of USD 1,370/- (Applicable for a 3 year visa) [Fully Non-refundable once visa is filed]
 4. Passport Guarantee of USD 685/- [Refundable at the time of visa cancellation]
 5. TOEFL Exam Fee of USD 140/-
 6. TOEFL Book of USD 110/-
 7. 1st Semester Hostel Fees USD 1,200/- [3 months at the rate of USD 400/- per month (Inclusive of water & electricity charges)]
5. Completed Undertaking form/s & Student Personal details form
- d. ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER OF CREDITS:
- i. Official Transcript of records
 - ii. Full Course Syllabus [Credit Value, Level, Detailed course content, Learning outcomes/objectives & Indicative learning resources]
 - iii. Letter from College/University certifying that the student attended there
 - iv. TOC processing fee of AED 300/- or USD 85/-

VIII. ENTRANCE EXAM DETAILS

TOEFL-ITP/MATHEMATICS

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

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

TOEFL – TEST CENTER: SUC is an authorized ITP center which conducts the TOEFL tests regularly according to the published calendar. The duration of ITP TOEFL test is 1 hour and 55 minutes. UG 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.

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

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

g. TEST STRUCTURE

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

1. 3-4 mini talks, 60-90 seconds long with 3-5 questions each,
2. 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each
3. 30-40 dialogues, 5-15 seconds long with 1 question each.

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

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

1. 15 multiple choice questions based on the structure of the sentence.
2. 35 questions - 4 parts of the sentence are underlined – incorrect one has to be chosen and the corresponding letter to be written on the answer sheet.

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

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

1. Most of the questions are multiple choices.
2. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions.

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

h. 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.

- i. The ITP TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.
- ii. They must work to improve their knowledge of the English **language skills** that are covered on the paper version of the TOEFL test.
- iii. They must understand the **test taking strategies** that are appropriate for the paper version of the TOEFL test.
- iv. They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

i. PROCEDURE:

- i. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.
- ii. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.
- iii. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.
- iv. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.
- v. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.
- vi. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.
- vii. The students have to answer the test questions in areas identified in section 1, section 2 and section 3 on the answer sheet.
- viii. The students are solely responsible for marking answers properly on the answer sheet.
- ix. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.
- x. They have to completely fill the circle with a heavy, dark mark.

j. IDENTIFICATION:

- i. Students must provide their original, valid and signed passport in addition to their other I. D.
- ii. Students who wear the face covering are required to uncover during the exam. The students face must be visible at all times during testing.
- iii. If student does not have a passport, an official letter from the school he or she most recently attended is required, and this letter must have student photo glued (not stapled) to it, and the title, signature, and seal of the official who issued the identification must overlap the photograph.
- iv. No other forms of identification will be accepted.

k. STATIONERY REQUIRED:

- i. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.
- ii. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.

- iii. The students must carry a good quality of eraser.
- iv. Pencils and erasers will not be supplied by the SUC.
- I. **CHEATING & UNACCEPTABLE BEHAVIOR:** SUC has the full right to cancel the paper of anyone who:
 - i. Takes a test book or answer sheet from the testing room.
 - ii. Attempts to take the test for someone else.
 - iii. Gives or receives assistance during the test.
 - iv. Fails to follow instructions given by the Invigilator
 - v. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet.
 - vi. Takes dictionaries, other books, notes or other devices into the testing room.
 - vii. Creates a disturbance or behaves inappropriately.
 - viii. Copies test questions or answers.
 - ix. Malpractices in any other way.

B. IELTS EXAM

How to apply for the IELTS exam

- I. IELTS Application forms have to be filled by the students by paying the prescribed amount of fee. The Skyline administration guides them in this regard. Students should be ready with the required documents at the time of filling the application:
 - a. **GENERAL REQUIREMENTS:**
 - i. 2 passport photographs
 - ii. 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
 - 1. **Passport photo specifications:**
 - a. Two identical passport size photographs
 - b. Not older than six months,
 - c. Head should be fully shown - looking straight at the camera and without spectacles
 - d. Photos must have a blue or black background
 - e. You have to sign on the reverse of the photographs.
 - b. **ACADEMIC MODULE OF IELTS:**
 - i. The total test time is 2hours and 45 minutes.
 - ii. The Academic module of IELTS consists of four components.
 - 1. **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.
 - 2. **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.

3. **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.
4. **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.

IX. AIPC (ACADEMIC IELTS PREPARATORY COURSE)

A. BBA

The Academic IELTS preparatory course (AIPC) and mathematics preparatory courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 5.0 out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program):

- d. **Scenario 1: If Student falls short of qualifying score in both English and Maths:** In this scenario, the student will undergo the AIPC and maths preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).
- e. **Scenario 2: If Student falls short of qualifying score in English but obtains qualifying score in Maths:** In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).
 - ii. **Preparation for English Language Skills- Academic IELTS Preparatory Course (AIPC):** For students who have passed the Mathematical ability test but have failed the English language proficiency test, the below mentioned categories will apply. However, prospective students who score below 350 in TOEFL are rejected by SUC.

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic – AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards preparation for IELTS (Academic) during the semester. This is a non credit course.
2. **Category B:** Students who have scored between 425 and 499 in TOEFL (ITP) or between 4.0 and 4.5 in IELTS (Academic) will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced – AIPC (total of 120 contact hours). At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in UG with a 3 credit hour course of freshman level (as shown in the table below). AIPC is a non credit course.

CODE	COURSES	CREDITS
CIS101	Computer Skills-1	3
GEN101	General Study Skills	2
GEN102	Community Services & Sports	1
HUM101	Islamic Culture	3
MAT101	Business Mathematics	3

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

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

Note -2: Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident of scoring 500 or above in the subsequent TOEFL

test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA program. If they are unable to score 500 in the latest attempt, they will be required to undergo a preparatory course in English and the latest IELTS (Academic) scores will be considered as the basis to place the student in the IELTS (Academic) preparatory course.

- f. Scenario 3: If Student falls short of qualifying score in math but obtains qualifying score in English:** In this scenario, the student will undergo IELP (Academic IELTS preparatory course) to improve English language skills towards meeting the admission requirements and she/he will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section). In this scenario, students have to take the Mathematics preparatory course (MAT001 - Numeracy) to improve the mathematical abilities. Such students are eligible to be admitted into courses other than maths at the BBA degree program on a simultaneous progression with the Mathematics preparatory course. Such students can progress up to Sophomore Level until they pass the Mathematics preparatory course with 60% marks. The courses available for provisional status admission are:

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

B. MBA

The 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.

- a. **ENGLISH PROFICIENCY REQUIREMENT:** A TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), is required for admission to the MBA Program with the following exceptions:
 - x. A native speaker of English who has completed his / her baccalaureate education in an English medium institution in a country where English is the Official language.
 - xi. A student admitted to and graduated from an English medium institution that can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the MOHESR, upon admission to his/her baccalaureate program.

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

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or between 2.0 and 3.5 in IELTS (Academic), will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC (total of 190 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards AIPC. This is a non credit course.
2. **Category B:** The students who have scored between 425 and 529 in TOEFL (ITP) will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. This is a non credit course.
3. **Category C:** The Students, who have scored between 530 and 549 in TOEFL (ITP), will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC (total of 120 contact hours) and at the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll up to 6 credit hours in the first semester. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the MBA program.

X. SCHOLARSHIP/FEE WAIVER POLICIES FOR PROSPECTIVE STUDENTS

A. BBA

PROSPECTIVE STUDENTS: Students who intend to join SUC for a full time BBA Program are termed as prospective students, a prospective student becomes eligible for the above scholarships only once the First Installment fee is cleared and students joins the program. Prospective students can avail scholarships in the under mentioned categories:

The fee waiver considered for students joining UG program will be as follows:

BBA Fees - AED 130,000/-

SCHOLARSHIP/FEE WAIVER TYPE		UG	FEE	NET
MERIT BASED		FEES	WAIVER	FEES
UAE / Arab Board	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	85% - 90%	AED 130,000/-	AED 10,000/-	AED 120,000/-
Indian Board	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	90% And Above	AED 130,000/-	AED 10,000/-	AED 120,000/-
	85% - 89%	AED 130,000/-	AED 5,000/-	AED 125,000/-
Pakistan Board	Topper of the School [20% of the Tuition Fee] – 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-

	90% And Above	AED 130,000/-	AED 10,000/-	AED 120,000/-
	85% - 89%	AED 130,000/-	AED 5,000/-	AED 125,000/-
IGCSE Curriculum	Topper of the School [20% of the Tuition Fee] - 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	5 A's & 2 B's	AED 130,000/-	AED 10,000/-	AED 120,000/-
	4 A's & 3 B's	AED 130,000/-	AED 5,000/-	AED 125,000/-
American Curriculum	Topper of the School [20% of the Tuition Fee] - 1 Boy & Girl)	AED 130,000/-	AED 22,200/-	AED 107,800/-
	A Grade	AED 130,000/-	AED 10,000/-	AED 120,000/-
	B Grade	AED 130,000/-	AED 5,000/-	AED 125,000/-
SCHOOL RECOMMENDATION		AED 130,000/-	AED 5,000/-	AED 125,000/-
OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES		AED 130,000/-	AED 5,000/- - AED 7,500/-	AED 125,000/- - AED 122,500/-
SIBLING		AED 130,000/-	AED 5,000/-	AED 125,000/-
INDUSTRY		AED 130,000/-	AED 1,500/- - AED 3,000/-	AED 128,500/- - AED

				127,000/-
GOVERNMENT	UAE Local Applicant	AED 130,000/-	AED 11,750/-	AED 118,250/-
	Expatriate Applicant	AED 130,000/-	AED 7,500/-	AED 122,500/-
BANK	UAE Local Applicant	AED 130,000/-	AED 11,750/-	AED 118,250/-
	Expatriate Applicant	AED 130,000/-	AED 7,500/-	AED 122,500/-
OTHERS				
PALESTINE EMBASSY & CONSULATE AGREEMENT	20%	AED 130,000/-	AED 22,200/-	AED 107,800/-
	25%	AED 130,000/-	AED 27,750/-	AED 102,250/-
SHARJAH MUNICIPALITY	UAE Local Applicant	AED 130,000/-	AED 14,000/-	AED 116,000/-
	Expatriate Applicant	AED 130,000/-	AED 7,500/-	AED 122,500/-
*AED 350,000/- FUND [SHARJAH MUNICIPALITY]	50%	AED 130,000/-	AED 55,500/-	AED 74,500/-
	20%	AED 130,000/-	AED 22,200/-	AED 107,800/-
	AED 15,000/-	AED 130,000/-	AED 15,000/-	AED 115,000/-
AED 350,000/- FUND [PALESTINIAN CONSULATE]	50%	AED 130,000/-	AED 55,500/-	AED 74,500/-
	25%	AED 130,000/-	AED 27,750/-	AED 102,250/-
*AED 350,000/- FUND [PAKISTAN ASSOCIATION DUBAI]	50%	AED 130,000/-	AED 55,500/-	AED 74,500/-
	20%	AED 130,000/-	AED 22,200/-	AED 107,800/-
	10%	AED 130,000/-	AED 11,100/-	AED 118,900/-

** - Subject for Approval*

B. MBA

The fee waiver considered for students joining PG program will be as follows:

