

Student Handbook

ACADEMIC YEAR 2020-2021

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The Abu Dhabi School of Management attempts to ensure the information contained in this publication is correct at the time of production (April/2021); however, sections may be amended without notice by the School in response to changing circumstances or for any other reason. Visit the AD SM website or contact the School for any updated information.

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1.0 Preface

The ADSM Student Handbook is designed to constitute a single source of reference to introduce you to the ADSM community. The faculty and staff of ADSM are committed to helping you make the most of your educational experience at ADSM.

Students are required to know and comply with the information set forth in the Handbook and the accompanying official policies of the School to ensure that ADSM continues to provide a nourishing and rewarding environment. ADSM reserves the right to change its policies and procedures, the courses it offers, its tuition fees, and the graduation requirements on occasion and in accordance with the Commission for Academic Accreditation (CAA), the UAE Ministry of Education – Higher Education Affairs, and the Department of Education and Knowledge (ADEK) requirements. The School will endeavor to circulate such changes in advance, and to alert the students to these changes. Student related policies are appended to this Handbook, and the Handbook and official policies of ADSM are available online in the Student Web Portal (lms.adsm.ac.ae). Please also refer to the Catalog for information about academic matters and the academic programs in particular.

ADSM prohibits discrimination on the basis of race, color, national or ethnic origin, ancestry, religion, gender, age, physical or mental disability, and any other protected status. This extends to all rights, privileges, programs, and activities, including admission, employment, and education. In addition, ADSM respects, values, and benefits from diversity in the School community. The School, through the President & Provost and all members of the faculty and administrative staff request the support of ADSM efforts to reinforce the value of diversity consistent with respect of the Arabic and Islamic culture and UAE traditions and customs throughout the curriculum and all aspects of campus life

2.0 Message from the Chairman

Dear Graduate Student,

As a subsidiary of the Abu Dhabi Chamber, the Abu Dhabi School of Management's vision is to become the leading internationally benchmarked institution of higher learning in the UAE and the Gulf region, offering graduate management degrees within the entrepreneurial ecosystem.

As we have globally entered into an entirely new economy, it logically follows that we need an entirely new approach to management. Where the old economy relied on production and labor, the new economy relies on knowledge and innovation. As such managers will have to learn to create, optimize, adapt and innovate. In other words, managers will have to become entrepreneurs. By educating students to become entrepreneurial managers, we aim to indoctrinate graduates with a unique mode of thought and action which is cross-applicable to any sector or initiative.

As you begin your educational journey to becoming the entrepreneurial leaders of the future, I welcome you to ADSM and encourage you to take full advantage of the rich learning resources that have been assembled for your benefit and development.

Best wishes,

Dr. Mubarak Al Ameri

Chairman of the Board of Trustees

3.0 Message from the President and Provost

Dear Graduate Student,

The Abu Dhabi School of Management (ADSM) aims to create an enriching and rewarding environment which promotes entrepreneurialism, scholarly inquiry, research, and UAE cultural heritage while fostering diversity, understanding and tolerance.

ADSM is pleased to provide you a copy of the Academic Year 2020-2021 Graduate Student Handbook, which we hope will help both new and continuing students navigate graduate student life at ADSM. If you are a new student, we are delighted that you chose ADSM and we hope that your graduate study at ADSM will meet all of your expectations. If you are a continuing student, we hope that the coming year will be rewarding and productive. This Handbook describes the important “rules and regulations” for graduate study at ADSM.

Throughout your learning experience, your closest ties will be with the Faculty and the Academic Dean. I encourage you to take full advantage of the academic diversity of ADSM by broadening your graduate experience beyond your program, and even beyond your school. The various resources at ADSM will provide possible avenues to help you diversify your graduate experience, and I encourage you to explore every possible opportunity available to enrich your learning experience at ADSM.

I wish you all the best in the coming year.

Professor Abdullah Abonamah, PhD

President & Provost

Abu Dhabi School of Management (ADSM)

4.0 Introduction to Campus

The Abu Dhabi School of Management is located near the intersection of Al Salam and 31st Streets in Abu Dhabi. The exact location can be found via a Google map search for ADSM. The ADSM campus has seven buildings that provide full classroom space, prayer rooms, a library, computer labs, food services, plus a range of IT services. These facilities are up-to-date in terms of technology and ADSM emphasizes services that can be used remotely by our students, thus ensuring that they can access our learning resources and connect with class materials, classmates, and their instructors from off-campus locations. Generally, most administrative offices are open daily from 8:30 AM to 4:30 PM, Sunday through Thursday. Individual office hours may be extended to accommodate early-morning or early-evening appointments. For week-end and evening classes, key administrative support staff and student services are available to support the faculty and students.

4.1 Classroom Facilities

Classrooms are located in most buildings of the ADMS campus. Each classroom is designed with technology in mind and offer an environment which is conducive to learning. In addition to classrooms, four auditorium styled lecture halls, in Buildings 1, 3, 4 and 5, are used for classes and events.

4.2 Administrative and Faculty Offices

The ADSM Administrative and faculty offices are located in the following buildings:

- Building 4 - First Floor: President's Office and Academic Dean
- Building 5 - Ground and First Floor: Faculty offices
- Building 6 - Ground Floor: Student Recruitment, Office of Student Affairs and Registrar
- Building 7 - First Floor: Finance and IT Departments

4.3 Library

The Library is located in Building 5 on the Ground Level, and it provides access to both physical and digital resources that can be accessed by students, accommodating working professionals, from on and off-campus.

4.4 Academic Support Center

The Academic Support Center supports the academic development and education goals of students. Students, individuals or groups, may book appointments with the Academic Learning Coach(s) via the Student Portal (lms.adsm.ac.ae) to discuss projects or assignments they are working on. A number of resources are available at the Center including course material and reference books to enhance students' learning experience, and to help lead them to academic success.

4.5 Computer Labs

There are two open computer labs available, and a variety of computer-equipped classrooms that can be used for presentation/group meeting areas when not being used for classes. The lab desktops are loaded with MS Office, in addition to a number of other applications. These labs provide space for students to complete assignments, research, access the electronic resources, and browse the internet. Each lab consists of approximately 20 computers. Students may utilize the services of the printing center in coordination with the Office of Student Affairs (Phone: 02-69177800 or email: registrar@adsm.ac.ae).

4.6 Student Lounge and Catered Food Services

Each building on the ADSM campus has a common student lounge area which is used for dining when food and beverages are catered for a class. Vending machines are also available in Building 1.

4.7 Parking

The ADSM Campus has student parking and there is overflow parking available in nearby public space.

4.8 Prayer Rooms

The ADSM Campus has dedicated Prayer Rooms for male and female students, both rooms are located behind Villa 4. Students may also use the facilities at Ali Salem Al Kaabi Mosque, which is located at a walking distance from ADSM Campus.

4.9 First Aid Room

The ADSM Campus First Aid Room is located behind Building 7, and is managed by a registered nurse. Students may contact the Clinic on 02 6917818, or visit it during working hours from 12:00 to 08:00 PM.

4.10 Academic Calendar

Key dates for the current Academic Year (2020 – 2021) are provided below. However, for more details and in order to provide accurate calendars, the ADSM Academic Calendar is kept on the School's website (<http://adsm.ac.ae/academic-calendar/>) and updated regularly. ADSM shall announce any closure on a religious and/or public holiday to staff and students as government announcements are made.

	Start Date	End Date
Fall 2020 Term	27 September 2020	12 December 2020
Winter Break	13 December 2020	02 January 2021
Winter 2021 Term	03 January 2021	27 March 2021
Spring Break	28 March 2021	10 April 2021
Spring 2021 Term	11 April 2021	17 July 2021
Ramadan Break	02 May 2021	15 May 2021
Summer 2021 Term	18 July 2021	18 September 2021

Public Holidays

- 1, 2 and 3 December 2020 : Martyrs' Day and UAE National Day
- 1 January 2021 : New Year's Day
- 11 – 13 May 2021* : Eid al-Fitr
- 17 – 20 July 2021* : Eid al-Adha
- 10 August 2021* : Islamic New Year

* Subject to change based on the sighting of the moon

4.11 Other Facilities

As a graduate business management school, ADSM does not provide residence halls or recreational facilities. The Office of Student Affairs (Phone: 02 6917800 or email: registrar@adsm.ac.ae) will be able to support students should they need additional information in this regard.

5.0 Student Services

ADSM provides a full range of student services that are tailored to meet the needs of our busy professional students. Students are provided advising services as they enter the program to help them get the most out of their experience at ADSM. The Office of Student Affairs works to make sure students fully understand the Schools' administrative processes and requirements and assist them with any questions or issues. The faculty provides academic advising to assist all students in their learning journey through their academic program to help them reach their full potential. The Library and Academic Support Center can be accessed by all students seeking support with their studies. Community events are planned to engage students with the Abu Dhabi academic and business community. Finally, students are supported by dedicated staff, state of the art IT services, digital resources and facilities to support and enhance their learning experience.

5.1 The Office of Student Affairs

The Director of Student Affairs is responsible for the Office of Student Affairs, and provides strategic leadership for Admissions, Registration, and Student Services at ADSM. The Director of Student Affairs is responsible for student retention and satisfaction by creating a student-centric environment in coordination with the Student Affairs team. Any questions or issues that students may have about their experience at ADSM should be directed to the Student Affairs Office (Phone: 02-6917800, or email: registrar@adsm.ac.ae).

5.2 Student Orientation

The Office of Student Affairs arranges an Orientation Session at the commencement of all new cohort intakes. Topics covered are relevant to new students to assist them in settling into graduate studies; for example, what is to be expected in terms of course content, workload, assessments, etc. The Orientation also includes a session on Case Study Analysis to give the students an insight into the type of work they will be expected to do as graduate students. A session on the e-library, the physical library, and IT resources is included, along with information regarding ADSM policies and procedures. In addition, the

Orientation provides an opportunity for new students to meet academic and professional staff, and to meet fellow classmates and future colleagues.

5.3 Student Advising Services

In conjunction with the Academic Support Center, academic advising is provided by faculty members. Each student is assigned to an Academic Advisor from ADSM's faculty. In addition, students may book appointments with their instructors, Advisors, or the Academic Learning Coach via the Student Web Portal (lms.adsm.ac.ae). As a small institution, ADSM provides an environment where students can get to know faculty members and receive one-on-one academic support. This personalized contact is one of the key elements that differentiates ADSM from other institutions.

For 2020 – 2021 AY, the full time faculty to student ratio at ADSM stood at 1:20. This ensures that students' individual learning needs are met.

5.4 Community Engagement

ADSM Students are encouraged to participate in activities arranged by ADSM, under its Community Engagement Plan, which may include social events, guest lectures and activities that aim to enhance the learning experience of students. The Community Engagement Plan is specifically developed to engage with the community, and identify opportunities that positively contribute to maintaining productive relationships with the community.

ADSM encourages students to share their ideas about potential activities or events that are of interest to them, they may discuss these with the Community Engagement Officer (Phone: 02-6917891, or email: ce@adsm.ac.ae). All planned events and activities are published on the Community Engagement Calendar on ADSM's website, and students will receive notifications and invitations to participate.

5.5 Students' Organizations and Activities

ADSM is keen on ensuring that students have a diverse, engaging and rewarding campus life. Students are entitled to organize and/or participate in activities, both on and off campus. The Office of Student Affairs

oversees the organization of such activities, including fiscal control, and students may present their ideas directly to the Office (Phone: 02-6917800, or email: registrar@adsm.ac.ae). In addition, Students are encouraged to write, edit, and produce various forms of publications, including student-run media, establish clubs that reflect their interests, form and participate in student groups. Students should obtain the endorsement of a faculty member or administrative staff as an advisor for the activity they plan on running, while observing the guidelines set forth in the Student Activities Policy appended to this Handbook, and accessible on the Student Web Portal (lms.adsm.ac.ae).

5.6 Student Advisory Panel

The Student Advisory Panel is a structure that has been created with the purpose of involving the students of ADSM in the School's decision-making processes, and to maintain channels of communication through which ADSM students may provide input regarding, and stay informed of, significant institutional decisions. The Panel advises the Provost on issues of student interest, and provides feedback and advice on topics such as learning experience, campus environment, and community engagement.

Members of the Panel are expected to support the mission of Abu Dhabi School of Management (ADSM), and advocate for student issues related to their learning experience at the school. The members of the Panel will be appointed on voluntary basis in the beginning of the academic year and shall serve for two terms at least. The Panel shall meet at least two (2) times per term, with additional meetings to be called as needed. For more information about the Panel contact the Community Engagement Officer (Phone: 02-6917891, or email: ce@adsm.ac.ae).

5.7 Academic Program Advisory Committee(s)

Students may participate in Academic Advisory Committee(s) which support academic programs' development and continuous improvement at ADSM. The Program Advisory Committee(s) build and facilitate relationships between ADSM's programs and professional associations, organizations, employers, community, and educational institutions to encourage innovative and inspiring approaches to learning and program development.

you may refer to the Academic Program Advisory Committee(s) Policy, appended to this Handbook, and available on the Student Web Portal for more details, you may also contact the Community Engagement Officer (Phone: 02-6917891, or email: ce@adsm.ac.ae).

5.8 Career Services

Academic Advisors are the first point of contact for student career counseling and guidance, and ADSM provides a range of career services to all enrolled students and alumni through the Office of Student Affairs. Students may also approach the Academic Learning Coach, to provide guidance on job search, resume writing and interview skills or their assigned Academic Advisor via the Student Web Portal (lms.adsm.ac.ae).

Furthermore, through activities and events organized under Community Engagement, ADSM focuses on engaging with employers and interlinking with community organizations, associations, and institutions. Thus, providing structured opportunities for students to engage with prospective employers, and facilitates the accomplishment of the relevant program educational goals.

5.9 Personal Counseling

ADSM does not offer an on-campus Personal Counseling service, however, if students require assistance, the Office of Student Affairs may suggest possible alternatives, and guide the students towards the appropriate source (Phone: 02-6917800, or email: registrar@adsm.ac.ae). Students may also opt to directly utilize the services offered by Abu Dhabi Health Services Company – SEHA (Phone: 80050, or email: care@seha.ae).

5.10 Services for Students with Determination

ADSM welcomes students with determination and does everything it can to accommodate their special needs. Students requiring assistance can meet with the Director of Student Affairs to discuss individual requirements.

6.0 Students Rights and Responsibilities

As an ADSM student, you have the right to attend classes and work in laboratories in accordance with the related academic policies and procedures, participate in activities and partake in student governance as prescribed in the Student Activities Policy, available on Student Web Portal (lms.adsm.ac.ae), receive fair treatment and due process in case of an investigation or appeal, in addition to guaranteed confidentiality and privacy of personal information.

In return, you are responsible for bidding by all academic policies and procedures, and adhering to the Academic Integrity Policy, conforming to all non-academic administrative rules and regulations (including those related to health, safety and environment, and conducting yourself in accordance with the Code of Conduct Policy.

You may refer to the Student Roles and Responsibilities Policy, appended to the Handbook and available on the Student Web Portal (lms.adsm.ac.ae) for more details.

6.1 Student Code of Conduct

Members of the ADSM community are expected to observe and respect the personal and property rights of others. The responsibility of all students to comply with laws, ordinances, bylaws, and regulations applies both on and off campus. It is expected that the instructors, staff, and students of ADSM conduct themselves in a professional and respectful manner befitting a prestigious institution of learning. Although a wide range of student responsibilities are detailed in the Student Rights and Responsibilities Policy as well as the Academic Integrity Policy and the Policy on Appropriate Use of Technology cover many elements, it is impossible to cover every standard of behavior. Therefore, these policies, which are available on the Student Web Portal (lms.adsm.ac.ae), do not constitute a comprehensive code of conduct, but are instead a set of procedures necessary for meeting the practical, routine requirements of an academic community.

ADSM affirms its commitment to strive for a fair, humane, and respectful environment for all employees and students. It is the policy of the School to maintain a working and learning environment that values and expects respectful conduct and communication. Every member of the ADSM community has the right to live, learn, work, and otherwise participate in an environment that is free from all forms of harassment by any other member of the community. The School encourages freedom of inquiry, opinion, and speech, and it will defend the right of anyone to express his or her views. However, the right of expression must be exercised responsibly without depriving others of their right to enjoy this and all other opportunities provided by the School with respect to the laws, culture and heritage of the United Arab Emirates.

As a general overview of topics of primary importance to the conduct of instructors, staff, and students at ADSM, the following types of behavior are specifically outlined in the Code of Conduct Policy:

- Disorderly Conduct
- Smoking Outside of Designated Areas
- Harassment
- Possession of Weapons
- Providing False Information or Misrepresentation
- Theft/Damage/Vandalism of, or to Personal, School, or Public Property

You may refer to the Code of Conduct Policy, appended to the Handbook and available on the Student Web Portal (lms.adsm.ac.ae) for more details.

6.2 Student Discipline

Integrity and respect for the community, both in and out of the classroom, are recognized by the Abu Dhabi School of Management as core values. Flowing from these core values, the School has defined a set of expectations for all of its members. The School expects all students will do their utmost to embrace ADSM's core values and subsequent expectations. In doing so, students will contribute to the development of ADSM as a positive living and learning community. In addition, ADSM strives to be a good neighbor to the surrounding community. Therefore, it is expected that students will observe the same standards and expectations whether they are on or off campus.

The four major policies regarding student behavior are as follows: The Academic Integrity Policy; the Student Rights and Responsibilities Policy; the Code of Conduct Policy; and the Policy on Appropriate Use of Technology. The Student Disciplinary Policy contains procedures for the investigation of violations, the application of disciplinary actions, and the various rights of the affected party to appeal the decisions made in the context of a policy. This policy contains the judicial action and appeals process for any policy violations. All official ADSM materials governing these policies are appended to the Student Handbook, and can be found online at the ADSM Student Web Portal (lms.adsm.ac.ae).

6.3 Appeals and Grievances

ADSM provides clear and accurate advice and guidance to students submitting an academic appeal or complaint, student to raise an academic appeal and to seek resolution from ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner. In general, members of the ADSM community should try to resolve problems informally. If that is not possible, the student may submit a request for grievance or Appeal to the Office of Student Affairs. Please review Student Appeals Policy and Student Grievances Policy on the ADSM Student Web Portal (lms.adsm.ac.ae).

6.4 Resolution of Complaints

The three major policies regarding student behavior as described in this section of the catalog are as follow: The Academic Integrity Policy; the Student Rights and Responsibilities Policy; and the Policy on Appropriate Use of Technology. The Student Disciplinary Policy contains procedures for the investigation of violations, the application of disciplinary actions, and the various rights of the affected party to appeal the decisions made in the context of a policy. This policy contains the judicial action and appeals process for any policy violations.

6.5 Attendance

ADSM provides its students with an academic schedule that accommodates their needs, and encourages students to attend all class sessions by adopting a pedagogical approach that is engaging and interactive. ADSM mandates attendance in specific sessions such as the controlled and formative assessments,

presentations and activities related to specific courses. To be eligible to sit for the final assessment, students are required to attend a minimum of 70% of class sessions. Students who do not adhere to this, will be required to provide a valid justification and arrange for makeup sessions with their instructor. Students who miss more than 50% will not be allowed to sit for the final assessment under any circumstances. Please review Student Attendance Policy on the ADSM Student Web Portal (lms.adsm.ac.ae).

6.6 Computer Ethics and Usage

Computer abuse affects everyone who uses computing facilities and results in significant expense to the School, therefore, ADSM policies regarding computer usage and use of the WiFi network applies to ADSM students, faculty, and staff. The same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment. Actions that are unacceptable in the School community also are unacceptable on the network, computing systems and other electronic services including:

- Harassment in any form;
- Failure to respect the rights and property of others;
- Forgery or other misrepresentation of one's identity; and,
- Distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.

It is the responsibility of each ADSM community member to use the services provided by the School's campus network and computing systems appropriately and in compliance with all laws and regulations of the United Arab Emirates. Furthermore, users are expected to use computer, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School.

ADSM treats access and use violations seriously. Access to the School computing facilities and information resources is a privilege granted to the School's students, faculty, administrators, and staff. Access to the School's computing facilities and information resources may be restricted or terminated at the School's sole discretion or more severe disciplinary actions can be taken according to the terms of the ADSM Policy

on Appropriate Use of Technology. Violations to this policy may result in disciplinary action and prosecution by government officials can also occur

6.7 Student Records

Education records are records, files, documents, and other materials maintained by ADSM which contain information directly related to a student. ADSM reserves the right to disclose academic records or personally identifiable information from student records in certain cases as outlined in the School's Student Records Policy and the Information Release Policy, appended to this Handbook and available on the Student Web Portal (lms.adsm.ac.ae).

In general, ADSM strives to protect the privacy of its students and will ensure that materials, documents, and information obtained from, or pertaining to students, is treated with respect for their confidentiality. Sharing of information to third parties is typically limited to cases where the School is requested by a government or another entity filling a supervisory or collaborative role. ADSM collects and maintains information about students for the purposes of Admissions, Academic progress and performance, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable.

The content of a Student Record consists typically of any documents submitted at the admissions stage, and any documents produced or generated during the student's journey at ADSM. these include, but are not limited to, identification documents, personal statements and recommendation letters (as applicable), undergraduate degrees and transcripts, disciplinary records, appeals and grievances records, and the student's earned degree and transcript from ADSM.

Please review both the Student Records Policy and the Information Release Policy, which are appended to this Handbook and can be found on the ADSM Student Web Portal (lms.adsm.ac.ae).

7.0 The Library and Academic Support Center

Combined, the Library and Academic Support Center provide students with a comprehensive set of resources to support them during their learning experience at ADSM. Thus, ensuring an enriched learning experience.

The ADSM strategy for providing learning resources is focused on obtaining access to content-rich digital resources. As with other elements of service provision to students, the fact that ADSM is limited to postgraduate students has led to the focus almost exclusively on electronic resources that can be accessed by busy professionals from off-campus.

7.1 Available Resources

To ensure that the provided resources are a state-of-the-art electronic resource, ADSM subscribes to ProQuest Business Premium collection, one of the largest online databases in the world. ProQuest functions as the primary source for research and information for the students, as it provides access to various resources as summarized below:

- 2,500 full-text journals and magazines
- 10,000 Business case studies
- 10,000 Publications
- 40,000 Academic dissertations/thesis in business
- 50 million company records
- 500,000 working papers from elite institutions like **INSEAD**
- 16,000 Video clips
- 11,000 conference proceedings

Key Publications:

- Emerald Group Publishing
- Cambridge university press
- The Wall Street Journal
- Financial Times

- The Economist

ProQuest is accessible via the Student Web Portal (lms.adsm.ac.ae), and students are provided access to the resources via a username and password that enables them to log on to the portal remotely through the internet to search, browse, download, etc.

The IT department provides technical support in order to ensure proper connectivity and access to the information resources. Students may search for resources by the accepted bibliographic format and use the search feature to search by subject or periodical title.

In addition to the electronic resources provided via the Library and Academic Support Center, students may access the physical resources available in the Library in Building 5, the facility can accommodate 10 students, has a number of journals, books, and research aids, and laptops for use by students.

Furthermore, as an ADSM student, all students are eligible to benefit from the following resources provided by Microsoft through ADSM:

- Microsoft Office Applications for Windows, MAC & Mobile
- Skype for Business
- One Drive for Business

7.2 Microsoft Teams

In adherence to Ministerial Decree No. 237 for the Year 2020 regarding the shift to online delivery for the remainder of the academic year 2019 – 2020, ADSM utilized Microsoft Teams as its online delivery tool. Students have access to download and use the application. ADSM will maintain its use of Microsoft Soft Teams to support classroom delivery.

8.0 Information Technology Infrastructure

8.1 Classroom Facilities

ADSM's campus offers a stimulating learning environment through well-equipped facilities. All of our classrooms are equipped with computers that are connected to the internet and projection screens. ADSM classrooms are also equipped with Smart Board technology. With this system, professors are able to capture their board work as they lecture and upload it to the LMS for the student to access and review. This frees up students to spend more time in class listening and interacting, instead of taking notes.

There are two computer labs available for the students to carry out assignments, access the electronic resources, research, and to browse the internet. The lab desktops are loaded with MS Office, in addition to a number of other applications. There is high-speed Wi-Fi internet access throughout the campus.

8.2 Learning Management System (LMS)

One of the most important systems that students use at ADSM is the Learning Management System (LMS), which is a customized version of Moodle. The use of Moodle has been very successful in its use and adoption for graduate studies. Students will be issued a username and password to access LMS (lms.adsm.ac.ae). Currently the LMS is utilized for the following:

- Distribution of all course materials: All materials are available for students to access and download.
- Assignments: All assignments are uploaded to Turnitin via the LMS, thus ensuring accurate logging and tracking of submissions.
- Class Schedules: Lecture schedules are posted on the LMS.
- Class Rosters: Lists all students and provides contact information.
- Discussions: Supports discussion threads among classmates and with instructors.
- Direct Link to ProQuest: Access to the learning resources is via the LMS credentials.
- Appointment Scheduling: Method for students to reserve times to meet Faculty, SLE Project Advisor or the Academic Support Center Tutor.
- Direct link to grades system to view student grades

- Access official ADSM documents, handbooks, and School policies.

Training student on the effective use of the LMS is a critical part of the orientation session, as it is a key contributor to a successful and enriching learning experience.

8.3 ADSM Email Account

Each student is assigned an ADSM email account. This account will be used by ADSM for all electronic communications with students. It is critical that students use this email account for communication with the School's staff and faculty.

8.4 The IT Help Desk

The IT Help Desk provides a central, convenient location to go to for help with technology issues related to your studies at ADSM. The IT Help Desk will provide telephone, walk-in, web-based and e-mail support to ADSM students, faculty and staff and provide assistance regarding laptop and desktop computers as well as ADSM-licensed software, website, LMS, e-mail, printing, classroom technology, A/V, computer labs and other technology related issues.

In addition, the IT Help Desk will support technology permanently installed in classrooms and meeting rooms, provide portable equipment for classes and events, and coordinate video and teleconferencing on campus. Video production services will also be available to faculty and staff.

IT Help Desk technicians can help you get your laptop connected to the ADSM network, and provide assistance with installing ADSM-provided software. The IT Help Desk staff cannot repair non-ADSM provided laptops.

Walk-in Support is available Sunday through Thursday from 8:30 AM to 3:30 PM. Telephone Support is available from 8:30 AM to 3:30 PM Sunday through Thursday. Classroom Support is available Sunday through Thursday from 7:30 AM to 9:30 PM; Friday from 9:00 AM to 8:00 PM; and Saturday from 9:00 AM to 6:00 PM depending on class schedules.

8.5 Mobile Application

ADSM has developed a mobile application for students to access personal information in an easy and convenient way. The application includes students' grades, class schedules, financial status, enrolment options and staff contacts. Student may download the application from the Apple Store or Google Play for free.

