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ABU DHABI SCHOOL OF MANAGEMENT

Student Handbook ACADEMIC YEAR 2026-2027

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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 (October2027); however, sections may be amended without notice by the School in response to changing circumstances or for any other reason. Visit the ADSM 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 Higher Education and Scientific Research, 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 summarized in this Handbook, the Catalog 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 based on 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 Student,

Welcome to the Abu Dhabi School of Management.

We are pleased to have you join us as you continue the exciting journey of life-long learning, and professional development. Our goal is to help you build on the real-world knowledge, skills, and experiences that you bring and support your growth and success in the business world.

ADSM faculty members bring a wealth of knowledge and experience to help you succeed. During your studies, you will also have access to a wide range of activities and research opportunities that will help you further develop your leadership skills as well as network with fellow students and alumni.

As leaders of tomorrow, we are confident that you will take full advantage of the rich learning environment and resources we have assembled for your benefit and development.

We look forward to guiding you every step of the way as you pursue your studies.

Best wishes,

Dr. Tayeb Kamali
Chairman of the Board of Trustees

3.0 Message from the President

Dear 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 with a copy of the Academic Year 2024-2025 Student Handbook, which we hope will help both new and continuing students navigate student life at ADSM. If you are a new student, we are delighted that you chose ADSM, and we hope that your 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 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 experience beyond your program, and even beyond your school. The various resources at ADSM will provide possible avenues to help you diversify your 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.

Dr. Marc Poulin
Acting President
Abu Dhabi School of Management (ADSM)

4.0 Introduction to ADSM

4.1 History of ADSM

Abu Dhabi School of Management (ADSM) operates in Abu Dhabi under the sponsorship of the Abu Dhabi Chamber of Commerce and Industry (ADCCI). ADSM aims to develop a new generation of entrepreneurial managers—highly talented graduates equipped with advanced management knowledge and skills, capable of leading innovation, driving improvement, and creating value across diverse environments, whether in start-ups, corporations, government entities, or the wider community. ADSM began its academic offerings in 2013 with the launch of the Master of Business Administration (MBA) program. During the 2016–2017 academic year, the School expanded its portfolio with two additional graduate programs: the Master of Science in Quality and Business Excellence (MSQBE), later retitled to be the Master of Science in Sustainable Business Excellence (MSSBE) in 2026, and the Master of Science in Leadership and Organizational Development (MSLOD). In Fall 2018, ADSM launched the Master of Science in Business Analytics (MSBA), subsequently introducing concentrations in AI Management and Big Data Management. The School further expanded its academic offerings with the launch of the Bachelor of Science in Management (BScM) in Fall 2024, marking its entry into undergraduate education. In Spring 2026, ADSM reached another significant milestone with the launch of its Doctor of Business Administration (DBA) program, extending its portfolio to doctoral-level education. In Fall 2026, the School further strengthened its MBA offering by introducing two specialized concentrations alongside the General stream. These developments reflect ADSM's continued commitment to expanding its academic portfolio and preparing future leaders to address evolving management challenges through entrepreneurship, innovation, analytical thinking, and leadership.

4.2 ADSM Vision and Mission

Vision Statement

To be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge.

Mission Statement

To develop entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy. The

School aims to create an enriching and rewarding environment which promotes entrepreneurialism scholarly inquiry, research, innovation and UAE cultural heritage while fostering diversity, understanding and tolerance.

4.3 ADSM Core Values

Aspire to excellence. ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirement and to adopt internationally recognised best practices in teaching, research and management.

Intellectual curiosity. ADSM promotes discovery and innovative solutions. We stimulate independent thought in our employees and students, to ignite entrepreneurial creativity and empowering improvements.

Professionalism. ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance.

Cultural respect. ADSM strives to create an inclusive equal and diverse climate in which the views of all members of its community are mutually respected. We operate a welcoming, friendly and happy environment that respects the cultural needs and traditions of its community.

Unrelenting commitment. ADSM faculty and staff devote their collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher education goals are met.

4.4 CMI Dual Accreditation

As part of its partnership with the Chartered Management Institute (CMI), a prestigious UK-based professional body dedicated to promoting excellence in management and leadership, ADSM has mapped its programs to CMI's qualifications as follows:

ADSM Program	Mapped CMI Qualification
Bachelor of Science in Management (BScM)	CMI's Level 5 Diploma in Management and Leadership (5D30)

ADSM Program	Mapped CMI Qualification
Master of Business Administration (MBA)	CMI's Level 7 Diploma in Strategic Management and Leadership Practice (7D30)
Master of Science in Leadership and Organizational Development (MSLOD)	
Master of Science in Sustainable Business Excellence (MSSBE)	
Master of Science in Business Analytics (MSBA) – AI Management	CMI's Level 7 Certificate in Strategic Management and Leadership Practice (7C46)
Master of Science in Business Analytics (MSBA) – Big Data Management	CMI's Level 7 Certificate in Strategic Management and Leadership Practice (7C30)
Doctor of Business Administration (DBA)	CMI's Level 8 Certificate in Strategic Direction and Leadership (8C1V2)

Why become a CMI member?