MBA Fees - AED 70,000/-

FEE WAIVER TYPE		PG FEES	FEE WAIVER	NET FEES
SUC STUDENT		AED 70,000/-	AED 5,000/-	AED 65,000/-
SIBLING		AED 70,000/-	AED 5,000/-	AED 125,000/-
INDUSTRY		AED 70,000/-	AED 1,000/-	AED 68,000/-
			-	-
GOVERNMENT	UAE Local Applicant	AED 70,000/-	AED 2,500/-	AED 67,500/-
	Expatriate Applicant	AED 70,000/-	AED 5,800/-	AED 64,200/-
BANK	UAE Local Applicant	AED 70,000/-	AED 4,000/-	AED 66,000/-
	Expatriate Applicant	AED 70,000/-	AED 5,800/-	AED 64,200/-
OTHERS				
PALESTINE EMBASSY & CONSULATE AGREEMENT	20%	AED 70,000/-	AED 11,160/-	AED 58,840/-
	25%	AED 70,000/-	AED 13,500/-	AED 56,500/-
SHARJAH MUNICIPALITY	UAE Local Applicant	AED 70,000/-	AED 6,500/-	AED 63,500/-
	Expatriate Applicant	AED 70,000/-	AED 4,000/-	AED 66,000/-
*AED 150,000/- FUND [SHARJAH MUNICIPALITY]	50%	AED 70,000/-	AED 27,900/-	AED 42,100/-
	20%	AED 70,000/-	AED 11,160/-	AED 58,840/-
	AED 7,500/-	AED 70,000/-	AED 7,500/-	AED 62,500/-
AED 150,000/- FUND	50%	AED 70,000/-	AED 27,900/-	AED 42,100/-

[PALESTINIAN CONSULATE]	25%	AED 70,000/-	AED 13,500/-	AED 56,500/-
*AED 350,000/- FUND [PAKISTAN ASSOCIATION DUBAI]	50%	AED 70,000/-	AED 27,900/-	AED 42,100/-
	20%	AED 70,000/-	AED 11,160/-	AED 58,840/-
	10%	AED 70,000/-	AED 5,580/-	AED 64,420/-

XI. DOCUMENTATION & PAYMENT PROCEDURE

- ❖ Once all the documents are received & checked, students are requested to go through the policy and procedures governing students of the University College.
- ❖ After adequate understanding and clarifications are given by the department, a form is signed between the applicant and the University College. Thereafter required fees is deposited by the student in the Accounts department, subsequently the student is provisionally enrolled. As an applicant the student gives his/her entrance exam and pays the First Installment fees and is registered.
 - A. FEE STRUCTURES – BBA & Post-Graduate Programs
 - B. REFUND POLICIES (UG & PG)
 - C. FEE WAIVER POLICIES (UG & PG)

XII. REPORTS

In order to evaluate the effectiveness of the department and to check whether the University College is achieving the desired level of enrolment as per the strategic plan, reporting becomes inevitable such reports are generated periodically

- A. Daily Report

Daily reports are generated to keep track of the variation in enquiry, visitors and enrollment on a daily basis.
- B. Weekly Report

Weekly reports are also prepared to check the variance in enquiry, visitors and enrollment on a weekly basis.

C. Monthly Report

Monthly Report is used to compare the previous year's enrollment with that of present as on a given date. This gives the early indicators for corrective action to be initiated if required.

D. Semester Report

- i. Before semester - This report is designed to look at the previous year's enrollment and forecast on new semesters enrollment according to which segregation is made for different degrees, timing and seat allocation.
- ii. After Semester – At the end of the semester, the Marketing and Registration department verifies whether the forecasted figures have been achieved or not.

E. Yearly Report

Yearly Report is submitted to the management which includes the enrollments for the current year. The reports are segregated on the basis of:

- 1) Majors
- 2) Gender
- 3) Location of residence of students
- 4) Nationality of students
- 5) School of study
- 6) Year of passing High School/Bachelors
- 7) School wise
- 8) Program wise
- 9) TOC Wise
- 10) Postponements, Rejections and Cancellations

Comparisons are made for past 2 years. These reports enable the department to investigate the causes of increase or decrease in the enrollment. It helps in analyzing market trend. It also helps the department in forecasting the enrolments for the next year. Based on the forecasting, the pre-enrollment activities are planned and the budgets are prepared.

F. Enrollment Updates

Enrollment updates for both BBA & graduate programs are sent twice a week to keep track of the progress of enrollments for the upcoming intake. The updates comprise of:

- a. Nationality
- b. Program wise
- c. Postponements/Cancellations
- d. Status of each applicant
- e. Percentage of achieved enrollments against targets

XIII. MARKET INTELLIGENCE SYSTEM

In this procedures and sources are set, which are used to obtain day to day information about pertinent development in the market environment. Initially the environment is segregated into four:

- a) Information through observation: General exposure to information, with no specified purposes.
- b) Information through pre determined purpose: Directed exposure - involving active search to more or less clearly identified area or type of information.
- c) Informal search: Relatively limited and unstructured efforts are made to obtain specified information or information for a specific purpose.
- d) Formal Search: Additional efforts are usually followed using appropriate procedure and methodology to secure specific information.

Marketing & Registration Department compiles marketing intelligence by assimilating information from Books, Newspaper and trade publications, also through informal talks with parents, students, outsiders and Alumni. Though the system is casual, information gathered is available to assess competitors, need of the student and resolve any prevailing problems/concern.

Steps to collect market intelligence:

Step 1: Gathering information about other institutes/universities operating in the Market which includes:

- Name of the Institute/University College
- Location – Address including website & email
- Type of degree and courses – duration, cost for each, class timing
- Eligibility criteria
- Entrance Exam Details

- Number of teaching hours, nationality of faculty
- Total number of students, class strength, nationality of students
- Option of subjects for each program
- Market share in UAE
- Infrastructure
- Ministry approval
- Fee structure, Terms of payment
- Extra payments, Visa formalities, Sports, Library, Books etc.
- Placement cell
- Transport facility
- Type of events organized
- Transfer of credits
- Staff facilities – Accommodation, Insurance, Medical etc.
- Staff Timing
- Promotional Strategies
- Marketing budget
- Other Information

Step 2: Search internally and find out the students' point of view by conducting surveys.

Step 3: Analyze current situation of the economy of the land and the changes in government rules and regulations. Analyze the survey to see which marketing tool is not effective – such as print media; direct marketing etc. This is done by scanning the environment and conducting expert opinion survey.

Step 4: Evaluate competitors Educational standards.

Step 5: Competitors products are reviewed, for necessary amendments.

Step 6: Analyze services provided by the competitors and identify ways to provide the same in SUC.

Step 7: Check or analyze the market trend and demand by conducting survey.

Step 8: Identify the number of high school graduates in different schools using various techniques.

Step 9: Do SWOT analysis

Step 10: Resolve problems through correct marketing techniques and by implementing revised plans.

XIV. FUTURE PLAN

Initially marketing plans are prepared in line with strategic plans, inputs are provided based on our past experience, local market trends and target set by the Management. The annual plan is a detailed break down of the 5 year plan for the academic year. Plans are made for Direct and indirect marketing.

Direct marketing approaches:

- Presentations to school final year students.
- Participating in Educational exhibitions.
- Conducting seminars on latest developments – regionally and globally.
- Organizing special events by Skyline students to promote charity & awareness.
- Sponsoring Cultural events, organized by different communities, to breakdown regional, cultural and religious barriers.

Indirect Marketing approaches:

- Print media
- Internet/E-mail marketing
- Mailing shots
- Faxes
- Radio & T.V

Reporting the market intelligence information mentioned above. Refer to section VII

XV. ANNEXURES

SPORTS DEPARTMENT POLICIES

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WHOM TO CONTACT LIST

SL.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Mr. Sanjay Benjamin
2	Sports activity/coaching sessions	Mr. Sanjay Benjamin
3	Gym	Mr. Sanjay Benjamin
4	Sports Committee	Mr. Sanjay Benjamin
5	Inter-University events	Mr. Sanjay Benjamin
6	Health Services	Mr. Sanjay Benjamin

I. INTRODUCTION

The Sports Department of SUC strives to promote the social, mental and physical development of every student. Sport is an integral part of SUC's total educational process aimed at developing overall personality of individuals for healthy mind and body.

The Sports Department plans, organizes and conducts Intra-mural and Inter University/College sports activities on an annual basis to develop the spirit of competition, coordination and cooperation among the youth. The Sports department of SUC has the responsibility of organizing community service activities for SUC community.

II. GOALS

- a. To promote good health and physical fitness of SUC community
- b. To develop sportsmanship, team spirit and leadership qualities through games and sports
- c. To train the SUC teams for inter-university level participation

III. STRUCTURE OF SPORTS DEPARTMENT

The Sports Department of SUC is managed by the Head of Sports Department. The Head of the department is involved in the functions such as planning, organizing and conducting internal and external sports activities with the help of sports committee represented by faculty, staff and students. Sports Department engages expert coaches to guide the teams in case of necessity.

The Department also involves more number of students by forming clubs for each of the games like, Football, Basketball, Table Tennis, Volleyball, Cricket, etc. to encourage students to participate and organize.

a. Sports Committee

Sports Committee is the guiding force for promoting the sports culture at SUC. The committee is formed by incorporating members from faculty, staff and students. The formation of the committee is by selection from faculty and staff; while students have an option to join the committee based on their interest. The duration of the committee is for an academic year, during which they will meet at regular intervals to plan, discuss and execute the activities as scheduled by the Sports Department.

The purpose of the Sports Committee is to act in an advisory capacity for the following functions:

- i. Be a sounding committee for new ideas.
- ii. Assist in selecting the SUC teams.
- iii. Assist in organizing the SUC Sports Festivals.
- iv. Help to conduct SUC picnic.
- v. Create Healthy and Friendly Brotherhood atmosphere in SUC campus.
- vi. To develop leadership qualities through games and sports

Sports Committee consists of the following:

- i. Director Academic Support Services
- ii. Head Sports department
- iii. Head Finance Department
- iv. Elected Members of Student's Sports Committee

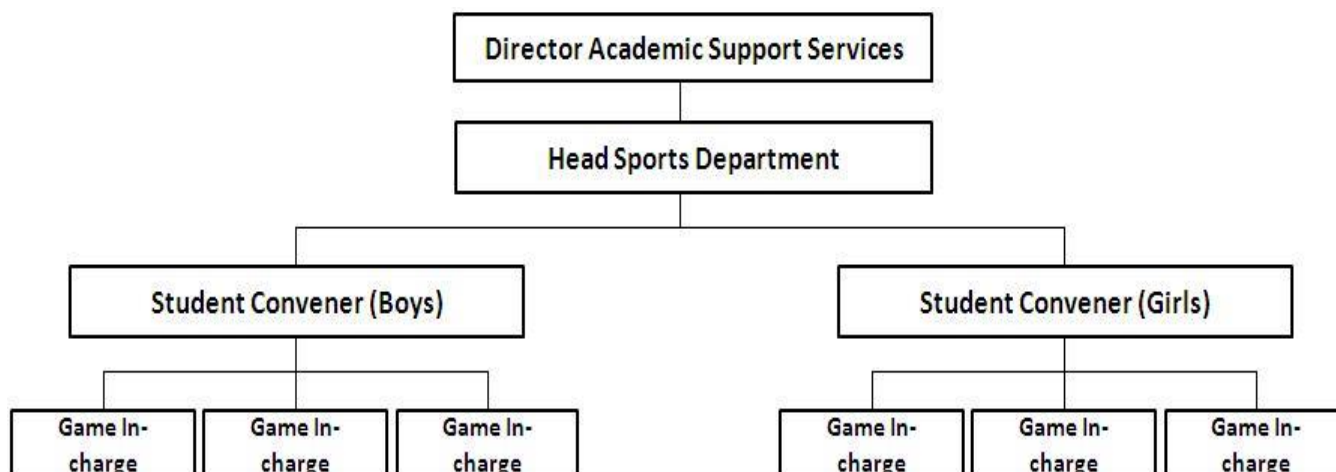
b. Sports Club

A sports club is established based upon the approval of the Director Academic Support Services of SUC, the sports club is governed by rules and as per the framework of SUC sports department. The sports club is formed for each major sport at SUC. Each team must have a senior student who heads the club and to takes the lead in organizing, executing and conducting sports events with the help of his team members. All the sports club teams will have to make their reports and submit to the sports committee for evaluation after respective events.