8.6 Accessing ADSM Resources Off-Campus

All of ADSM's primary online services, such as the LMS and email can be accessed via a web browser from any computer connected to the internet.

8.7 Appropriate Use of Technology

Students are expected to use ADSM's technology infrastructure, such as, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School. Access to the School's computing facilities and information resources is a privilege granted to the School's students, faculty, administrators, and staff.

As a student, you have the right to utilize the School's technology infrastructure in establishing student-run media, including radio/television programs or stations, student newspapers, student generated websites or other social networking sites. However, you are required to abide by the stipulations of the Student Activities Policy and the Appropriate Use of Technology Policy, appended to this Handbook, and available on the Student Web Portal (lms.adsm.ac.ae).

You may contact the Office of Student Affairs for more information and guidance (Phone: 02-6917800, or email: registrar@adsm.ac.ae).

9.0 Academic Integrity

The Abu Dhabi School of Management is committed to being an international leader in management education. The School focuses on educating innovative leaders capable of initiating, managing, and implementing change. Consistent with this mission, ADSM welcomes diversity within its community and requires each member to respect the values of other members of the community. To maintain the integrity of the diverse cultures, present at ADSM, certain standards of academic conduct must be adhered to by each graduate student, faculty member, staff member, and administrator throughout his or her experience at the School. Every member of the ADSM graduate community is expected to uphold the principles embodied in the academic honesty and integrity policy.

All members of the School community—students, faculty, and staff—share responsibility to bring forward known acts of apparent academic dishonesty. Any member of the academic community who witnesses or otherwise becomes aware of an act of academic dishonesty should report it to the appropriate faculty member or to the Academic Dean.

ADSM's Academic Integrity Policy is a comprehensive review of the School's expectation in this regard as well as the various consequences for breaches of the policy. This policy is found on the ADSM Student Web Portal (ims.adsm.ac.ae) and is closely associated with the Student Rights and Responsibility Policy and the Policy on Appropriate Use of Technology.

Because of the seriousness of academic integrity and to avoid the possible misunderstandings made by new students, the following is a set of examples of what can constitute academic dishonesty:

Cheating

Cheating is any form of fraudulent or deceptive academic act, including intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise. Examples of cheating:

- Unauthorized use of notes, text, or other aids during an examination or an assessment.

- Copying from another student's assessment, examination, research paper, case write-up, homework, computer disk, etc.
- Handing in the same paper/assignment/components of a paper for more than one course without the permission of the instructor.
- Sabotaging another student's work or record.
- Receiving assistance/help on an academic exercise from another person/resource without the expressed permission of the instructor.
- Duplicate submission is the submitting of the same or similar work for credit in more than one course without prior approval of the instructors for those same courses.

Plagiarism

Plagiarism is the representation of one's own ideas and one's own without giving proper attribution to the original author(s). Plagiarism occurs when a student copies direct phrases from a text (e.g. books, journals, and internet) and does not provide quotation marks or paraphrases or summarizes those ideas without giving credit to the author(s). In all cases, if such information is not properly and accurately documented with appropriate credit given, then the student has committed plagiarism.

Fabrication

Intentional falsification, misrepresentation, or invention of information, data, or citation in an academic exercise. Examples of fabrication:

- Making up the data for a research project.
- Altering the results of an experiment or survey.
- Listing a citation for a source not used. ☒ Stating an opinion as a scientifically proven fact.

Facilitating Academic Dishonesty

Facilitating academic dishonesty is intentionally or knowingly helping or attempting to help another to violate any provision of the Academic Integrity policy. Examples of facilitating academic dishonesty:

- Inaccurately listing as co-author of a paper, case write-up, or project someone who did not contribute.

- Sharing a take-home assessment, homework assignment, case write-up, lab report etc. with another without the expressed permission of the instructor. Taking an assessment or writing a paper for another student.

9.1 Turnitin

Turnitin is an internet-based tool used in higher education to encourage original ideas and prevent plagiarism. Students will receive a Turnitin account while undertaking their studies at ADSM, and will upload assignments to the Turnitin portal as outlined in the syllabi.

10.0 Health and Safety on Campus

The ADSM Occupational, Environment, Health and Safety Policy is available with all other ADSM policies on the Student Web Portal (lms.adsm.ac.ae), and is appended to this Handbook. The objective of the policy is to guarantee that required measures are taken to secure the environment, health, and safety and occupational well-being of all ADSM premises users, and to reduce or eliminate disabling injuries and illnesses. It is the goal of the School to exercise all precautions reasonably necessary to protect employees, students, and visitors from all accidents. It is imperative that employees and students report unsafe conditions and do not perform tasks if the task could be considered unsafe. If you have questions about these issues or the ADSM Health and Safety Policy, please contact the Campus on: 02-6917777.

Employees and students should report all accidents, injuries, and unsafe conditions – everyone is expected to take an active role in promoting safety. If you witness an accident or an unsafe working situation, please report it promptly.

Employee and student recommendations to improve safety and health conditions are given thorough consideration by the School's management, which gives top priority to the correction of unsafe conditions. ADSM provides safety equipment for students and employees in situations where hazardous materials are used. If the need arises to use any type of material that could be considered hazardous; you should contact the Office of Student (Phone: 02-6917800, or email: registrar@adsm.ac.ae) and they will make necessary arrangements.

The School strictly prohibits employees and students from making threats or engaging in violent acts as defined by and subsequently enforced through the ADSM Health and Safety Policy and the ADSM Student Rights and Responsibility Policy, both of which are found on the ADSM Student Web Portal (lms.adsm.ac.ae). ADSM's Health & Safety Policy documents the institution's emergency evacuation plan and ensures a program of regular testing of the plan. Relevant evacuation plans are also placed in all classrooms and facilities

10.1 Prevention Measures

In terms of fire prevention, please familiarize yourself with the following elements:

In Advance:

- Become familiar with fire equipment, fire exits, and evacuation procedures.
- Keep public areas free of fire hazards.
- Report all damaged or unsatisfactory fire equipment to the Health and Safety Officer.
- Participate in all fire drills.

In Case of Fire:

- Sound the nearest campus alarm.
- When possible, shut windows, unlock and close doors, and leave the lights on.
- Keep the driveways clear and stay at least 100 feet from the building.
- Do not re-enter the building until it has been cleared by the fire department.

For further details, refer to the Occupational, Environment, Health and Safety Policy, which is available on the Student Web Portal ([Ims.adsm.ac.ae](https://ims.adsm.ac.ae)).

10.2 Use of Hazardous Materials

None of the academic programs offered at ADSM requires students to deal with hazardous materials. such materials used on Campus for other purposes, is stored and handled in accordance with applicable regulations. Occupational, Environment, Health and Safety Policy provides further details, and students may the Campus on: 02-6917777 if they have any concerns.

11.0 Academic and Student Policies

The ADSM policies related to academic matters are summarized in the Student Catalog and appended to the Student Handbook. All policies could also be found in their original form on the Student Web Portal (lms.adsm.ac.ae), as the Grading and Assessment Policy and the Academic Progress Policy. The main elements covered by these policies are the following:

- Admission Requirements and Procedures
- Advising and Enrollment
- Grading System
- Release of Grades
- In Progress Grades
- Grade Disputes
- Grade and GPA Requirements
- Monitoring of Academic Deficiencies
- Degree Time Limit
- Graduation Honors
- Leave of Absence
- Deadlines for Dropping or Withdrawing from Courses
- Withdrawal from ADSM
- Mandatory Leave/Withdrawal Policy

11.1 Policy List

Ref.	ADSM Policies (<i>click title for hyperlink to policy</i>)
P 115	Code of Conduct Policy
P 301	Grading and Assessment Policy
P 302	Academic Program Advisory Committee(s) Policy
P 303	Grade Approval and Change Policy

Ref.	ADSM Policies (<i>click title for hyperlink to policy</i>)
P 307	Graduate Completion Requirements Policy
P 308	Course Substitution Policy
P 312	Capstone Project Policy
P 313	Academic Progress Policy
P 314	Examinations Policy
P 401	Graduate Admissions Policy
P 402	Transfer Admissions Policy
P 405	Student Records Policy
P 406	Information Release Policy
P 408	Career Services Policy
P 410	Student Activities Policy
P 411	Student Finance Policy
P 412	Student Disciplinary Policy
P 414	Student Rights and Responsibilities Policy
P 415	Student Counseling Policy
P 416	Health Services Policy
P 417	Academic Advising Policy
P 418	Academic Integrity Policy
P 419	Student Appeals Policy
P 420	Student Grievances Policy
P 423	Student Attendance Policy
P 424	Student Enrollment Policy
P 601	Library Policy
P 603	Appropriate Use of Technology Policy
P 702	Student Involvement in Research Policy
P 901	Community Engagement Policy

12.0 Key ADSM Administrators

12.1 The President and Provost

Responsible for overseeing the overall academic integrity of the entire institution. The President and Provost is responsible for all strategic plans and initiatives, and for leading all institutional academic, financial and facilities planning and management.

12.2 The Academic Dean

Responsible for the overall quality and administration of academic programs offered at ADSM. The Academic Dean is responsible for new program design, maintaining academic rigor, and ensures programs are market relevant and, provides support to students on academic issues and assists students with meeting their educational goals.

12.3 The Director of Student Affairs

Responsible for Student, Admissions, Registration, and Student Affairs at ADSM. The Director is responsible for oversight and attainment of student retention and satisfaction and is responsible for creating a student- focused environment in coordination with the Student Affairs team.

12.4 The Technology and Learning Systems Director

Responsible for data management and analysis and for ensuring the acquisition, application and integration of information technology systems, high quality support and services supporting the academic and administrative strategies of ADSM. The Director of Information Technology is responsible for the oversight of the IT Help Desk, curriculum technology support, and all learning and administrative systems that support ADSM.



12.5 Useful Contacts

Abu Dhabi Health Services Company - SEHA

Phone: 80050

Email: care@seha.ae

Campus Clinic

Phone: 02 6917818

Email: g.services@adsm.ac.ae

Community Engagement Officer

Phone: 02 6917891

Email: ce@adsm.ac.ae

Finance Department

Phone: 02 6917811

Email: accounts@adsm.ac.ae

IT Support

Phone: 02 6917811

Email: support@adsm.ac.ae

The Campus

Phone: 02 6917777

Email: gs@adsm.ac.ae

The Office of Student Affairs

Phone: 02 6917800

Email: registrar@adsm.ac.ae



Policy Name : Code of Conduct Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education,
Framework for the Compliance Inspection of Higher Education Institution – 2020,
ADSM P 414 – Student Right and Responsibilities Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 212 – Faculty and Staff Discipline Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to establish standards and guidelines for members of ADSM community on expected behavior and principles.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students, staff, faculty and visitors of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.
- 3.2 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest
- 3.3 **Misconduct:** Unacceptable or improper behavior, especially by an employee or professional person.

Section 4 : Policy Statement

4.1 ADSM is committed to providing a safe, equitable and orderly environment for the School community, and expects each member of that community to behave responsibly and ethically.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Every person has the right to be respected and protected from offensive and abuse against his / her dignity, integrity and reputation.
- 6.2. ADSM expects its community members to be decent, modest and propriety in their behavior. ADSM also expects respect of cultural and religious norms of the society in dress, food and other activities on and off campus.
 - 6.2.1. All members of ADSM community are expected to comply with and encourage positive behavior towards fulfilling ADSM's expectations.
 - 6.2.2. All members of ADSM community have an equal responsibility to maintain order and protect individual and ADSM's property to the extent of their abilities.
- 6.3. All members of ADSM community shall respect the religion and beliefs, nationality and race of others, and to be sensitive to the social considerations of other people.
- 6.4. All members of ADSM community and visitors must be aware of and comply with the following:
 - 6.4.1. Professional and ethical behavior is expected on campus at all times and in any facility.
 - 6.4.2. Obscene language and behavior is strictly prohibited.
 - 6.4.3. Verbal and physical abuse including fighting and harmful discussions are strictly prohibited.
 - 6.4.4. Refrain from jeopardizing other's health, safety or security and always follow the principles of *Occupational, Environment, Health and Safety Policy*.
 - 6.4.5. Verbal or written harassment based on, but not limited to, race, gender, nationality, physical or mental disability, religion or beliefs shall have severe consequences.
 - 6.4.6. Consume, possess, transport, sell or buy alcohol or any other legally prohibited drugs or substances is strictly prohibited.
 - 6.4.7. Acquiring, bringing, displaying, manufacturing or carrying any type of arms or weapons or materials that may cause harm or affect other people's safety on campus is strictly prohibited and shall have severe consequences.
 - 6.4.8. Producing, reproducing, displaying or distributing electronic or printed materials including promotional materials without prior approval from the following is strictly prohibited:
 - 6.4.8.1 Human Resources Office for staff.
 - 6.4.8.2 Academic Dean for faculty.

- 6.4.8.3 The Office of Student Affairs for students.
- 6.4.9. All ADSM community members are expected to care, protect and preserve ADSM's properties and assets. Instruction and maintenance manual and/or guides must be followed.
- 6.4.10. possessing others' or entities' properties without prior explicit permission from owners is classified as theft. Possessing of items knowingly to be stolen falls within the same classification. ADSM will not tolerate theft, vandalizing, damaging direct or as a result of tampering with its or others' properties.
- 6.4.11. accessing buildings, facilities or rooms on ADSM campus without proper pre-authorization is strictly prohibited.
- 6.4.12. Parking on campus is subject to applicable policies and traffic norms.
- 6.4.13. Illegal or unauthorized activities including but not limited to gambling, black market trading and other activities are strictly prohibited.
- 6.4.14. Children under the age of 16 are not allowed on campus without adult supervision.
- 6.4.15. Pets are not allowed on campus for any reason.
- 6.4.16. Forgery or unauthorized use of documents including personal identifications, medical reports, official reports include traffic accidents is strictly prohibited
- 6.4.17. Smoking is strictly prohibited inside any ADSM building, facility or room.
- 6.5. ADSM provides its faculty, staff and students with hardware, software and internet facility to enhance their work and study. All ADSM community members are expected to adhere to the following:
- 6.5.1. Telephone service is for work-related purposes only. Employees shall not use it for personal matters except in emergencies or during breaks given that the employee cover the charges resulting from their personal use.
- 6.5.2. Issued laptops are and shall remain the property of ADSM and are for work and/or study related use only. The following applies:
- 6.5.2.1 Laptops must be returned to ADSM once they are no longer needed for work and/or study, or as requested by relevant unit or if the employee or student is no longer associated with ADSM.
- 6.5.2.2 It's the user's responsibility to ensure the safety and security of the laptop.
- 6.5.2.3 Illegal or pirated software are strictly prohibited to download or install.
- 6.5.2.4 Storing files that are not related to ADSM or its operation is prohibited.

- 6.5.3. Internet and email services are provided for work / study related purposes only. Employees, students and visitors must adhere to the following:
- 6.5.3.1 Internet and email services are not to be used to transfer illegal or unethical use such as pornographic, scam, or threatening materials.
 - 6.5.3.2 Internet and email services are not to be used for entertaining, political or commercial use.
 - 6.5.3.3 Professional language must be used at all times. Obscene language is strictly prohibited.
- 6.6. Capturing still images or video recordings of ADSM's facilities, community members, operations physical or virtual including classes and assessments is strictly prohibited unless authorized by ADSM management in writing and in advance.
- 6.6.1. ADSM reserves the right to capture still image or video recordings of its facilities, employees, students or operations without prior permission for purpose of security protection or operations effectiveness.
 - 6.6.2. ADMS may capture still images or video recordings of its employees and students given it alerts them in advance.
- 6.7. A professional dress code is expected of all employees, students and visitors, it should be neat, decent and compatible with business requirements and local norms.
- 6.8. Sexual harassment is unlawful and will not be tolerated at ADSM:
- 6.8.1. Faculty, Staff and Students who come to know of sexual harassment must report it immediately to the Academic Dean for faculty, the Office of Student Affairs for students, and the Human Resources Office for staff.
 - 6.8.2. The President shall establish a committee to investigate alleged sexual harassment and report findings within four (4) weeks. Proven sexual harassment cases shall be subject to Faculty and Staff Discipline Policy or Student Disciplinary Policy for students.
- 6.9. Faculty and staff hold an authoritative position over students and hence any personal relationship is prohibited as long as students are enrolled at ADSM.
- 6.9.1. Faculty must declare personal relationships to students enrolled in classes they are assigned to teach to the Academic Dean within one (1) week of the class starting date.
 - 6.9.2. The Academic Dean, upon careful examination of the situation, may decide to reassign the faculty to a different class, continue with current assignment with proper measures or proceed as usual

- 6.9.3. Faculty, staff and students who come to knowledge of inappropriate relationships must report it immediately to the Academic Dean for faculty and Staff or Office of Student Affairs for students.
- 6.9.4. The President shall form a committee to investigate alleged inappropriate relationships and report findings within four (4) weeks. Proven inappropriate relationships cases shall be subject to Faculty and Staff Discipline Policy or Student Disciplinary Policy.
- 6.10. Faculty and staff are responsible for the safeguarding of students. Their responsibility includes reporting suspected cases occurring on or outside ADSM Campus of:
- 6.10.1. Physical, mental, sexual or other types of abuse.
- 6.10.2. Radicalization or extremism thoughts or behavior.
- 6.10.3. Health and safety risks including environmental risks.
- 6.11. Faculty and staff shall receive annual training on identifying and reporting safeguarding concerns.

Section 7 : Procedures

- 7.1. Violations of the principles of this policy are dealt with as follows:
- 7.1.1. Students are subject to the Student Disciplinary Policy.
- 7.1.2. Faculty and staff are subject to the Faculty and Staff Discipline Policy.
- 7.1.3. The President may form a special committee to investigate violations, subject to the applicable laws of the UAE, the committee shall be chaired by the Academic Dean, and includes the Finance and Administration Operations Director and the Director of Students Affairs as members. The Committee shall report its recommended action to the President for his final decision.
- 7.1.3.1 The President reserves the right to accept, modify for reject the Committee's decision.
- 7.1.3.2 The President's final decision shall prevail.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Human Resources Office shall monitor implementation of this policy and report violations for Employees.
- 8.3. The Director of Student Affairs shall monitor implementation of this policy and report violations for students.




Section 9 : Cancellations

9.1. None.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: The President	
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT

Policy Name : **Grading and Assessment Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020.

ADSM P 422 – Grade Moderation Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 316 – Course File Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 419 – Student Appeals Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to establish and communicate practices for the assessment of the achievement levels of intended student learning outcomes.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all assessment conducted for ADSM students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Assessment Task:** is a piece of work that is formally graded and is intended to test the extent to which a student has met relevant learning outcome(s). Assessment tasks may take the form of essays, exams, quizzes, case studies, presentations or any other form as stated in the course syllabus.

3.2 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior. It is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work as set out in the *Academic Integrity Policy*.

3.3 **Due Process:** is a process that has been carried out in compliance with established policies and procedures.

- 3.4 **Plagiarism:** is an act of fraud, it involves both stealing someone else's work and lying about it afterward (Reference to www.plagiarism.org). In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.
- 3.5 **Course:** a course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, number, credits, and expected learning outcomes.
- 3.6 **Due date:** the date by which an assessment task should be submitted, if a penalty is not to be applied. Due dates are outlined in the course syllabus.
- 3.7 **Final grade:** the letter code that indicate the student's academic performance level in a course.
- 3.8 **Late Submission:** an assessment which is submitted beyond the due date, with or without approval.
- 3.9 **Formative Assessment:** an assessment instrument that does not contribute point value toward a students' overall course grade. Such assessments are intended to improve student learning and/or provide feedback on student progress toward the achievement of learning outcomes.
- 3.10 **Summative Assessment:** an assessment instrument used to calculate a students' course grade by assessing student achievement of course learning outcomes against a standard or benchmark.
- 3.11 **Extension:** additional 7 days granted to students to submit required assessment work after official submission date.
- 3.12 **Special Consideration:** additional 14 days granted to students to submit required assessment work after official submission date.

Section 4 : Policy Statement

- 4.1 ADSM strives to ensure that assessment achievement levels of intended learning outcomes shall be evaluated through a variety of assessment instruments in a process of frequent assessment that includes regular and timely feedback to students regarding their performance.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Each course must include fifteen (15) contact hours of teaching and learning per earned credit hour.
 - 6.1.1 Two (2) credit courses have thirty (30) hours of teaching and learning allocated.
 - 6.1.2 Three (3) credit courses have forty-five (45) hours of teaching and learning allocated.
- 6.2. All assessments must be conducted outside allocated teaching and learning hours.
- 6.3. Assessments shall be designed to match QF*Emirates* appropriate level requirements for depth and rigorousness of knowledge, skills and competence strands.
- 6.4. All assessments must be evaluated and graded based on individual work including group-based assessments.
 - 6.4.1. Assessments by group work are only permitted if students can be graded throughout all parts of the assessment on their individual performance.
- 6.5. All out of class assessments of equal weight must contain standardized equal word count requirements.
- 6.6. Each course must include a minimum of one controlled assessment (e.g. case study). Its strongly recommended that the controlled assessment includes a quantitative component if appropriate.
- 6.7. Assessments must reflect gradual improvement of student knowledge and skills and must be increasingly challenging as a course progresses.
- 6.8. The second marking process is utilized by the Academic Dean to ensure the quality and consistency of assessment and grades, as stipulated in the *Grade Moderation Policy*.
- 6.9. Assessment instructions must include expectations for students to write using correct spelling, punctuation and grammar.
- 6.10. Each assessment must be accompanied by an assessment rubric.
- 6.11. All out of class assessments must be submitted electronically via LMS, using the plagiarism detecting software, Turnitin, as stipulated in the *Academic Integrity Policy*, and the Turnitin report shall be included in the course file for all out of class assessments, as stipulated in the *Course File Policy*.
- 6.12. All out of class and in-class controlled assessments feedback must be given to students using the grade mark feature of Turnitin.

- 6.13. Assessments must be returned to students with informative and productive feedback to help student develop and extend their own skills.
- 6.14. Formative assessments must be conducted during the course to improve student knowledge and skills, and to prepare them for summative assessments. Formative assessments do not contribute to the final grade of a course. Evidence of formative assessments and student feedback must be maintained.
- 6.15. The ADSM grading system is based upon Grade Point Average (GPA) of a 4.0-point scale detailed in the grading scheme below:

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
Less than 70	F	0.00

Signature Learning Experience (SLE)		
Percentage	Letter Code	Definition
90 – 100	P+	Pass with Distinction
80 – 89	P	Pass
70 – 79	P-	Low Pass
Less than 70	F	Fail

- 6.16. Students are required to repeat failed courses. Elective courses may be replaced by other elective courses that are part of the program approved elective list.
- 6.17. Penalties will apply for submissions that are made after the submission due date without any valid excuse. Marks will be deducted as per the following table for late submissions:

Late Submission of Assignment: Time Periods After Due Date					
Period	Submitted on time	Submitted up to 24 hours late	Submitted up to 48 hours late	Submitted between 48 & 168 hours (7 days) late	1 week late, LMS closed for class
Penalty	None	Reduction of 5%	Reduction of 10%	Reduction of 20%	No accepted

6.18. Students must not receive a blank declaration of results. A withheld result must be given when a grade is not allocated. Withheld results may be granted as an IP (In Progress) grade as follows:

6.18.1 Where a student has successfully been granted an extension, the grade of IP must be accompanied with a letter grade representing the final grade in the course if the missing assessment(s) receive a mark of zero (0%). In the event that a grade change form for the IP grade has not been submitted to the Office of Student Affairs within one (1) month of posting the grades, the IP grade will be converted to the letter grade accompanying the original IP grade. The nomenclature for the IP grade will thus take the following form: IP/F, IP/C-, IP/C etc.

6.18.2 Where a case of suspected academic misconduct has been brought to the Academic Dean, the student will be awarded an IP until the case has been finalized.

6.19. Where a student has outstanding tuition fees, his/her grades will be awarded, but will not be made available to the student until the debt is recovered by ADSM.

6.20. Cumulative Grade Point Average (CGPA) is the sum of credits multiplied by quality points (as described in 6.15) corresponding to the letter grade assigned for all courses attempted at ADSM (inclusive of the current academic term), divided by the total number of graded credits attempted for all credit-bearing courses subject to the rules below:

6.20.1 Signature Learning Experience (SLE) courses (Pass with Distinction, Pass, Low Pass, and Fail) will not be included in the Cumulative Grade Point Average calculation.

6.20.2 Courses for which Transfer Credit has been granted will not be included in the Grade Point Average calculation, in accordance with the *Transfer Admissions Policy*.

- 6.20.3 For repeated courses, only the grade for the re-taken course will be included in the Cumulative Grade Point Average (CGPA) calculation.
- 6.21. ADSM will make reasonable adjustments to meet needs of students with a disability so their academic performance is not adversely impacted. Some accommodations may include, but not be limited to the following; providing a scribe, using ADSM approved software, additional time to complete in-class assessments, and special printing and seating arrangements.
- 6.22. Students may apply for extensions to assessment deadlines if they believe that their academic performance in one or more assessment tasks has been, or is likely to be adversely affected by illness or other circumstances beyond their control.
- 6.22.1 Students who apply for an extension of up to seven (7) days must submit documentary evidence to their instructor in support of their request.
- 6.22.2 Students applying for an extension and up to the maximum allowable limit of fourteen (14) days, must apply for Special Consideration and submit documentary evidence in support of their application to their instructor and the Academic Dean.
- 6.22.3 All requests for Extension / Special Consideration must be made at least one (1) week prior to the due date of assignment submission, unless it is not possible such as due to illness.
- 6.22.4 Students who have not applied for Extension / Special Consideration by the due date of assignment submission, will be given an 'F' grade for that assessment component.
- 6.23. Students may appeal to a grade if they believe it does not accurately reflect their achievements following *Student Appeals Policy*.
- 6.24. An approved grade is determined and declared for each course in which a student is enrolled by the Academic Dean in consultation with the course instructor.
- 6.25. Results are submitted by the instructor within fourteen (14) calendar days following the due date for the final assessment task.
- 6.26. A student academic record may be amended only when:
- 6.26.1 There has been an administrative error; or
- 6.26.2 There has been an error in calculation of grades; or

- 6.26.3 A student has successfully appealed the original results; or
- 6.26.4 A student has successfully applied under the Special Consideration provision in article 6.44.
- 6.27. The Office of Student affairs shall compile a list of at- risk student compromised of all students with CGPA less than 3.10 and inform them properly of their academic standing and possible consequences as well as remedial actions available. The full list shall be communicated to the Academic Dean and to the Program Directors for students in their program.
- 6.28. Course policies and procedures regarding the submission, grading, return and weighting of all assessment instruments shall be clearly communicated in the course syllabus, which is to be shared with students on the first day of class.
- 6.29. Assessment instruments, their weightings and posted schedule should not be changed during the course of a term except in unusual or unforeseen circumstances. Any changes shall be communicated to students in writing.