Joining CMI provides you with a wealth of resources and opportunities to enhance your personal and professional development, including:

- Access to CMI's Digital Library: Thousands of e-books, articles, and templates to support your studies and future career.
- CMI Mentoring and Career Support: Connect with experienced professionals and access expert advice to guide your career planning.
- Management and Leadership Tools: Practical toolkits to develop your skills in project management, communication, strategic planning, and more.
- Networking Opportunities: Engage with a global community of managers and leaders through events and online forums.
- Pathway to Chartered Manager Status (CMgr): Work towards one of the most prestigious professional designations in the field of management.

5.0 Introduction to Campus

The Abu Dhabi School of Management is located at the heart of Abu Dhabi City in Al Hisn Area. The building is comprised of two blocks, A and B, built for educational purposes to meet students' needs. Only Block A is currently operational. ADSM's campus provides classroom space, prayer rooms, a library, an Academic Support Center, computer labs, food services, and IT services. These facilities are up to date in terms of technology, and most are available for remote access, thus ensuring that students can access resources and class materials, connect with classmates and their instructors from locations off campus. Generally, most administrative offices are open daily from 9:00 AM to 6:00 PM, Monday through Thursday, and from 9:00 AM to 12:00 PM on Friday. Individual office hours may be extended to accommodate early-morning or early-evening appointments.

Google Maps: https://goo.gl/maps/Az6Gbwz7dMc8yvXAA

5.1 Classroom Facilities

Classrooms are mainly located in Block A on ADSM's campus. Each classroom is designed with technology in mind and offers an environment which is conducive to learning. In addition to classrooms, with varied capacities, ADSM's campus features an auditorium with a capacity for 100 attendees, which is used for classes and events.

5.2 Administrative and Faculty Offices

ADSM administrative and faculty offices are located in Block A, as follows:

Location	Function/Unit
Block A – Ground Floor	Auditorium, Male & Female Prayer Rooms, Library, Cafeteria, Academic Support Center, Student Recruitment, Student Affairs, General Services
Block A – First Floor	Classrooms, IT Services, Finance Unit, HR Unit, Business Center
Block A – Second Floor	Classrooms, President Office, Academic Affairs, QARM Office, and Faculty Offices

5.3 Library

The Library is located in Block A on the Ground Level, it provides students with access to both physical and digital resources, accommodating the needs of full-time students and working professionals, from on and off campus. Library users shall adhere to the following policies:

1 Library Users must abide by the Appropriate Use of Technology Policy.

2 Library Users must use the available workstations for research, teaching and learning activities.

3 Library Users must abide by ADSM's Code of Conduct Policy and Student Rights and Responsibility Policy while using the library.

4 To ensure a safe environment, Library Users must adhere to the Occupational, Environment, Health and Safety Policy while using Library facilities.

Borrowing is subject to the following

Books			
Library Users	**Loan Period**	**Number of Resources**	**Renewals**
ADSM Students	10 days	3	1
ADSM Faculty	1 term	5	1
ADSM Staff	15 days	5	1

Access to Library resources is available through KOHA the Library Integrated system https://library.adsm.ac.ae/. Currently, ADSM subscribes to EBSCO Business Ultimate, this offers business Journals and Magazines from all over the world providing unique global perspectives on business topics and trends. The Database delivers full text for current and ongoing issues and full-text backfiles of INFORMS journals containing over 100 videos from the Academy of Management, thousands of business and economics videos, 78,000 videos from Associated Press, and 3650+ active full journals and magazines. Additionally, statistical research tool, SPSS is also available in the library desktop. SPSS is a widely used software program for managing, analyzing, and visualizing complex quantitative data. The Library's hours of support are as follows:

Days	Timing
Monday - Thursday	09:00 AM – 09:00 PM
Friday - Saturday	09:00 AM – 04:00 PM

Dedicated Librarians are available to support students in utilizing resources (Phone: 02-6917801 or email library@adsm.ac.ae .

5.4 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 Support Manager via the Student Portal (lms.adsm.ac.ae) to discuss projects or assignments they are working on. Several 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. The Academic Support Manager is available to meet with the students and guide them (Phone: 02-6917776 or email: t.almasaeid@adsm.ac.ae).