Selection of Members:

The SSD sends circulars to all the classes regarding formation of a new SUC students' Sports Committee in the month of September. Those who are interested, their names are forwarded to Dean of Academics and with his consent Sports Department selects members from each majors and forms the club for that academic year. The club members are also selected from the selected SUC teams.

c. Organizational Chart of Sports Committee



IV. SPORTS FACILITIES

a. Multi-gym

SUC has a well equipped gym which can be used by its students, staff and faculty under the supervision of the gym instructor. Students have to register their names with the sports department before using the gym facilities. All users of gym facilities must follow the displayed instructions of how to use equipment and the need for warm up activities. Students can use this facility between **11 AM to 7 PM** from Sunday to Thursday wherein the days allocated to boys and male faculty/staff are Sunday, Tuesday, and Thursday and for girls and female faculty/staff it is on Monday and Wednesday. Boys and girls are not allowed to use the gym simultaneously.

b. Multi-purpose hall

The Sports Department provides facilities for various games such as Table Tennis, Badminton, Chess, Carom, etc. in the multipurpose hall which can be utilized by the students between 11 AM to 7 PM during break time and afternoons.

c. Recreation hall

Billiards and Foosball facilities are arranged in the recreation hall for SUC students and staff members.

d. Playgrounds

The new Football and Cricket grounds are ready to be used.

V. POLICY AND PROCEDURES

The Sports Department works actively throughout the academic year and arranges sports camps during summer vacations. Yearly time table is prepared by the Sports Department where boys and girls are engaged in various sports activities during the academic year.

The Department aims at achieving the highest participation and also selects suitable players for SUC team that can bring laurels at the national level. SUC offers coaching facilities in Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming. Students who do not participate in Inter-University athletics will have the opportunity to compete in intra-mural and club sports at SUC. Student participation in any athletic program is voluntary. The Sports Department has a policy in place to encourage students and organize sports events.

a. ORGANIZING SPORTS EVENTS

SUC organizes the following inter-collegiate and intra-mural sports activities during an academic year during Fall and Spring semesters.

The Sports Department of the SUC organizes sports festival that includes a number of events. The sports festival provides its students with opportunities to actively compete in games such as, Basketball, Volleyball, Table Tennis, Football (Boys) and Swimming. The sports festival really encourages the students to draw out their talents individually.

The Sports Department also conducts various activities for the faculty and non-teaching staff members to promote a healthy and friendly atmosphere amongst them.

All the matches are conducted in true spirit of sportsmanship.

i. Inter-Collegiate/Inter-university Events

1. Skyline Inter-University Cricket Tournament (Boys)
2. Inter-University Table Tennis Tournament (Boys & Girls)

ii. Intra-mural Events

1. Inter Discipline Cricket Tournament (Boys)
2. SUC Sports Festival (Boys & Girls)
3. Staff Sports

iii. Inter-school Event

1. Skyline Inter-School Sports Festival (Boys & Girls)

b. SPORTS INFORMATION

All sports information and upcoming events are notified to the students through circulars, notice boards, class room announcements, website and SMS. The rules and information of the events are also displayed on the notice boards. Pre-planned event calendar is issued at the start of the academic year.

- i. Sports Calendar
- ii. Timings
- iii. Rules and regulations
- iv. Instruction to use Gym equipment
- v. Dress code

c. AWARDS

Awards will be presented to boys and girls champions in each activity. The winning teams will get the certificate and medals. The champions in (Major) inter-discipline will get the rolling trophy. The overall championship will be decided as per the total points. Any major winning the overall championship continuously for three years can retain the trophy. Since Carom and Chess are an individual championship their points will not be included in the general championship.

d. ELIGIBILITY CRITERIA FOR PARTICIPATING IN SPORTS EVENTS

i. Inter-University Sports Events

1. The Inter-University sports program is conducted according to the rules of the Inter-University Athletic Conference and the Higher Education Sports Federation (UAE).
2. The participating teams (Universities/Colleges) should be accredited by the Ministry of Higher Education as well as the Universities operating in the Academic City/Knowledge Village (Dubai).
3. The Universities/Colleges invited are eligible for participation.
4. Acceptance of teams will be based on submitting entry forms within the due date.
5. All participating players' list must be duly attested by the Head of the Institution.

ii. Intra-mural Sports Activities

1. All bonafide students of SUC are eligible to participate in the activities representing their majors. The intramural sports activities will help in selecting SUC team.
2. Students enrolled in the short term courses conducted in the SUC are not eligible for participation in the tournaments.
3. Currently enrolled students who have not paid the SUC fee will not be allowed to participate unless and until due clearance is received from the Finance Department
4. The short courses and Alumnae students ARE NOT ELIGIBLE for participation in the intramural sports program.

iii. Other General Guidelines

1. Intramural competitions are held between the majors at BBA and MBA level.
2. Inter-discipline Rolling Trophy.
3. International Federation rules and regulations of games will be followed. The rule book will be present on the recorder table at all times.
4. The technical committee decision will be final. They will not subject to any review or challenge.
5. All protests will only be received by the head of the departments of the team 1 hour before/after the match.
6. Each participant must play for their respective teams formed on the basis of their majors in any activity; he/she should not switch to another team for the duration of that sport season.
7. Any team captain who uses a player participating under an assumed name shall be suspended from participation for a minimum of one game.
8. Any individual who participates in more than one discipline during any sport season shall be suspended from participation in that sports semester. (Academic Year)
9. Any individual who participates in an intramural sports activity under an assumed name shall be suspended from participation for the one academic year similar to the guidelines provided for repeat disciplinary committee. In addition, the falsely used I.D. will be confiscated and reported to Administration department for further action.
10. Any team with an illegal player will be debarred in that sport. The legal team player (the team they first played with) will not be penalized unless the legal team had knowledge of the player's actions.
11. If the ineligible player has played in more than one game those games will be forfeited as well.

Colors given below:

BBT	- Green
BIB	- Red
BBI	- Black
BBM	- Blue
MBA	- Violet
Foundation	- White

iv. SUC Team selection procedure

1. In the month of September, the sports department conducts orientation where information regarding various games, team selection and trial schedules are informed. The interested students have to register their names for being selected in the teams. Head sports department with the help of sports committee conducts the trials to test fitness and participation of students and later declare the team to represent the SUC. Information pertaining to the same will be displayed on the notice board and copies sent to concerned students.
 - a. Basketball (Boys & Girls)
 - b. Volley ball (Boys & Girls)
 - c. Soccer (Boys)
 - d. Tennis (Boys & Girls)
 - e. Table Tennis (Boys & Girls)
 - f. Cricket (Boys)
 - g. Badminton (Boys & Girls)
2. The Head of Sports Department will assign a coach to each team. A playing squad list will be compiled by the assigned coach and submitted to the Sports Department for approval. The Head of Sports will remove all ineligible students as prescribed in the regulations of SUC and submit the lists to the administration office.
3. Practice for all athletic teams are normally scheduled from 1400 to 1800 hours on Sunday to Thursday, or as announced by the coach with approval by the Head sports department. Selected students for respective teams will have to attend all scheduled practices sessions unless excused by the coach or Head sports department. Students are required to attend all the pre-scheduled practice sessions and matches

- by obtaining permission from respective faculty whose class they will be missing.
4. The Head of Sports Department will provide required equipment for the players subject to budgetary limitations.
 5. All sports seasons will begin and end in conformity with Higher College of Sports Federation regulations.

v. Participation in Tournaments

Department sends the SUC teams for different Inter-collegiate/Inter-University competitions. The department organizes Inter-discipline competition between students from different majors of study and selects prominent players from SUC team. Coaching camps are conducted for these players before finalizing the team. The Head of Sports Department will authorize the number of inter-university contests in which each team may participate, within the guidelines set by the Sports Committee. Acceptance of invitations to tournaments is selected based on the strengths of the college team, exams schedules, major college events and budgetary limitations.

vi. Members of SUC Teams

1. Once the SUC players join the team they need to fill up the form given by the Head of Sports, giving commitment that they will play the entire intercollegiate, Interuniversity and invitation tournaments. In case without notice if they miss the match, he/she will be debarred from the SUC team.
2. It is compulsory that the players must attend all the practice sessions arranged for the SUC team.
3. During the practice sessions or tournament (Internal/External) all the members should maintain discipline to uphold the name of the SUC.
4. The players representing the SUC team should maintain a highest code of conduct in all their inter-collegiate sports events to maintain the dignity of the University in practice and spirit.

VI. SERVICES PROVIDED

- a. Provides coaching to the students in various games such as Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming.
- b. Organizes various Inter-University sports events.
- c. Selects and trains teams to participate in various inter-university and intramural events.
- d. Provides exposure to students in Community Service Activities.
- e. Provides the health services which include first aid and medicines for minor illness.

VII. HEALTH SERVICES

The SUC has a medical room equipped with first aid facilities and medicines for general illness and sports injuries etc. Sports Department always keeps first aid ready at three different places in the campus. In cases of serious illness or injuries, SUC will refer students to Al Qasimia Hospital, which is the nearest Hospital. Also, our SUC has tied up with Dr. Sunny's Clinic, Royal Hospital and the University City Clinic in case of any emergency which are within the close proximity more details are available with the Head of Sports Department.

VIII. RESPONSIBILITIES OF THE STUDENTS

- a. All the rules of Sports Department should be strictly followed.
- b. Good sportsmanship is expected always in the playing area.
- c. The player/member/student is responsible for any equipment issued for practice. It will be used only for practice or competition in the sport for which it is provided.
- d. The players/students must listen to the instructions given by the coach.
- e. Student is responsible for all his/her belongings and the department is not responsible any lost or stolen valuables.
- f. Any accidents or injuries occur during the practice or play is the responsibility of the individual player. SUC will provide first-aid and take the responsibility of taking the injured player to the hospital with which SUC has signed an MOM.

IX. RULES AND REGULATIONS

- a. The schedule of Sports Department should be followed very strictly.
- b. Any intentional damage caused to the equipment, facilities and structures of the Sports Department, the student will have to replace it or compensate the damage.
- c. Smoking is not allowed in the sports arena.
- d. Eatables are not allowed in the inside sports arena.
- e. No chewing gum or spitting inside the sports hall and gym area.
- f. No fighting or disorderly behavior is permitted.
- g. Good sportsmanship is expected always in the playing area.
- h. No student is allowed to play a game more than one hour during the rush hours.
- i. Sports clothes are required at all times when using sports facilities.
- j. No friend or outsiders are allowed to use the sports facilities.
- k. Noise level should be kept to a minimum.
- l. Violation of any of the above rules may result in suspension from using the sports facilities.

HOSTEL POLICY

SUC has hostel building located in the campus with a capacity of 22 rooms, kitchen facility, laundry room, common room, warden's room etc. Recreation room with television and computer with internet facility is also provided to the inmates. SUC offers self sufficient hostel rooms on a twin sharing basis where each room is equipped with study tables, chairs, single beds, cupboards, table lamps, curtains and other necessary equipment. Each room has a small working kitchen. The hostel can accommodate 44 boys.

I. ADMISSION TO THE HOSTEL

- a. Admission to the hostel is strictly based on first come first serve basis.
- b. First preference is given to the international students who are on SUC visa.
- c. In case accommodation is still available local students will be considered.
- d. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC.
- e. Each student residing in the hostel must pay a caution deposit of AED-1000/- which is refundable at the time of check out after adjusting any charges due against.
- f. Local guardians, if any, should be authorized by the parent.
- g. Application for admission to the hostel must be submitted to the Finance Department.
- h. The right of admission to the hostel is reserved. Admission to the University Hostel will not be made as a matter of routine and it will be at the discretion of the Management.
- i. Students with chronic medical problems will not be admitted to the Hostel. By chance, if any student with chronic medical problem gets admitted to the hostel, he/she will be asked to vacate the room immediately, when it is brought to the notice of warden to enable the student to have proper medical care by the parent/guardian.