Section 7 : Procedures

- 7.1. Each course in Master of Science programs must include two (2) summative assessment tasks with a weightage of 40% for the first and 60% for the second. The due date or submission of the first summative assessment (worth 40%) will be the 5th, 6th, or 7th week of the term, while the due date for the submission of the second summative assessment task will be the 10th week of the term. Each course in the MBA will have three assessments where the weighting will be 20%, 40% and 40%, where the distribution is specified in the syllabus.
- 7.2. Faculty shall normally mark assessments within six (6) days of the assessment's submission deadline, unless the Academic Dean changes the allotted time due to particular circumstances
- 7.3. The Academic Dean shall conduct second marking in accordance with *Grade Moderation Policy*.
- 7.4. Faculty shall provide students with their graded assessments along with suitable and productive feedback two weeks after the assessment deadline of submission by students. Faculty shall provide general feedback of the second summative assessment in week 11.

7.5. Any deviations to the standard assessment scheme prescribed above will require the approval of the Curriculum Development Committee (CDC) and the Academic Dean. Such changes should be submitted to the CDC and Academic Dean prior to the start of the term clearly articulating the rationale for the proposed change. The CDC and the Academic Dean shall determine whether the proposed revisions to the assessment plan is appropriate to the level of the course and is consistent with the learning outcomes and its overall demands on the students.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM_3.e_Grading and Assessment Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President. Or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 23/09/2020
Approved by: Executive Committee	Minutes of Meeting held on 23/09/2020

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved



1	10/08/2020	<ul style="list-style-type: none">- 6.12. Addition of “in-class controlled” assessments for student feedback.- 6.14 Addition of evidence for “student feedback”- 6.15 Change of percentage ranges for each letter code- 6.17 Adjusted penalty for late submission- 7.4 Adjusted time to provide graded assessments to students. Faculty shall provide general feedback of the second summative assessment in Week 11.
2	23/09/2020	Article 6.5: updated grading scale

Next scheduled review: 23/09/2021

END OF DOCUMENT



Policy Name : **Academic Program Advisory Committee(s)**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020.
ADSM P 901 – Community Engagement Policy

Section 1 : Purpose

1.1 This Policy aims to outline the important role of ADSM Academic Program Advisory Committees in supporting academic programs' development and continuous improvement. The Program Advisory Committee(s) build and facilitate relationships between ADSM's programs and professional associations, organizations, employers, community, and educational institutions to encourage innovative and inspiring approaches to learning and program development.

Section 2 : Scope and applicability

2.1 This policy is applicable to all academic programs offered by ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM shall ensure that an Academic Program Advisory Committee (APAC) is established for each of its academic programs to ensure continuous communication between ADSM and industry or organizations commensurate with individual members' expertise.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

- 6.1 Academic Program Advisory Committee(s) (APAC) shall provide input on existing program improvement and new program development.
- 6.2 Each APAC may establish relevant subcommittee(s) as necessary.
- 6.3 APACs shall normally meet at least two (2) times a year during academic terms.
- 6.4 APACs shall provide guidance and advice on all matters related to academic programs to carry out the following functions:
 - 6.4.1 Provide recommendations on course contents and resources required to ensure that each academic program remains effective, relevant, efficient, and continuously improved.
 - 6.4.2 Provide recommendations based on the latest industrial and technological trends.
 - 6.4.3 Assist in program evaluation, and provide recommendations to the academic leadership for improving program curricula, specifically to support the program review process.
 - 6.4.4 Provide advice and assist in promoting the program(s) and program-related activities.
 - 6.4.5 Promote the development of employment opportunities for graduates in the programs.
 - 6.4.6 Predict market trends and their impact on enrolment and needs of all program graduates.
 - 6.4.7 Propose scholarships and awards for students.
 - 6.4.8 Advise on the professional development of all employees and staff relevant to each program(s).
 - 6.4.9 Identify the strength and weaknesses of each program and advise on effectively overcoming the issues.
 - 6.4.10 Suggest and support educational opportunities in the industry, such as internships for students.
 - 6.4.11 Recommend and promote good relationships with the local community, businesses, industry, and professional associations.
 - 6.4.12 Provide recommendations for curricula improvement that addresses the latest development in the discipline and industry requirements.
 - 6.4.13 Monitor technological trends and changes in industry.
 - 6.4.14 Participate in special assignments such as board meetings, local events, award ceremonies, and other events that align with ADSM's mission and vision.

6.5 Selection of APAC members will include:

6.5.1 At least three (3) members from the following

6.5.1.1. Current and prospective employers representing different sectors such as business and industry, public sector etc.

6.5.1.2. Professional associations

6.5.1.3. Representatives of continuing education institutions, local and/or international universities.

6.5.1.4. External members should be from different sectors, one from each sector with minimum duplication observed.

6.5.1.5. External members will be appointed for a maximum period of three (3) years.

6.5.2 At least one (1) student or alumni shall serve in each APAC.

6.5.3 Program Director serving as the Chair.

6.5.4 At least one (1) faculty member from each program other than the Program Director.

6.6 The APAC will complete a critical self-evaluation of its effectiveness at least every three years.

Section 7 : Procedures

7.1 Each APAC shall normally comprise four (4) to eight (8) voting members, appointed by the relevant Program Director, and selected according to their experience in the relevant discipline, knowledge of the market, and community needs.

7.2 Recommendations for appointments should be made through Program Director, and the Academic Dean issues letters of appointment.

7.3 Program Directors shall serve as Chairs for respective APACs.

7.4 APAC members may elect a Vice-Chair (if required).

7.5 APAC members who miss two (2) consecutive meetings will be retired from serving.

7.6 The Chair of an APAC is responsible for preparing and recording the meeting agenda and minutes of the meeting.

Section 8 : Responsibilities

8.1 The President shall cause this policy to be implemented.

8.2 The Academic Dean shall monitor implementation and report violations.


Section 9 : Cancellations

9.1 None.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	 01-02-2021
Recommended by: Academic Council	Minutes of Meeting held on 01/02/2021
Approved by: Executive Committee	Minutes of Meeting held on 01/02/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy First Approved
1	01/02/2021	Annual review completed

Next scheduled review: 01/02/2022

END OF DOCUMENT

Policy Name : **Grade Approval and Change Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 301 – Grading and Assessment Policy

ADSM P 422 – Grade Moderation Policy

ADSM P 411 – Student Finance Policy

Section 1 : **Purpose**

1.1 The purpose of this policy is to ensure that student assessments are graded appropriately reflecting their academic attainment and that grades are published in a timely manner. The policy also seeks to ensure that student requests for grade re-evaluation are processed in a consistent, timely and transparent manner.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all faculty, staff, and students at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Second Marking:** refers to the second assessment of a piece of student work by an independent marker to ensure that the grade awarded is fair, valid and reliable. At ADSM the term is synonymous with moderation and is an independent evaluation of a sample of students' performance in the assessment.

3.2 **Grade:** a letter assigned to indicate a student's performance in a course as per ADSM grading scheme and based on the numeric marks achieved by the student in each assessment component

3.3 **Re-evaluation or Re-assessment:** re-marking an assessment task in response to a successful student appeal to re-mark the assessment.

3.4 **Grade Change Form:** a form used by the instructor to change a student's published grade as per the principles of this policy.

- 3.5 **Grade Appeal Committee:** an ad hoc committee formed by the Academic Dean at the start of each Academic Year. It comprises at least two (2) faculty members and tasked with considering grade appeal requests.

Section 4 : Policy Statement

- 4.1 ADSM intends to provide a consistent set of regulations for the assessment, re-evaluation and publishing of students' grades. This policy affirms students' rights to seek feedback on their academic performance while also being respectful to the subject matter expertise of instructors.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1 ADSM expects instructors to provide timely feedback to students on their academic performance. Instructors should mark each assessment component in a course and allocate marks in each summative assessment in accordance with the *Grading and Assessment Policy*.
- 6.2 Each summative assessment grading should undergo second marking to ensure that assessment practices are consistent across courses and provide accurate reflection of student performance, in accordance with the *Grade Moderation Policy*.
- 6.3 ADSM recognizes that students may request re-evaluation of their grades, and such requests should be processed in a consistent, fair and timely manner.
- 6.3.1 Requests for grade re-assessments will be considered only on the basis of sound academic grounds and should be supported by documentation.
- 6.4 The Academic Dean's office shall submit finalized grades or approved Grade Change Forms to the Office of Student Affairs for publishing.
- 6.5 Course grades, once approved by Academic Dean and published by the Office of Student Affairs, are final except where:

- 6.5.1 An error is discovered in the assessment or marking of one or more component of the course. The error may occur in the calculation, recording or notification of the result of a course or one of the assessment components. Such administrative errors may be identified by the Instructor, Program Director, Academic Dean or the Office of Student Affairs.
- 6.5.2 Students may successfully appeal their grade as per article 6.7 of this policy.
- 6.5.3 Students may request permission to resubmit their work due to mitigating circumstance, and Program Directors shall process these requests as per the *Grading and Assessment Policy*.
- 6.5.4 Students originally awarded an “IP” grade as per the provisions of the *Grading and Assessment Policy* shall have their grade amended after the submission and grading of their work.
- 6.6 **Assessment Appeal:** students may submit an Assessment Appeal for their mark in the first assessment only. if a student is not satisfied with the outcome of his mark in the first assessment, he/she may submit an appeal as set forth in article 7.5 of this Policy.
- 6.7 Students may either request a Grade Review or a Grade Appeal, as set forth in this Policy.
- 6.8 **Grade Review:** students may request a grade review under one of the following circumstances:
- 6.8.1 Student believes that there has been a mathematical error in calculating their grade.
- 6.8.2 Student believes that their mark in one or more assessment components do not accurately reflect their academic performance. Student should provide a sound rationale as to why they deserve a better grade and should be accompanied by relevant documentation (e.g., course outline, assessment brief or grading rubric) in support of their claim.
- 6.9 **Grade Appeal:** if a student is not satisfied with the outcome of the grade review, he/she has the right to appeal the decision. The appeal should be submitted as stipulated in article 7.7. The appeal shall be considered under one of the following conditions:
- 6.9.1 There has been a procedural error in the determination of student’s original grade.
- 6.9.2 There is a mathematical error which was not rectified during the review by the Instructor.
- 6.9.3 The appeal includes information regarding factors which adversely affected the student’s performance in the course.

6.9.4 The appeal includes academic grounds supported by evidence substantiating why the student's grade is not reflective of his/her performance.

Section 7 : Procedures

- 7.1. Publishing of Grades shall consider the following:
- 7.2. The Academic Dean and Program Directors shall carry out a technical verification of course grades to ensure that there are no arithmetic errors, and weighting of assessments is accurately reflected in the calculation of final grades.
- 7.3. The Academic Dean's office shall send the grades to the Office of Student Affairs to be published.
- 7.4. The Office shall publish the grades within two (2) working days from receiving them.
- 7.5. Students who wish to request an assessment appeal shall:
 - 7.5.1 Send a request in writing to their instructor within five (5) working days of receiving the mark of first assessment, providing a justification for their request.
 - 7.5.2 The instructor shall raise the issue with the concerned Program Director to reach a decision and reply to the student within two (2) working days.
- 7.6. Students who wish to request a Grade Review may contact their instructor directly to review their grade. Students are required to contact their instructor within ten (10) days following the publishing of their grade. Grades may not be reassessed if students do not meet the deadline stated above.
- 7.7. Students who wish to request a Grade Appeal shall:
 - 7.7.1 Fill the Grade Appeal Form, pay the required fees, as per the *Student Finance Policy*, and submit the completed form to the Academic Dean's Office maximum within the academic term following the publication of the grade.
 - 7.7.2 Grade appeal requests shall be forwarded to the Grade Appeal Committee.
 - 7.7.3 The Grade Appeal Committee shall meet and consider all the evidence of the appeal, then deliver a decision within fifteen (15) working days from the time they receive the request. The decision is to be given to the Dean's office.

- 7.7.4 The Academic Dean's Office shall forward the Grade Appeal Committee decision(s) to the Office of Student Affairs to notify students, and apply any changes, if applicable.
- 7.7.5 Students facing extenuating circumstances, may request an exemption from the time constraint set in article 7.6.1 to the Academic Dean's Office. The Academic Dean shall consider the request based on merit.
- 7.7.6 The Grade Appeal Committee shall report its decisions to the Academic Dean, and these decisions shall be final.
- 7.8. Once a decision has been made to amend a student's grade, as a result of a grade review or grade appeal, a Grade Change Form has to be completed documenting the reason for the change, and submitted to the Office of Student Affairs within ten (10) days of the decision to amend student records accordingly.
- 7.9. The Office of Student Affairs shall amend the grade, update the student record and notify the student of the amendment made within ten (10) days.
- 7.10. The Academic Dean is responsible for:
- 7.10.1.1 Approving student grades in courses and forwarding them to the Office of Student Affairs for publishing in accordance with the *Grading and Assessment Policy* and *Grade Moderation Policy*.
 - 7.10.1.2 Considering student appeals for grade re-evaluation and assigning markers for re-assessing student work in case of successful appeals.
 - 7.10.1.3 Ensuring that student grades are approved and published within ten (10) days following the submission of final assessment in the course.
 - 7.10.1.4 Ensuring that grading and re-evaluation of assessments are carried out in a fair, consistent and transparent manner in accordance with the provisions in this policy and other applicable policies.
 - 7.10.1.5 Providing overall oversight by assuring academic integrity of assessment practices and ensuring that assessments conducted by the School has rigor, meets academic standards for the level of study and provides a valid means for measuring achievement of learning outcomes.
- 7.10.2 The Program Directors are responsible for:
- 7.10.2.1 Ensuring that course grades are published as per established timelines.

7.10.2.2 Coordinating with the Academic Dean to consider student grade appeals.

7.10.2.3 Ensuring that Instructors in each course are available to provide feedback to students and review their performance after the release of results in that course.

7.10.3 Course Instructor:

7.10.3.1 Responsible for grading assessments in accordance with the assessment grading rubric and the *Grading and Assessment Policy*.

7.10.3.2 Providing timely feedback to students on both formative and summative assessments.

7.10.3.3 Being available to meet with students to review their assessments.

7.10.3.4 Liaising with the Program Director and the Dean to determine the final grades in a course.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Academic Dean shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. None.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President. Or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 10/08/2020
Approved by: Executive Committee	Minutes of Meeting held on 10/08/2020



Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	- 7.7.3 Grade Appeal Committee have 15 working days to deliver a decision from the time they receive the request. The decision is to be given to the Dean's office.

Next scheduled review: 10/08/2021

END OF DOCUMENT



Policy Name : **Graduate Completion Requirements Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM Student Catalog

ADSM P 313 – Academic Progress Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 424 – Student Enrollment Policy

Comprehensive Program Specification Document (CPSD)

ADSM Course Catalog

Section 1 : **Purpose**

1.1 To define ADSM's graduate completion requirements for each graduate program including its curricula, program learning outcomes and alignment of learning outcomes with *QF Emirates*.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all employees and units of Abu Dhabi School of Management responsible for the graduation of students from graduate programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM. Applicants are required to meet the CGPA requirements to graduate from a program.

3.2 **Core Courses:** a mandatory course a student has to complete in a program of study.

3.3 **Elective Courses:** a course a student can select from a list of courses offered in the program of study the student is enrolled in.

3.4 **Transcript:** an academic record of all courses a student has undertaken at ADSM.



Section 4 : Policy Statement

4.1 ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for graduate completion of graduate level programs.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Program Director's must provide students with written details of degree completion requirements, including, but not limited to, within ADSM's Course Catalog. This must include details of:

6.1.1. Mandatory and elective courses.

6.1.2. Details of course sequencing and prerequisites.

6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.

6.1.4. Arrangements (if any) to complete a double major.

6.1.5. Confirmation of the required Grade Point Average (GPA) of 3.0 on a 4.0 scale, or its equivalent.

6.1.6. Minimum and maximum enrollment periods to complete the Master's program, as set forth in principle 6.4.

6.1.7. Confirmation of the GPA required of 3.0 on a 4.0 scale, to remain in good academic standing

6.1.8. The number of credit hours required to complete the Master's program.

6.2. In order to be eligible for the award of a Master's degree at ADSM, a student must:

6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.

6.2.2. Attain a minimum CGPA of 3.0 on all credit earned at the School, based on a 4.0 scale.

6.2.3. A student who completes all course requirements with CGPA below 3.0 may be permitted to take and/or retake additional courses to raise their CGPA to 3.0. If a student fails to accomplish this, the degree shall not be awarded.

6.2.4. With no missing grades or "In Progress."

6.2.5. If a grade of "F" or "D" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.

- 6.2.6. If a grade of “F” or “D” is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core course/s which shall be computed into the CGPA.
- 6.3. Students may repeat any course to improve their CGPA. The highest grade will be counted towards their CGPA.
- 6.4. Be enrolled at ADSM for the duration stipulated for the degree program, as following:
- 6.4.1. A minimum period of 12 months and a maximum period of 36 months for the Master of Science in Quality & Business Excellence and the Master of Science in Leadership & Organizational Development.
- 6.4.2. A minimum period of 14 months and a maximum period of 36 months for the Master of Business Administration and the Master of Science in Business Analytics.
- 6.4.3. Students may take a Leave of Absence during their enrollment in a program at ADSM as stipulated in the *Student Enrollment Policy*.
- 6.5. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.
- 6.6. At least 75% of the course credits must have been completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

Section 7 : Procedures

- 7.1 Program Directors must maintain up-to-date and approved, Comprehensive Program Specification Documents (CPSDs), that detail the programs’ completion requirements. Completion requirements must also be published in ADSM’s Course Catalog.
- 7.2 Students are responsible to know the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.
- 7.3 Students are responsible to meet their Academic Advisor, or Program Director to review their academic progression for graduation. Meetings need to be documented and signed by the student and the Advisor or Director.
- 7.4 The Office of Student Affairs will conduct an audit of achievement of the completion requirements and submit their findings to the Academic Dean for approval within seven (7) days.
- 7.5 The Academic Dean shall inform the President of students having met the graduation requirements within seven (7) days of being notified by the Office of Student Affairs.

- 7.6 The Office of Student Affairs shall initiate the process for creation of graduation certificates.
- 7.7 The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this policy.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall be responsible for monitoring implementation and reporting violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM_3.b_Graduate Completion Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Advisory Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 19/05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Course Substitution Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM P 300 – Program Specifications Policy
Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this Policy is provide the set guidelines for course substitution in academic programs at ADSM and stipulates the conditions under which course substitutions are permissible.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all enrolled students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1. None.

Section 4 : **Policy Statement**

4.1 ADSM is keen on setting policies that serve the best interest of its students' educational objectives, appropriate courses may be substituted for other courses for graduation purposes. Course substitution allows a student to use an alternate course to meet program requirements.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 The following courses cannot be substituted for other courses:

6.1.1 Signature Learning Experience (SLE) in the Master of Business Administration Program.

6.1.2 Capstone Projects – Business Analytics in the Master of Science in Business Analytics program.

6.2 Students with a CGPA below 3.0 are not allowed to substitute core courses.



- 6.3 Students are not allowed to substitute any elective for the core courses. All core courses are compulsory for all students in the program.
- 6.4 A course awarded with “F” or “IP” grade letter cannot be substituted; students may retake these courses.
- 6.5 A maximum of two (2) courses can be substituted per degree program.
- 6.6 Students who are granted a substitution must still meet the required total credit hours for their program of study, and minimum course grades must be met.
- 6.7 The core curriculum for any program of study should be maintained completely with integrity and.
- 6.8 The substituted course (when approved) must include substantially the same learning outcomes (two-thirds) as the required course and must be within the same discipline as the original course.
- 6.9 Substitutions to the core curriculum should only be used in extenuating circumstances.
- 6.10 Substituted course must be of equal value and classification as of the original course.
- 6.11 Substituted course credit hours must not be lower than the actual credit hour of the course as per the student program of study. (i.e three (3) credit hours’ course cannot be substituted for a two (2) credit hours course).
- 6.12 The Academic Dean has the authority to substitute a course if it does not contravene accreditation agreements and it brings similar value to the program of study.
- 6.13 Substitutions are distinctly separate from teach-out plans, which are governed by the *Teach Out Policy*.
- 6.14 The Academic Dean and Program Directors should review plans of study regularly to ensure they reflect current offerings, meet the accreditation requirements, and avoid excessive substitutions.

Section 7 : Procedures

- 7.1 Students shall consult with their Academic Advisor, a faculty member, Program Director, or the Director of Student Affairs to discuss whether a course substitution could be considered.
- 7.2 Students will submit a course substitution request in writing to the relevant Program Director.
- 7.3 The Program Director shall review the request and forward it to the Academic Dean, if it meets the principles set forth in this Policy. The request should include the student's name, ID number, program, year of entry into the program (catalog year), course to substitute, and a rationale for the request.
- 7.4 If the Academic Dean deems the substitution appropriate, he/she shall approve the substitution and send it to the Director or Student Affairs for implementation.



- 7.5 The Director of Student Affairs shall update the student's record accordingly, and notify the student.
- 7.6 If a student performs worse in the substituted course than in the initial course, the highest grade shall be considered as the final grade

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Academic Dean shall monitor implementation and reporting violations.

Section 9 : Cancellations

- 9.1 None.

Section 10 : Review Statement

- 10.1 This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Advisory Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Capstone Project Policy**

Related : Standards for Licensure and Accreditation 2019, CAA

Documents Student Handbook
ADSM P 418 – Academic Integrity Policy
ADSM P 201 – Faculty Workload Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to describe the life cycle for Capstone Projects to follow including the developmental phases, reporting, presentation and evaluation.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all students in a program requiring Capstone Projects, and Capstone Projects Supervisory Faculty of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Capstone Project:** refers to a Project where students utilize what they have learned throughout the courses of their graduate program by applying newly acquired advanced knowledge and skills to examine and propose solutions for a problem in industry. The Capstone Project shall consist of a scientific research component and a creative component that can be applied in industry.
- 3.2 **Capstone Panel:** comprises a Capstone Panel Chair, Program Director, Academic Dean, and at least three (3) faculty members qualified to teach in the Master of Science in Business Analytics Program.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for students preparing a Capstone Project as part of the degree requirements.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM students graduating from the Master of Science in Business Analytics (MSBA) program must complete a Capstone Project as part of their degree requirements.
- 6.2. The Capstone Project is a three (3) credit hour course.
- 6.3. Students in the ADSM MSBA programs must commence the Capstone Project by the start of the 3rd term for Project proposal and initial structure preparation.
- 6.4. Students will submit their complete Project at the end of their last term.
- 6.5. Upon completion of the Capstone Project, students shall be able to demonstrate a critical awareness of current issues in Business Analytics, compile and manage large data sets within organizational contexts.
- 6.6. Faculty involved with responsibilities for the development and delivery Capstone Projects must have terminal degrees and are well equipped with extensive record of research and publications, and with extensive experience in supervising Projects or dissertations.
- 6.7. Capstone Projects can be done individually or in groups.
- 6.8. Capstone group Projects can consist of maximum two (2) members.
- 6.9. Each student within a group must be evaluated individually.
- 6.10. Students in groups should justify their distribution of work, methodology, and achievements during each phase of Capstone Project.
- 6.11. Students who are eligible for Capstone Projects are encouraged to conform to the guidelines provided by the Capstone Panel.
- 6.12. Students are advised to meet their supervisors on a regular basis such as weekly or bi-weekly, and maintain meeting logs.
- 6.13. Students should follow the documents submission deadline as communicated to them to avoid penalties.
- 6.14. The Capstone Panel shall evaluate and review all Capstone Projects for ensuring quality in form of written and oral presentation.
- 6.15. Each Capstone Project shall have an evaluation folder maintained by the respective supervisor that includes:
 - 6.15.1. Meeting logs between the student(s) and the Supervisor
 - 6.15.2. Evaluator's comments/recommendations/suggestions at each milestone.
 - 6.15.3. Supervisor remarks on the evaluators' comments /recommendations/suggestions.

- 6.15.4. All documentation related to Capstone Project (e.g. Forms, Project Proposal, and each term documents etc.)
- 6.15.5. The Supervisor must submit their evaluation folders to the Capstone Panel Chair prior to the evaluation presentations.
- 6.15.6. Documentation presented at each milestone review, shall be signed and dated and placed in the evaluation folder.
- 6.15.7. Supervisors shall submit their complete Capstone folder at the completion of each Capstone Project to the Capstone Panel Chair for completeness checks and final review.
- 6.16. The Capstone Panel Chair shall conduct weekly reviews for completion of Capstone milestones with the supervisors.
- 6.17. The Capstone Project supervision is part of mandatory job responsibilities and contributes to faculty development.
- 6.18. Full time (FT) faculty members may supervise more than the below listed limit of groups if all other qualified FT faculty members have committed to three groups each to maintain balance with teaching responsibilities.
- 6.18.1. Professors – Maximum two (2) Projects per cohort
- 6.18.2. Associate professors – Maximum three (3) Projects per cohort
- 6.18.3. Assistant professors – Maximum four (4) Projects per cohort
- 6.19. Full time faculty members supervising more than the maximum Project limit as described in 6.18 are compensated for each additional Project with approval of the Academic Dean. The Capstone Panel Chair will maintain the Projects assigned to each faculty member for load management.
- 6.20. Full time faculty members may co-supervise other groups, if requested, in addition to serving as a main advisor of Capstone Projects assigned to him/her.
- 6.21. The Capstone Panel Chair may have teaching release as per the *Faculty Workload Policy*.
- 6.22. The President or Academic Dean shall act as faculty of record for Capstone Projects; however, it will not count toward faculty workload.
- 6.23. Meeting with Supervisors:
- 6.23.1. Students should meet regularly with their respective supervisor and record their meeting log (duly signed by the supervisor) in the evaluation folder.

- 6.23.2. It is suggested to meet weekly or biweekly with the supervisor
- 6.23.3. Students should take appointments with their supervisor prior to the meeting
- 6.23.4. Each Capstone Project must complete a minimum of five (5) meetings before the completion of the Project.
- 6.23.5. Students must incorporate all suggestion/comments given by the evaluation Panel and get it verified and signed by their supervisor.
- 6.24. Students shall be provided template files for the Capstone documents and / or presentations of each milestone through the LMS.
- 6.25. Penalties: Students are required to meet all completion milestones. In case of any violation following penalties shall be given to students:

Violation	Penalty
Late submission of Registration document	Capstone registration shall be delayed and student shall have to register again in the next term.
Individual not attending Presentation	No marks shall be awarded to the individual for the particular milestone.
Late submission of hard copy of documents	<ul style="list-style-type: none"> • 24 hours late, 15% reduction • 48 hours late, 30% reduction • 48 hours to 72 hours late, Reduction of 50% • 1 week late, Reduction of 100% • If not submitted till due date, Capstone may be postponed till next term.
Late submission of Final Report Book Binding	<ul style="list-style-type: none"> • 24 hours late, 15% reduction • 48 hours late, 30% reduction • 48 hours to 72 hours late, Reduction of 50% • one week late, Reduction of 100% • If not submitted till due date, Capstone may be postponed till next semester.
Plagiarism	<ul style="list-style-type: none"> • Plagiarism in any part of the Project may result in an “F” in the Capstone Project, the case shall be referred to the Capstone Panel and dealt with in accordance with the <i>Academic Integrity Policy</i>.
Non-Compliance	For non-compliance from a student on the tasks assigned by Capstone Panel; <ul style="list-style-type: none"> • For First Time: 30% Marks shall be deducted from the current mile stone. • Regular Non-Compliance: 10% Marks deduction to a degradation grade on recommendation of Supervisor, to be decided by convener Capstone Panel.