5.5 Computer Labs

There is an open computer lab available in Block A on the First Floor, 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 several other applications. The lab provides space for students to complete assignments, research, access the electronic resources, and browse the internet. The lab consists of approximately 15 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).

5.6 Student Lounge and Food Services

ADSM campus includes several areas for students to utilize for gatherings, include a large outdoor area. A cafeteria, offering a variety of options, is located on the Ground Floor in Block A.

5.7 Prayer Rooms

The ADSM Campus has dedicated Prayer Rooms for male and female students, both rooms are located on the First Floor in Block A. Students may also use the facilities at Sheikh Khalifa Bin Zayed Mosque, which is located at a walking distance from ADSM Campus.

5.8 First Aid Room

The First Aid Room is located on the Second Floor in Block A (Room 2021) and is managed by a registered nurse. Students may contact the Room on 02 6917818 or visit it during working hours from 10:00 AM to 06:00 PM.

5.9 Parking

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

5.10 Academic Calendar

Key dates for the current Academic Year (2026 – 2027) are provided below. However, for more details and to provide accurate calendars, the ADSM Academic Calendar is kept on the School's website and updated regularly. ADSM announces any closure on a religious or public holiday to staff and students as government announcements are made.

Undergraduate Academic Calendar: https://adsm.ac.ae/undergraduate-academic-calendar/

Graduate Academic Calendar: https://adsm.ac.ae/graduate-academic-calendar/

	Start Date	End Date
Fall 2026 Semester	31 August 2026	19 December 2026
Winter Break	20 December 2026	03 January 2027
Spring 2027 Semester	04 January 2027	30 May 2027
Spring Break	05 April 2027	11 April 2027
Summer 2027 Session	07 June 2027	31 July 2027

Summary of 2026 – 2027 Academic Year Calendar

Public Holidays

25 August 2026*	:	Prophet Mohamed's Birthday
2 – 3 December 2026	:	UAE National Day
1 January 2027	:	New Year's Day
10 – 12 March 2027*	:	Eid al-Fitr
15 – 18 May 2027*	:	Eid al-Adha
06 June 2027*	:	Islamic New Year

* Subject to change based on the sighting of the moon

5.11 Other Facilities

ADSM's campus features a large outdoor area which students could utilize for gatherings and other activities. Currently, ADSM does not provide residence halls. 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.

6.0 Student Services

ADSM provides a variety of student services to support the learning process. 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.

Furthermore, Student Services support students' participation in external events and activities such as competitions, conferences, and seminars. Finally, students are supported by dedicated staff, state of the art IT services, digital resources and facilities to support and enhance their learning experience.

6.1 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).

6.2 Student Orientation

The Office of Student Affairs arranges an Orientation session at the commencement of all new intakes. Topics covered aim to assist students in settling into their studies. The Orientation includes a session on the e-library, the physical library, and IT resources, along with information regarding ADSM policies and procedures. The orientation provides an opportunity for new students to meet academic and professional staff, and to meet fellow classmates and future colleagues.

6.3 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 Support Manager via the Student Web Portal (lms.adsm.ac.ae). 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 2023 – 2024 AY, the full-time faculty to student ratio at ADSM stood at 1:14. This ensures that students' individual learning needs are met.

6.4 Community Engagement

ADSM Students are encouraged to participate in activities arranged by ADSM, under its Community Engagement Strategic Plan, which may include social events, guest lectures and activities that aim to enhance the learning experience of students. The Community Engagement function 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.

6.5 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 and participate in clubs that reflect their interests. ADSM encourages its students to participate in school field trips and excursions, providing that the proposed field trip have clear objectives that align with the values of ADSM. Field trips must be accessible to all students, ensuring

no one is excluded due to financial, physical, or social limitations, unless the trip is reserved for a unique subset of students. 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 accessible on the Student Web Portal (lms.adsm.ac.ae).

6.6 Students' Participation in Governance

ADSM is keen on providing its students with opportunities to have an active role in governance, with the aim of involving them in the decision-making processes, and to maintain channels of communication through which ADSM students may provide input regarding, and stay informed of, significant institutional decisions. For this purpose, ADSM utilizes Student Councils for its graduate and undergraduate programs.

Student Council

ADSM forms a Graduate Student Council and an Undergraduate Student Council, to ensure fair representation of all student groups. Student Councils are groups of appointed and elected students, considered as the apex student bodies at ADSM. They act as the students' voice and are tasked with advocating the rights and interests of ADSM's student population they are representing and conveying feedback to ADSM's management with an aim to enhance the learning experience of all students.