II. CAMPUS HOSTEL

The policies of the campus hostel contribute to the healthy environment of commitment and discipline among the students. The students are encouraged to develop community life and inculcate the spirit of tolerance, thus taking care of their psychological and emotional problems and shape themselves to be better citizens. It is in this spirit that the rules and regulations are framed for orderly and peaceful living. The SUC has authorised staff members (Hostel Manager, Warden) to manage the hostels. Maintenance and mess facilities are managed by the warden with the help of support staff. The following rules will be followed by all students residing in the hostel. Violation of any of these rules will make students liable for disciplinary action including expulsion from the hostel.

a. Hostel Rules

- i. The allotment of rooms to the applicants will be made by the warden. The hostellers are not permitted to change their rooms once occupied without the written approval from the warden.
- ii. The hostel rooms are subject to inspection by the University/hostel authorities to make sure that they are kept neat and tidy and no unauthorized items like liquor, drugs, lethal weapons etc., are kept in the room.
- iii. If a student is expelled from the University for any reasons he/she should immediately vacate the hostel on the day of expulsion from the University. His/her continuance in the hostel will be treated as unauthorised occupation.
- iv. The hostellers themselves are personally responsible to safeguard their belongings. They are not to keep large amounts of cash or valuables like gold ring, costly wristwatch etc., in their rooms. They should also take care of their purse, calculators, cell phones, computers and books. In case of theft or loss of any items it will not normally be possible to carry out any investigation. The hostellers are advised to keep their rooms, boxes, suitcases, cupboards, etc., securely locked with good quality locks.
- v. All movements from and to the hostels should be recorded in the movement register kept with the security guard at the entrance of the hostel and should be properly signed. No hosteller is permitted to stay out of the hostel beyond 9:00 pm. Sunday through Thursday. On Fridays and Saturdays the students are permitted to stay out up to 11:00pm for which prior written permission should be obtained from the warden.
- vi. The security guard has instructions to lock the gate after the stipulated timings as mentioned above. If they have any local relatives with whom they intend to stay during weekends, or if they have any local relatives who would like to visit them in the hostel, the names and addresses of such local relatives, duly authenticated by the parents/ guardians, should be furnished along with the application.
- vii. The hostellers are generally discouraged from going out of the hostels during weekends and holidays. However, in extraordinary circumstances, if they want to leave the hostel, written permission has to be obtained from the warden. Whenever they leave the hostel for vacations they have to inform the Warden in writing about their travel plan.
- viii. At the time of starting of the semester, no student should lock any room other than the officially allotted room. Students leaving the hostel after the semester or discontinuing their stay should never lock their rooms and cupboards.
- ix. Students are not allowed to keep any vehicles in the hostel.
- x. The hostellers are not allowed to keep air coolers, musical instruments, cassette record players, computers, electric irons or any electrical equipment without written permission of the warden. Unauthorised possession will lead to confiscation of the goods.
- xi. Use of Computers:

1. Installation of computer systems in the hostel rooms should be done only after getting written permission from the warden.
2. The usage of computer is for academic purpose only.
3. The University/hostel authorities will conduct surprise checks periodically and if anyone is found violating the above rule, disciplinary action will be taken against him/her.

b. GUESTS

Guests are not permitted to stay in any of the hostels. If the parents wish to stay, then the student / parent may approach the warden, for getting accommodation in the Guest House, subject to availability. The Guest House will be provided on a nominal rent.

c. HOSTEL DISCIPLINE

- i. Strict silence should be observed between 10:30 pm & 6:00 am.
- ii. Perfect silence is to be maintained in the hostel premises including rooms, bathrooms, dining halls, corridors, common areas etc., Every student of the hostel should have the civic responsibility that he or she should not be a cause of nuisance, annoyance or disturbance to others.
- iii. All hostellers have to be present in their respective rooms and keep open the rooms between 10:30 pm & 11:00 pm every day (except Fridays) to enable the wardens to take the attendance.
- iv. The hostellers are not to enter into any unnecessary conversation, discussions, quarrel or altercation with the hostel staff. If anyone has any complaint against any employee of the hostel, a written complaint against the person is to be lodged with the Warden. Use of abusive, vulgar and unparliamentary language against the hostel staff is strictly forbidden.
- v. The hostellers shall not waste electricity & water. Wastage of any such resource is national loss. If anyone is found indulging in such wastage, he/she will be asked to vacate the hostel, since wastage causes unnecessary and unavoidable expenditure to others.
- vi. Smoking is prohibited in the hostel buildings.
- vii. Gambling in any form such as playing cards (even without money at stake), consumption of alcohol, use of drugs and narcotics and even possession of such things are prohibited. Anyone found indulging in the use of such things will be asked to vacate the hostel and the matter will be referred to the Disciplinary Action Committee.
- viii. Possession of any lethal weapons or any instrument / contrivance, which is likely to cause physical harm to others, is strictly prohibited.
- ix. If any hosteller is found indulging in any form of instigation / intimidation / threat to any other hostellers he / she will be asked to vacate the hostel forthwith. In this regard, the decision of the Warden is final and binding on the individual's concerned.
- x. Day scholars are not allowed in the hostel.
- xi. Celebrating birthday parties inside the hostel is strictly prohibited.

- xii. Collection of donation for any purpose (Religious / otherwise) is also strictly prohibited.
- xiii. Students are not allowed to play skating rollers and other outdoor games inside the hostel to prevent breakages and accidents. Sliding along the hand rails/rest of stairs and fast running/ climbing down should be totally avoided to prevent accidents.
- xiv. When leaving the rooms for attending classes or for vacation, etc., fans, electrical gadgets, lights etc., should be switched off. Glass windows are to be closed securely.
- xv. Walking along staircases should be silent, gentle without creating nuisance / noise to fellow hostellers.
- xvi. Students are not allowed to stay in the hostel during the class hours unless the stay is unavoidable due to illness or any other valid reason. In such cases they should take the permission of the Warden and communicate the information to the academic advisor in writing.
- xvii. Hostellers coming to the hostel after the gate closing hours without prior permission or without valid reason would be fined. Regular late comers will not be allowed to stay in the hostel. The hostel timings should be strictly followed by all the inmates. Students who are violating the timings will be given 2 warnings and on the third incident will lead to expulsion from the hostel.
- xviii. Clock alarms should be switched off, when not in use. There have been instances when students have set the alarm and gone on long leave, and some of them ringing for hours and spoiling the peace of fellow hostellers.
- xix. Water should be carefully used and not wasted.
- xx. Wrong entry, improper / lack of entry in exit register, signing on behalf of another person, tampering with the entries, proxy attendance and misguidance of any nature are punishable. In case of any quarrel between or among roommates it should be reported to the Warden for appropriate action.
- xxi. Unauthorized absence / late coming (without prior permission from the warden) will be suitably fined and expelled from the hostel. Such students shall not be readmitted under any circumstances.
- xxii. Violation of any of these rules would result in punitive action and serious violations would be referred to the Disciplinary Action Committee. The decision of the committee would however be final.

d. DAMAGES & RECOVERY

- i. Mishandling of dining hall furniture, room furniture or any furniture / property or fittings of the hostel is strictly forbidden.
- ii. The cost of damages will be recovered in the following manner:
 - 1. All the property assets & equipment must be carefully handled. Any accidental or intentional damages done to the assets will be recovered. In case of intentional damages along with recovery the student will be expelled from the hostel and will not be readmitted.

2. If any individual or group is identified to have caused the damage, the cost of the damage will be recovered from him/her/group.
3. If damage is done in anyone of the rooms and the person(s) is / are not identified then the cost will be recovered from the room-mates collectively.
4. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hostel property results in expulsion from the hostel.

e. ARRANGEMENTS AT THE TIME OF VACATIONS

- i. All hostel students (Boys & Girls) will vacate their rooms before proceeding on summer vacation.
- ii. A separate cloak room will be made available to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept inside the room are to be entered in the note book kept by the in-charge of the cloak room.

Students who have kept their belongings in the cloak room should positively report on or one day before the reopening day and move to their respective rooms. Students who come late will not be entertained for any loss of property and will be penalized.

f. HOLIDAY ROOM DEPOSIT

If an existing hostel inmate wants to reserve a room after vacation, he/she should deposit **AED-500/-** as Holiday Room Deposit in the Finance Department.

g. HEALTH CARE

- i. Any hosteller, who is not well, should report to the Warden for appropriate advice.
- ii. If the sick person requires medical care by outside hospital at any time, a form meant for the same should be filled along with the signature of the patient if possible or by the accompanying person and submitted to Deputy Warden / Superintendent / Additional Superintendent for arranging the ambulance.
- iii. A sick student should invariably be accompanied by the warden or a designated person, while going to outside hospital.
- iv. In case of admission to hospital the information is passed on to the parent / guardian.

- v. If the situation warrants, admission to an outside hospital as inpatient, the same is to be reported to the Warden immediately.

h. PAYMENT OF HOSTEL DUES

- i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2011-2012 will be **AED 1450/- per month**. The hostel fee shall not include utility and mess charges.
- ii. Hostel fee should be remitted to the Finance Department on a semester basis.
(AED 1450/- x 4 = 5800/-)

i. CHECKOUT PROCEDURE

For checkout the student has to intimate the hostel warden well in advance to ensure enough time is given to complete the process. This requires checking of the room condition as well as completing the documentary procedures. The SUC will not be responsible for any of the damaged or missing items that are left in the room or in the storage areas.

j. HOSTEL APPLICATION FORM

See Annexure I – Form - A 1

k. CHECKLIST

See Annexure I – Form - A 2

III. EXTERNAL HOSTEL

SUC has tie up with furnished apartments in Sharjah. Skyline has authorised staff member and furnished apartment staff members to manage the students. The apartments are fully furnished with provision for self cooking. Maintenance and housekeeping are managed by the Management. The policies of the furnished apartment accommodation contribute to the healthy environment, commitment and discipline among the students. Students on Skyline visa whose parents are not in UAE should stay in the accommodation provided by the SUC. The students are encouraged to develop community life and inculcate the spirit of tolerance, thus taking care of their psychological and emotional problems and shape themselves to be better citizens. It is in this spirit that the rules and regulations are framed for the orderly and peaceful living. The following rules will be followed by all students residing in the furnished apartment. Violation of any of these rules will make students liable for disciplinary action including expulsion from the apartment.

a. RULES

- i. Application for admission to the furnished apartment must be submitted to the Finance Department.
- ii. The right of admission to the furnished apartment is reserved. Admission to the University Hostel will not be made as a matter of routine and it will be at the discretion of the Management.
- iii. The allotment of rooms to the applicants will be made by the warden. The students are not permitted to change their rooms once occupied without the written approval from the warden.
- iv. Students with chronic medical problems will not be admitted to the apartment. By chance, if any student with chronic medical problem gets admitted to the apartment, he/she will be asked to vacate the room immediately, when it is brought to the notice of warden to enable the student to have proper medical care by the parent/guardian.
- v. If a student is expelled from the University for any reason he/she should immediately vacate the apartment on the day of expulsion from the University. His/her continuance in the furnished apartment will be treated as unauthorized occupation.

b. GENERAL PROCEDURE

- i. There will be furnished apartment manager and a resident warden to look after the students.
- ii. The rooms are subject to inspection by the University/apartment authorities to make sure that they are kept neat and tidy and no unauthorized items like liquor, drugs, lethal weapons etc., are kept in the room.
- iii. The inmates themselves are personally responsible to safeguard their belongings. They are not encouraged to keep large amounts of cash or valuables like gold ring, costly wristwatch etc., in their rooms. They should also take care

of their purse, calculators, cell phones, computers and books. In case of theft or loss of any items it will not normally be possible to carry out any investigation. The inmates are advised to keep their rooms, boxes, suitcases, cupboards, etc., securely locked with good quality locks.