Section 7 : Procedures

7.1. The life cycle for Capstone Projects shall follow the form of the Systems Development Lifecycle (SDLC), with the following developmental phases.

7.2. Conception phase

- 7.2.1 The first phase is the selection of a Project and selection of the topic. Topics for Projects can be based on the interests of the student or chosen from ideas submitted by faculty, or coordinated with the needs of other departments/units inside or outside the school.
- 7.2.2 Student shall contact the supervisor to finalize the idea and prepare a research proposal.
- 7.2.3 At the end of this phase students should submit a research proposal to the supervisor.
- 7.2.4 Upon collection of research proposal from student, the Capstone Panel shall review all proposals for quality of ideas, technical areas, applicability, and implementation perspectives.
- 7.2.5 Students shall present the research proposal in front of Capstone Panel.
- 7.2.6 The Capstone Panel shall provide their feedback to the students to improve their research proposals and they shall provide approval to start the requirements specification phase.

7.3. Requirements Specification Phase

- 7.3.1 Once the Project proposal is completed, the next phase should be the collection of Project requirements and reviewing relevant literature for the Project.
- 7.3.2 If there is a natural "client" for this Project such as industry partner or organization, input from that client should be used in formulating these requirements and collection of data for the design phase of the Project.
- 7.3.3 The goal is to clearly define the outcome of the selected Capstone Project and ensure that the collected data is based on the elements as described in research proposal.
- 7.3.4 At the end of this phase students should submit a requirements specification document to the supervisor for review.
- 7.3.5 The Supervisor shall review the requirements specification document and give feedback to students.

7.4. Design Phase

- 7.4.1 During the design phase, the team should develop a written document detailing the plans to meet the Project requirements specified in the previous phase.

- 7.4.2 A design document should include a description of the major components, the algorithms, interfaces if required, relevant models, procedures, methodology and details about interaction of Project modules that align with the requirements.
- 7.4.3 This document should also contain a discussion of any third-party technologies or software packages that shall be used in meeting the Project goals. Students should demonstrate that they have already evaluated and familiarized themselves with any such technologies that are required to develop the Capstone Project.
- 7.4.4 At the end of this phase, students should submit a complete design document to the supervisor for evaluation and feedback.

7.5. Implementation Phase

- 7.5.1 Students should submit a complete implementation document containing the applicable models, designs, interfaces, or results of implementations.
- 7.5.2 Students should show complete results of implementation in form of data plotting, visualization, and description of implementation/results.
- 7.5.3 Students who have made simulations should present it to the supervisors before the document submission.
- 7.5.4 At the end of this phase students submit the implementation/results document to the supervisor for review and feedback.

7.6. Testing, Debugging, and Refinement Phase

- 7.6.1 Students should test their simulations/algorithms/data modeling/ data visualizations to remove all errors.
- 7.6.2 The initial prototype/simulation/results should be thoroughly tested to verify its consistency with the Project requirements specification and design. Any identified deficiencies, or missing requirements should be completed and updated in implementation/results.
- 7.6.3 At the end of this phase students should submit a Testing results documents to the supervisor for review and feedback.

7.7. Final Product Documentation and Presentation:

- 7.7.1 The Project should be completed in accordance with the initial requirements specification, and with the remedy of deficiencies discovered during the testing phase.

- 7.7.2 The Project should be complete in all aspects of requirements, design, algorithms, data analysis, data visualization, implementation, and testing.
- 7.7.3 At the end of this phase students should submit a final report containing all previous phased documents in the given report format to the supervisor.
- 7.7.4 Supervisors shall review all reports in detail and send it to Capstone Chair for second review.
- 7.7.5 The Capstone Panel Chair shall send all reports to an external reviewer for feedback.
- 7.7.6 Based on the external review feedback, supervisors shall work with students to improve Projects.
- 7.7.7 The Capstone chair shall review the updated reports again and forward them to Capstone Panel for final review and presentation.
- 7.7.8 Each student shall have to present their Projects in front of the Capstone Panel.
- 7.7.9 The Capstone Panel shall give feedback for improvement/approval of the final Projects.
- 7.7.10 Supervisors shall ensure that the final submitted document incorporate the comments of the Capstone Panel.
- 7.7.11 The Capstone chair shall review and verify the final reports for approval and publication.
- 7.8. The written report on the completion of the Capstone Project must include:
- 7.8.1 An integrated and comprehensive review of appropriate literature
- 7.8.2 A statement outlining the problem to be researched and the goals of the Project
- 7.8.3 A description of the methodology used in the Project
- 7.8.4 Demonstrate the use of a research method such as quantitative or qualitative evaluation
- 7.8.5 Demonstrate understanding and ability to express research outcome in a written format
- 7.9. Format and guidelines for the complete Capstone Project
- 7.9.1 The format of Capstone Project must include:
- Cover page
 - Declaration
 - Certificate of Approval
 - Executive Summary
 - Acknowledgements
 - Abbreviations
 - Table of Contents

- Chapter 1: Introduction
- Chapter 2: Theoretical Background/Literature Review
- Chapter 3: Methodology
- Chapter 4: Implementation/Testing (depending on type of Project)
- Chapter 5: Results/Findings
- Chapter 6: Discussion
- Chapter 7: Conclusion
- References
- Appendices

7.9.2 Student should follow all phases described in points 7.2 – 7.7 above to complete Capstone Project.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. None.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by : Academic Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Academic Progress Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 418 – Academic Integrity Policy

ADSM P 401 - Graduate Admissions Policy

ADSM P 307 - Graduate Completion Requirements Policy

ADSM P 301 - Grading and Assessment Policy

ADSM P 405 - Student Records Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that students are given every opportunity and assistance in their endeavor to successfully complete the requirements of their chosen degree program in accordance with the relevant award. This policy also serves to enable corrective actions designed to ameliorate student non-achievement of requirements to be implemented in time for the rectification and improvement of a student's academic performance.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students enrolled in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Post Enrolment Condition:** These are academic conditions that must be met by students who have received conditional admission to ADSM programs. Such conditions are required to fulfil certain academic requirements and must be met within a given timeframe.

3.2 **Cumulative Grade Point Average (CGPA):** CGPA is the sum of credits x quality points corresponding to the grade achieved by the individual student for all courses attempted at ADSM (inclusive of the current

academic term), divided by the total number of graded credits attempted for all credit-bearing courses. The Grade Point Average is the same value but for one term only.

- 3.3 **Good Academic Standing:** Students who have met all post enrolment conditions, if applicable, as well as meeting the minimum CGPA requirements as outlined in this policy.
- 3.4 **“At Risk”:** Students who have a CGPA of:
- 3.4.1 2.50 – 2.99 are considered to be academically at risk and will be subject to academic sanctions including, but not limited to, restricted enrollment;
 - 3.4.2 < 2.50 will not be allowed to enroll in any new courses, will be required to repeat courses where the student has achieved a grade of B- or below, and as instructed by the Academic Dean.
- 3.5 **Probation:** A student’s status is changed from Active to Conditional Academic when a student’s CGPA falls below 3.0.
- 3.6 **Exclusion:** A student may be excluded from a program of study if:
- 3.6.1 a student fails to achieve the CGPA as outlined in their conditional acceptance letter, or
 - 3.6.2 a student fails to achieve a minimum CGPA of 3.0 in the term following a period of probation.
- 3.7 **Academic Advisor:** the program director of the program in which a student is enrolled in.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with the support they need in order to progress in their program of study.

Section 5 : Exclusions

- 5.1. Students who have withdrawn from the program of study or found involved in any form of academic discrepancy.

Section 6 : Principles

- 6.1. Fulfillment of Conditional Admission Requirements
- 6.1.1 ADSM can admit students into the program on a conditional basis. Conditional acceptance carries certain academic criteria for continuing in the program of study as outlined below:



- 6.1.1.1 Master of Business Administration Program: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of four (4) courses.
 - 6.1.1.2 Master of Science programs: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of three (3) courses.
 - 6.1.1.3 If the two previous requirements are not met by the conditional student, students may be subject to Exclusion from the program.
- 6.2 Academic Status of Direct Entry Students
- 6.2.1 Direct entry students are given a good academic standing when starting their program of study.
 - 6.2.2 At the end of each term, the Office of Student Affairs will review students' cumulative grades and identify students who are at risk – those with a CGPA of less than 3.0.
 - 6.2.3 Students with a CGPA of 3.0 or above, will remain in good academic standing.
 - 6.2.4 Students with a CGPA of less than 3.0 will be placed on Probation and will be advised (via email) of their change of circumstances and the possible actions to rectify their academic standing.
 - 6.2.5 Students with Probationary academic status will be required to take remedial action(s) as advised in correspondence received from the Office of Student Affairs and the Program Director. Action(s) may include, but will not be limited to:
 - 6.2.5.1 Repeating courses where a student has achieved a grade of less than B;
 - 6.2.5.2 Reduction of the number of credit hours (courses) taken in a subsequent term;
 - 6.2.5.3 Accessing the Academic Support Center to seek advice and assistance with developing study skills;
 - 6.2.5.4 Meeting with the Academic Advisor or an instructor for academic advice.
- 6.3 Exclusion from Program of Study for all students (conditional entry or direct entry)
- 6.3.1 Students admitted on an academic conditional basis will be excluded from their program of study if they fail to meet the post-enrolment conditions as per section 6.1 of this policy.
 - 6.3.2 Students who have been placed on Probation for not achieving a minimum 3.0 at the end of a study period, and do not achieve a CGPA 3.0 in a subsequent term, will be excluded from the program.

6.3.3 Students directly admitted in the program can be excluded from the program of study if they fall under Probation, and fail to satisfy the conditions to return to a status of good academic standing.

6.4 Appeal

6.4.1 Students who have been excluded under the provisions of 6.3.2 of this policy, can appeal the decision in writing to the Academic Dean via the Office of Student Affairs.

6.4.2 The appeal should clearly state the reason/s for the performance that has led to the exclusion and the measures they will take to re-instate their academic standing. Appeals should be accompanied by supporting documentation. Appeals must be submitted within ten (10) working days of receiving exclusion notification from the Office of Student Affairs.

6.4.3 If the appeal is denied or if the original decision is not overturned and the exclusion stands, the student may appeal to the President, if they can demonstrate that:

6.4.3.1 due process was not adhered to during the previous appeal; or

6.4.3.2 relevant new or additional information has subsequently been made available

6.4.4 An appeal to the President must satisfy one of the two conditions stated above and must be received within ten (10) working days of the date of the notification of exclusion to be eligible for processing.

6.5 Records

6.5.1 The Office of Student Affairs will maintain all student records pertaining to academic progress in accordance with the *Student Records Policy*.

Section 7 : Procedures

7.1. The Office of Student Affairs and the Program Directors will review the student records pertaining to academic progress after every course completed by a student.

7.2. After review of the student records, the Office of Student Affairs may take action depending on the student's status.

7.3. Student shall require to meet post enrolment conditions, if applicable, and academic progress requirements as outlined in this policy. Students are expected to utilize academic resources at ADSM

to remedy their academic standing. Following the declaration of each result, a student is responsible for reviewing their CGPA to ensure they have met the minimum academic requirement of 3.0. Students falling below the required CGPA 3.0, must meet with the Director of Student Affairs who will advise them of remedial actions.

- 7.4. Academic Dean shall impose sanctions on students who do not meet the academic requirements as outlined in this policy, and will provide counsel to students who are at risk and are actively seeking assistance.
- 7.5. The Director of Student Affairs shall:
 - 7.5.1. Monitor the progress of student performance and reports students who are at risk to the Academic Dean.
 - 7.5.2. Advise “at risk” students of their academic standing including the remedial measures they must take.
 - 7.5.3. Update student records to reflect students’ academic standing.
- 7.6. Academic Advisors shall provide advice to students who are at risk and suggest strategies for improving their academic performance. Advisors shall maintain records (Excel file) on each student’s CGPA, course grade, academic risk level, and notes for each advisory meeting with students.
- 7.7. The Academic Support Center shall provide advice and support to students and maintains resources to assist students in their academic studies

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy will cancel ADSM_3.d_Academic Progress Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President. Or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Advisory Council	Minutes of Meeting held on 10/08/2020
Approved by: Executive Committee	Minutes of Meeting held on 10/08/2020

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated to cover academic progression, 3.7 added definition of Academic Advisor 6.2.5 added Program Directors responsible for remedial action 7.1 added Program Directors for the review of student records 7.6 added sentence: Advisors shall maintain records (Excel file) on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting with students.

Next scheduled review: 10/08/2021

END OF DOCUMENT



Policy Name : **Examination Policy**

Related : Standards for Licensure and Accreditation 2019, CAA

Documents MoE (2020) Framework for the Compliance Inspection of Higher Education Institutions
Qualifications Framework for the Emirates Handbook, National Qualifications Authority (NQA) – 2012
ADSM P 422 – Grade Moderation Policy
Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this policy is to provide a general framework for students' examination process that shall produce evidence-based, reliable and valid results from examination to measure the outcomes of students learning.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all students, faculty and staff of Abu Dhabi School of Management.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Examination:** refers to a final in-class test or an individual in-class assessment which is taken into account in assessing the final result in a course.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide clear guidelines for students' examination at ADSM to ensure that the exams are delivered and administered appropriately and to internationally agreed standards especially in compliance with best university practices in graduate studies.

Section 5 : **Exclusions**

5.1. None.

Section 6 : Principles

- 6.1. ADSM enforces a uniform examination system to assess the outcomes of student learning, determine the quality of its educational programs, and provide information for improving the teaching process, as well as for monitoring purposes.
- 6.2. Examinations shall be in line with the objectives and learning outcomes stated in the syllabus, consistent with the number of credits for the class, and clearly formulated and weighted.
- 6.3. The examination questions shall be diverse to appropriately measure each student's rational reasoning, knowledge and analytical skill as well as clarity of concepts in achieving learning outcomes including the Knowledge Skills and Abilities (KSA) as required by *UAE Qualifications Framework*.
- 6.4. Examiners shall ensure the honesty and integrity of the entire examination process and the best possible conditions under which all students can take the examinations.
- 6.5. Final written examinations are not required in courses part of Master degree programs offered by the School. Instead, written assessment similar to an in-class examination are required during a course.
- 6.6. The School utilizes second marking/ moderation of assessments, in accordance with the *Grade Moderation Policy*, to ensure grades are fair, valid and reliable.
- 6.7. This policy shall, unless otherwise stated in any other ADSM regulations, apply to all course examinations.

Section 7 : Procedures

- 7.1. The examinations in a course should be given as scheduled in the course syllabus and are clearly communicated to the student at the beginning of each regular term.
- 7.2. The Dean must put in place set of criteria that ensures that the examinations meet the relative difficulty, complexity and depth required for a graduate degree (*see UAE Qualifications Framework, 2012*).
- 7.3. Students shall refer to the syllabus to determine if examination is in-class or out-of-class assessment.
- 7.4. The week of classes preceding the scheduled examination period should be used primarily for continued instruction and may include the introduction of new material.
- 7.5. Common exams for multiple sections of a single course can be scheduled only for regular term courses.
- 7.6. The instructor of each course shall consult with his/her Program Director to determine the form of the answer sheets (Green sheet or Assessment Cover sheet) suitable for the course and to put together the necessary instructions.

- 7.7. The form of answers for the examinations must meet the difficulty level expected internationally for graduate programs. This ensures that the graduates are not under-assessed thus trivializing the level of the program and breaching accreditation requirements.
- 7.8. Each course examination shall consist of a “controlled in-class assessment” (individual) and one “out-of-class assessment” (individual).
- 7.9. The first examination shall be held in the 5th, 6th or 7th week of the regular term, and the second one shall be given in the 10th week of the regular term.
- 7.10. Examination for courses that are part of Master of Business Administration curriculum shall consist of a “controlled in-class assessment” (individual) and two “out-of-class assessments” (individual).
- 7.11. The relative weight of each examination shall be determined by Curriculum Development Committee.
- 7.12. The instructor of each course shall be responsible for marking the examination papers of the course he/she teaches and recording the final grades.
- 7.13. The Program Director/Academic Dean shall assign a second marker to validate a sample of the second assessment to assure appropriate level of marking. See *Grade Moderation Policy* for details.
- 7.14. The final grade in any course shall be computed as weighted average of the grade obtained in the two (2) written assessments.
- 7.15. The final grade fully documented in letter grades and percentages should be submitted to the Academic Dean within five (5) days after the conclusion of the final class.
- 7.16. The Academic Dean shall review the distribution of grades and the percentages thereof. Upon their approval, the final grades shall be submitted to the Office of Student Affairs.
- 7.17. The Office of Student Affairs shall be responsible to announce the final grades to students in due time.
- 7.18. The instructor shall return to students the assessment feedback sheet within one (1) week after the date of the examination.
- 7.19. A student may discuss the final grade with his/her instructor and request that the instructor review the grade. The instructor who agrees to review the grade is free to change the grade or not as he/she deems appropriate.
- 7.20. If the matter still cannot be resolved, the student may submit a written complaint about the grade to the Academic Dean through the Office of Student Affairs no later than two (2) weeks after being notified of the grade.



- 7.21. If the request is granted, the Academic Dean shall constitute a Grade Appeal Committee consisting of three (3) faculty members at least.
- 7.22. Following the review of all the supporting materials presented as evidence, the Committee shall render a decision within thirty (30) days of receiving the appeal.
- 7.23. The Academic Dean shall deliver the Grade Appeal Committee decision in writing to the Office of Student Affairs, the instructor and the Program Director within seven (7) days of the receiving the Committee judgement.
- 7.24. The Office of Student Affairs shall deliver the Grade Appeal Committee decision in writing to the student, within seven (7) days of the receiving the Committee judgement.
- 7.25. Any decision rendered by the Grade Appeal Committee is final and cannot be appealed further.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. None.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Endorsed by: Academic Advisory Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT

Policy Name : **Graduate Admissions Policy**

Related : CAA Standards of Licensure & Accreditation – 2019

Documents MoE Framework for the Compliance Inspection of Higher Education Institutions- 2020.
ADSM P 802 - By-Laws of the Governing Body Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and the admissions' process for academic programs offered at ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy shall apply to any individual, committee, unit, or employee involved in applicants' admission into academic programs offered at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **CAA:** Commission for Academic Accreditation.

3.2 **MoE:** Ministry of Education

3.3 **Application Form:** a form that all applicants must complete, sign and submit in order for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.

3.4 **Application Fee:** Non-refundable fee for applying to an academic program offered at ADSM.

3.5 **Acceptance Fee:** Non-refundable fee for accepting a place of study at ADSM.

3.6 **Acceptance/Rejection Letter:** a letter issued to applicants informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.

3.7 **ELR:** English Language Requirement.

3.8 **CGPA:** Cumulative Grade Points Average.

3.9 **Admissions Committee:** an ad hoc committee constituted of faculty members tasked with assessing applications for admission to any academic program offered at ADSM.

- 3.10 **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.
- 3.11 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.
- 3.12 **Term:** a term is typically held for a minimum period of nine (9) weeks and a maximum period of 12 weeks. The academic year at ADSM comprises three regular academic terms (Fall, Winter, Spring), each 11 weeks in duration, and an intensive Summer session, which is seven (7) weeks in duration.
- 3.13 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the required *QF Emirates* level.
- 3.14 **Foundation Courses:** a set of math and management primers completed as on-line, self-paced learning modules by students in the Master of Science in Business Analytics (MSBA) who do not meet the program-specific requirements specified in stipulation 6.1.1 of this Policy.

Section 4 : Policy Statement

- 4.1 The admission process is intended to maintain the standards required by the UAE Ministry of Education for allowing students to apply and gain acceptance to be enrolled in one of the Master's programs at ADSM. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Applicants to academic programs offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:
- 6.1.1. **Direct Entry:** Applicants who provide a recognized Bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale, or equivalent, and meet the ELR for Direct Entry as stipulated in Section 6.2 of this policy,

shall be granted Direct Entry into a Master's program offered at ADSM, providing that they meet the program-specific entry requirements as stipulated in Table 1 below:

Program	Bachelor Degree	Other
Master of Business Administration (MBA)	Any specialization	Three (3) years of work experience
Master of Science in Quality and Business Excellence (MSQBE)	Business or Engineering	Applicants with a degree in an area other than business or engineering but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Leadership and Organizational Development (MSLOD)	Business	Applicants with a degree in an area other than business or engineering but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Business Analytics (MSBA)	Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or quantitative social science	Applicants with a degree in an area other than those specified but have relevant work experience or professional qualifications, may be considered, providing that they complete the set of Foundation Course(s).

Table 1: Program-Specific Entry Requirements

6.1.2. **Conditional Entry:** Conditional entry is determined based on the CGPA of the applicant's Bachelor's degree and/or the submitted English Language proficiency certificate, as stipulated below:

6.1.2.1. **Conditional Academic:** if an applicant submits a recognized Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Direct Entry requirements for English language stipulated in Section 6.2, ADSM may conditionally admit such applicants providing that they meet the following conditions during the first term of study or be subject to dismissal:

- must take a maximum of nine (9) credit hours in the first term of study;
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first nine (9) credit hours of credit-bearing courses studied for the Master's program;

6.1.2.2. **Conditional ELR:** ADSM may conditionally admit students to a Master's program, providing that they submit a recognized Bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Conditional Entry requirements for English language stipulated in Section 6.2. Such a student must meet the following conditions during the first term of study or be subject to dismissal:

- must achieve an EmSAT score of 1400 or equivalent;
- may take a maximum of six (6) credit hours in the first term of study, not including intensive English courses;
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six (6) credit hours of credit-bearing courses studied for the Master's program;

6.2. **English Language Requirements (ELR):** applicants to Master's programs offered at ADSM are required to provide one of the following English Language proficiency certificates:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1400	6.0	79	213	550
Conditional Entry	1250	5.5	71	197	530

Table 2: English Language Requirements (ELR)

Acceptance of additional English language proficiency certificates and exemptions to the English language requirements may apply as specified in the applicable CAA Standards.

6.3. **Remedial Admissions:** ADSM may admit students to its Master's programs following their successful completion of a remedial program, as stipulated below:

6.3.1. If an applicant submits a recognized Bachelor's degree with a CGPA between 2.0 and 2.499 on a 4.0 scale or its established equivalent, ADSM must admit such applicants to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly into its graduate programs, if the applicant:

- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program;
- meets the ELR for direct entry as stipulated in Section 6.2 of this Policy prior to being admitted into the graduate program.

6.3.2. If an applicant submits a recognized Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, ADSM may admit such applicant to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly into its graduate programs, if the applicant:

- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program;
- meets the ELR for direct entry as stipulated in Section 6.2 of this Policy prior to being admitted into the graduate program.

6.4. ADSM shall limit the percentage of Conditional Academic students to 25% in each program. The Admission Committee and Student Recruitment are responsible for ensuring adherence to the maximum limit as per this Policy.

6.5. **Interview Process:** Applicants may be required to attend an interview with the Admission Committee to further assess their academic background and English Language ability prior to joining ADSM.

6.6. Applicants may request additional information about ADSM's programs from the Admission Committee as relevant to their current professional status and future projections.

6.7. Recognition of Prior Learning, including the transfer of academic credits is governed by the *Recognition of Prior Learning Policy*.

Section 7: Procedures

7.1. Applicants are required to submit the below documents to Student Recruitment to initiate the application process:

- 7.1.1. Application Form, signed and dated.
- 7.1.2. Undergraduate/Graduate Degree (Diploma/ completion letter) recognized by MoE.

- 7.1.3. Official transcripts of all earned undergraduate credits.
- 7.1.4. Valid ELR, verified by Student Recruitment prior to submission to Admission Committee.
- 7.1.5. Receipt for the non-refundable application fee or evidence of exemption.
- 7.1.6. Identification Documents – copies of the following:
 - Passport.
 - Emirates ID Card.
 - Residence Visa, if non-UAE National.
 - One (1) Passport size photo.

For MBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate or evidence of three (3) years of work experience.
- CV
- Personal Statement.
- One (1) recommendation letter.

7.2. The Admission Committee shall evaluate applications, as follows:

- 7.2.1. At least two members of the Admission Committee shall evaluate the applications and indicate the Committee's decision on the Application Form. The evaluation will be conducted based on the submitted documents.
- 7.2.2. The Admissions Committee may request an interview with the applicant prior to making a decision. In which case, Evaluation Forms will be filled and attached to the applicant's record to confirm the Committee's decision as indicated on the Application Form.

7.3. Based on the possible outcomes of the Admission Committee's evaluation, as summarized in Table 3, ADSM shall issue the following types of Acceptance Letters:

- 7.3.1. **Acceptance Letter A:** Direct Entry
- 7.3.2. **Acceptance Letter B:** Conditional ELR
- 7.3.3. **Acceptance Letter C:** Conditional Academic
- 7.3.4. In adherence to stipulation 6.4, Student Recruitment and the Admissions Committee must ensure that the issued Acceptance Letters of type C do not exceed 25% of the overall issued Acceptance Letters for students actually enrolled in any academic program at ADSM.

7.3.5. In adherence to article 6.3 of this Policy students who successfully complete the remedial courses shall be eligible to receive an Acceptance Letter A only.

Acceptance Type	Graduate/ Undergraduate CGPA	ELR	Conditions to be Met During the First Term of Study
A	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	None
B	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Conditional Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Achieve an EmSAT score of 1400 or equivalent; 2 Take a maximum of six credit hours 3 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first six credit hours of credit-bearing courses studied for the Master's program
C	Between 2.5 and 2.999 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Take a maximum of nine credit hours 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first nine credit hours of credit-bearing courses studied for the Master's program
	Between 2.0 and 2.499 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Take a maximum of nine graduate-level credit hours as remedial preparation for the Master's program, not for credit within the Master's program 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses to progress to the Master's program

Table 3: Possible Outcomes of the Admission Committee's Evaluation

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Student Recruitment:

8.2.1 Collect the required documents from applicants.

8.2.2 Verify and validate the authenticity of submitted documents and stamp copies of the submitted documents accordingly.

8.2.3 Submit applications to the Admission Committee for assessment.

8.2.4 Coordinate with the Admissions Committee for scheduling applicants' interviews, if required.

8.2.5 Issue letters to applicants in accordance with the decision made by the Admission Committee.

8.2.6 Notify applicants of decisions of the Admissions Committee and provide issued letters.

8.2.7 Update applications' records in the Student Information System (SIS) within two (5) working days.

8.3. Admission Committee:

8.3.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.