Any Student Council shall include a minimum of six and up to a maximum of 12 current students. Student Representatives are appointed by ADSM, and they automatically considered members of the Student Council which their program is represented by. Other members are elected from ADSM's student population. All Council members should be in a good academic standing and not have been subject to any disciplinary actions. During the first meeting of the Council's current formation, a Chair and Vice Chair are elected, with all members holding equal voting rights. The Community Engagement Officer acts as the liaison between the Graduate Student Council and ADSM's management, while the Counsellor acts as the liaison for the Undergraduate Student Council.

The Graduate Student Council meets with ADSM's management at least four times during each academic year, whereas the Undergraduate Student Council meets at least twice. These meetings are scheduled at the end of each academic term/semester, and are attended by, the President, Academic

Dean, Program Chairs, Director of Student Affairs, Head of General Education and representatives from other ADSM units, as deemed appropriate by the President.

6.7 Career Services

The Office of Student Affairs ensures that students have access to career services in collaboration with the Academic Support Center. The career services range from advice on CV writing and interview skills, to career planning and counselling. Furthermore, through channeling the work of Community Engagement, the Office hosts talks by prospective employers and developing industries provide students with the opportunity to identify emerging career opportunities. Students may also approach the Academic Support Manager, 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.

In addition, ADSM offers its students career services through a membership to the Business **Graduate Association (BGA).** BGA's vision is to be the leading global movement for responsible management, positive impact and lifelong learning.

Students may register by visiting: https://businessgraduatesassociation.com/register/

6.8 Personal Counseling

Currently, 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). The School is in the process of providing professional counselling services on campus.

Students may also opt to directly utilize the services offered by Abu Dhabi Health Services Company – SEHA (Phone: 80050, or email: care@seha.ae).

6.9 International Students

The **Office of Student Affairs** at ADSM is the primary point of contact for international students and is responsible for providing guidance, support, and services throughout their academic journey, from admission to graduation.

The high quality of education offered in the UAE attracts students from around the world. To ensure a successful and enjoyable experience, international students are encouraged to carefully plan the costs associated with living and studying in the UAE. Living expenses in Abu Dhabi vary depending on factors such as accommodation, transportation, food, entertainment, and personal spending. Students should choose options that align with their individual budgets.

Accommodation

ADSM does not currently provide on-campus accommodation. However, finding housing in Abu Dhabi is not difficult as accommodations of all types are available in abundance throughout the Emirate. Please check here to view an example of current available options for studio apartments. If you need any help, please contact the Office of Student Affairs at Registrar@adsm.ac.ae, and they will recommend and suggest nearby and affordable accommodations.

Student Visa

International Students who successfully get admitted to a program at ADSM will need to apply for a Student Visa. Student Visa in the UAE can be secured either by UAE residents sponsoring their relatives or by the accredited Institution that the student will study in. If you do not have a visa sponsor in the UAE and require ADSM to sponsor your visa, please contact the Office of Student Affairs at Registrar@adsm.ac.ae to request visa sponsorship.

For further information, please visit International Students - Abu Dhabi School of Management or contact the Office of Student Affairs at Registrar@adsm.ac.ae.

6.10 Services for Students with Determination

ADSM is committed to providing an inclusive, supportive, and accessible learning environment that enables all students to achieve their full academic potential. The school welcomes Students of Determination and is dedicated to ensuring they have equitable access to academic programs, campus facilities, student services, and extracurricular activities. ADSM recognizes that every student has unique needs and therefore adopts an individualized approach when determining appropriate accommodations and support services.

The Office of Student Affairs serves as the primary point of contact for Students of Determination. Students who require support are encouraged to meet with the Director of Student Affairs to discuss their individual circumstances and provide any relevant documentation that may assist in identifying appropriate accommodations. Following an assessment of the student's needs, the Office of Student Affairs works collaboratively with the student, faculty members, and the Academic Support Center to develop an individualized support plan that promotes academic success while preserving the integrity of the learning outcomes.

In collaboration with the Academic Support Center, ADSM offers a comprehensive range of academic support services designed to address diverse learning needs. Depending on the student's requirements, support may include additional time during examinations, alternative assessment arrangements, accessible learning materials, assistive technologies, note-taking assistance, academic tutoring, one-on-one learning support, study skills development, writing and research support, and workshops aimed at strengthening academic performance. Students may also receive guidance on effective learning strategies, organizational skills, and examination preparation to help them become more independent and confident learners.

Faculty members are informed, where appropriate and with due regard for confidentiality, of approved accommodations and are encouraged to implement reasonable adjustments within the classroom. These may include flexible seating arrangements, provision of lecture materials in advance, alternative methods of participation, accessible teaching resources, or other reasonable accommodations that facilitate learning while maintaining the academic standards of the program.