- iv. All movements from and to the apartment should be recorded in the movement register kept with the furnished apartment staff. No inmate is permitted to stay out of the furnished apartment beyond 10:30 PM. Sunday through Thursday. On Fridays and Saturdays the students are permitted to stay out up to 11:30 PM for which prior written permission should be obtained from the warden.
- v. The furnished apartment staff has instructions to monitor the stipulated timings as mentioned above. If they have any local relatives with whom they intend to stay during weekends, or if they have any local relatives who would like to visit them in the apartment, the names and addresses of such local relatives, duly authenticated by the parents/guardians, should be furnished along with the application.
- vi. The inmates are generally discouraged from going out of the furnished apartment during weekends and holidays. However, in extraordinary circumstances, if they want to leave the apartment, written permission has to be obtained from the furnished apartment staff. Whenever they leave the apartment for vacations they have to inform the warden in writing about their travel plan.
- vii. At the time of starting of the semester, no student should lock any room other than the officially allotted room. Students leaving the apartment after the semester or discontinuing their stay should never lock their rooms and cupboards.
- viii. The inmates are not allowed to keep air coolers, musical instruments, cassette record players, computers, electric irons or any electrical equipment without written permission of the warden. Unauthorised possession will lead to confiscation of the goods.
- ix. Use of Computers:
 1. Installation of computer systems in the furnished apartment rooms should be done only after getting written permission from the warden.
 2. The usage of computer is for academic purpose only.
 3. The University/furnished apartment authorities will conduct surprise checks periodically and if anyone is found violating the above rule, disciplinary action will be taken against him/her.

c. GUESTS

Guests are not permitted to stay in the hostel. If the parents wish to stay, then the student/parent may approach the warden or furnished apartment staff, for getting accommodation in the guest house, subject to availability. The guest house will be provided on a nominal rent.

d. DISCIPLINE

- i. Strict silence should be observed between 10:30 PM & 6:00 AM.
- ii. Perfect silence is to be maintained in the rooms, bathrooms, dining halls, corridors, common areas etc. Every student of the hostel should have the civic responsibility that he or she should not be a cause of nuisance, annoyance or disturbance to others.
- iii. All inmates have to be present in their respective rooms and keep open the rooms between 10:30 PM & 11:00 PM every day (except Fridays) to enable the wardens to take the attendance.
- iv. The inmates are not to enter into any unnecessary conversation, discussions, quarrel or altercation with the warden/furnished apartment staff. If anyone has any complaint against any employee of the furnished apartment, a written complaint against the person is to be lodged with the warden. Use of abusive, vulgar and unparliamentarily language against the hotel staff is strictly forbidden.
- v. The inmates shall not waste electricity & water. Wastage of any such resource is national loss. If anyone is found indulging in such wastage, he/she will be asked to vacate the hostel, since wastage causes unnecessary and unavoidable expenditure to others.
- vi. Smoking is prohibited in the furnished apartment. Gambling in any form such as playing cards (even without money at stake), consumption of alcohol, use of drugs and narcotics and even possession of such things are prohibited. Anyone found indulging in the use of such things will not only be asked to vacate the apartment but also be referred to the Disciplinary Action Committee.
- vii. Possession of any lethal weapons or any instrument/contrivance, which is likely to cause physical harm to others, is strictly prohibited.
- viii. If any student is found indulging in any form of instigation/intimidation/threat to any other inmates he/she will be asked to vacate the apartment forthwith. In this regard, the decision of the warden is final and binding on the individual's concerned.
- ix. Day scholars are not allowed in the furnished apartment.
- x. Celebrating birthday parties inside the furnished apartment is strictly prohibited.
- xi. Collection of donation for any purpose (Religious / otherwise) is also strictly prohibited.
- xii. Students are not allowed to play skating rollers and other outdoor games inside the apartment to prevent breakages and accidents. Sliding along the hand rails/rest of stairs and fast running/ climbing down should be totally avoided to prevent accidents.
- xiii. When leaving the rooms for attending classes or for vacation, etc., fans, electrical gadgets, lights etc., should be switched off. Glass windows are to be closed securely.
- xiv. Students are not allowed to stay in the apartment during the class hours unless the stay is unavoidable due to illness or any other valid reason. In such cases they should take the permission of the warden and communicate the information to the Academic Advisor in writing.

- xv. Inmates coming to the furnished apartment after the stipulated timing without prior permission or without valid reason would be fined. Regular late comers will not be allowed to stay in the furnished apartment.
- xvi. Clock alarms should be switched off, when not in use. There have been instances when students have set the alarm and gone on long leave, and some of them ringing for hours and spoiling the peace of fellow inmates.
- xvii. Water should be carefully used and not wasted.
- xviii. Wrong entry, improper / lack of entry in exit register, signing on behalf of another person, tampering with the entries, proxy attendance and misguidance of any nature are punishable. In case of any quarrel between or among room mates it should be reported to the warden for appropriate action.
- xix. Absentees / Latecomers (without prior permission from the warden) will be suitably fined.
- xx. Students coming late / or absent regularly will be expelled from the furnished apartment. Such students shall not be readmitted under any circumstances.
- xxi. Violation of any of these rules would result in punitive action and serious violations would be referred to the Disciplinary Action Committee. The decision of the committee would however be final.

e. DAMAGES & RECOVERY

- i. Rough handling of dining hall furniture, room furniture or any furniture / property or fittings of the furnished apartment is strictly forbidden.
- ii. The cost of damages will be recovered in the following manner:
 - 1. If any individual or group is identified to have caused the damage, double the cost will be recovered from him/her/group.
 - 2. If damage is done in anyone of the rooms and the person(s) is / are not identified then double the cost will be recovered from the room-mates collectively.
 - 3. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then double the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hotel property results in expulsion from the apartment.

f. ARRANGEMENTS AT THE TIME OF VACATIONS

- i. All the students (boys & girls) will vacate their rooms before proceeding on summer vacation.
- ii. Arrangements will be made to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept in the room are to be entered in the note book kept by the furnished apartment staff.

Students who have kept their belongings in the furnished apartment should positively report on or one day before the reopening day and take their luggage. Students who come late will not be entertained for any loss of property and will be penalized.

g. HEALTH CARE

- i. Any inmates, who are not well, should report to the warden for appropriate advice.
- ii. A sick student should invariably be accompanied by 2 hostellers, along with the staff member.
- iii. If the situation warrants, admission to an outside hospital as inpatient, the same is to be reported to the chief warden immediately.

h. PAYMENT OF HOSTEL DUES

- i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2009-2010 will be **AED 1450/-** per month. The hostel fee shall not include utility and mess charges.
- ii. Hostel fee should be remitted to the Finance Department on a semester basis. **(AED-1450 x 4=5800)**

i. HOSTEL CAUTION DEPOSIT

A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount can be refunded to the students at the time of checkout with the approval of the warden.

j. HOLIDAY ROOM DEPOSIT

If an existing inmate wants to reserve a room after vacation, he/she should deposit **AED500/-** as Holiday Room Deposit in the Finance Department.

k. CHECKOUT PROCEDURE

For checkout the student has to intimate the hotel warden well in advance to ensure enough time is given to complete the process. This requires checking of the room condition as well as completing the documentary procedures. The SUC will not be responsible for any of the damaged or missing items that are left in the room or in the storage areas.

I. HOSTEL APPLICATION FORM

See Annexure – II Form - B 1

m. CHECKLIST

See Annexure – II Form – B 2

ANNEXURE – I

Form - A 1

HOSTEL APPLICATION FORM

APPLICANT'S DETAILS

STUDENT NAME			
DATE OF BIRTH	DAY:	MONTH:	YEAR:
NATIONALITY		Mobile No(s)	
EMBASSY NO. IN UAE			
BLOOD GROUP			
PARENTS' NAME	OCCUPATION:		
ADDRESS			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
GUARDIAN NAME			
ADDRESS			
CONTACT NO(S)			
EMAIL:			

PROGRAM / MAJOR	
DATE OF JOINING	
CHRONIC HEALTH PROBLEMS /ALLERGIES	

Have you ever been a resident of any other Hostel/Hall maintained by any Institution? Give details

Name of Hostel: _____

Tel. No: _____

DECLARATION:

I declare that the entries given above are correct and that I undertake to inform the authority in writing of any change in any of the particulars given above and when they occur. I have read all the rules and regulation of staying in the hostel and agree to pay the Hostel fees as per the payment plan given to me. I certify that the above submitted information is correct and nothing has been concealed. In case, any wrong information is found at any time, strict disciplinary action may be taken against me.

Signature of Applicant

Date: _____
 Place: _____

APPROVAL:

(Hostel-in-Charge)

Finance Department Fees paid: _____ Receipt No: _____ Date: _____

- NOTE: This agreement is valid only for 1 year from the date of joining the Hostel and will be renewed subject to approval. Hostel Facility is mandatory for students availing the SUC Visa and for students who doesn't have direct guardian in UAE.**

- Students' whose local guardians are in UAE; an undertaking by the parent should be furnished. Local guardian's passport copies, photograph and tenancy contract copy must be submitted along with the application.
- Local guardian should be directly blood related to the student (paternal brother/sister, maternal brother/sister, own brother/sister only)

Form - A 2

CHECKLIST

S. No.	Item	Check-in	Check-out
1	Beds with mattress pillows, covers, bed sheet, blankets		
2	Cupboards		
3	Fridge		
4	Kettle		
5	Cleaning facilities (how many times in a week)		
6	Non cooking in rooms		
7	General room condition		

DECLARATION

I read all the rules and regulation of staying in the hostel and agree to pay the Hostel fees as per the payment plan.

Name of the Student:

Signature:

Date:

ANNEXURE - II

Form - B 1

FURNISHED APARTMENT APPLICATION FORM

APPLICANT'S DETAILS

STUDENT NAME			
DATE OF BIRTH	DAY:	MONTH:	YEAR:
NATIONALITY		Mobile No(s)	
EMBASSY NO. IN UAE			
BLOOD GROUP			
PARENTS' NAME	OCCUPATION:		
ADDRESS			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
GUARDIAN NAME			
ADDRESS			
CONTACT NO(S)			
EMAIL:			
PROGRAM / MAJOR			
DATE OF JOINING			
CHRONIC HEALTH PROBLEMS /ALLERGIES			

Have you ever been a resident of any other Hostel/Hall maintained by any Institution? Give details

Name of Hostel: _____

Tel. No: _____

DECLARATION:

I declare that the entries given above are correct and that I undertake to inform the authority in writing of any change in any of the particulars given above and when they occur. I have read all the rules and regulation of staying in the Furnished Apartment and agree to pay the charges as per the payment plan given to me. I certify that the above submitted information is correct and nothing has been concealed. In case, any wrong information is found at any time, strict disciplinary action may be taken against me.

Signature of Applicant

Date: _____

Place: _____

APPROVAL:

(Hostel-in-Charge)

Finance Department

Fees paid: _____

Receipt No: _____

Date: _____

- **NOTE:** This agreement is valid only for 1 year from the date of joining the Hostel and will be renewed subject to approval. Hostel Facility is mandatory for students availing the SUC Visa and for students who doesn't have direct guardian in UAE.
- Students' whose local guardians are in UAE; an undertaking by the parent should be furnished. Local guardian's passport copies, photograph and tenancy contract copy must be submitted along with the application.
- Local guardian should be directly blood related to the student (paternal brother/sister, maternal brother/sister, own brother/sister only)

Form - B 2

CHECKLIST

S. No.	Item	Check-in	Check-out
1	Beds with mattress pillows, covers, bed sheet, blankets		
2	Cupboards		
3	Fridge		
4	Kettle		
5	Cleaning facilities (how many times in a week)		
6	Non cooking in rooms		
7	General room condition		

DECLARATION

I read all the rules and regulation of staying in the hostel and agree to pay the Hostel fees as per the payment plan.