8.3.2. Inform Student Recruitment on decisions taken based on evaluation of applications.

8.3.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.4.1. Monitor students admitted on conditional basis and decide whether they should be allowed to continue in the program.

8.4.2. Suspend or dismiss students who fail to meet the conditions of their admission.


Section 9 : Cancellations

9.1 This Policy cancels ADSM_5.b_Graduate Admission Policy

Section 10 : Review Statement

10.1 This Policy document shall be reviewed annually, or more frequently subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education in the United Arab Emirates. Upon such review, the Admission Committee may recommend that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021



Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	10/08/2020	Stipulation for Conditional Admissions updated and a stipulation for Remedial Admissions added in compliance with CAA Standards 2019.
2	11/01/2021	The MBA's specific program requirements amended to be three (3) years of work experience, and obtaining an Employment Certificate is required as evidence.
3	05/04/2021	Articles 6.4 and 7.3 amended to clarify ADSM's policy in regards to the conditional admissions percentage.

Next scheduled review: 05/04/2022.

END OF DOCUMENT



Policy Name : **Transfer Admissions Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM P 401 – Graduate Admissions Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide ADSM's faculty and staff involved in the admission's process of students into the academic programs offered at ADSM with a standard set of rules that govern the admittance of students who wish to get credit for work done at another recognized higher education institution.

Section 2 : Scope and applicability

2.1 This Policy is applicable to ADSM's faculty and staff involved in the admission's process of students into the academic programs offered at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **CGPA:** Cumulative Grade Points Average.

3.2 **ELR:** English Language Requirement.

3.3 **Recognized Higher Education Institutions:** higher education institutions in UAE or abroad that are recognized by the UAE's Ministry of Education.

3.4 **Transfer Admissions Committee:** an ad hoc committee that consists of the Registrar, Admissions Committee Chair, and subject matter faculty(s). The Committee is chaired by the Registrar and is tasked with making decisions regarding prospective students' credit transfer requests.

3.5 **Transfer Credits:** Credit hours for courses taken at another recognized higher education institution.

3.6 **Transfer Credit Evaluation Form:** an ADSM form filled by a prospective student to request credit transfer, considered by the Transfer Admissions Committee, and on which the Committee's decision is made.



Section 4 : Policy Statement

4.1 ADSM accepts transfer students into its Masters programs only in limited cases as set forward in this policy document.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. The Transfer Admissions Committee shall make decisions regarding credit transfer requests; the Committee's Chair maintains records of all decisions and related documents.
- 6.2. ADSM shall consider credit transfer requests as transfer students for credits obtained from UAE Higher Education Institutions recorded in the UAE National Register of Licensed Higher Education Institutions, or other organizations in the UAE approved by CAA, or institutions recognized by UAE's Ministry of higher learning located outside the UAE.
- 6.3. Prospective students applying for credit transfer must meet the Direct Entry Admission's Requirements as stipulated in *Graduate Admission Policy* for both ELR, and undergraduate CGPA.
- 6.4. ADSM shall consider credit transfer requests only from students in Good Academic Standing (a minimum CGPA of 3.0 on a 4.0 scale in graduate-level course work, or equivalent) into its graduate programs;
- 6.5. Processing credit transfer requests require submitting official transcripts showing all post-secondary work attempted at all educational institutions attended.
- 6.6. Students admitted to ADSM's Remedial Program may request credit transfer for remedial courses taken at other institutions in accordance with the stipulations of this Policy.
- 6.7. Work taken under an articulation agreement between ADSM and another institution will be considered as transfer credit.
- 6.8. ADSM shall limit transferred credits for Master's programs and Remedial Program to a maximum of six (6) credit hours in all of its academic programs.



- 6.9. ADSM shall transfer graduate program credits only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of B (3.0 on a 4.0 scale or equivalent) or better.
- 6.10. ADSM does not grant credit twice for substantially the same course taken at two different institutions;
- 6.11. ADSM does not allow credits for the following cases:
 - 6.11.1. The Signature Learning Experience in the Master of Business Administration.
 - 6.11.2. The Capstone Project – Business Analytics in the Master of Science in Business Analytics.
- 6.12. The Office of Student Affairs shall provide timely written notification to the student prior to admission, of the transferability of credit, how much credit is granted, and how the accepted credit will be applied to the academic program at ADSM.
- 6.13. Awarded transfer credit will be recorded on the student’s ADSM transcript as transfer credit and shall not be included in CGPA calculations.

Section 7 : Procedures

- 7.1. The Transfer Admissions Committee shall evaluate transfer credits requests and inform the Office of Student Affairs of their decision.
- 7.2. The Office of Student Affairs shall update the student’s record accordingly and inform the student of the Committee’s decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this policy cancels ADSM_5.c_Transfer Admissions Policy



Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	 01-02-2021
Recommended by : Academic Council	Minutes of Meeting held on: 01/02/2021
Approved by: Executive Committee	Minutes of Meeting held on: 01/02/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	01/02/2021	Policy amended to allow transferring credits for Remedial Program in article 6.6

Next scheduled review: 01/02/2022

END OF DOCUMENT



Policy Name : Student Records Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 406 – Information Release Policy,

ADSM P 602 – Data Security Policy,

ADSM P 401 – Graduate Admissions Policy,

ADSM P 402 – Transfer Admissions Policy

United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.

Student Handbook

Section 1 : Purpose

1.1 The purpose of this policy is to identify what student records are, and to govern the collection, maintenance, storage, retrieval, and disposal of all official and original student records, including provision of secured fireproof/catastrophic event storage.

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM's faculty and staff involved in the creation, management, storage, retrieval and disposal of student records and applies to all students who have applied to, are enrolled at, or have graduated from ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Archive:** Records that have been selected for indefinite retention on the basis of their continuing value for legal, administrative, financial or historical purposes, but are no longer required for current use.

3.2 **Record:** A record is information, in any format, which must be retained as evidence of actions or decisions for operational or legal purposes.

3.3 **Student Information System (SIS):** the electronic student management database accessed by authorized personnel.

- 3.4 **Student Records:** Records and related personal information of applicants, currently enrolled and former students held in either soft or hard copy format.

Section 4 : Policy Statement

- 4.1 ADSM collects and maintains information about students for the purposes of admissions, maintenance of academic record, determination of academic progression and performance, evidencing student work, meeting student request for transcripts and records, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Office of the Registrar is responsible for maintaining and managing all students' records.
- 6.2. ADSM's Office of Student Affairs contains the Office of the Registrar and Student Services.
- 6.3. The Office of the Registrar will retain applicants', current and former students' records related to enrolment status including disciplinary records. These records are open to students and may be reviewed by appointment.
- 6.4. Finance Unit will maintain students' financial records. Students may review these by appointment.
- 6.5. The Office of the Registrar shall perform routine maintenance, review and back-up of all computer-generated records, which will be stored on an on-site and secure server to ensure record safety and security, in accordance with *Data Security Policy*. Hard copy records will be stored in the student's file and secured in locked and fire protected cabinets.
- 6.6. All student electronic records are maintained by the School as seen in 6.3 and copies of the data are stored off-site in a secure data center.
- 6.7. Transcripts and degree completion authentication documents are retained in secure archive storage for not less than fifty (50) years.

- 6.8. Retention period for hard copies (paper-based) of student records will be determined based on the student's enrollment status, as stipulated below:
- 6.8.1. Enrolled students: records will be maintained for a period of six (6) years following graduation.
 - 6.8.2. Enrolled but not 'active': records for students who have not taken approved leave of absence or formally withdrawn, will be held for a period of three (3) years following the last term of enrolment.
 - 6.8.3. Accepted but not enrolled: records will be held for a period of two (2) years from the term in which the student was given admission.
 - 6.8.4. Unsuccessful applications: records will be retained for a period of one (1) year from the term for which the student applied.
- 6.9. Electronic records shall be stored in the Student Information System (SIS) and archived on a secure server, in accordance with *Data Security Policy*, and retained for a period not less than fifty (50) years.
- 6.10. Student record are available to the student during their study in any academic program offered at ADSM or after graduation at the request of the student.
- 6.11. The available records are also available to third parties as stipulated in the *Information Release Policy*.
- 6.12. Other student information collected from students such as continuous survey records are a kept and maintained for a maximum period of two (2) years after the concerned student exits ADSM.
- 6.13. Permanent students' records that cannot be destroyed by ADSM include, but are not limited to, the following:
- 6.13.1. Documents collected from students during their admission to ADSM, as stipulated in ADSM P 602 - Data Security Policy, including documents related to credit transfer, as stipulated in the *Transfer Admissions Policy*.
 - 6.13.2. Documents created as students exit ADSM, such as copies of their earned degree at ADSM, transcripts, completion letter, or withdrawal form.
 - 6.13.3. Documents related to any disciplinary action taken against the student.
 - 6.13.4. Documents related to any grievances or appeals case concerning the student.
 - 6.13.5. Any other documents deemed to be a permanent record by the Director of Student Affairs.
- 6.14. Temporary records would include records such as letters issued to students upon their request, as in letters confirming their academic schedule or to whom it may concern letters.

- 6.15. Permanent records could be created, managed and accessed by designated ADSM staff only in compliance with the principles of this policy.
- 6.16. Temporary records could be created, managed and updated by the designated ADSM staff members only. These records can only be disposed of by the Office of Student Affairs staff with permissions from the Director of Student Affairs.

Section 7 : Procedures

- 7.1 Student Recruitment shall collect and verify, as applicable, all students' records required for processing students' applications, as stipulated in the *Graduate Admissions Policy*.
- 7.2 Student Recruitment uses an electronic reader to record each student's Emirates Identification number and retain electronic records of Emirates Identification numbers (EID) for all students in accordance with the United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.
- 7.3 Student Recruitment shall, once the student has a final status (e.g. Enrolled), deliver the complete set of the student's records to the Office of the Registrar.
- 7.3.1 Office of the Registrar shall complete a Student File Checklist for each file it receives from Student Recruitment to ensure that the correct set of documents is included.
- 7.4 Office of the Registrar shall create an electronic copy of the student's records, upload it to SIS, and file the hard copy in the designated fireproof cabinets. After which, the Office of Student Affairs becomes the custodian of all students' records.
- 7.5 The Office of Student Affairs shall maintain, update, store, archive, arrange for the retrieval of or disposal of students' records as stipulated in the *Information Release Policy*.
- 7.6 The Office of Student Affairs ensures that all records of student course work, grades and changes to grades are maintained in the student records.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels ADSM 5.f Student Records Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Information Release Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM P 405 – Student Records Policy
Article 378 of the Penal Code (Federal Law 3 of 1987)
Federal Law No. 5 of 1985 (the “Civil Code”).
The law on Printing and Publishing Article 79

Section 1 : Purpose

1.1 The purpose of this Policy is to make clear ADSM's policy on student privacy and to define a set of procedures to support this policy and promote its enforcement, and to clarify ADSM's responsibilities and its employees on the confidentiality clause in the releasing of information to the public, respecting the rights of individual students while serving the best interests of the students and the institution.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enlisted with Abu Dhabi School of Management and the responsible employees.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Record:** A record is information, in any format, which must be retained as evidence of actions or decisions for operational or legal purposes.
- 3.2 **Dependent:** A student who relies on another (generally a relative), to pay tuition fees for the duration of their studies.
- 3.3 **Sensitive Information:** information that will only be disclosed if it is required to handle a serious and potential threat to any individual's life or health.
- 3.4 **Sponsor:** a third party that provides financial assistance to a student with tuition fees.



3.5 **Student:** A current or formerly enrolled student of ADSM.

Section 4 : Policy Statement

4.1 ADSM respects the confidentiality of the student data that it holds and will only release it to the student and any authorized individuals as outlined in this policy.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall process requests for information about itself with transparency and accuracy.
- 6.2. ADSM shall maintain students' Records as stipulated in the *Students Records Policy*.
- 6.3. ADSM shall reserve the right to disclose personally identifiable information from students' Records, as follows:
 - 6.3.1. with the written approval of the student, or
 - 6.3.2. where the School reserves the right to disclose education records without a student's prior written approval for disclosure to:
 - 6.2.2.1. School authorized personnel with legitimate educational interest
 - 6.2.2.2. Other educational institutions to which a student is transferring
 - 6.2.2.3. Specified personnel for audit or evaluation purposes
 - 6.2.2.4. A contractor, consultant, or other outside service provider retained to provide various institutional services and functions under contract
 - 6.2.2.5. Appropriate parties in connection with financial aid to a student
 - 6.2.2.6. Organizations performing certain studies for or on behalf of the School
 - 6.2.2.7. Accrediting organizations
 - 6.2.2.8. Government Agencies that have legal jurisdiction
 - 6.2.2.9. Regulatory Bodies that govern the institution
 - 6.2.2.10. To comply with a court order



6.2.2.11. Appropriate officials in cases of health and safety emergencies

6.2.2.12. Parents or official guardians of a student, provided the student is a “dependent” of the parents

6.2.2.13. Sponsors of a student

Section 7 : Procedures

7.1. Requests for information about ADSM shall be directed to the President’s Office. The President shall then forward the request to the concerned business unit, as applicable.

7.2. ADSM shall grant students the following rights with respect to their Records via the Office of Student Affairs:

7.2.1. The right to inspect and review the student’s records within ten (10) working days from receiving the request for access, as follows:

7.2.1.1 In order to check and review his/her records, a student should submit a written request to the Office of Student Affairs or Finance Department of the particular record(s), the student wishes to review. The School is not required to provide copies of records except in exceptional circumstances as deemed appropriate by the office holding these records.

7.2.1.2 The right to request an amendment of the student’s file which the student believes to be inaccurate, misleading, or otherwise in violation of the student’s privacy rights (this process cannot be used to challenge a grade).

7.2.1.3 A student who wishes to ask the School to modify a record should write to the appropriate department responsible for custody of the record, as stipulated in the *Student Records Policy*, mention the part of the record the student wants changed, and specify why it should be changed. If the department decides not to modify the record as requested, the department will notify the student in writing of the decision and the student’s right to a hearing regarding the request for amendment. Extra information regarding the hearing procedures will be given to the student when notified of the right to a hearing.

7.2.2. Alcohol or drug violations may be disclosed to parents of dependent students or sponsors. The School keeps the right to disclose information about students without the student’s written

consent in cases involving the student’s health and well-being or in the case of a change of student status, e.g. pending disciplinary proceeding, suspension, or expulsion.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM_5.g_ Information Release Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President. Or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: President	
Approved by: Executive Committee	Minutes of Meeting held on 10/08/2020

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Revised to stipulate how ADSM shall provide information about itself.

Next scheduled review: 19/04/2021

END OF DOCUMENT



Policy Name : **Career Services Policy**

Related : 2019 CAA Standards for Institutional Licensure and Program Accreditation

Documents 2020 Framework for the Compliance Inspection of Higher Education Institutions. MoE.

ADSM P 417 – Academic Advising Policy

ADSM P 901 – Community Engagement Policy

Student Handbook

Faculty Handbook

Staff Handbook

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure the availability of career services at ADSM, to assist students in career planning and finding appropriate employment, career development services, career testing, information, and counselling, interviewing and other employment skills, job placement and follow-up activities, are available to students beginning with their first enrolment.

Section 2 : **Scope and applicability,**

2.1. This policy applies to all employees, students, staff, and alumni.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1. None.

Section 4 : **Policy Statement**

4.1 ADSM aims to provide a wide range of career opportunities for the students and employees to allow them to choose and develop their career paths, selecting majors, full-time employment, internships and including employees' registration for courses at ADSM.

Section 5 : **Exclusions**

5.1 None.

Section 6 : Principles

- 6.1. ADSM shall provide a wide range of career services to enrolled students, alumni and employees through the Office of Student Affairs.
- 6.2. The Office of Student Affairs shall assist, when required, individuals with any questions or concerns about career opportunities and perform following tasks:
 - 6.2.1 Establish comprehensive programs that aim to guide individuals for reaching out to their desired career.
 - 6.2.2 Assist individuals in the development of meaningful career goals to prepare them for life beyond ADSM.
 - 6.2.3 Prepare individuals for a smooth transition from studying to work and/or promotion through assistance with career planning, career development services such as career testing, information, and counselling, interviewing and other employment skills, job placement.
 - 6.2.4 Provide professional development counseling and advice for individuals to have a competitive edge in the local job market.
 - 6.2.5 Provide information and advice for the postgraduate programs.
- 6.3. Academic Advisors, Academic Support Manager and/or Academic Relationship Manager are the first point of contact for students seeking career counseling and guidance, as per the *Academic Advising Policy*.
- 6.4. The Director of Student Affairs shall manage overall career services process and proper career guidance, career path selection, employment guidance, internship, or student relevant matters.

Section 7: Procedures

- 7.1 The Office of Student Affairs shall include career related activities within the Community Engagement Plan, as per the *Community Engagement Policy*.
- 7.2 Students shall seek the assistance of their assigned Academic Advisor, as per the Academic Advising Policy. Students may after that request a meeting with another faculty member for industry specific advice via the Office of Student Affairs.
- 7.3 The Office of Student Affairs will contact the relevant faculty member for arranging a meeting.
- 7.4 In the case of alumni, the Director of Student Affairs will request a faculty member to act as an advisor based on their availability or provide direct career services to the individual.

7.5 Advisors shall keep record of their meetings with students and alumni and provide a copy to the Office of Student Affairs, when needed.

Section 8 : Responsibilities

8.1 The President shall cause this policy to be implemented.

8.2 The Director Student Affairs shall monitor implementation and report violations.


Section 9 : Cancellations

7.1 None.

Section 10: Review Statement

10.1 This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT

Policy Name : Student Activities Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020,
ADSM P 115 – Code of Conduct Policy
Student Handbook

Section 1 : Purpose

1.1 To ensure a diverse, engaging and rewarding campus life for all students

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM sponsored students' activities on and off campus, involving registered students, and including exchange students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Student Group:** Official interest-specific group of students who are permitted to be active on campus and sponsored by ADSM.
- 3.2 **Student Advisory Panel:** A group of students tasked with advising the Provost on issues of student interest, and providing feedback on learning experience, campus environment, and community engagement.
- 3.3 **Student Publication:** any student-led digital or print posters, newspapers, newsletters or bulletins.
- 3.4 **Volunteer Work:** on campus non-paid short-term work or representation.
- 3.5 **Health and Fitness:** activities that encourage a healthy lifestyle including individual and group sports.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every registered student on campus (full time, part time or exchange) is entitled to organize and/or participate in an ADSM-sponsored activity, both on and off campus.

Section 5 : Exclusions

5.1. This policy excludes students under Audit status.

Section 6 : Principles

- 6.1. The Office of Student Affairs oversees the organization of student groups and publication focusing on a diverse, engaging and rewarding campus life.
- 6.2. Student are encouraged to write, edit and produce various forms of publications observing the following guidelines:
 - 6.2.1. The content shall be respectful of the UAE tradition and norms.
 - 6.2.2. The content of the publications shall represent the academic and intellectual qualities of a master degree level student. The content shall comply with acceptable academic writing standards.
 - 6.2.3. The content of the publications shall not maliciously attack any individual or group, nor attempt to incite defiance of, or disobedience to, any School policy or regulation.
 - 6.2.4. All publications shall adhere to ADSM's *Code of Conduct Policy* and the publications and copyright laws of the UAE.
 - 6.2.5. Each student publication shall obtain a faculty member endorsement before submitting the material to the Office of Student Affairs for approval. The endorsement by faculty indicates that the materials is in compliance with accepted academic writing standards.
 - 6.2.6. The Office of Student Affairs is responsible for approving materials intended for publishing. The approval indicates that the materials satisfy all of the above principles.
- 6.3. Student are encouraged to form and participate in student groups. For a student group to be officially recognized it shall satisfy the following:
 - 6.3.1. Have a name reflecting the group's purpose and activity; an assigned Chairperson and Vice Chairperson.
 - 6.3.2. The group's purpose and activities shall respect the traditions and norms of UAE, and should not encourage or tolerate malicious attacks on any individual or group, incite defiance of, or disobedience to, any School policy or regulation. See *Code of Conduct Policy*.
 - 6.3.3. All group's activities shall adhere to ADSM's *Code of Conduct Policy* and any applicable law of the UAE.
 - 6.3.4. address a need that is not already met by an already established group; and has three registered members at any time.
 - 6.3.5. Solicit the help of a faculty or staff member to guide the group activities.

- 6.3.6. Develop a plan of activities for the academic year.
- 6.3. An advisor to a student group is a faculty or staff member who volunteers to provide his knowledge and expertise to develop and promote the group's purpose, activities and engagement.
- 6.4. The Student Advisory Panel is a standing student group with a mandate to provide constructive feedback and insights to senior management to support the mission of the School.
- 6.4.1. The panel consist of a Chair, Deputy Chair and four members. Each academic program shall have at least one student as a member. All members including the chair and deputy chair hold equal voting rights. Community Engagement Officer attend committee meetings as a non-voting member.
- 6.4.2. The panel is formed at the beginning of each academic year and is dismissed by the end of summer term of the same year. Members that graduate are automatically removed from the panel and the panel Chair will nominate a replacement.
- 6.4.3. Panel members are student who are currently enrolled, have earned six credit hours with a CGPA of 3.00 or above and have not been charged with a violation of Code of Conduct.
- 6.4.4. The role of the Office of Student Affairs is to coordinate the formation of the panel, provide reasonable support to achieve its goals and facilitate its activities.
- 6.4.5. The panel shall meet at least two times in every regular term and may call for additional meetings if necessary. Meetings minutes shall be recorded in written and a copy of all minutes shall be provided to the Academic Dean's Office.

Section 7 : Procedures

- 7.1. Students wishing to produce a publication, must complete the following:
- 7.1.1. Secure the sponsorship of a faculty member or staff.
- 7.1.2. Submit the publication's full details to the Office of Student Affairs to obtain their approval to proceed prior to producing the publication.
- 7.2. Students wishing to form a group, other than the Student Advisory Panel, must complete the following:
- 7.2.1. Secure the sponsorship of a faculty member or staff.
- 7.2.2. Submit the group's full details to the Office of Student Affairs to obtain their approval to proceed prior to forming the group.
- 7.3. The Student Advisory Panel shall be formed at the start of each Academic Year, as follows:

- 7.3.1. The Office of Student Affairs shall request faculty members nominate students from each academic program offered at ADSM.
- 7.3.2. The Office of Student Affairs shall contact nominated students and confirm their acceptance to be part of the Student Advisory Panel.
- 7.3.3. The Office of Student Affairs shall present the nominated members to the President for his approval.
- 7.3.4. The Office of Student Affairs shall facilitate the first Panel meeting, in which members shall elect a Chairman and Vice Chairman.
- 7.3.5. The Office of Student Affairs shall provide the required support of the Panel, including but not limited to logistical support, and making announcements to students.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM_5.I_Student Activities Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed once every year, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 08/03/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	31/10/2019	Policy first approved
1	26/02/2020	Added procedures section
2	08/03/2021	Annual Review Completed

Next scheduled review: 08/03/2022

END OF DOCUMENT



Policy Name : **Student Finance Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents MoE (2020) Framework for the Compliance Inspection of Higher Education Institutions.

ADSM P424 – Student Enrollment Policy

ADSM P401 – Graduate Admission Policy

ADSM P402 – Transfer Admission Policy

ADSM P307 – Graduate Completion Requirements Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide transparent and clear guidelines for ADSM students in regards to the application and administration of fees and charges, including transfers and refunds fees.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all students in any academic program offered at ADSM, including new students, currently enrolled and re-enrolling students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Administrative Suspension:** refers to a penalty imposed on students for non-payment of tuition fees. The student's access to ADSM systems, course enrolment, and other learning resources will be suspended until financial obligations are resolved with ADSM.

3.2 **Course:** a course consists of several instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, code, credits, and expected learning outcomes.

3.3 **Credit Hour:** a unit of measurement defining the student's overall effort towards attaining a qualification, it uses as a basis to measure the amount of engaged learning time expected of a typical student.

3.4 **Program:** the set of courses and other formally established learning experiences that together lead to a qualification.



- 3.5 **Program Tuition Fee:** refers to the fee paid by the student to ADSM for all courses. It is calculated by the Credit Hour fee multiplied by the number of Credit Hours in each academic program. The tuition fees for each academic program are detailed in Annexure 1 of this document.
- 3.6 **Other Fees:** refers to fees paid by the student to ADSM other than the tuition fees. These fees are detailed in Annexure 1 of this document.
- 3.7 **Program Tuition Fee Change:** Program Tuition fee shall remain unchanged once the student accepts and signs the “Accepting Admission to ADSM” form. However, the Program Tuition Fee may change if the student does not complete the program courses within 36 months, starting from the signing date of the aforementioned Form. Other fees may change without prior notice.
- 3.8 **Program Tuition Increase:** Program Tuition fees may increase without prior notice and are in effect from the date of the approval of ADSM’s Board of Trustees.
- 3.9 **Sponsored Student:** refers to a student for whom fees and charges are paid by a third party.
- 3.10 **Withdrawal:** refers to notification from a student to withdraw from his/her program of study.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with a clear statement on the costs and fees associated with attending any of its academic programs and the student's responsibilities when applying and registering to attend ADSM.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

6.1 Fees and costs associated with the program:

- 6.1.1 **Application Fee:** The application fee is a non-refundable fee paid by a prospective student while applying for an academic program at ADSM. The payment is made to the Finance Department, and a copy of the receipt is submitted to the Student Recruitment Office along with a duly filled ADSM

application form. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.

- 6.1.2 **Deposit:** Upon acceptance, students should pay a non-refundable deposit to secure a place in the program to which admission is sought. This amount will be deducted from the total tuition fees. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.
- 6.1.3 **Tuition Fee:** Tuition fees are to be paid as per the options detailed in section 7.2 of this Policy. Once this payment is completed and “Accepting Admission to ADSM Form” is signed by the student, the student will be enrolled and given access to relevant ADSM learning resources.
- 6.1.4 **Reinstatement Fee:** Students who breach the *Student Finance Policy* are subject to administrative suspension and may be charged a reinstatement fee. Administrative suspension results in ceasing student access to course enrolment options, course materials, viewing grades, using library, and other academic resources/services.
- 6.1.5 **Repeating Course(s):** Students who wish to repeat courses due to failing, not making academic progress, or to raise their CGPA, will be charged an additional fee in such cases as per the charges detailed in Annexure 1 of this document.
- 6.1.6 **Visiting Students:** Students from other universities/institutions interested in taking course(s) at ADSM will require to submit an application to ADSM. Successful applicants will be required to follow the charges detailed in Annexure 1 of this document.