ADSM recognizes that students' needs may change over time. Therefore, accommodations and support plans are reviewed periodically to ensure they remain effective and responsive to the student's academic progress and evolving requirements. Through close collaboration among the student, the Office of Student Affairs, the Academic Support Center, and faculty members, ADSM strives to create a welcoming educational environment in which Students of Determination are empowered to participate fully in university life, develop their capabilities, and successfully achieve their educational and career aspirations.

7.0 Students Rights and Responsibilities

As an ADSM student, you have the right to learn and prosper in a safe and healthy environment, in which you are free of discrimination, treated equally and can freely express your ideas. ADSM will provide you with an opportunity to effectively participate in the governance of ADSM via the Student Council at the School level and a Student Representative at the program level, as outlined in Section 6.6 of this Handbook. You will have access to academic support, including, but not limited to, the allocation of an Academic Advisor and access to Library and Academic Support Center services. As an active student, you are entitled to organize, participate, and engage in student activities, including organizing Student Groups and producing Media and Publications, as outlined in the Student Activities Policy. ADSM shall handle your records with confidentiality and maintain your privacy and give you the right to access these records. You have the right to appeal or raise a grievance, then receive fair and just treatment when processing you appeal or grievance. This shall include academic and non-academic matters. ADSM will provide you with accurate information regarding your academic standing and progression. You have the right to receive health services and you may request personal counselling as detailed in Section 6 of this Handbook.

In return, you are responsible to abide by ADSM's Code of Conduct as detailed in Section 7.1 of this Handbook, and you are required to adhere to ADSM's academic integrity rules as outlined in Section 10 of this Handbook. ADSM expects you to self-enroll in courses offered to your section in line with the approved study plan and within the determined add/drop period, as outlined in the Student Enrollment Policy. You must stay informed of and fully acquainted with ADSM's policies, procedures, regulations as published in the Student Handbook, the LMS and the Catalog. You must know the requirements of your program of study to meet them and to seek guidance when needed from the Office of Student Affairs. ADSM expects you to be respectful of all members of ADSM community, and to respect ADSM's campus and facilities.

7.1 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 available on the Student Web Portal (lms.adsm.ac.ae) for more details.

7.2 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 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 can be found online at the ADSM Student Web Portal (lms.adsm.ac.ae).

7.3 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).

7.4 Resolution of Complaints

The three major policies regarding student behavior as described in this section of the Handbook 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.

7.5 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 Students are required to attend and participate fully in all class sessions, workshops and other sessions scheduled for their respective course(s). In case the students miss a class session, they are responsible to complete any missed assignments or task assigned during that class session, with the permission of their instructor(s). ADSM mandates attendance in specific situations, such as presentations, controlled and formative assessments.

To be eligible to sit for the final assessment, students are required to attend a minimum percentage of class sessions. For more details, refer to P 423 Student Attendance Policy available on the ADSM Student WebPortal (lms.adsm.ac.ae).

7.6 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.
- Distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.
- Forgery or other misrepresentation of one's identity.

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

7.7 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 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 available on the ADSM Student Web Portal (lms.adsm.ac.ae).

8.0 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. ADSM's strategy for providing learning resources is focused on obtaining access to content-rich digital resources.

8.1 Available Resources

To ensure that the provided resources are a state-of-the-art electronic resource, ADSM subscribes to EBSCO Business Source Ultimate to support the research needs of business students. EBSCO Business Source Ultimate offers business Journals and Magazines from all over the world providing unique global perspectives on business topics and trends.

Business Source Ultimate delivers full text for current and ongoing issues and full-text backfiles of INFORMS journals. The EBSCO Business Source Ultimate 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.

IT Support (Phone: 02-6917760 or email: itsupport@adsm.ac.ae) provides technical support 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. The facility can accommodate 12 students, has a number of journals, books, and research aids, and desktops for use by students. Furthermore, all students may benefit from the following resources provided by Microsoft through ADSM:

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

8.2 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 Teams to support classroom delivery.

9.0 Information Technology Infrastructure

9.1 Classroom Facilities

ADSM's campus offers a stimulating learning environment through well-equipped facilities. All 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 can 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 is an open computer lab available in Block A on the First Floor, 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 several other applications. The lab provides space for students to complete assignments, research, access the electronic resources, and browse the internet. It consists of approximately 15 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).

9.2 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 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 students 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.

9.3 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.

9.4 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 and Telephone Support is available Monday through Thursday from 8:30 AM to 3:30 PM, and on Friday from 8:30 AM to 12:00 PM. Classroom Support is available Monday through Thursday from

7:30 AM to 9:30 PM; Friday from 8:00 AM to 8:00 PM; and Saturday from 9:00 AM to 6:00 PM depending on class schedules.

9.5 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. Students may download the application from the Apple Store or Google Play for free.

9.6 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.

9.7 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 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).