Name of the Student:

Signature:

Date:

STUDENT SERVICES POLICIES

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II	GOALS
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VI	CAREER DEVELOPMENT SERVICES (BBA & MBA)
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X	SCHOLARSHIP / FEE WAIVER POLICY (BBA & MBA)
XI	SERVICES OFFERED TO INSTITUTION
XII	FUTURE PLANS
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WHOM TO CONTACT LIST

SL.NO.	QUERY ABOUT	CONTACT PERSON
1	Overall Department In-Charge	Dr. Osama Mustafa
2	Complaints/Suggestions	Mr. Amjad
3	CR Election and Meetings	Mr. Amjad
4	Coordination with Faculty/Academic advisor - SAP Cases - Internships - Dissertation - Attendance - Repeating Courses - Re-sit - Mitigations	Mr. Amjad
5	All Feedback From Students	Mr. Amjad in coordination with IR Office
6	Student Clubs/Event Committees	TBA
7	Notice Board Committee	Mr. Amjad
8	Attendance Issues	Mr. Amjad
9	Cancellation of Admission	Mr. Amjad
10	Higher Education	TBA
11	Transfer Options to Partner Universities	TBA
12	Placement Opportunities	TBA
13	Scholarships	Mr. Amjad
14	Internship	TBA

I. INTRODUCTION

Student Services Department (SSD) develops, coordinates and provides comprehensive support services for the continual growth and development of the students. It coordinates with Academic and Academic Support Services departments of SUC to ensure students are able to smoothly progress in their academics. SSD works in coordination with other departments to assist and provide all information and document requirements of the students as and when necessary. It shapes the student to be a responsible professional through counseling, internships and career placements.

SSD also supports and promotes student centered environment by encouraging student and faculty interaction at regular intervals to solve various academic progression and career development issues. It also engages students in various extra circular activities which further helps in their overall development for successful careers. SSD also provides co – curricular opportunities to develop communication and coordination among students. Further SSD aims to create and maintain a community where each student is able to enrich their student life through the Student Clubs/Committees.

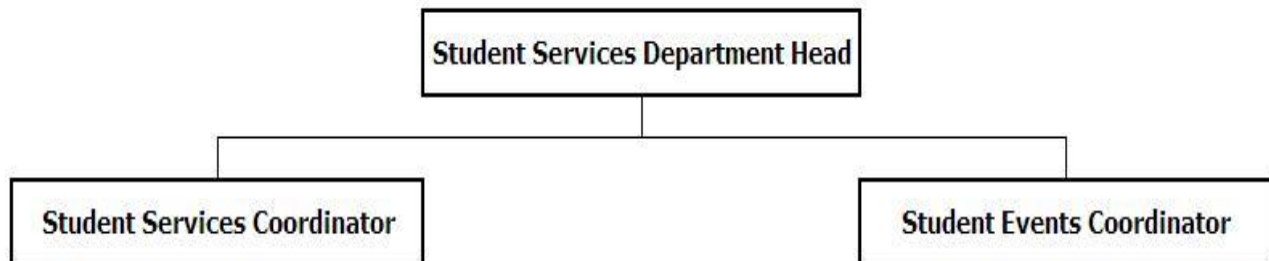
II. GOALS

- a. To improve effectiveness of counseling process by providing support to academic advisors
- b. Help students adapt to the multi-cultural environment and develop interpersonal relationships among fellow peers.
- c. Advise the students to maintain required academic standing for graduation.
- d. Effectively resolve students academic and professional development issues.
- e. Encourage students to display their hidden talents through extracurricular and co-curricular activities.
- f. Develop industry linkage for internship, placements and for PSDP.
- g. Strengthen Alumni relations.

III. STRUCTURE OF STUDENT SERVICE DEPARTMENT

The student service department of SUC is managed by the Head of student service department. The Head of the department is involved in the functions such as to plan and develop activities that help in maintaining free flow of communication between students, faculties and staff of various departments for smooth operation as per SUC's strategic plan. The department also involves in number of feedback activities to get first hand information from the students regarding the functioning of SUC's academic and non academic departments. The department also provides services online interactive data feedback collection and dissemination to the respective departments.

Student Services Department's Organizing Chart



IV. SERVICES PROVIDED

a. Counseling & Mentoring for Learning Strategies

Students may consult the SSD for any academic issues in which case the SSD assists the students by fixing an appointment with the concerned faculty member and co-ordinates to find the appropriate solutions. This counseling for BBA & mentoring for MBA Level would help students to considerably reduce test anxiety, improves study habits and learn active learning approaches which assist them in attaining their academic goals.

b. Confidentiality

Counseling & Mentoring usually involves the discussion of sensitive and personal information of the student. It is important that one feels safe in his conversation with the counselor; privacy is maintained accordingly and protected. The confidentiality of information that a student shares with the SUC counselor is protected by professional ethical standards. The Department shall not disclose the progression / academic status or release any information related to counseling with anyone outside the SUC without the student's written permission. This includes responding to inquiries from parents, friends, professors, advisors, etc.

c. Addressing Grievance (BBA & MBA)

The SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts are taken to ensure that problems and issues once reported do not occur again. The problems raised by students could be in any area like services and their quality, information, teaching, etc. Students of SUC who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the SSD. The Counselor will try to resolve the issues by appropriately counseling the students. If the

matter is still not resolved, the students may officially submit a written complaint to the Director-Academic and Support Services (for non-academic complaints) or the Dean of Academics (for academic complaints).

To submit a complaint, a student is required to lodge a complaint/suggestion either in person through their portal or mail. The file will then be forwarded to the SSD and discussed with the concerned Faculty member or Head of Department. Any remedial action required would be taken immediately & conveyed to the student by a written reply. Subsequently, if the student is not satisfied with the reply, the next step in the pyramid will be pursued (shown on page no.7 for academics and page no.8 for academic support services). Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held every month.

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

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

- i. Procedures used to review and resolve complaints or grievances should be fair.
- ii. Confidentiality will be respected, unless the use of the information is authorized by law.
- iii. Counselor who resolves the complaints or grievances will act fairly at all times and ensure that conclusions will be based on a fair hearing of each point of view.
- iv. Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.

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

Types of Student Grievances:

- i. Academic Grievances

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

1. Academic progression decisions.
2. Errors/discrepancies in the declared grades.
3. An unreasonable decision of a member of academic staff that affects an individual or a group of students.

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

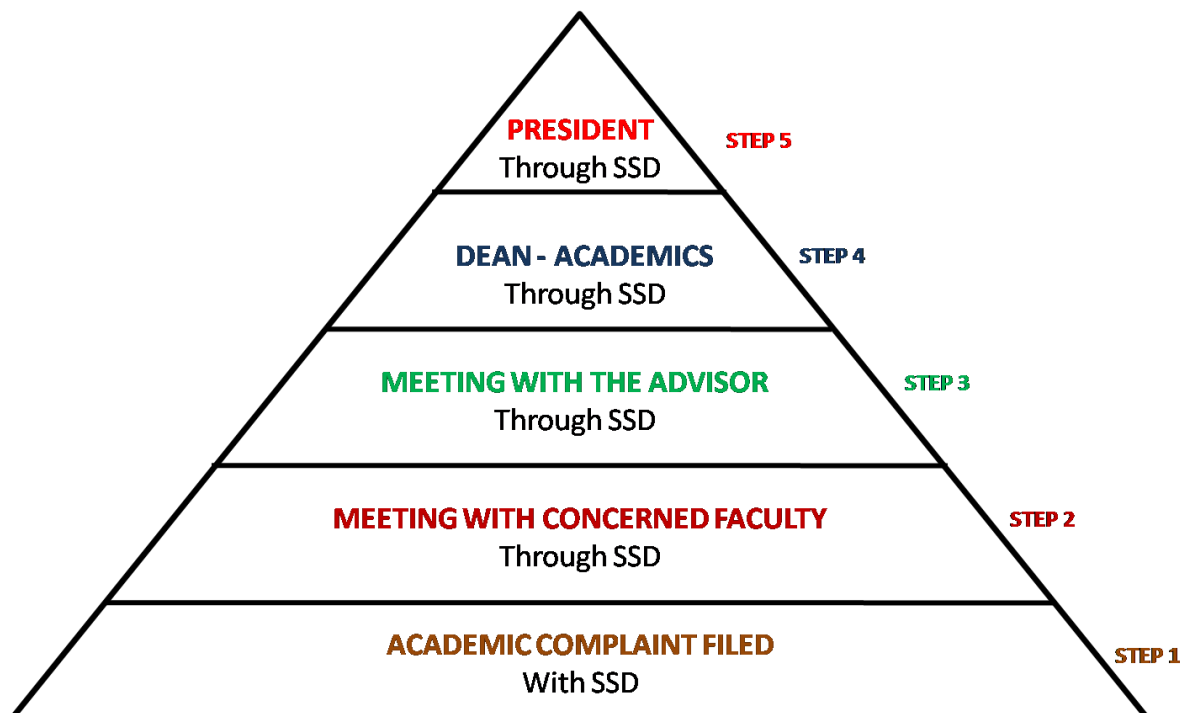
ii. Academic Support Services Grievances

These relate to decisions and actions associated with administrative or academic support services units.

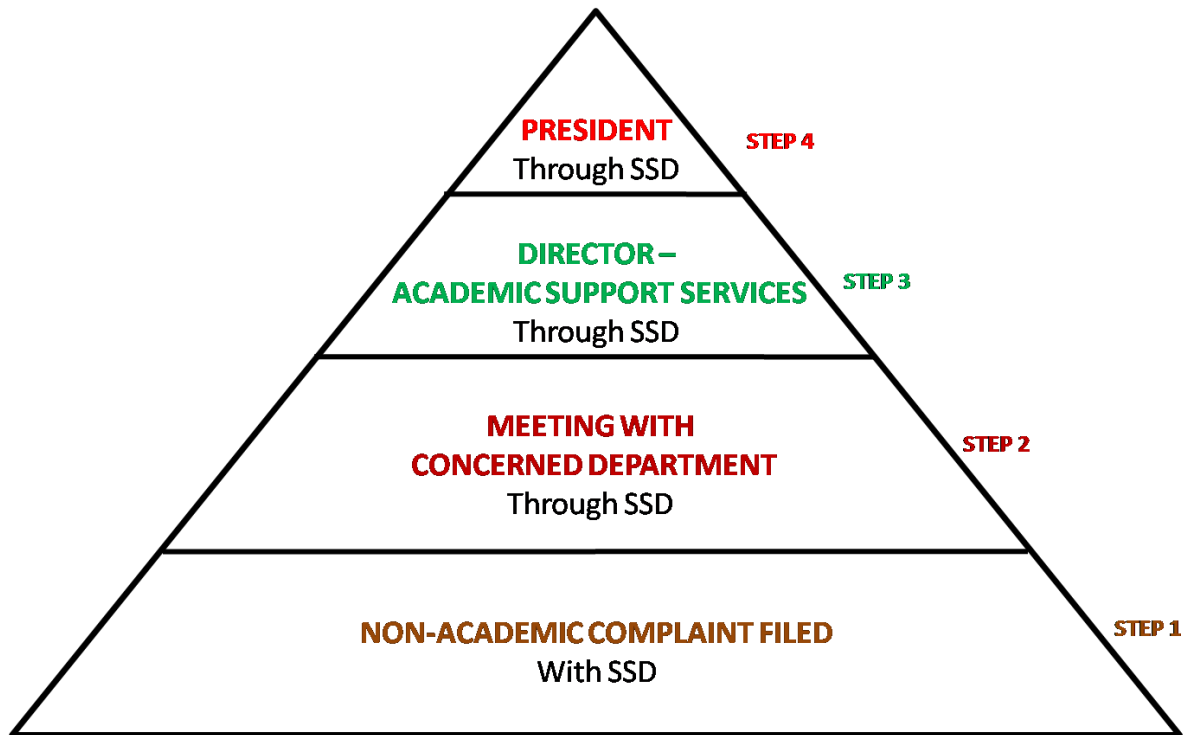
They include but are not limited to:

1. Administration of policies, procedures and rules by central administrative and student support groups, faculties and departments.
2. A decision by an administrative staff that affects an individual or groups of students.
3. Access to University College resources and facilities.