Section 7 : Procedures

7.1. Payment of Fees:

- 7.1.1 Payments are to be made to the Finance Department and are acceptable in the following forms.
- 7.1.1.1 Cash (AED only).
 - 7.1.1.2 Cheques drawn on UAE located banks payable to “Abu Dhabi School of Management”.
 - 7.1.1.3 Bank drafts in AED payable to “Abu Dhabi School of Management”.
 - 7.1.1.4 Debit cards and major credit cards.

7.1.2 Direct Bank Transfers are acceptable to the following account details.

Bank name	First Abu Dhabi Bank, Main Branch, Abu Dhabi
Account name	Abu Dhabi School of Management
IBAN	AE070351011004624203001
Swift code	NBADAEAAXXX
Account number	1011004624203001
Payment currency	UAE Dirham

7.1.3 Students / sponsors are required to send the confirmation of the swift remittance to the Finance Department at accounts@adsm.ac.ae

7.1.4 All bank charges associated with transfers are to be borne by the remitter.

7.2. Method of Payment:

7.2.1 **Fees are to be paid** as per the options provided below. It is the students' responsibility to finalize pending payments as tracked by the finance department prior to the start of every term.

7.2.2 Payment Options

PROGRAM	OPTION 1 Payment in Full	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	1 payment of AED 135,000	Payments are calculated based on 30 GPA Credit Hour. = 135,000/33 = AED 4,090	All payments must be made within 15 Months
Master of Science Programs – MS QBE and MS LOD	1 payment of AED 110,000	Payments are calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 12 Months
Master of Science Program MS BA	1 payment of AED 110,000	Payments are calculated based on 33 GPA Credit Hour. = 110,000/33 = AED 3,333	All payments must be made within 15 Months

7.2.3 Payment Method for Sponsored Students / Scholarships:

- 7.2.3.1 ADSM recognizes that many students receive financial aid or monetary assistance from third parties. However, the ultimate responsibility for satisfying all financial obligations rests with the student.
- 7.2.3.2 Students on sponsorship should produce a letter from the sponsor approving the student sponsorship at the time of registration with ADSM. Sponsored students should ensure the sponsors pay their fees as per section 7.2.2 of this Policy.
- 7.2.3.3 The Finance Department will provide sponsors with invoices and transcripts after final grades are released for each term.
- 7.2.3.4 In case sponsors stop or suspend sponsorship, this has to be formally notified to the Finance Department. Further, the student will be contacted about pending financial dues and must be cleared by the student.
- 7.2.3.5 ADSM will not be responsible in cases where the sponsorships are suspended. It will remain the student's sole responsibility to clear any financial dues both with ADSM and the sponsor.

7.3. Returned Cheques.

- 7.3.1 The Finance Department will deposit fee cheques no later than 5 days from the due date.
- 7.3.2 In cases where the bank returns the cheques, the student account will be placed on administrative suspension. To remove the suspension, the student must pay AED 500 as a reinstatement fee.

7.4. ADSM Tuition Fee Discounts.

- 7.4.1 ADSM President reserves the right to grant discounts to students. These discounts are highly competitive; hence, students are encouraged to request discounts as early as possible, but ADSM doesn't guarantee every student's discounts.
- 7.4.2 **Merit based Scholarships:** Applicants with outstanding academic records will only be considered for merit-based scholarships. To apply, students would require to show evidence of achieving at least an undergraduate cumulative GPA of 3.5 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 25% off in tuition fees.

7.4.3 **Teaching Assistant Scholarship (Business Analytics Applicants):** Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition scholarships per term based on assistance with lab work, programming assignments, and/or research activities.

7.4.4 **Financial Aid:** Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence to demonstrate the need for financial aid and excellent academic credentials. Eligible students will be provided with up to 10% off in their tuition fee.

7.4.5 **Alumni Rewards:** A 10% grant is available on annual tuition fees for students with at least one immediate family member who has graduated from a program offered by ADSM. Immediate family members are defined as father, mother, siblings, spouse. The following conditions should be met in order to avail such a discount:

7.4.5.1 Be self-funding.

7.4.5.2 Provide proper documentation.

7.4.5.3 Only one alumni reward can be awarded per student.

7.4.5.4 The application must be submitted prior to start of the program, there will be no retrospective discounts applied.

7.4.5.5 The Alumni Reward will be deducted from the tuition fees either upon registration if the program's tuition fees are paid in advance or from the last installment as per the payment options detailed in section 7.2.2.

7.5. **Withdrawing from Program:**

7.5.1 Any student who wishes to withdraw from ADSM must notify the Program Director, and the Office of Student Affairs in writing.

7.5.2 A student who withdraws from the program without following the necessary procedures, including completing the appropriate forms, is financially responsible for the program's cost. Failure to do so will subject the student to penalties as well as possible legal recourse.

7.6. Refund of Tuition Fees:

7.6.1 When applying for a refund, the student must complete the “Withdrawal Form” and submit it to the Student Affairs Department.

7.6.2 Failure to provide formal notification and duly filled Withdrawal Form as per timelines mentioned in section 7.6.3 will result in counting full credit hours for courses.

7.6.3 A student will be eligible for a refund based on the following:

- **MBA Program**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 135,000) / (CH 33) * (CH 2) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + (Number credits earned + credits of the current course, if applicable) * 4,090
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 4,090 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

- **Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development Programs**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000.
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 110,000) / (CH 30) * (CH 6) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + 100% of the course fees for the first term (TF 110,000) / (CH 30) * (CH 6)
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 3,667 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

- **Master of Science in Business Analytics Program**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000.
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 110,000) / (CH 33) * (CH 6) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + 100% of the course fees for the first term (TF 110,000) / (CH 33) * (CH 6)
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 3,333 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

7.7. Transferred credits from other institutions

- 7.7.1 Students from accredited institutions are eligible to transfer their credits to ADSM in accordance with the *Transfer Admissions Policy*. These students will only be liable to pay for the courses they have to undertake at ADSM.
- 7.7.2 The total number of courses to be undertaken by the student at ADSM will be based on the recommendations put forth by the Admissions Committee. The Office of Student Affairs will notify the Finance Department about the decision.

7.8. Leave of Absence

- 7.8.1 Students may take a Leave of Absence as per the principles of the *Student Enrollment Policy*.
- 7.8.2 Students are advised to limit their Leave of Absence duration to ensure changes to fee structure or program structure do not cause a substantial impact their study plans/finance.

7.9. Communication to Students

- 7.9.1 The Finance Department will communicate the charges related to tuition, transcripts, reinstatement fees, etc., to students via mobile text messages and/or email.
- 7.9.2 Students should update their personal details/ mobile numbers to ensure accuracy in communication. The information related to financial issues are important and can lead to the student being penalized.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Finance and Administration Operations Director shall monitor implementation and report violations.
- 8.3. Students:**
- 8.3.1. Understand the financial arrangements/options set by the Finance Department towards payment of program fees.
- 8.3.2. Check financial dues with the ADSM Finance Department prior to the start of each term.
- 8.3.3. Pay fees, as outlined in section 7.2 of this policy.



8.4. Finance Department:

- 8.4.1. Invoice, collect, and record all student payments.
- 8.4.2. Inform the Student Affairs department of any students that have a nonpayment fee status.

8.5. The Office of Student Affairs:

- 8.5.1. Provide Finance Department with the list of:
 - 8.5.1.1 Students who are newly accepted to ADSM in the fall and winter academic terms.
 - 8.5.1.2 Students who are instructed to repeat courses.
 - 8.5.1.3 Students who wish to withdraw from the program.
 - 8.5.1.4 Eligible students from other universities/institutions who wish to enroll courses at ADSM.
- 8.5.2. Issue warning notifications to students in breach of the Policy.
- 8.5.3. Advise students of the consequences they would face in case of non- adherence to this policy.
- 8.5.4. Place students on administrative suspension.

8.6. Student Recruitment:

- 8.6.1. Guide prospective students on ADSM application process.
- 8.6.2. Familiarize and with finance policy changes and updates.

Section 9 : Cancellations


- 9.1. Approval of this policy cancels ADSM_5.j_Student Finance Policy.

Section 10 : Review Statement

- 10.1. This Policy document shall be reviewed annually, or more frequently when requested by the Finance Department or subsequent to published changes to the Standards for Licensure and Accreditation (Commission for Academic Accreditation or Ministry of Education) or other related laws. Upon such review, the review team may recommend to the President that the policy document be amended or repealed.



Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Finance and Administration Operations Director	 12-01-2021
Approved by: Executive Committee	Minutes of Meeting held on 11/01/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	11/01/2020	MBA Program tuition fees credit hours calculation modification (Table 7.2.2, 7.6.3 and Annexure 1).

Next scheduled review: 11/01/2022

END OF DOCUMENT



Annexure 1- Student Tuition Fee and Related charges

Please check ADSM's website for the latest updates of fees (<http://adsm.ac.ae/tuition-financial-aid/>)

Fee Type	Fee Amount (AED)
Application Fee – Non-refundable	500
Non-refundable Deposit - to be deducted from the total tuition fees	2,000
Tuition Fees:	
1. Master of Business Admiration (MBA) for 33 credit hours.	135,000
2. Master of Science in Quality & Business Excellence (MSQBE) for 30 credit hours.	110,000
3. Master of Science in Leadership and Organizational Development (MSLOD) for 30 credit hours.	110,000
4. Master of Science in Business Analytics (MSBA) for 33 credit hours	110,000
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Administration suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	650
International summer program	To be determined
Repeated course for any program (CGPA below 3.0)	Free
Repeated course (per one credit hour) – MBA	4,090
Repeated course (per one credit hour) – MSQBE & MSLOD	3,667
Repeated course (per one credit hour) – MSBA	3,333
Visiting student (per one credit hour) for all Academic Programs	4,500
Withdrawal Fee	Please refer to Section 7.6 related to Refund.

*The above fees are subject to VAT 5%



Policy Name : Student Disciplinary Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020, Student Right & Responsibilities Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 414 – Students Rights and Responsibilities Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 405 – Student Records Policy

ADSM P 420 – Student Grievances Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to govern the handling of students' misconduct at ADSM, it provides a transparent and fair process by which students who have committed a misconduct and/or violated ADSM's policies and procedures shall be disciplined.

Section 2 : Scope and applicability

2.1 This policy is applicable to all to all students enrolled Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.

3.2 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.

3.3 **Grievance:** any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.

3.4 **Misconduct:** unacceptable or improper behavior.



- 3.5 **Disciplinary Action:** an action taken by ADSM against a student who committed a Misconduct, and based on the work of a Disciplinary Committee.
- 3.6 **Student Disciplinary Committee:** an ad-hoc committee formed by the President, chaired by the Director of Student Affairs, and comprises the relevant Program Director and at least two (2) other member of ADSM's Community as deemed appropriate by the President. The Committee is tasked with investigating students' Misconduct and recommending Disciplinary Action(s) to the President. The Director of Student Affairs shall keep records of the Committee's work.

Section 4 : Policy Statement

- 4.1 ADSM strives to set policies and procedure in order to provide its community with a safe, equitable and orderly environment, and requires each member of that community to behave responsibly and ethically in compliance with ADSM's policies and procedures.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM has defined a set of expectations for all members of its Community via a comprehensive set of policies and procedures, and shall ensure that these policies and procedures are accessible to all Community members, thus, ADSM requires all students to meet these expectations.
- 6.2. ADSM requires all students to respect its Community, both in and out of the classroom, and expects all students to contribute to the development of ADSM as a positive living and learning environment in accordance with the *Code of Conduct Policy* and *Students Rights and Responsibilities Policy*.
- 6.3. ADSM strives to be a good neighbor to the surrounding community and requires its students to observe the same standards and expectations whether they are on or off campus.
- 6.4. ADSM requires all students to be informed about, and familiar with the applicable policies and procedures, and to seek the help of faculty and staff in understanding their implications and applicability.
- 6.5. Violations of ADSM's policies and procedures, and/or UAE's local and federal laws and regulations, shall be considered Misconducts, thus they may mandate the formation of a Disciplinary Committee, and may result in subsequent disciplinary action(s).

- 6.5.1. Violations of Academic Integrity shall invoke the application of ADSM's *Academic Integrity Policy*.
- 6.6. The Student Disciplinary Committee shall investigate students' Misconduct, The Committee may call members of ADSM Community to appear in front of the Committee, and shall conduct a comprehensive and fair investigation, prior to submitting its recommendation to the President for a final decision.
- 6.7. The Director of Student Affairs shall maintain records of the Committee's work, and shall updated students' records in accordance with the *Student Records Policy*.
- 6.8. Disciplinary Action(s) imposed on students who commit Misconducts shall be appropriate in severity and impact to the Misconduct committed.
- 6.9. Disciplinary Actions may include, but not limited to, the following:
- 6.9.1. Attendance of mandatory seminars or workshops.
 - 6.9.2. Temporary loss of privileges.
 - 6.9.3. Permeant loss of privileges.
 - 6.9.4. Fines.
 - 6.9.5. Counseling and/or medical or psychiatric evaluation.
 - 6.9.6. Suspension (temporal cease of enrollment).
 - 6.9.7. Expulsion (permanent cease of enrollment).
- 6.10. Imposing any of the actions listed in 6.7 does not prevent ADSM right to:
- 6.10.1. Demand remuneration for damages.
 - 6.10.2. Demand community restitution.
 - 6.10.3. Pursue legal actions.
- 6.11. Students have the right to appeal Disciplinary Actions taken against them, the appeals process is governed by the *Student Grievance Policy*.

Section 7 : Procedures

- 7.1. Alleged student Misconduct shall be reported to the Office of Student Affairs by any member of ADSM's Community who witnessed or acquired knowledge of the Misconduct within two (2) working days of the alleged Misconduct occurring.
- 7.2. The Director of Student Affairs shall, within five (5) working days of being informed about the alleged Misconduct, take the following steps:

- 7.2.1. collect supporting evidence and information that may support the investigation of the alleged violation.
- 7.2.2. send a request to the President to form a Student Disciplinary Committee.
- 7.2.3. arrange for the Committee to meet and investigate the alleged Misconduct in order to make an informed recommendation to the President.
- 7.3. The Student Disciplinary Committee shall issue a written recommendation to the President detailing the concerned student, the Misconduct committed, results of the investigation, and recommended Disciplinary Action(s), if any, along with any supporting evidence within five (5) working days of the first meeting taking place.
- 7.4. The President reserves the right to approve the Committee's recommendation, amend the recommendation, or request reevaluation of the case.
- 7.5. The Director of Student Affairs shall issue a formal letter to the concerned student detailing the Misconduct, and the Disciplinary Action(s) based on the President's final decision within two (2) working days of receiving the President's decision.
- 7.6. The Director of Student Affairs shall ensure that all concerned parties internally and externally are informed of the final decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM_5.k_Student Disciplinary Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.



Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Executive Committee	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT

Policy Name : **Student Rights and Responsibilities Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM P 115 – Code of Conduct Policy
ADSM P 410 – Student Activities Policy
ADSM P 412 – Student Disciplinary Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that all students' rights and responsibilities are expressed clearly and justly, and that all students are empowered and protected by the appropriate policies and procedures.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all students enrolled at Abu Dhabi School of Management and

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Student Rights:** Guidelines that prescribe and regulate a student's behavior and conduct on campus with a focus on access to education and facilities, participation in activities and governance, and an individual's privacy.
- 3.2 **Student Responsibilities:** Expectations of a student while in class or present on campus with a focus on academic, administrative, and adherence to the *Code of Conduct Policy*.
- 3.3 **Appeal:** The right of a student to request a review of a stated decision or ruling, whether academic, administrative or conduct related.
- 3.4 **Grievance:** A grievance is a concern, problem, complaint or perceived injustice that individuals raise in relation to their activities.
- 3.5 **Misconduct:** An act that is not in line with the *Academic Integrity Policy* or *Code of Conduct Policy*.
- 3.6 **Code of Conduct:** A set of rules governing an individual's behavior and detailed in the *Code of Conduct Policy*.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every student on campus, full time or part time, is entitled to an equitable education and just treatment.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. In general, a student has the right to:

- 6.1.1. Attend classes and work in laboratories in accordance with the related academic policies and procedures;
- 6.1.2. Participate in athletic and recreational activities as per the associated guidelines;
- 6.1.3. Partake in student governance within the subscribed policies and procedures;
- 6.1.4. Receive fair treatment and due process in case of an investigation or appeal;
- 6.1.5. Guaranteed confidentiality and privacy of personal information.

6.2. In return, a student is responsible for:

- 6.2.1 Abiding by all academic policies and procedures, and adhering to the *Academic Integrity Policy* (including work ethics, attendance, etc.);
- 6.2.2 Conforming to all non-academic administrative rules and regulations (including those related to health, safety and environment);
- 6.2.3 Conducting oneself in accordance with the *Code of Conduct Policy*.

Section 7 : Procedures

7.1. It is expected that all students fully adhere to the *Code of Conduct Policy*. In the event of any misconduct, a student's alleged misconduct shall be treated as such until proven.

7.2. Violations to the *Code of Conduct Policy* shall be handled as per the *Student Disciplinary Policy*.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels ADSM_5.n_ Student Rights and Responsibilities Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Student Counseling Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM P 417 – Academic Advising Policy
ADSM P 408 – Career Services Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to outline relevant student counseling services provider for students for counseling services.

Section 2 : **Scope and applicability**

2.1 This policy applies to all full-time students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM aims to advance the educational mission of school for better development of students for their success and persistence.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 ADSM recommends students access professionally qualified counsellors to access personal counselling services by contacting Abu Dhabi Health Services Company (SEHA), by either email (care@seha.ae) or phone (800 50).

6.2 ADSM provides educational counselling/advice for its students if and when students are not meeting the CGPA requirements, as per the *Academic Advising Policy*.

6.3 The School provides career counselling to students struggling with career options, as per the *Career Services Policy*.

Section 7: Procedures

- 7.1 Students can contact SEHA (or other health care providers) by email or phone for booking appointments and counseling services with a licensed practitioner.
- 7.2 Students will be counselled by their Academic Advisors on the best suited courses for their program.
- 7.3 Students are given professional academic counselling by designated professional academic faculty if and when there are dips in their performance.
- 7.4 Counselling provided by faculty may include the ascertaining of reasons why the students are struggling and directing of such students to professional counselors if needed

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Director of Student Affairs shall monitor implementation and keep a record of violations.


Section 9 : Cancellations

- 9.1 Approval of this policy cancels ADSM_5.o_Student Counselling Policy.

Section 10: Review Statement

- 10.1 This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of student affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 05/04/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : Health Services Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that on-campus health services are available to all students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Health Services:** services available on campus and include general diagnostic medicine with referral services.

3.2 **HAAD:** Health Authority – Abu Dhabi.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every student is provided with Health Services while on campus, and has access to an equipped clinic.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall establish a First Aid Room on Campus that shall be:

6.1.1. Available during operational hours.

6.1.2. Licensed by the relevant authorities.

6.1.3. Clean and hygienic.

6.1.4. Managed by a HAAD registered nurse who shall maintain up-to-date and approved medical records and incident reports.

- 6.2. Medical records of students and incident reports are private and confidential.
- 6.3. All students are entitled to receive equitable and respective attention and service varied only by the urgency and criticalness of their cases.
- 6.4. All students must have a valid medical insurance while studying at the ADSM as follows:
 - 6.4.1. UAE National students must obtain the Thiqa card based on the Emirate of their origin as follows:
 - 6.4.1.1. Abu Dhabi Citizens are entitled to Thiqa health card Category I.
 - 6.4.1.2. Non-Abu Dhabi Citizens are entitled to Thiqa health card Category III, however they may upgrade to Thiqa health card Category II by providing a “To Whom it May Concern Letter” from the Office of Student Affairs.
 - 6.4.2. A student whose mother is a UAE National is entitled to Thiqa health card Category IV.
 - 6.4.3. Expatriate students whose residency is sponsored by their guardians must obtain their medical insurance through their sponsor.
 - 6.4.4. Expatriate students whose residency is sponsored by the employer must obtain their medical insurance through their employer.

Section 7 : Procedures

- 7.1. Students may visit the First Aid Room any time during its operation hours. However, students are encouraged to avoid visiting the First Aid Room during class time when possible.
- 7.2. The nurse will attend to each student in order of arrival unless a later student requires urgent attention.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. None.

Section 10 : Review Statement

- 10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for

Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 08/03/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual review completed

Next scheduled review: 08/03/2022

END OF DOCUMENT



Policy Name : **Academic Advising Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020

Section 1 : **Purpose**

- 1.1 The purpose of this Policy is to establish a process for Academic Advising at ADSM, and to ensure that all students have access to timely and proper Academic Advising.

Section 2 : **Scope and applicability**

- 2.1 This policy is applicable to all students enrolled and to employees and units delegated to provide academic or administrative advice in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Academic advice:** Individual attention provided to students in order to improve their academic performance. Academic advice may cover administrative, general academic advice or specialist academic advice.
- 3.2 **Academic Advisor:** The individual faculty member assigned to monitor a student's academic progress.
- 3.3 **At Risk Students:** Academically at-risk students include, but are not limited to, students who received warning letters or are on academic probation. Students in good academic standing but with borderline CGPAs may also be considered as 'academically at risk' students.
- 3.4 **Good Standing:** Satisfactory progress towards graduation.
- 3.5 **Resume Studies:** Continue study after a period of withdrawal or suspension.
- 3.6 **Returning Students:** A student returning from suspension, dismissal or withdrawal after having received official approval to recommence their studies.
- 3.7 **Transfer Student:** A student who began studies at another institution and successfully transferred credits to ADSM.

Section 4 : Policy Statement

4.1 ADSM ensures that Academic Advising is an integral aspect of academic progress and a shared responsibility between the student and academic advisor.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Every student at ADSM from the time of their enrolment to graduation shall be assigned an Academic Advisor. The student shall meet with his/her Academic Advisor at least once a term to ensure satisfactory and timely progress towards graduation.
- 6.2. Responsibilities for Academic advisors include but are not limited to:
- 6.2.1. Providing information on academic requirements toward obtaining a degree;
 - 6.2.2. Advising on a suitable course load compatible with the student's academic ability and personal circumstances;
 - 6.2.3. Monitoring student progress towards graduation, including:
 - 6.2.3.1. Explaining academic policies and procedures;
 - 6.2.3.2. Preparing a study plan that assists students in successfully completing their degree in a timely manner;
 - 6.2.4. Assisting students in maintaining good academic standing:
 - 6.2.4.1. Identifying issues impacting student academic performance;
 - 6.2.4.2. Directing students to available on-campus resources, support services and activities.
 - 6.2.5. Advising students on career plans and/or graduate studies, including:
 - 6.2.5.1. Assisting with post-graduate school selection, application and field of specialization;
 - 6.2.5.2. Advising on career paths, resources for résumé writing and interview preparation.
- 6.3. Responsibilities for students include but are not limited to:
- 6.3.1. Familiarizing themselves with ADSM's academic policies, academic programs, degree requirements, and student rights and responsibilities;
 - 6.3.2. Consulting their Academic Advisor on issues related to registration record and academic standing;

- 6.3.3. Seeking guidance from the Academic Advisor and other individuals within and outside their academic program;
- 6.3.4. Requesting regular appointments with the Academic Advisor to discuss academic progress towards graduation, career plans and/or graduate studies;
- 6.3.5. Taking responsibility for decisions and actions that affect academic progress.
- 6.4. Students are assigned an academic advisor by the relevant Program Director. Each Program Director shall determine the ratio of Academic Advisors to students.
 - 6.4.1 Students who change majors are assigned an Academic Advisor by the Program Director of the student's new program.
 - 6.4.2 'At risk' students may be assigned an additional Academic Advisor and be required to participate in special academic achievement programs.
 - 6.4.3 Students who are admitted with credit from other academic institutions are assigned an Academic Advisor by the Program Director.

Section 7 : Procedures

- 7.1. Assigning Academic Advisors: Students are assigned an academic advisor by the relevant Program Director as follows:
 - 7.1.1. No later than the end of the fourth week of each regular term, in which an intake was accepted, the Office of Student Affairs shall provide Program Directors with a list of students to be assigned an Academic Advisor.
 - 7.1.2. No later than the end of the sixth week of each regular term the Program Director shall notify the Office of Student Affairs of the Advisor assigned to each student
- 7.2. The Office of Student Affairs will announce the assigned Academic Advisors to students, Academic Advisors will announce their advising hours to their advisees.
- 7.3. Students may schedule meetings with their Academic Advisor via the Learning Management System (LMS) to discuss their academic progress, review their study plan and agree on the list of courses they will register for in the following term or session.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM_5.q_ Academic Advising Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Academic Integrity Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020,
ADSM P 301 – Grading and Assessment Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 419 – Student Appeals Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide ADSM students, faculty and all relevant units with clear direction and guidelines on the academic integrity standards of the School and the potential consequences of any academic violations. It establishes and communicates to students, faculty and staff ADSM's standard academic integrity principles and procedures to be followed when academic integrity is violated.

Section 2 : Scope and applicability

- 2.1 This Policy is applicable to all students, faculty and staff at ADSM.
- 2.2 The policy serves as foundation to ADSM's Academic Integrity Committee in reviewing any violations by the student or for further review of decisions previously imposed on the students for academic integrity violations in the course of an appeal of initial decision(s).
- 2.3 Employees are required to understand the policy as they are required to assist the School in assurance, enforcement and prevention of complicity with the students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.
- 3.2 **Academic Integrity Committee:** an ad-hoc committee formed by the Academic Dean and comprises two faculty members and one staff to investigate students' violations of academic integrity and report findings to the Academic Dean.

- 3.3 **Cheating:** Claim, use or attempt to claim or use material created by others as own work in academic submissions such as assignments, reports, presentations, projects.
- 3.4 **Complicity:** assisting or attempting to assist other people in committing Academic Integrity violations.
- 3.5 **Fabrication:** Making up false information for use in academic or research submissions.
- 3.6 **Falsifying Signatures:** Forging signatures on official forms or documents.
- 3.7 **Honor Pledge:** The Honor Pledge is a short statement attesting that each student will fully comply with ADSM's Academic Integrity as follows:
 "I verify that I have received a copy of the ADSM's Academic Integrity Policy and hereby pledge to fully comply with its principles"
- 3.8 **Inappropriate Proxy:** Impersonating or completing someone's academic assignment, exercise, examination, project, presentation, report, etc.
- 3.9 **Plagiarism:** an act of fraud, it involves both stealing someone else's work and lying about it afterward. (Reference to www.plagiarism.org), in an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.
- 3.10 **Violation:** in relation to Academic Integrity, a Violation is defined as a breach to any of the principles set forth in this policy, including, but not limited to, Cheating, Fabrication, and Plagiarism.
- 3.11 **Similarity Index:** a rubric included in course syllabi to guide faculty in determining the Severity of Violation based on the outcomes of the Plagiarism detection software report:

Similarity	Severity of Violation
0% to 24%	0 or 1
25% to 34%	2
35% to 49%	3
More than 49%	4

- 3.12 **Severity of Violation:** a rubric* included in course syllabi to explain the penalties that will be applied to violations of academic integrity, as follows:

* Adapted from Robert Kane's adaptation for His199 from rubric for WRT100 created by Jennifer Morrison. Downloaded on 22 November 2016 from the following website:

<https://www.niagara.edu/assets/docs/pdfs/199assessmentrubric.doc>

Academic Integrity: Severity of Violation					
Similarity Index	0% to 24%		25% to 34%	35% to 49%	More than 49%
Category	0	1	2	3	4
Overall	No errors related to integrity	Limited errors but no violation of integrity	Misunderstanding of academic integrity	Disregard for academic integrity	Attempted deception of instructor
Description*	Work consistently attribute ideas, language, and graphics to the original source in a standard format with no or few errors	Work consistently attribute ideas, language, and graphics to original source, at times in a non-standard format	Work consistently fails to attribute ideas, language, and graphics to original source but without obvious intent to plagiarize	Work borrows significantly from uncredited sources	Work borrows completely from other sources without credit, or attempts to hide plagiarism with alterations to text
Penalty	No change in mark	No change in mark	10% reduction in mark	25% reduction in mark	100% reduction in mark

Section 4 : Policy Statement

4.1 ADSM holds its students to the highest of academic integrity standards, and any violation of these standards, such as cheating, fabrication, and facilitation of academic dishonesty, participation in academic dishonesty, plagiarism and unauthorized collaboration will not be tolerated. It is the responsibility of all members of the students, faculty, staff and administration alike to actively deter and report all instances of academic dishonesty in order to safeguard academic standards.