10.0 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 student, faculty member, staff member, and administrator throughout his or her experience at the School. Every member of the ADSM 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 (lms.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 study, computer, 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 on an academic work from another resource without 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 any work with others without the permission of the instructor.
- Taking an assessment or writing a paper for another student.

10.1 Tunitin

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.

11.0 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). 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.

11.1 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 (lms.adsm.ac.ae).

11.2 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.

12.0 Academic and Student Policies

The ADSM policies related to academic matters are summarized in the Student Catalog and 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

12.1 Relevant Policies

Ref.	ADSM Policies *(available on the LMS)*
P 115	Code of Conduct Policy
P 301	Grading and Assessment Policy
P 303	Grade Approval and Change Policy
P 306	Undergraduate Completion Requirements Policy
P 307	Graduate Completion Requirements Policy
P 313	Academic Progress Policy
P 314	Examinations Policy
P 400	Undergraduate Admissions Policy
P 401	Graduate Admissions Policy
P 402	Transfer Admissions Policy

Ref.	ADSM Policies *(available on the LMS)*
P 408	Career Services 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 426	Student Safeguarding Policy
P 427	Student Guidance System Policy
P 428	Disadvantaged Students Policy
P 601	Library Policy
P 603	Appropriate Use of Technology Policy

13.0 Key ADSM Administrators

13.1 The President

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.

13.2 The Provost

Responsible for supporting the President in overseeing all processes to assure they support ADSM's strategy. The Provost works closely with the Academic Dean to assure the academic standards and integrity of ADSM.

13.3 The Academic Dean

Responsible for the overall quality and administration of academic offerings at School level. The Academic Dean is responsible for new program design, maintaining academic rigor, and ensuring that programs are market relevant. They also provide support to students on academic issues and assist students with meeting their educational goals.

13.4 Program Chairs

Responsible for the overall quality and administration of academic offerings at Program level. The Chairs address students' concerns in the Program they are enrolled in and ensures that all required support is provided.

13.5 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.

13.6 The Information Technology Team Leader

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 is responsible for the oversight of the IT Help Desk, curriculum technology support, and all learning and administrative systems that support ADSM.

13.5 Useful Contacts

Abu Dhabi Health Services Company - SEHA
Phone: 80050 **Email:** care@seha.ae

First Aid Room
Phone: 02 6917818 **Email:** g.services@adsm.ac.ae

Community Engagement Officer
Phone: 02 6917799 **Email:** ce@adsm.ac.ae

Finance Unit
Phone: 02 6917730 **Email:** accounts@adsm.ac.ae

IT Support
Phone: 02 6917760 **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

Student Recruitment
Phone: 02 6917811 **Email:** studentrecruitment@adsm.ac.ae

Policy Name : Code of Conduct Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.1 Policy for Quality Assurance
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 should 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 are 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, posses, 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 items knowingly to be stolen fall 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 including 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 facilities to enhance their work and study. All ADSM community members are expected to adhere to the following:

6.5.1. The 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 covers 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. Dress Code

6.7.1. Employees, students and visitors should dress with sensitivity to cultural considerations.

6.7.2. A professional dress code is expected, it should be neat, decent and compatible with business requirements and local norms.

6.7.3. Employees, students and visitors must refrain from wearing the following:

6.7.3.1 Shorts unless for sports activities.

6.7.3.2 Sleeveless, midriff, tight or revealing shirts/tops.

6.7.3.3 Shirts with inappropriate logos or sayings.

6.7.3.4 Tight or transparent pants.

6.7.3.5 Skirts above the knee for females.

6.8. Sexual harassment is unlawful and will not be tolerated at ADSM:

6.8.1. Individuals 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.

6.8.3. 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 relevant Academic Dean within one (1) week of the class starting date.

6.9.2. The Academic Deans, 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 have knowledge of inappropriate relationships must report it immediately to the HR Office 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.

6.12. Social Media Engagement

6.12.1. ADSM's employees must obtain approval for any content that mentions ADSM to be published on social media including LinkedIn and Facebook or any other social media. This includes but is not limited to all academic and administrative documents.

6.12.2. Employees social media profiles must:

6.12.2.1 Use only their job titles stated in their contract of employment.

6.12.2.2 Make no false claims or representations, that they are employed by Abu Dhabi Chamber.

6.12.2.3 Not publish any material that is the intellectual property right of ADSM.

6.12.2.4 Not publish any confidential information or documentation.

6.12.2.5 Not publish any defamatory content that may harm ADSM's reputation whether intentionally or unintentionally.

6.12.2.6 Limit posts to themselves and not relating to any other parties including ADSM's employees, or the Board of Trustees, Abu Dhabi Chamber and its employees.