Steps for Addressing Academic Suggestions and Complaints



Steps for Addressing Academic Support Services Suggestions and Complaints



Withdrawal of complaints or grievances

A student may withdraw a complaint or grievance at any time during the grievance resolution process and in this case the matter will be concluded and deemed to be resolved. If the original complaint or grievance was made in writing then the withdrawal must also be in writing to the Counselor who is handling the matter at the time the withdrawal is being affected.

V. STUDENT COMMITTEES AND ACTIVITIES (BBA & MBA)

It is in interest of the institution to ensure moral, emotional, intellectual and physical development of the students through adequate extracurricular and sports activities at BBA & MBA level. Different committees are formed to promote student leadership and professional development by providing opportunities for students to be involved on campus, in athletics, organizations and administrative committees.

Student Services Department coordinates the formation of these committees and conducts the elections of student committee heads . New students are given a presentation about the committees, by student counselor in the beginning of each academic year and interested candidates can fill up the committee registration form available with Student Services Department. The committees' membership is offered on a nondiscriminatory basis and is open to all students. Budget will be allocated for each clubs/committees.

Each committee is chaired by a Faculty member or Staff member for providing necessary guidance to run committee activities. All the committees have separate monthly meetings. Subsequently, all committee heads meet on a monthly basis. The structure of student committees can be found in Annexure B.

SSD is responsible for organizing the year round extracurricular activities on campus and coordinating for intercollegiate activities. Responsibilities include:

- a. To plan a yearly calendar of events and activities and inform the student community before the start of the academic year.
- b. To advocate for necessary financial support where ever required.
- c. To coordinate for necessary infrastructural support to students, wherever required.
- d. To inform the administration department about attendance mitigation cases as per the institutional policy for students participating in extracurricular activities.
- e. To advocate for acknowledgement and appreciation to the efforts of students who have worked consistently towards University College activities.

Responsibilities of Students:

- a. To fill up the online committee membership form before deadline.
- b. To read various announcements related to events and activities on notice boards on a regular basis.
- c. To apply for participation in any event well before the announced deadline.
- d. To contact the academic advisor or the student counselor if interested to get a platform to showcase their talent in any field.
- e. To take prior permission from the student counselor and administration department to use any of the University College facilities for any extracurricular activities.
- f. To take prior permission from the DOA, student counselor and the administration department to miss any classes in order to practice for any event.
- g. To take prior permission from the student counselor and the administration department to stay back in University College during afternoon break for any extracurricular activities.

Following are the Clubs:

- a. Dancing Club
- b. Music Club
- c. Drama Club
- d. Debate Club
- e. Community Service Club
- f. Quiz Club
- g. Art Club
- h. Alumni Club
- i. Press & Social Networking Club

List of Committees

a. Events committee

Events committee is responsible to coordinate and organize year round events in the University. Also, this Committee will be responsible to coordinate the Inter-University activities and competitions. Committee head will be elected by the committee members. The events committee is one of the six student committees comprising of:

Students as Members

- i. One committee head to be elected from sophomore level student members of the committee
- ii. One committee chairperson from the staff

The Chairperson along with the committee head will be responsible for:

- i. Allocating staff members and student members (in consultation with the DOA and DASS), for various events throughout the year, in the beginning of the year itself.
- ii. To prepare the basic structure of all the events and communicate the same to the respective event heads.
- iii. Monitoring and participating in the regular meetings of the committee members for various events.
- iv. Assisting the event heads in the smooth flow of the events.

- v. Coordinating for student participation in various Inter-University competitions to make the presence of Skyline University strongly felt in the educational domain.
- vi. Coordinating with the Finance Department for financial requirements of the Committee.

b. Newslines committee

The SUC publishes “Newslines” magazine once in a year an in-house magazine “Newslines” in addition to the Graduation Compendium. This publication involves contributions from students & faculty members and also highlights the year round activities. The publication of the magazine is by the efforts of “Newslines” committee and the student co-ordinator. Regular meetings are convened for compiling and publishing this magazine.

The committee shall comprise of:

- i. Chairman (Faculty Member)
- ii. Students
- iii. English Faculty
- iv. Student Counselor
- v. Reporters, proof readers, print designers

The Newslines Committee shall be responsible for

- i. The publication of the Newslines.
- ii. For collecting and contributing articles (report on events / general)
- iii. Encourage students to contribute articles
- iv. Select and edit manuscripts
- v. Plan the page layout
- vi. Proof read the draft copy
- vii. Circulate / distribute the final copy

Qualification for Membership

The members of the committee should be interested in report and creative writing, preferably have some experience at the school level with publications and have sincere interest in being involved to develop such activity.

Term of Membership

Members will be appointed for a period of one year. Re appointment will be subject to performance.

c. Class Representative Committee

The Class Representatives Committee consists of two representatives from each class. Election of Class Representatives is conducted once in a year at the beginning of academic year. Elected Class Representatives thereafter elect the President and Vice-President of the Class Representative Committee. The Class Representatives Committee also consists of DOA, DASS, Head of Departments & Students Counselor.

Responsibilities of Class Representatives

- i. To discuss student affairs, academic and academic support services related matters.
- ii. Are solely responsible for the representation of respective student affairs and programs.
- iii. The President and Vice-President of Class Representatives Committee are responsible to attend all the invitations received by other Colleges/universities student governing body.

d. Notice Board Committee

The committee is responsible to monitor and organize the regular updates of notice boards related to various departments. They also coordinate replacing the old notices with the new ones. To creatively design the appearance of all notice boards. The committee consists of staff members and students as committee members. The committee members are appointed for a period of one academic year.

e. Sports Committee

Sports Committee is responsible for coordinating various indoor and outdoor sports activities at Intra University and Inter-University level. The committee is headed by the Head of Sports Department. The duties are as follows:

- i. Holding regular meetings with the committee members as and when required.
- ii. Preparing a calendar of the meetings and send a copy to SSD.
- iii. Allocating staff members and student members by the Dean of Academics and Director of Academic Support Services for various events throughout the year, in the beginning of the year itself.

- iv. Monitoring timely communications with students and staff related to various events around the year.
- v. Coordinating with the finance department for financial requirements of the committee.

VI. CAREER DEVELOPMENT SERVICES (BBA & MBA)

The SSD in coordination with the academic department offers a comprehensive career development program beginning with the student's first year of SUC at the BBA and from first semester at the MBA. SSD guides the student in various phases throughout the study period, major emphasis is given to helping students explore and prepare for various career options and/or an BBA or MBA study program. SUC does not guarantee job placement, but the ongoing job development program and on-campus recruiting program enhance the prospects for employment with both regional and national employers before and after graduation.

Following are the Career Development Services offered by the SSD:

a. Career Exploration (Advising)

Student can meet the Student Counselor and faculty from specific field of majors to discuss career-related needs and questions. The advisor can help them to:

- i. Identify their interests and strengths
- ii. Understand how their interests match educational majors at BBA & MBA level
- iii. Select and evaluate educational majors at BBA & MBA level
- iv. Explore career opportunities related to their educational major
- v. Evaluate career choices based on national trends and forecasts
- vi. Begin developing skills that set them apart
- vii. Strategically plan their major, electives, and activities to support their career goals

b. Job Search Assistance

The Student Counselor helps students develop a roadmap to a successful career by maintaining an up-to-date knowledge of current employment trends and job markets. They help students plan for everything from self-promotion to "bumps in the road" and prepare them for a comfortable transition that will take them from student to career professional. The advisors work with students to develop the skills and techniques they need to get the job of their dreams. They help students identify potential employers, uncover hidden job markets, connect with hiring managers and learn networking skills.

SSD assists students in developing job search strategies and techniques like:

- i. Cover letter and résumé critique and construction
- ii. Interview preparation
- iii. Techniques and follow-up procedures
- iv. Negotiation and salary information
- v. Identification of potential employers
- vi. Professional dress

c. Individual Student Consultation

Everyone is different. The Student Counselor develops a working relationship with students to help assess the specific approach best suited to their personality, capabilities and experience. Advising includes initial discovery, development of action plans and regular follow-ups to help them achieve their career goals.

d. On-Campus Interviews

Employers contact the Student Counselor to schedule on-campus interviews and other recruitment related events. Events are advertised via the campus bulletin boards, email alerts and administration circulars. Students are instructed to submit a resume for pre-selection if they are interested in an advertised on-campus recruitment opportunity. Employers select the applicant they prefer to interview based on the applicant's qualifications. The Office of Student Services Department notifies selected applicants and schedules the on-campus interview.

e. Recruitment Consultancy

Employers contact the Student Counselor with their placement needs and fill up the need analysis form. The student affairs office sends the job information to current students and Alumni via emails and circulars. Interested students send their resumes to the student counselor and the same are forwarded to the employer for their selection and interview process.

Employers must meet the following requirements in order to be enlisted with SUC:

- i. Employers must clearly indicate the employing organization's name.
- ii. Employers must not solicit or sell their products or services on campus at any time, especially via on-campus recruitment events.
- iii. Employers must fully disclose the structure of their compensation packages and any business costs an applicant may incur in their first year of employment.
- iv. Employers must not overstate potential compensation.

VII. TRANSFER AND HIGHER EDUCATION

Students at the BBA level would be interested to seek transfers during their BBA studies or admission to MBA studies where as students at the MBA level would be interested to seek transfers during their MBA studies to another University. Students would have to approach

Academic Advisors (BBA) or their Academic Mentor (MBA) respectively for the same. The Student Counselor assists Academic Advisors (BBA) & Academic Mentor (MBA) with student requests and queries. Such students are assisted right from process of seeking information to filling in forms, preparing necessary documents to obtain their acceptance letter from the universities. A monthly report of the activity is submitted to the DASS. Students who wish to study abroad should begin planning early in their academic careers in order to meet the various course and language prerequisites.

- a. SUC has signed Articulation / MOU agreements with various institutions for the easy transfer of students. Some of which are, but not limited to:
- b. Aberystwyth University, UK
- c. University of Central Lancashire, UK
- d. American College Dublin/Delaware, Ireland
- e. Dublin Business School, Ireland
- f. Niagara College, Canada
- g. Kingston University, UK
- h. Imperial College of Business Studies, Pakistan
- i. Johnson and Wales University, USA
- j. Thompson Rivers University, Canada
- k. Emirates College of Technology, UAE
- l. University of Findlay, USA
- m. Hawaii Pacific University, USA
- n. The American University, Cyprus
- o. American International University, Bangladesh
- p. Edith Cowan University, Australia
- q. University of Missouri, Kansas City, USA
- r. National American University, USA
- s. Huron University, UK
- t. Eastern Connecticut State University, USA
- u. Lincoln University, New Zealand
- v. Al Khawarizmi International College, UAE
- w. Seneca College, Canada
- x. The University of Michigan, USA
- y. Normandy Business School, France
- z. West Kent College, UK
- aa. Mazoon University College, Oman

VIII. INTERNSHIP ASSISTANCE (BBA)

The SSD in coordination with the academic units assists the senior level students in exploring and securing internship positions available in the industry of their future careers. A 6 - 8 weeks internship provides the students a stepping-stone to & hands on experience of the industry they would soon be employed in. Students work in various departments like Marketing & Sales, Human Resource, Finance and other areas related to their major.

IX. TECHNICAL VISITS & GUEST LECTURES (BBA & MBA)

The SSD coordinates with the Academic units to help Students undertake technical visits & practical tours of industries related to their major such as: banking industry, manufacturing units, airports, tourism development projects & arranging seminars & guest lectures at the SUC campus etc. for both BBA and MBA level students. This provides them a practical experience of their career related industry.