4.2 ADSM believes that its faculty are quality improvement partners including in assuring Academic Integrity.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM is an academic community whose purpose is the pursuit of knowledge and the development of its graduates as leading experts in their academic disciplines.

- 6.2. Every student admitted to ADSM must sign the honor pledge and receive a copy of the *Academic Integrity Policy*.
- 6.3. **Honor Pledge Reaffirmation:** A short statement attesting that each assignment, exercise, examination, project, presentation, report, etc. produced by the student is the student's own work. It is a reminder to students that ADSM is committed to academic integrity. The faculty is expected to enforce the use of the pledge.
- 6.4. ADSM has a responsibility of care and training to ensure that the students are familiar with detailed components of its academic integrity policy.
- 6.5. The School is responsible for ensuring that all members of faculty and staff are aware of their responsibilities as defined within the policy
- 6.6. The students are responsible for familiarizing themselves with the principles of academic integrity and adherence to it.
- 6.7. The Academic Integrity Policy will be published in the Course Catalog, Student Handbook, on the Learning Management System, and on ADSM's website.
- 6.8. ADSM utilizes Turnitin as a Plagiarism detection software to evaluate student work for signs of plagiarism, faculty will follow the principles of *Grading and Assessment Policy* in this regard.
- 6.9. Students who violate academic integrity are subject to disciplinary actions that may include specific penalties, as detailed in this policy. Students have the right to appeal these actions, the appeals process is governed by the *Student Appeals Policy*.
- 6.10. As quality assurance partners, faculty and units in general are involved in the regular review of the Academic Integrity Policy.

Section 7 : Procedures

- 7.1. ADSM shall be responsible for training its students on adhering to the principles of Academic Integrity, as follows:
 - 7.1.1 Reminding the students before an assessment cycle.
 - 7.1.2 Reminding the students before the start of an assessment paper.
 - 7.1.3 Providing detailed training concerning Academic Integrity before the commencement of the Capstone Projects.

7.2. Procedure to report and investigate academic integrity violations committed through Plagiarism and Fabrication:

7.2.1 If a faculty member suspects that a student has committed such an academic integrity violation, s/he should meet with the student to discuss the allegation. The meeting must take place within three (3) working days from when the alleged violation was identified.

7.2.2 Independent of the similarity report within Turnitin Match Overview, faculty is expected to provide a statement within the Turnitin Feedback Summary on their decision concerning similarity.

7.1.1 If the faculty member determines that no academic violation has occurred, the matter is dropped.

7.1.2 If the faculty member determines that a violation has occurred, s/he shall:

7.1.2.1 Determine the violation's severity in light of the Similarity Index, and apply a penalty, if any, in accordance with Academic Integrity Severity Rubric and included in course syllabi.

7.1.2.2 Notify the Program Director detailing the violation and penalty applied (if any) within five (5) working days from when the meeting with the student(s) took place.

7.1.2.3 The Program Director shall submit a list of academic integrity violations to the Academic Dean and Office of Student Affairs in order to notify students accordingly.

7.1.2.4 The Office of Student Affairs shall implement a mechanism to identify students who repeat violations, and report them to Academic Dean.

7.1.2.5 Students who commit a third violation, will consequentially receive an 'F' grade in the course in which the violation occurred, regardless of the severity of the violation.

7.1.2.6 The Academic Dean may request the formation of a Student Disciplinary Committee to investigate students who commit a third violation to determine further action, as per the principles of the *Student Disciplinary Policy*.

7.2. Procedure to report and investigate academic integrity violations committed through Cheating, Complicity, or Falsifying Signatures:

7.2.1 If a faculty member suspects that a student has committed such an academic integrity violation, s/he shall report the violation to the Program Director and Academic Dean within one (1) working day from when the alleged violation was identified.

7.2.2 The Academic Dean shall form an Academic Integrity Committee to further investigate the case, as follows:

- 7.2.2.1 The Committee may call the student and/or faculty member for the purpose of examining the evidence, as deemed necessary.
- 7.2.2.2 The Committee may question any witnesses or relevant parties, as deemed necessary.
- 7.2.2.3 Based on the evidence, the Academic Integrity Committee shall submit a detailed report of its findings to the Academic Dean, and may recommend an appropriate sanction, including but not limited to mandating the student to attend a workshop on academic integrity, applying a penalty in accordance with the Academic Integrity Severity rubric, the issuance of a warning letter, the issuance of a final warning letter, suspension for one academic term, suspension from academic program, and dismissal from ADSM.
- 7.2.2.4 The Academic Dean shall present the Committee's report to the Provost to determine a sanction, then communicate the final decision to the Office of Student Affairs to inform the student accordingly.
- 7.2.3 During the investigation of any academic integrity violation:
- 7.2.3.1 A student under investigation may not withdraw from the course in which the violation is allegedly committed.
- 7.2.3.2 A student may not graduate if any alleged violation of academic integrity remains unresolved.
- 7.2.3.3 Non-availability of any of the concerned parties will not hinder the continuation of the investigation.
- 7.2.3.4 Students may seek the Office of Student Affairs' advice about the policy and related procedures.
- 7.3. The student has the right to appeal the final decision reached following the formation of an Academic Integrity Committee, the student must comply with the following:
- 7.3.1 All appeals must be in writing and provide new information not considered previously.
- 7.3.2 All appeals must be submitted to the Office of Student Affairs within ten (10) working days from the decision date. The Office of Student Affairs shall forward the case to the Academic Integrity Committee to review, deliberate and decide. The Academic Integrity Committee's decision is final.
- 7.3.3 Appeals may result in the application of a lesser, identical or more severe sanction.
- 7.4. Record of Sanctions
- 7.4.1 All records of sanction for all cases will be maintained in the student information system.
- 7.4.2 ADSM may provide a record of sanction upon request from the student's sponsor.

7.4.3 A record of any sanction requiring action by the Office of Student Affairs will be placed in the student's file at the Office of Student Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels ADSM 5.r Student Academic Integrity Policy.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 08/03/2021
Approved by: Executive Committee	Minutes of Meeting held on 08/03/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	08/03/2021	Turnitin Similarity Index added to be used in determining the Severity of Violation

Next scheduled review: 08/03/2022

END OF DOCUMENT



Policy Name : Student Appeals Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 418 – Academic Integrity Policy

ADSM P 303 – Grade Approval and Change Policy

ADSM P 707 – Information Release Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 405 – Student Records Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide clear and accurate advice and guidance to ADSM students submitting an academic appeal or complaint, and ADSM's faculty and staff involved in handling or supporting appeals and complaints. The policy aims to define the rights of a student to raise an academic appeal and to seek resolution from ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner.

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM's faculty, students, and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Academic Appeal:** A procedure which allows students in certain circumstances to request a review of a decision relating to the application of ADSM's policies and procedures that has an impact on their academic standing.

3.2 **Academic Appeals Committee:** an ad hoc committee that consists of the Academic Dean, the relevant Program Director, and a third member of ADMS's faculty, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Academic Dean and is tasked with making decisions regarding students' academic appeals and complaints.

3.3 **Appeals Form:** an official ADSM form that the student fills detailing his/her academic appeal or complaint and submits to the Office of Student Affairs.

Section 4 : Policy Statement

4.1 The policy constitutes a clear statement on students' rights to submit an academic appeal and the processes that are to be followed by students when raising an appeal and by ADSM's staff processing and handling appeals.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within this policy.
- 6.2. Students wishing to request grade appeals shall follow the principles and procedures stipulated in the *Grade Approval and Change Policy*.
- 6.3. ADSM ensures that students are able to raise academic appeals without risk of disadvantage, by maintaining fairness, equity and transparency.
- 6.4. The Academic Appeals Committee ensures that appropriate action is taken following an appeal or complaint, and the Chair maintains formal records of appeals and complaints to demonstrate that the procedures set forth in this policy are implemented consistently.

Section 7 : Procedures

- 7.1. A student raising an academic appeal against a particular ADSM policy or application of a policy, shall complete and submit a signed Appeals Form to the Office of Student Affairs.
- 7.2. Once the Office of Student Affairs receives the complete form, the following procedure shall be followed:
- 7.2.1. The Office of Students Affairs advice, guides and encourages the student to engage in a constructive engagement with the appeals and complaints procedures without fear of being disadvantaged.

- 7.2.2. The Office of Student Affairs shall advise the student to meet with the relevant Program Director within one (1) week of raising the appeal, to resolve the situation amicably.
- 7.2.3. If the meeting does not occur or does not resolve the situation, the Office of Student Affairs shall raise the appeal to the Academic Dean.
- 7.2.4. The Academic Dean may schedule a meeting with the student or any other concerned parties for fact-finding purposes and to reach an informed decision on resolving the situation.
- 7.2.5. The Academic Dean shall convey his/her decision to all concerned parties within one (1) week of receiving the appeal.
- 7.2.6. If the student is not satisfied with the Academic Dean's decision, the Academic Dean shall form an Academic Appeals Committee to further investigate the situation.
- 7.2.7. The Academic Appeals Committee shall then conduct a fact-finding mission and has the right to request further information or to conduct interviews as it may deem necessary. The Committee shall notify all concerned parties of its decision within one (1) week of its formation.
- 7.2.8. If the student is not satisfied with the Academic Appeals Committee's decision, he/she has the right to raise an appeal with the President within one (1) week of receiving the Committee's decision.
- 7.2.9. The President may schedule a meeting with whomever is deemed necessary or appropriate. The President shall render a final, irrevocable decision and provide notice of a final decision within two (2) working days.
- 7.3. All formal records of appeals and complaints and the resolutions will be maintained by the Office of Students Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. The implementation of this policy cancels ADSM 5.s_Student Appeals Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT

Policy Name : Student Grievances Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 418 – Academic Integrity Policy

ADSM P 303 – Grade Approval and Change Policy

ADSM P 707 – Information Release Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 405 – Student Records Policy

Section 1 : Purpose

1.1 The purpose of this Policy is provide ADSM students with clear guidance on their rights in relation to grievances and the processes to be followed when raising a grievance at ADSM.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enrolled at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.

3.2 **Grievance Committee:** an ad-hock committee formed by the Academic Dean, and consists of the Director of Student Affairs, the relevant Program Director, and a third member of ADMS's faculty or staff, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Director of Student Affairs and is tasked with making decisions regarding students' grievances.

3.3 **Grievance Form:** an official ADSM form that the student fills detailing his/her grievance and submits to the Office of Student Affairs.

3.4 **Grievance Hearing:** a meeting that deals with any grievance raised by the grievant.

3.5 **Grievant:** a student wishing to raise a grievance.

3.6 **Preliminary Hearing:** a meeting to determine if there is enough information for a hearing to take place.



Section 4 : Policy Statement

4.1 This policy aims to clearly define the rights of a student to raise a grievance and sets the procedures by which ADSM shall investigate and resolve the matter.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM commits to providing its students with a timely method of resolving problems arising from alleged violations of ADSM policy.
- 6.2. This Policy shall be utilized by ADSM students for non-academic matters. The *Student Appeals Policy* and the *Grade Approval and Change Policy* shall govern issues that implicate a student's academic standing.
- 6.3. Students are advised to attempt to resolve each situation through informal channels. If, after making a good-faith effort to reach an amicable resolution, no resolution was reached, the student may utilize the procedures outlined within this policy to resolve the grievance.

Section 7 : Procedures

- 7.1. A Grievant raising a grievance against an alleged violation of a non-academic ADSM policy, shall complete and submit a signed Grievance Form to the Office of Student Affairs within ten (10) working days of becoming aware of the violation being committed against him/her.
- 7.2. The Director of Student Affairs shall inform the Academic Dean in order to form an appropriate Grievance Committee within five (5) working days.
- 7.3. The Grievance Committee shall arrange for a Preliminary Hearing with the Grievant and/or any other ADSM faculty, staff or students involved in the grievance case, as deemed appropriate, to determine the need to move forward with further investigation and arranging a Grievance Hearing.
- 7.4. If the Preliminary Hearing does not result in a grievance dismissal due to lack of information or grievance resolution, the Committee shall proceed with organizing a formal Grievance Hearing.
- 7.5. The Grievance Hearing requires the Grievant and other parties involved in the grievance case to submit evidence supporting their argument, as applicable. The Grievance Hearing shall be closed and



confidential, and the Committee's Chair shall keep a copy of any exhibits or documents the parties introduce as evidence during the hearing.

- 7.6. The Committee's Chair shall conduct the hearing and control it. The Grievant will begin the hearing by presenting his/her case, and has the right to call witnesses to appear in front of the Committee. Other parties involved in the grievance case shall have the opportunity to present as well.
- 7.7. The Committee may ask questions at any time, and may call for additional information.
- 7.8. At the discretion of the Committee's Chair, the Grievant and other parties involved in the grievance case may be permitted to ask questions of their own and the other party's witnesses.
- 7.9. Within five (5) working days of the close of the Hearing, the Committee shall write its decision, including its determination of whether or not the grievant proved his/her grievance and any recommended remedies, and shall deliver it to the President. The Committee will not keep any record of its deliberations.
- 7.10. Within five (5) working days of receiving the Committee's decision and recommendations, the President shall review these decisions and may accept, reject, modify, or restraint to the Committee its decision in whole or in part.
- 7.11. If the President restrains the decision, in whole or in part, the Committee shall reconsider the restrained issues, may revise its decision as it deems appropriate, and will send its revised decision (if revisions are made) and an explanation of its reconsideration to the President within five (5) working days of receiving the President's restraint.
- 7.12. The President will review the Committee's response and will make a final, irrevocable decision and provide notice of his/her decision to the Committee within two (2) working days.
- 7.13. The Grievance Committee shall notify the Grievant and other parties involved in the grievance case of the final decision.
- 7.14. All formal records related to student grievances and the resolutions will be maintained by the Office of Student Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels ADSM_5.t_ Student Grievance Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy Name : **Student Attendance Policy**

Related Documents : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020,
ADSM P 319 – Intensive Mode of Delivery Policy
ADSM P 301 – Grading and Assessment Policy
ADSM P 312 – Capstone Project Policy
ADSM P 316 – Course File Policy
ADSM P 300 – Program Specifications
ADSM P 320 – Teaching and Learning Methodologies Policy
ADSM P 417 – Academic Advising Policy
ADSM Student Handbook
ADSM Course Catalog
ADSM Quality Assurance Manual

Section 1 : **Purpose**

1.1 This Policy aims to set the requirements for students’ attendance and establish the guidelines for monitoring and reporting on students’ attendance rates.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all enrolled students at ADSM.

Section 3 : **Definitions**

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide its students with an academic schedule that accommodates their needs and encourages students to attend all class sessions by adopting a pedagogical approach that is engaging and interactive.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. The vast majority of ADSM students are working professionals. Therefore, ADSM shall provide an academic schedule that satisfies their needs while ensuring that delivery is underpinned by sound pedagogical principles, as follows:
- 6.1.1. Master of Business Administration (MBA) Program: courses delivered in an intensive mode, as stipulated in the *Intensive Modes of Course Delivery Policy*.
 - 6.1.2. Master of Science (MS) Programs: courses delivered during weekdays from 4:00 PM to 9:00 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy*.
- 6.2. ADSM expects students to attend all class sessions for the courses they are enrolled in. Students who fail to adhere to this will be subject to the following:
- 6.2.1. A 'W' grade will be awarded, as stipulated in the *Grading and Assessment Policy*, if a student does not attend a minimum of 30% of class sessions, without providing a valid and official justification of absence. Students in this case will be considered Withdrawn and will be required to retake the course.
 - 6.2.2. A 'W' grade will be automatically awarded, as stipulated in the *Grading and Assessment Policy*, if a student does not attend a minimum of 50% of class sessions, even if a valid and official justification of absence is provided.
- 6.3. Attendance is mandatory in specific sessions that include, but are not limited to, the following:
- 6.3.1. Controlled and formative assessments as stipulated in the *Grading and Assessment Policy*.
 - 6.3.2. Presentations and activities related to the following courses, as students will be required to present and discuss their work:
 - 6.3.2.1 Capstone Project – Business Analytics in the Master of Science in Business Analytics program, as stipulated in the *Capstone Project Policy*.
 - 6.3.2.2 Signature Learning Experience (SLE) in the Master of Business Administration program.
- 6.4. ADSM shall adapt teaching and learning methodologies that encourage students to attend and participate in class sessions, as stipulated in the *Teaching and Learning Methodologies Policy*.



- 6.5. ADSM shall monitor, examine, and report on students' attendance to determine its effect on attrition, retention, and graduation rates.
- 6.6. ADSM shall include students' attendance reports in course files, as stipulated in the *Course File Policy*.
- 6.7. ADSM shall conduct annual critical self-evaluative reviews of student outcomes include attendance rates with associated improvement action plans, as stipulated in Section 7.2 of this policy.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall support Program Directors and faculty in recording, monitoring, and reporting on students' attendance.
- 7.2. Faculty shall record the attendance for each class session on the Learning Management System (LMS).
- 7.3. At the end of each course, faculty shall download the attendance report from LMS to be included in the related Course File, as per the stipulations of the *Course File Policy*.
- 7.4. Based on the attendance report, and if the student does not provide valid and official documentation to justify their absence, faculty shall apply article 6.2 of this Policy as follows:
 - 7.4.1. For the MBA Program:
 - 7.4.1.1 A 'W' grade will be awarded if the student does not attend more than one (1) of the sessions held on Friday or Saturday.
 - 7.4.1.2 A 'W' grade will be awarded if the student does not attend more than two (2) of the sessions held on Wednesday or Thursday.
 - 7.4.2. For the MS Programs:
 - 7.4.2.1 A 'W' grade will be awarded if the student does not attend four (4) or more of the class sessions.
- 7.5. If a student provides valid and official documentation to justify not attending more than 30% of class sessions, he/she must arrange makeup sessions with the teaching faculty to avoid the application of article 7.4 of this policy.
 - 7.5.1. Students may seek the support of their Academic Advisor as set in the *Academic Advising Policy*.
- 7.6. Acceptable justifications for absence are restricted to personal or immediate family medical reasons, immediate family bereavement, mandatory governmental and security circumstances provided for by law, and natural or national emergency related conditions. All other justifications for absence will be considered on their merits by the Office of Students Affairs.



- 7.7. The Academic Dean and Program Directors shall utilize attendance reports to produce course and program level Critical Self-Evaluation Reports and other purposes as set in the Quality Assurance Manual.
- 7.8. The Academic Dean and Program Directors shall ensure that attendance is included in course files, as stipulated in the *Course File Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this Policy and report violations.


Section 9 : Cancellations

- 9.1. None.

Section 10 : Review Statement

- 10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 08/03/2021
Approved by: Executive Committee	Minutes of Meeting held on 08/03/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	11/01/2021	Revised in accordance with Executive Decision ADSM/572/18-06/2020.



2	08/03/2021	Articles 6.2 and 7.4 added to mandate awarding a 'W' grade to students who miss more than 30% of class sessions, and to allow exemptions to be made if students provide a valid justification of absence, providing that makeup sessions are arranged and absence does not exceed 50% of class sessions.
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Next scheduled review: 08/03/2022

END OF DOCUMENT

Policy Name : Student Enrolment Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 401 – Graduate Admissions Policy

ADSM P 307 – Graduate Completion Requirements Policy

ADSM P 411 – Student Finance Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 300 – Program Specification Policy

ADSM Reporting Protocol

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that student enrolments are managed consistently throughout each program and to define the procedures for managing student enrolment.

Section 2 : Scope and applicability

2.1 This Policy applies to all ADSM's faculty, staff, and students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Enrolment Period:** the prescribed period in which students must be enrolled in their program.

3.2 **Leave of Absence:** a period of approved leave from the program, granted to students by the Office of Student Affairs.

3.3 **Not Active Students:** a student is considered not active if he/she did not enroll in any courses for two consecutive terms without obtaining an approved Leave of Absence.

3.4 **Restricted Enrolment:** restrictions imposed by the Academic Dean on the number of courses a student may enroll in based on his/her academic standing.

3.5 **Suspension:** a penalty imposed by the School whereby a student is prevented from enrolling for a defined period, for academic or non-academic reasons, including non-payment of tuition fees.

3.6 **Withdrawal:** a notification from a student to withdraw from his/her program of study.

3.7 **Retention Rate:** the percentage of students enrolled in an academic term and either graduate or continue to enroll in courses in the next academic term.

3.8 **Attrition Rate:** the reciprocal of Retention Rate.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with clear guidelines on the rules and procedures to enroll in courses required to complete their program of study and shall work to accommodate students when possible.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Students may complete their program of study on Full Time or Part Time Basis, as follows:

6.1.1. On a Full-Time basis, students will be eligible to complete their program of study as follows:

6.1.1.1 In Five (5) terms for Master of Business Administration and Master of Science in Business Analytics.

6.1.1.2 In Four (4) terms for Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development.

6.1.1.3 Student's Enrolment Period in the Master of Business Administration and Master of Science in Business Analytics shall not be less than 15 months or more than 36 months.

6.1.1.4 Student's Enrolment Period in the Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development shall not be less than 12 months or more than 36 months.

6.1.2. On a Part-Time basis, students' enrollment period in their program of study shall not exceed 60 months.

6.1.2.1 The Office of Student Affairs shall work with Part-Time students to devise a study plan that is in compliance with the specifications of their program of study as stipulated in the Comprehensive Program Specifications Document (CPSD) and the *Program Specifications Policy*.

- 6.2. To participate in classes and other educational activities at ADSM, and to receive a final grade for the courses completed, a student must be formally enrolled in his/her program of study.
- 6.3. The Office of Student Affairs shall offer the courses scheduled for each academic term and notify students to enroll in the courses offered to their cohort or their individual study plan, if applicable.
- 6.4. Students are responsible to ensure that they are correctly enrolled in each course required for them to progress in their program of study, and may seek clarifications from the Office of Student Affairs or from their Academic Advisor.
- 6.5. Students are required to self-enroll in courses via the ADSM Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions.
- 6.6. Enrolment deadlines for ADSM programs are set as follows:
 - 6.6.1. For the Master of Business Administration program: students are allowed to enroll in the program on or before the second course as per the course delivery sequence in the study plan, providing that this is prior to delivering the Innovation course.
 - 6.6.2. For the Master of Science programs: students are allowed to enroll no later the first week in the first term of the program for a given cohort.
- 6.7. Students will be considered to be enrolled in their program of study from the time they enroll until the student either:
 - 6.7.1. Completes the program of study, in which a status of 'Academic Requirements Met' is initially granted, and subsequently changed to 'Graduated';
 - 6.7.2. Withdraws from the program of study, in which case a status of 'Withdrawn' is granted, and the student is included in the calculation of Attrition Rates;
 - 6.7.3. Is academically suspended from study;
 - 6.7.4. Is administratively suspended from study for non-academic matters in accordance with the *Student Disciplinary Policy* or for nonpayment of tuition fees;
 - 6.7.5. Fails to enroll in any course during the first term of study, in which case the status is changed to 'No Show' and the student is not included in the calculation of Attrition Rates;
 - 6.7.6. Becomes 'Not Active' due to failing to enroll in any course for two consecutive terms, as follows:

- 6.7.6.1 A student's status may be changed to 'Enrolled – NA' if the student does not enroll in any courses during any given term;
- 6.7.6.2 following two consecutive terms of being 'Enrolled – NA' the status is changed to 'Not Active', but and the student is not included in the calculation of Attrition Rates;
- 6.7.7. Remains in a 'Not Active' status for one term, in which case the status is changed to 'Administrative Withdrawal' and the student is included in the calculation of Attrition Rates;
- 6.7.8. Has been excluded for not meeting post-enrollment conditions as outlined in the *Graduate Admissions Policy*.
- 6.8. Enrolment Periods for all ADSM courses are set so that students are allowed to enroll in the course before the second session of the course to ensure that the required contact hours are met as per the applicable CAA Standards.
- 6.9. Students required to complete bridging or remedial courses, as stipulated in the *Graduate Admissions Policy*, may enroll in credit-bearing courses only after they have successfully completed the non-credit bridging or remedial courses.
- 6.10. Students may enroll in courses subject to the following:
- 6.10.1. They enroll within the prescribed Enrolment Period, as outlined in article 6.6.
- 6.10.2. The course is part of the program for which they are enrolled;
- 6.10.3. The student does not have a restriction placed on his/her enrolment;
- 6.10.4. The course is offered in the given term;
- The student has met all post enrolment conditions, if applicable, as stipulated in the *Graduate Admissions Policy*;
- 6.10.5. The student does not have any outstanding financial obligations to ADSM;
- 6.11. A student who is refused continuation of enrolment, through suspension, exclusion or expulsion may not enroll in any course or attend any class.
- 6.12. Students may request late enrolment in courses after the closing period stipulated in article 6.7., providing that the reasons for not enrolling within the specific period were beyond their control, such as technical issues. In which case, students must apply for permission to enroll to the Academic Dean, and upon his/her approval, the Office of Student Affairs shall enroll the student.
- 6.13. Students may apply for a Leave of Absence from their program of study, as follows:

- 6.13.1. Students are eligible to apply for a Leave of Absence before the end of the fourth week of the term for which the Leave is sought;
- 6.13.2. To apply for a Leave of Absence, students must submit a written request to the Office of Student Affairs and commence their Leave based on an approval from the Director of Student Affairs.
- 6.13.3. Students may take a Leave of Absence for up to three (3) consecutive terms, after which they need to resume studies or re-apply to their program of study as stipulated in the *Graduate Admissions Policy*.
- 6.13.4. Students may apply to the Director of Student Affairs to extend their leave of absence beyond three (3) consecutive terms, for which an approval form the Academic Dean will be required.
- 6.13.5. Students should note that the Program rules and conditions under which they originally enrolled may change during their period of leave and that they will be subject to the rules and conditions as they apply at the time that they return to their program.
- 6.14. Students are responsible for ensuring that their personal and contact details are up to date to avoid missing out on course offerings.
- 6.15. Students must submit a written notification of name change to the Office of Student Affairs, accompanied by documentary evidence.
- 6.16. The ADSM email account, SMS text messaging, and mobile application push notifications will be used by ADSM as the primary sources for providing notices and information such as course offerings, enrollment periods, the release of grades, etc.
- 6.16.1. Students must use their ADSM email account when corresponding with the School. Emails sent from accounts other than the ADSM student email accounts may not be responded to.
- 6.16.2. Students must check their ADSM emails regularly to ensure that information is received in a timely manner.