6.12.2.7 Ensure that the chronology of work history is accurate, and that their current role at ADSM is detailed with achievements.

6.12.2.8 Submit an updated CV and social media profile to the Human Resources Office to confirm the accuracy of alignment.

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 Head of Finance 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. Director of Student Affairs shall monitor implementation of this policy and report violations for students.

Section 9 : Cancellations

9.1. Approval of this Policy will cancel P 115 – Code of Conduct Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **The President**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	09/05/2022	Social Media Management added in article 6.12
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed.
6	18/09/2024	Annual review completed; dress code added in article 6.7.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Grading and Assessment Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

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

ADSM P 423 – Student Attendance Policy

ADSM P 313 – Academic Progress 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 assessments 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 **Plagiarism:** is an act of fraud, it involves both stealing someone else's work and not disclosing 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.

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

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 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, along with penalty details.

3.7 **Final grade**: the letter code that indicates the student's academic performance level in a course.

3.8 **Assessment Committee:** An ad hoc committee for each program, chaired by the respective Program Chair, and mandated to review final grades before release to the Academic Dean for final approval.

3.9 **Late Submission**: an assessment which is submitted beyond the due date, with or without approval.

3.10 **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.

3.11 **Summative Assessment**: an assessment instrument used to calculate a student's course grade by assessing student achievement of course learning outcomes against a standard or benchmark.

3.12 **Extension**: Seven (7) additional days for assessment submission after official submission date.

3.13 **Special Consideration**: Fourteen (14) additional days for assessment submission 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. General Principles

6.1.1 Each course must include a minimum of fifteen (15) contact hours of teaching and learning per earned credit hour.

6.1.1.1 A minimum of thirty (30) hours is allocated for teaching and learning for two (2) credit courses.

6.1.1.2 A minimum of forty-five (45) hours is allocated for teaching for three (3) credit courses.

6.1.2 Each course must include a minimum of one Controlled Assessment (e.g. case study), with exceptions approved by the Academic Dean. It is recommended that the Controlled Assessment includes a quantitative component if appropriate.

6.1.3 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.

6.2. Assessment Methodology

6.2.1 Assessment Design:

6.2.1.1 Assessments shall be designed to match QF*Emirates* appropriate level requirements for depth and rigorousness of knowledge, skills and competence strands.

6.2.1.2 Assessment questions must be mapped to specific Course Learning Outcomes (CLOs).

6.2.1.3 Weekly topics associated with CLOs must be completed prior to being assessed.

6.2.1.4 Each assessment must be accompanied by an assessment rubric.

6.2.1.5 Assessment questions shall not be repeated from one instance of course delivery to another.

6.2.1.6 Assessments must reflect gradual improvement of student knowledge and skills and must be increasingly challenging as the course progresses.

6.2.1.7 Assessment instructions must include expectations for students to write using correct spelling, punctuation and grammar.

6.2.1.8 All out of class assessments of equal weight must contain equal word count requirements, or an equivalent weight if an assessment is combination of qualitative and quantitative requirements .

6.2.2 Assessment Implementation:

6.2.2.1 All assessments must be conducted outside allocated teaching and learning hours.

6.2.2.2 All assessments, including group assessments, must be graded based on individual performance. Group assessments are permitted only where individual performance can be assessed throughout.

6.2.2.3 All summative assessments must be submitted electronically via the LMS for graduate students. For undergraduate students, only projects, where applicable, are submitted via the LMS, while the remaining assessments are paper based.

6.2.2.4 Submission must use plagiarism detecting software, Turnitin, as stipulated in the *Academic Integrity Policy.*

6.2.2.5 Turnitin reports shall be included in the course file for all out of class assessments, as stipulated in the *Course File Policy*.

6.2.2.6 Faculty must follow the relevant stipulations in the *Academic Integrity Policy* to ensure appropriate communication and assessment regarding the use of AI by students in their assessments.

6.2.2.7 Formative assessments must be conducted during the course to improve student knowledge and skills, and to prepare them for summative assessments.

6.2.2.8 Formative assessments do not contribute to the final grade of a course.

6.2.3 Assessment Feedback:

6.2.3.1 All out of class and in-class controlled assessments feedback must be given to students using the ERP, which provides the feedback directly to students. Assessment feedback is linked to the Turnitin on the LMS.

6.2.3.2 Assessments must be returned to students with informative and productive feedback to help students develop and extend their own skills; feedback should include, but not be limited to:

6.2.3.2.1 What students did well in their submission.

6.2.3.2.2 What students did not provide in their submission.

6.2.3.2.3 How student can improve their submission (for future assessment)

6.2.3.3 Evidence of formative assessments and student feedback must be maintained.

6.3. Grading Methodology

6.3.1 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*.