X. SCHOLARSHIP / FEE WAIVER POLICY (BBA & MBA)

The decision to invest in a quality education may be one of the most important decisions the students and the parents will have to make. At SUC, we believe that the choice should be based on the quality of academic programs and opportunities available to the students. By reaching out to motivated and deserving students who have limited financial resources, SUC scholarship funds helps to provide the means to attend SUC and the opportunity to realize their dreams.

a. Purpose

The SUC scholarship fund was established to fund deserving recipients pursuing academic careers within the SUC. This is accomplished by funding a permanent investment base from contributions made by corporations and fund raising activities conducted by the SUC and most importantly setting aside a certain amount from the tuition fees.

b. Members of the Committee

The chair of the scholarship committee will be appointed by the President. 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 SUC to involve students in such vital decision where the students are concerned and the scholarship committee will take a broader view to induct one or two students to the committee on an ad hoc basis to view, suggest and make broader recommendations to the committee as to how the fund can be better promoted and the service utilization aspect of the fund be improved.

c. Duties of the Committee

The committee will extend support to graduate students who exhibit financial need, as well as academic excellence. The Members of the committee should be socially committed and possess a sympathetic attitude towards genuine cases while at the same time be fair and consistent in their decision making.

d. Fund Maintenance and Appropriation

The President of the SUC will certify the funds available for the scholarship fund on an annual basis. The fund is to be separated from the general operating fund of the SUC. The fund is not to be used other than for generating further funds for giving scholarships. The fund may be held within the same account, but a separate accounting must be kept to distinguish it from the other heads. The head of finance will submit periodic reports to the President stating the usage of funds and make suitable suggestions and recommendations needed for further enhancing the service given by the committee.

CURRENT STUDENTS

Students who are pursuing their full time BBA at SUC are termed as current students, a current student becomes eligible for the above scholarships only once the registration fee is cleared and students joins the program. Current students can avail scholarships in the under mentioned categories:

- i. Need based
- ii. Toppers award
- iii. Fee waiver

i. Need based scholarships

Need based scholarships are awarded to students, who are from educationally and socially disadvantaged backgrounds. In addition, an applicant must show financial need and must produce adequate and supporting evidence to claim the same. Need based scholarship awards range from AED 3,500/- to AED 5,000/- [working scholarships] and AED 2,500/- to AED 3,500/- for non working scholarship on yearly basis scholarships and is applicable only for one academic year. The award should be renewed every academic year as long as the student is in good academic standing and continues to demonstrate financial need and is subject to the approval of the committee. Only students who are admitted to the University College and doing a full time degree course will be considered for this type of scholarship. This will not apply to student if they have been awarded any fee waivers in the freshman level; however they can apply for the same from the Sophomore Level, subject to approval.

Criteria for awarding scholarships:

1. Duly filled form (which is to be taken from Finance Department after the start of classes, i.e. Fall every year (July & Sept intakes)
2. A request letter detailing the need to avail the scholarship fund.
3. Marks/Grades of the last exam undertaken.
4. Salary certificate of the parent/guardian who is to support the student.
5. Bank statement of the parent/guardian showing the accounts for the last six months.
6. Recommendation letter from DOA & DASS for Academic and Academic Support Services Department regarding status of the student.

ii. Toppers Award

The scholarship fund each year is allocated to toppers who top in their respective majors for each financial year. The maximum amount that can be offered to each candidate is AED 2000/-.

Documents required:

1. Year wise transcripts from Administration Department.
2. A student in his / her study duration is eligible for either a fee waiver or scholarship.
3. Fee waiver is granted only before commencement of the intake and is a onetime grant.

iii. Fee Waiver for MBA program

SUC students who wish to join the MBA program with the SUC are eligible for a fee waiver of AED 5000/-.

XI. SERVICES OFFERED TO INSTITUTION

a. Placement Cell (BBA & MBA)

Placement rate of graduates is an essential tool to measure an educational institution's effectiveness. The SSD is charged with complete coordination of the placement cell at the SUC. The functions of placement cell include:

- i. Maintaining and updating the database of potential employers.
- ii. Identifying employment opportunities for our University College students in the local market.
- iii. Coordinating with employers to complete their need analysis form and accordingly send them appropriate student CVs.
- iv. Organizing campus interviews.
- v. Coordinating with employers to secure internship positions for senior level students.
- vi. Coordinating with companies to allow our students for Field Trips and Technical Visits in liaison with academic faculty member.
- vii. Maintaining a data of placement activities in the form of monthly and yearly reports.

b. Input towards Institutional Effectiveness (BBA & MBA)

The SSD is charged with providing important inputs towards the SUC's institutional effectiveness program. The office conducts annual Alumni survey and employer feedback survey as per the INSEFF calendar provided by IR Office. These feedbacks serve as an important role towards measuring the effectiveness of our programs and services.

c. Employer Survey (BBA & MBA)

This Survey is another important tool as it gives us feed back of Employers, who have employed our graduates. In an analytical approach, this feedback helps the institution in knowing how efficiently the graduates have been able to meet the requirements of their jobs in accordance with their study at the SUC. This is an annual survey generally conducted during the months of Feb, March and April. The questionnaires are sent to the employers directly by the Student Affairs Office via email or fax and received back by same media.

d. Alumni Relations (BBA & MBA)

Our Alumni are an integral part to help us in enhancing our public image, building trust in the education sector, improving our program structures with the help of industry inputs, placement assistance for current graduates and a lot more. SUC has a clear policy and plan for continuously improving our Alumni relations. SUC being one of the oldest institutions in UAE has a large number of graduated students and these graduates are goodwill emissaries of the SUC. SSD makes persistent and synchronized efforts to improve our Alumni relations:

i. Alumni Club

The Alumni Club was first established in year 2001 with the first Alumni meet. The efforts to increase the registrations for club were revived from year to year. Currently we have more than 300 registered members of Alumni Club. Many more activities have been planned to further strengthen our Alumni relations in the coming years including social, academic and cultural activities.

ii. Alumni Requests

SSD acts as a medium between Alumni and various departments on campus. Alumni can send their requests for any documentation, letters, transcripts etc to the student affairs office and the same would coordinate with the respective department/s to address the request.

iii. Placement Assistance

It is SSD which keeps alumni informed about the upcoming job vacancies available in market. If the employer has a specific requirement of experienced candidates, then relevant information is sent to the Alumni. Interested candidates who meet the criteria can send their CV to student affairs supervisor who then sends it to the employer.

iv. Continuing Education

Learning is a lifelong process. With an intention to encourage the Alumni to expand their knowledge base and stay up-to-date on new developments, student affairs office sends regular alerts on any upcoming short courses, profession skill development programs, diplomas etc. run by the training department. Besides, regular industry updates are sent to Alumni on a monthly basis to give them information on current scenarios.

v. In-house Events

Alumni are kept informed about in house events e.g. Annual Carnival, National day etc. where they are invited to participate. An Annual event of homecoming called "Alumni Meet" is organized which allows Alumni to meet their old friends, faculty members, staff and strengthen the bond with the SUC.

vi. Alumni Survey

This survey is a very important tool to measure how effectively our programs have prepared our students for the practical challenges of the business world and how much our Alumni feel that Studying at SUC has helped them excel in their careers. This is an annual survey conducted generally during the annual Alumni meet. In case the annual Alumni Meet does not take place then the survey should be conducted on line, by email or by postal questionnaires. The questionnaire should be reviewed and revised if necessary on a regular basis at least once in two years.

e. Student Feedback (BBA & MBA)

The SSD is responsible for conducting various feedbacks in the SUC in coordination with the Institutional Research Office. SSD is responsible to ensure maximum participation in the feedback for making the analysis interpretations accurate and reliable. Students are required to participate in the following feedbacks coordinated by the SSD:

i. Student Academic Feedback

Every student is responsible for giving his/her feedback of the faculty at the end of every semester. This is required to evaluate the teaching effectiveness of the faculty and also to help in their continuous improvement.

ii. Interim Feedback Survey

Students are also required to express their level of satisfaction with a new faculty by participating in the interim feedback survey. This survey is normally conducted for a new faculty two to three weeks after the commencement of every semester.

iii. Academic Advising & Academic Mentoring Survey

Each student is assigned to an advisor at BBA level & a mentor at MBA level for the purpose of academic advising/mentoring. Students should provide their feedback on the advisor/mentor and express their level of satisfaction with the advisor/mentor assigned once a year towards the end of the spring semester.

iv. **Student Academic Support Services Feedback**

Students are also required to provide their feedback on various facilities and services provided by the Academic Support Services department once a year towards the end of the Spring semester.

v. **Resource Adequacy Feedback**

Students should also provide the feedback on the resource adequacies of the library and the computing department which is conducted at the end of every spring semester. This will help the computing department and library to know the needs of the students and bring necessary improvements in the existing system.

XII. FUTURE PLANS

a. Career Resource Section in Library

A comprehensive collection of books, directories, job bulletins, and audio and videotapes will be made available to help student's research career options and identify potential employers.

Resources of interest include: Business, Cover Letters and Résumés, Directories, Dress for Success, Education, Exploration and Planning, Graduate Programs, Great Jobs for...Series, Internships and Summer Jobs, Interviewing, Job Bank, Motivation, Psychology, What Can You Do with a Major in...Series, and Workforce Diversity and Job Listing (Online database of jobs posted through Career Services).

b. Special Events

Special events include career fairs, open days, career success seminar; mock interview sessions would be conducted on an annual basis.

c. Online career development resources

There would be a section of career development on our student portal of website. Links to various recruitment agencies, online job search resources, visual presentation on resume writing, interview skills etc. would be created to help students explore and prepare for various career options.

d. Online registration with the placement cell

An online system of registering with the placement cell would be implemented wherein the employers can post their vacancies on our website and interested candidates can register for these vacancies online.

e. Student Council

SSD will coordinate and ensure the smooth processing of council elections and regularly monitor the operations of the council. SSD will also provide necessary guidance and assistance to the council in organizing:

- i. Various Intra University College and inter University College events to help students in their comprehensive growth.
- ii. Community welfare programs like blood donation camps, exhibitions, and health awareness programs etc.

XIII. ANNEXURE

Annexure A

Student Council

Members of Student Council are elected each fall semester as the official voice of the student body. The Executive Branch of the council consists of:

- a. A president
- b. Vice President
- c. Head of student committees
- d. Staff Committee Members of the University

Student Council is funded by student fees authorized for student council by the Skyline University College's Board of Governors and donations, gifts or sponsorships are designated for Student Council. A variety of student services and programs of value to students are funded fully or in part by Student Council.

However, the executives of Student Council should work diligently to remain in contact with the students and their issues and should have the ability to accurately voice their concern and solutions to areas of concern.

Annexure B

Student Committees

Various committees of students are formed for specific extra-curricular activities conducted in the Skyline University College. A brief description of each committee has been mentioned below:

a. Events Committee

Responsible to coordinate and organize year round events in University. Also the committee will be responsible to coordinate the intercollegiate activities and competitions. The committee head will be elected by the committee members.

b. Newslane Committee

Responsible for various activities related to the news line publication e.g. selection of articles, various news items, general look of the magazine, editing etc. The committee head will be elected by the committee members.

c. Class Representative Committee

From each class two Class Representatives (One academic and one non academic CR) will be elected, who will be responsible for voicing the students' concerns in academic and nonacademic areas. The committee head will be elected by the committee members.

d. Notice Board Committee

Responsible for managing and monitoring various notice boards in the campus. The proposed notice boards are:

- i. Academics
- ii. Administration, Examination and finance
- iii. Extracurricular activities
- iv. Placement and internship
- v. Daily News bulletins
- vi. My corner (Students' views and expressions)

The committee head will be elected by the committee members.

e. Sports Committee

Responsible for coordinating various indoor and outdoor sports activities at Intra University and intercollegiate level. The committee head will be elected by the committee.