Section 7 : Procedures

- 7.1 The Office of Student Affairs shall offer courses and send notifications to students to enroll in offered courses in a timely manner and in accordance with the approved academic schedule.
- 7.2 Students may apply to take a Leave of Absence in accordance with Principle 6.12 of this policy:
- 7.2.1 The Office of Student Affairs shall update students' status accordingly.

- 7.2.2 Students may apply to the Director of Student Affairs to extend their leave of absence beyond three (3) consecutive terms two (2) prior to their approved Leave ending. In which case, the request shall be forwarded to the Academic Dean for approval. The Director of Student Affairs shall notify the student of the Academic Dean's decision with two (2) days of receiving it.
- 7.3 All students with a status of Not Active or Withdrawn and who wish to be readmitted should contact the Director of Student Affairs, who will review their academic standing and submit a report to the Academic Dean and the respective Program Director to make a decision in this regard. The Director of Student Affairs shall notify the student accordingly.
- 7.4 Retention and Attrition Rates are calculated in accordance with *ADSM's Reporting Protocol*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels *ADSM_5.u_Enrollment Policy*.

Section 10 : Review Statement

- 10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 08/03/2021
Approved by: Executive Committee	Minutes of Meeting held on 08/03/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	10/08/2020	Full Time and Part Time mode of study defined.
2	11/01/2021	MBA Enrollment period amended to be before the start of the second course. Part Time Enrollment defined.
3	01/02/2021	Retention and Attrition Rates defined.
4	08/03/2021	'No Show' and 'Administrative Withdrawal' statuses added to article 6.7

Next scheduled review: 08/03/2022

END OF DOCUMENT

Subject : **Library Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020,
ADSM P 414 – Student Rights and Responsibilities Policy
ADSM P 603 – Appropriate Use of Technology Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 108 – Copyright and Intellectual Property Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy
Student Handbook

Section 1 : Purpose

1.1 The purpose of this Policy is to provide high quality learning resources and academic learning services to ADSM's community including access to educational resources, new users' training, orientations, academic learning coaching, referencing services, access to databases, internet access, photocopying and printing services.

Section 2 : Scope and applicability

2.1 This policy is applicable to all users of ADSM Library and its facilities, functions, and services.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Physical Resources:** Books, journals, and other resources that are provided in printed format and available in the library.
- 3.2 **Electronic Resources:** Electronic books, journals, and other resources available either in the library's database or via subscription to online databases.
- 3.3 **Text Books:** Books that are part of mandatory reading in the course syllabus.

- 3.4 **Reference Books:** Books that are part of extra reading in the course syllabus or are recommended by faculty for research-related activities.
- 3.5 **General Collection:** Books and other resources that are not related directly to course syllabi.
- 3.6 **Library Resources:** all resources available under the Library's custodian, including but not limited to, Physical Resources, Electronic Resources, Text Books, Reference Books, and General Collection.
- 3.7 **Circulation:** The process of borrowing any of the library resources temporarily.
- 3.8 **Library Users:** ADSM's Academic and Non-academic staff, ADSM's registered/current and alumni/graduate students, any other students enrolled in ADSM courses as approved by the Library Committee, Academic and Non-academic staff and students of other universities, as approved by the Library Committee.
- 3.9 **Library Committee:** a committee chaired by the Academic Dean and includes representatives from other departments on a need basis. The Library Committee governs the Library and ensures its ability to fulfill its purpose as stipulated in Section 1 of this policy.
- 3.10 **Librarian:** a dedicated ADSM staff member responsible for providing services at the Library, supporting Library Users, and acts as the secretary for the Library Committee.
- 3.11 **Academic Support Center:** a dedicated center that supports the academic development and education goals of students by utilizing the Library Resources.
- 3.12 **Academic Learning Coach(s):** dedicated ADSM staff member, who provides support and guidance to students to help lead them to academic success.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide the highest level of service to all library users through usefully organized and appropriate resources and to guarantee accurate, unbiased, and courteous responses to all requests.

Section 5 : Exclusions

- 5.1 None.

Section 6 : Principles

- 6.1 ADSM's focus, since its inception, has been on having access to excellent digital resources. ADSM is a postgraduate only institution and majority of its student body are working professionals who visit the campus only during the class hours. To address the student body's needs, ADSM focused almost exclusively on electronic resources that can be accessed by busy professionals from off-campus sites and further develops and extends each student's *QF Emirates CoreLife Skills* (Information, Organizing self and Technology (ICT)).
- 6.2 ADSM subscribes to ProQuest Business Premium Collection, one of the largest online databases in the world. ProQuest Business Premium Collection functions as the ADSM e-library and is the primary academic research and information source for students and faculty researchers. ADSM incorporates 'PDF Drive' to its e-library resources, a search engine for PDF files that is continually increased with additional material. The search engine had an inventory of over 76,403,073 eBooks.
- 6.3 The use of Library Resources shall adhere to the following:
- 6.3.1 All library users must adhere to ADSM's principles on the appropriate use of technology, as stipulated in the *Appropriate Use of Technology Policy*.
 - 6.3.2 Public workstations are available for research, learning, and teaching support; all users must adhere to ADSM's *Appropriate Use of Technology Policy*.
 - 6.3.3 ADSM's registered/current and alumni/graduate students, or any other students enrolled in ADSM courses as approved by the Library Committee must adhere to ADSM's *Code of Conduct Policy* and *Student Rights and Responsibility Policy* while using the library.
 - 6.3.4 The use of ADSM's library is subject to the principles of ADSM's *Occupational, Environment, Health and Safety Policy* to ensure a safe and secure environment for all library users.
 - 6.3.5 Library users must maintain intellectual property rights in accordance with the principles set by *Copyright and Intellectual Property Policy*.
- 6.4 Membership to ADSM's library is granted to all Library Users.
- 6.5 ADSM's Library provide services to fulfill its purpose and satisfy the diverse needs of all library users; this includes but is not limited to the following:

- 6.5.1 Circulation and reservation of library resources.
- 6.5.2 Printing, in accordance with the *Appropriate Use of Technology Policy*.
- 6.5.3 Guidance on referencing and appropriate use of library resources.
- 6.5.4 Internet access.
- 6.5.5 Orientation programs.
- 6.5.6 Access to online catalogs and e-Journals.
- 6.5.7 Access to Audiovisuals/Multimedia.
- 6.6 General rules for Library Users:
 - 6.6.1 General rules for library use are set and approved by the Library Committee to ensure a safe and positive experience for all library users.
 - 6.6.2 The rules are accessible to all library users via proper means such as the Student Handbook and the Library's webpage.
 - 6.6.3 The rules set the library users' rights and responsibilities and are in accordance with ADSM's related policies and procedures.
- 6.7 ADSM's Library shall operate in hours that accommodate all library users' needs, and in accordance with class schedules.
- 6.8 ADSM's library collection will be developed and maintained to ensure the library's ability to fulfill its purpose, in accordance with the following principles:
 - 6.8.1 The library collection development is managed by the Library Committee, which will guide the selection and acquisition of resources in consultation with the faculty and satisfy program requirements.
 - 6.8.2 Cost-efficient and best practice models will be incorporated in the decision-making process to maintain the collection in all formats.
 - 6.8.3 The Library Committee will work to acquire resources that support and enhance teaching and research practice.
 - 6.8.4 The Library Committee will implement collection management procedures to build and maintain print, electronic, and media resources.

- 6.8.5 The Library Committee will expand access to information through resource sharing and other cooperative agreements with libraries locally, regionally, nationally, and worldwide
- 6.8.6 The Library Committee will take decisions to purchase multiple copies based on demand in accordance with class assignments, course reserves, the status of title or author, or high circulation of specific resources.
- 6.8.7 The Library Committee can withdraw resources if mutilated, defective or outdated.
- 6.9 Library users are entitled to borrow library resources under the following principles:
- 6.9.1 The Librarian is responsible for managing the borrowing process.
- 6.9.2 A photo ID must be presented for each borrowing transaction.
- 6.9.3 Borrowed resources are for personal use only, library users are not permitted to loan them to a third party.
- 6.9.4 Library users may not be permitted to borrow resources in case of having outstanding fines.
- 6.9.5 Library users are not permitted to borrow two copies of the same resource.
- 6.9.6 borrowed resources should be returned to the library within the permitted loan period
- 6.9.7 Borrowing a resource will be prohibited if only one copy is available.
- 6.9.8 Library users are not permitted to take borrowed resources out of UAE without written permission from the Library Committee.
- 6.9.9 ADSM faculty may borrow resources for one term only, and they must return these resources at the end of such term.
- 6.9.10 Borrowing procedure varies according to the following chart:

Books			
<i>Library Users</i>	<i>Loan Period</i>	<i>Number of Resources</i>	<i>Renewals</i>
ADSM Students	30 days	3	1
ADSM Faculty	1 term	5	1
ADSM Staff	15 days	5	1
Newspapers and Magazines			
All users	No		No

Audio Video Material

All users	5 days maximum	No
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6.10 Applicable fines:

6.10.1 The Library Committee determines applicable fines.

6.10.2 Violating the principles of borrowing resources may incur fines.

6.10.3 Failure to return borrowed resources may entail accumulated fines, cost of replacement or administration fees with borrowing rights suspended.

6.11 The Academic Learning Coach(s) may utilize the Library Resources to support students at the Academic Support Center, as follows:

6.11.1 Provide guidance on suitable resources in accordance with students' needs.

6.11.2 Utilize Library Resources during support sessions, in which they provide support in relation to academic writing, academic integrity, research skills, and other topics as deemed appropriate.

Section 7 : Procedures

7.1. The Librarian will, upon need arise, call the Library Committee to meet to discuss and approve:

7.1.1 Adding, eliminating, lending, and any other actions related to library resources and collection.

7.1.2 Propose change, addition, removal of any part of library policy and any other related documents.

7.1.3 Add or remove groups to the approved list of library uses.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Librarian shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels ADSM 6.a Library policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Support Manager	 01-02-2021
Recommended by: Academic Council	Minutes of Meeting held on 01/02/2021
Approved by: Executive Committee	Minutes of Meeting held on 01/02/2021

Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	01/02/2021	Annual review completed, Policy Owner changed to be the appointed Academic Support Manager

Next scheduled review: 01/02/2022

END OF DOCUMENT



Policy Name : Appropriate Use of Technology Policy

Related : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 219 – Confidentiality Policy

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 604 – Equipment and Software Technology Support Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary policy

ADSM P 115 – Code of Conduct Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide a framework for the appropriate use of ADSM Information Technology (IT) systems and services that effectively supports the mission and learning objectives of the institution. The policy seeks to make ADSM Information Technology users aware of what constitutes acceptable use of ADSM systems and services and their rights, responsibilities and restrictions while using ADSM Information Technology systems and services.

Section 2 : Scope and applicability

2.1 This policy shall apply to all students, faculty and staff at ADSM. The policy shall also apply to visitors or contractors who use ADSM IT systems and services.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **User:** A “user” is any person who is authorized to use ADSM IT systems and services. A user will normally have a user account assigned to them.

3.2 **IT Systems:** IT Systems include all computer hardware, software, data and telecommunication devices owned, managed or operated on behalf of ADSM.



Section 4 : Policy Statement

4.1 ADSM strives to clearly define for all its community members what are acceptable and unacceptable uses of the ADSM technology resources and infrastructure. The policy seeks to ensure that the School's infrastructure is being used in support of the institutional mission of teaching, learning and research. ADSM does not tolerate the abuse and misuse of its technology infrastructure and the policy establishes processes for addressing misuse of IT infrastructure and the penalties for such violations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. General Principles (See *Code of Conduct Policy*)

- 6.1.1 Users are expected to use computer, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School. IT Systems may be used only for their authorized purposes -- that is, to support the research, education, administrative, and other functions of the School.
- 6.1.2 Computer abuse affects everyone who uses computing facilities and results in significant expense to the School. The same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment.
- 6.1.3 Access to the School computing facilities and information resources is a privilege granted to the School's students, faculty, administrators, and staff.
- 6.1.4 Access to the School's computing facilities and information resources may be restricted or terminated at the School's sole discretion based on the following factors: failure to comply with relevant laws and contractual obligations (including the terms of any license agreements); the risk of damage or loss to the School; the impact of a violation upon the community or third parties; and costs incurred by the School in responding to abuses of the system.
- 6.1.5 School IT facilities may not be used in ways that violate the privacy rights of individuals, the School's confidentiality policy, copyright policy, intellectual property regulations or related laws.

- 6.1.6 All electronic and telephonic communication systems and all communications and stored information sent, received, created on, or contained in the ADSM systems are the property of the School, and as such, are to be used for job-related purposes. While members of the ADSM community may make incidental personal use of ADSM technology resources, it must be done in accordance with all School policies and relevant laws and at a level that is determined to be reasonable with respect to the use of School resources.
- 6.1.7 Information resources licensed by the School for the use of its students, faculty, or staff, such as site-licensed software, may not be retransmitted for use outside of the School community.
- 6.1.8 Network, and telephone services and wiring may not be modified or extended beyond the area of their intended use. This applies to all wiring, hardware, and in-room jacks. Users should refer to the Equipment and Software Technology Support Policy if the provided resources require modification.

6.2. Authorized Use of IT Systems

- 6.2.1. All members of the ADSM community who use the School's computing resources must act responsibly. This includes, but is not limited to, respecting the rights of other computer users, abiding by all pertinent licensing and contractual agreements, and taking reasonable steps to protect the security of one's computer and electronic identity (i.e. changing passwords frequently, logging off each time you leave your computer, locking computer, etc.).
- 6.2.2. Users must exercise caution while dealing with confidential School data. They should not be stored on personal devices or external storage devices. They should be stored on School network drives which are backed-up and for which access is controlled by the IT unit.
- 6.2.3. Users should handle IT systems with care and will be held accountable for damage of IT systems and the School reserves the right to recover the costs associated with the damage. Users are not expected to move IT equipment without authorization from the IT unit. Users are required to report any such damage to the IT unit.
- 6.2.4. Users should exercise restraint while using shared IT resources and must refrain from use that excessively increases network traffic.
- 6.2.5. Users are entitled to access only those IT Systems of the School for which they have been granted authorization to use. Users should not attempt to access other user's accounts or find out their

passwords. Users must not share their account details with other users and will be held accountable for any activity arising from their account.

6.3. Monitoring of IT systems

6.3.1. ADSM reserves the right to monitor or intercept any of its IT systems, in its sole discretion, with or without notice, including but not limited to system logs, web pages, email messages, network account or any other data on any its computer or telecommunication systems.

6.3.2. Monitoring or intercepting of IT devices may be initiated in response to the following reasons:

- Protecting the School from liability;
- Complying with requirements or investigating violations of applicable UAE laws, regulations, or School policies;
- Preventing or detecting potential criminal activities;
- Investigating or detecting unauthorized use of telecommunication systems;
- Ensuring that use of IT systems are business-related;
- Securing effective system operation

6.3.3. ADSM may remove any IT equipment from its network if it is deemed to be interfering with the operation of the network.

6.3.4. For security/legal purposes ADSM may record and keep audit data generated when users access computer and other systems at the School.

6.3.5. ADSM reserves the right to take appropriate action including reporting to the Police in case of identification of any activity considered to be unlawful activity on its IT network.

6.4. Copyright Rules (See *Copyright and Intellectual Property Policy*)

6.4.1. Users are required to comply with applicable UAE legislation on copyrights, ADSM Copyright Policy and the copyright requirements of software or data used.

6.4.2. Unauthorized copying and usage of School's digital resources may lead to disciplinary action.

6.4.3. Users are not allowed to download on to School computers materials that may cause potential infringement of copyrights. Users must not install software on School computer software that are not licensed for use by the School. Users must contact IT staff if they require any software to be copied for teaching or research purpose.

6.4.4. Users must not attempt to copy any School-owned software on to their personal computing devices without explicit approval from the Technology and Learning Systems Manager.

6.5. Inappropriate Use

6.5.1. Users must not delete, alter or cause damage to any School software and/or hardware.

6.5.2. Users must not engage in activities that will compromise ADSM IT security systems.

6.5.3. Users must not use ADSM computing systems for storage, creation, downloading or dissemination of material that is of threatening, harassing, defaming or intimidating nature. Examples include offensive, hateful, violent, discriminatory, obscene or indecent images or material.

6.5.4. Users must not engage in the distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.

6.5.5. Users must not undertake any hacking activities and should not distribute or launch computer viruses, worms, or other rogue programs.

6.5.6. Users are prohibited from impersonating or misrepresentation of one's identity.

6.5.7. Users must refrain from activities that violate ADSM's contractual obligations including within software licensing agreements.

6.5.8. Users must not engage in activities that will potentially disrupt the work of other users or will prevent them from accessing ADSM IT systems and services.

6.5.9. Users shall not attempt to gain access to data or systems that they are not authorized to use.

6.5.10. Users must avoid sending unwanted e-mail such as chain letters, jokes, or unwanted attachments.

6.5.11. Users must not send emails with materials that constitute violation of copyright laws or other School policies or are offensive in nature.

6.5.12. Users must not forge email messages and emails can be sent on behalf of other users only with their explicit permission.

6.6. Complaints of Alleged Violations: If a staff member or student believes that they have been subject to an alleged violation of this policy or have observed a violation of this policy may report the violation along with applicable evidence as per the reporting procedure outlined in article 7.1.

6.7. Penalties of Violations: Violations of this policy are governed by the school's disciplinary policies including the *Faculty and Staff Discipline Policy* and *Student Disciplinary Policy*. A range of penalties may be imposed depending on the severity of violations. Penalties include, but are not limited to:

- 6.7.1 Temporary or permanent suspension of user's right to access ADSM IT systems
- 6.7.2 Remove materials uploaded by the user
- 6.7.3 Depending on the severity of the violation, ADSM may choose to report the violation to the Police or other law enforcement agencies.

Section 7 : Procedures

7.1. Reporting Policy Violation

- 7.1.1. If a staff member is aware of violation of this policy or has been adversely affected by an alleged violation, the staff member must report the violation to their direct supervisor and the Technology and Learning Systems Manager. The staff member must provide any evidence that they have of the alleged violation.
- 7.1.2. A student who is subject to or is aware of a violation of this policy should report the matter to the Program Director and/or the Academic Dean. The Program Director and/or the Academic Dean will forward the complaint to the Technology and Learning Systems Manager for investigation.
- 7.2. Alleged violations will be investigated by the Technology and Learning Systems Manager in the first instance.
- 7.3. The outcome of the investigation will be forwarded to the relevant Disciplinary Committee for investigation and action in accordance with the provisions in the relevant policy, as stated in article 6.7.
 - 7.3.1. The Disciplinary Committee may invite the Technology and Learning Systems Manager to participate in the meeting(s) investigating the alleged violation.
 - 7.3.2. The Committee may decide to dismiss the allegation or impose one of the penalties as stated in section 6.7 of this policy or as per the relevant policy.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Technology and Learning Systems Director shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels ADSM_7.d_ Appropriate Use of Technology Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Technology and Learning Systems Director	<i>Wasim Fadloun</i>
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT



Policy : **Student Involvement in Research Policy**

Related : Standards for Licensure and Accreditation 2019, CAA

Documents MoE (2020) Framework for the Compliance Inspection of Higher Education Institutions
Student Handbook
ADSM P 410 – Student Activities Policy
ADSM Research Strategy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide a general framework for students' participation in ADSM's research activities and the possible areas of their contribution to the School's mission.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students of Abu Dhabi School of Management.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide clear guidelines for students' participation in research events such as conferences, research seminars and training workshops, joint research projects and publications with faculty, student research competitions and exhibitions. As well as providing research training and exposure opportunities for graduate students of ADSM

Section 5 : **Exclusions**

5.1. None.

Section 6 : **Principles**

6.1. ADSM strives to recognize and encourage quality research in key strategic areas of national importance through the active involvement of both faculty and students.

- 6.2. ADSM initiates and supports activities related to students' research including participation in research seminars and training workshops, joint research projects and publications with faculty, student research competitions and exhibitions.
- 6.3. ADSM provides strong motivation to students to pursue publishing research papers jointly with their teaching faculty through supporting student participation in research conferences and seminars.
- 6.4. ADSM allocates appropriate funding to support student participation in different research events and initiatives. This support should be aligned with *ADSM Research Strategy*.
- 6.5. ADSM through its programs provides research training for all of its students. All programs have a research component.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall announce research activities and events to all students in coordination with the Director of Research.
- 7.2. Students may form a research related club in accordance with the principles of the *Student Activities Policy*.
- 7.3. Students are eligible to receive funding support to participate in scientific conferences, training workshops and research competitions, subject to the following:
 - 7.3.1 The research activity should be in line with ADSM Research Strategy.
 - 7.3.2 Students shall provide all supporting documents regarding attending the conference or other research event including invitation letter, event program, and estimated budget (if any).
 - 7.3.3 Students should submit the request to participate in writing to the Director of Research through their Academic Adviser.
 - 7.3.4 The Director of Research shall review the request, and recommend it to the Academic Dean, if approved.
 - 7.3.5 The Academic Dean shall then obtain the President's approval.
 - 7.3.6 Subject to the President's approval, the Office of Student Affairs shall make all arrangements.
 - 7.3.7 Participating students shall present the outcomes of their participation to other students and faculty through a Research seminar in coordination with the Director of Research.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. None.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 05/04/2021
Approved by: Executive Committee	Minutes of Meeting held on 05/04/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed

Next scheduled review: 05/04/2022

END OF DOCUMENT

Policy Name : Community Engagement Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020.

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 302 – Academic Program Advisory Committee(s) Policy

ADSM P 410 – Student Activities Policy

ADSM P 421 – Alumni Relations Policy

ADSM P 408 – Career Services Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to establish a framework by which ADSM is able to develop collaborative external partnerships that yield mutually beneficial outcomes for the community it belongs to, and to all the institution's faculty, staff, and students.

Section 2 : Scope and applicability

2.1 This policy shall apply to all faculty, staff, and students at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Community Engagement Plan:** a detailed plan specifically developed to engage with the community, and identify opportunities that positively contribute to maintaining productive relationships with the community, and promote the School's activities and services.

3.2 **Community Engagement Officer:** a dedicated staff member within the Office of Student Affairs, whose main focus is establishing internal and external relationships, facilitation, and/or delivery of ADSM's community engagement activities that involve direct contact with ADSM's community.

3.3 **Community Engagement Calendar:** an events calendar that comprehensively lists all activities and events planned under the Community Engagement Plan.

- 3.4 **Community Engagement Evaluation:** a periodical process to measure, evaluate and improve the effectiveness of the Community Engagement Program.
- 3.5 **Academic Program Advisory Committees:** advisory committees formed for each academic program at ADSM, and comprised from representatives of various employers within the community.

Section 4 : Policy Statement

- 4.1. As an institution, ADSM shall develop mechanisms to maintain productive relationships between its faculty, staff, and students, and the community it belongs to, including but not limited to, employers, other education providers, and alumni.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Community Engagement as a function will be contained within the Office of Student Affairs.
- 6.2. The Community Engagement Officer will report directly to the Director of Student Affairs.
- 6.3. A comprehensive Community Engagement Plan will be prepared for each Academic Year, it shall include events and activities that aim to develop and maintain productive relationships with the community.
- 6.4. The Community Engagement Plan shall take into consideration events and occasions that are within an educational context, and/or relevant to the UAE community.
- 6.5. The Community Engagement initiatives will focus on activities and events that advance the mission of the School and should overlap with and reinforce the key functions of the School such as teaching, learning and research.
- 6.6. Faculty and staff are expected to positively contribute to the community engagement initiatives of ADSM. This may take different forms based on employee interest and time commitments. Examples of activities include membership in professional organizations in one's discipline, particularly in leadership roles, serving on boards of schools, organizing conferences, delivering lectures and disseminating knowledge that is beneficial to the community, organizing events to promote public awareness, applying one's academic expertise in the local community, undertake activities to support research initiatives in the

community etc. Structured opportunities shall be provided for faculty, staff, and students, to provide input and feedback in regards to the proposed events and activities, via the Community Engagement Survey, and any other appropriate channel.

- 6.7. The members of each Academic Program Advisory Committee shall be appointed in accordance with the principles of the *Academic Program Advisory Committee(s) Policy*.
- 6.8. Program Advisory Committees will serve as a conduit between ADSM and its community of employers and will focus on engaging with employers and interlinking with community organizations, associations and institutions, in order to facilitate the accomplishment of the relevant program's educational goals.
- 6.9. ADSM shall offer lifelong learning opportunities to its community in accordance with the *Continuous Education and Lifelong Learning Policy*.
- 6.10. ADSM considers its alumni as an important constituent of its community and will actively engage with the community by organizing events, providing opportunities for alumni professional development and developing a platform for alumni networking, as per the *Alumni Relations Policy*.
- 6.11. The Community Engagement Plan shall be reviewed and updated annually to ensure its relevance and ability to achieve the required outcomes, including events that focus on career development, as stipulated in the *Career Services Policy*.
- 6.12. The Community Engagement Officer shall be responsible for conducting an annual critical self-evaluation, and presenting the results to the Director of Student Affairs.
- 6.13. The Director of Student Affairs shall work with the Community Engagement Officer to update the Community Engagement Plan to take into consideration the input from faculty, staff and students.
- 6.14. The Community Engagement Officer will facilitate the implementation of the activities and events under the supervision of the Director of Student Affairs.

Section 7 : Procedures

- 7.1. The Director of Student Affairs in collaboration with the Academic Dean will prepare the Community Engagement Plan for each academic year and obtain the President's approval prior to the start of the academic year.

7.2. The Community Engagement Officer will conduct various activities to measure the satisfaction with the Community Engagement Plan, evaluate the effectiveness of its activities and events and prepare an improvement plan to the Director of Student Affairs for Approval.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels ADSM 11.a Community Engagement Policy.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 01/02/2021.

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	01/02/2021	Policy reviewed and updated to reference Continuous Education and Lifelong Learning Policy.

Next scheduled review: 01/02/2022

END OF DOCUMENT