6.3.2 The ADSM grading system is based upon Grade Point Average (GPA) of a 4.0-point scale detailed in the grading scheme below:

Grading Scheme for Graduate Programs

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

Grading Scheme for Undergraduate Programs

Percentage	Letter Code	Quality Points*
95 – 100	A+	4.00
90 – 94	A	3.70
85 – 89	B+	3.50
80 – 84	B	3.00
75 – 79	C+	2.50
70 – 74	C	2.00
65 – 69	D+	1.50
60 – 64	D	1.00
Less than 60	F	0.00

6.3.3 Faculty must ensure constructive alignment of assessments and grading with the expected educationally justified difficulty;

6.3.4 The deliberate design, simplification, marking or moderation of assessments by faculty to secure passing is prohibited

6.3.5 Target pass rates and predetermined grade distributions are prohibited

6.3.6 Faculty are required to indicate whether AI use is permitted, restricted, or prohibited in the Assessment Instrument given to students

6.3.7 Students are required to disclose their use of AI in their written assessments

6.3.8 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 hours 7 days late	1 week late, LMS closed for class
Penalty	None	Reduction of 5%	Reduction of 10%	Reduction of 20%	No accepted

6.3.9 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:

6.3.9.1 Where a student has successfully been granted an extension.

6.3.9.2 If a resolution 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 a letter grade presenting the final grade in the course if the missing assessment(s) receive a mark of zero (0%).

6.3.9.3 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.

6.3.10 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.

6.3.11 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/semester), divided by the total number of graded credits attempted for all credit-bearing courses subject to the rules below:

6.3.11.1 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*.

6.3.11.2 For repeated courses, only the grade for the re-taken course will be included in the Cumulative Grade Point Average (CGPA) calculation.

6.3.12 ADSM will make reasonable adjustments to meet the needs of students with a disability, so their academic performance is not adversely impacted. Some accommodation 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.

6.3.13 Students may apply to the Instructor 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.

6.3.13.1 Students who apply for an extension of up to seven (7) days must submit documentary evidence to their instructor in support of their request.

6.3.13.2 Students seeking an extension of up to fourteen (14) days must apply for Special Consideration and provide supporting documentation to their instructor and Program Chair.

6.3.13.3 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.

6.3.13.4 Students who have not applied for Extension / Special Consideration by the due date of assignment submission, will have the late submission penalty applied.

6.3.14 Students may appeal for a grade following the stipulations of the *Grade Approval and Change Policy*.

6.3.15 An approved grade is determined and declared for each course in which a student is enrolled by the Academic Dean after recommendations provided by the Assessment Committee, chaired by the relevant Program Chair.

6.3.16 Results are submitted to the relevant Program Chair by the instructor within fourteen (14) calendar days following the due date for the final assessment task.

6.3.17 A student's academic record may be amended only when:

6.3.17.1 There has been an administrative error; or

6.3.17.2 There has been an error in calculation of grades; or

6.3.17.3 A student has successfully appealed the original results; or

6.3.17.4 A student has successfully applied under the Special Consideration provision

6.3.18 The Office of Student affairs shall compile a list of at- risk students whose CGPA is less than 3.0 in the graduate programs and less than 2.0 in the undergraduate program 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 Program Chairs.

6.3.19 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.

6.3.20 Assessment instruments, their weightings and posted schedule shall not be changed during the course of a term except in unusual or unforeseen circumstances. Students must be informed in writing.

6.4. Assessment and Exam Makeup Sessions: the Dean's Office may arrange makeup sessions for students who missed an assessment or exam, subject to the following:

6.4.1 The student provides valid documentary evidence to their instructor in support of their request.

6.4.2 A new assessment tool or exam is prepared for each course included in the makeup session.

6.5. Retake of Assessments: a student receiving a **final course grade** in the C category or F may make a request to the Academic Dean for a retake of an assessment within the course no later than **7 days** following release of the final course grades. This is subject to the following conditions:

6.5.1 requests will be reviewed on case-by-case basis, based on the circumstances relating to the final grade.

6.5.2 the student has attempted all assessments and received a corresponding mark.

6.5.3 the student has not received an IP or W grade for that course.

6.5.4 the retake will be of the assessment in which the student achieved their lowest mark.

6.5.5 the retake mark will be considered as the approved new mark, even if it is lower than the original mark assigned.

6.5.6 the retake mark will contribute to a **new final grade**, which will be limited to a **maximum of a B grade**.

6.5.7 the request for a retake can be made **only one time, and for only one course,** during the duration of the student's study in the program.

Section 7 : Procedures

7.1. Each graduate course shall include two (2) to three (3) summative assessment tasks with balanced weighting. These will include, but are not limited to, in-class controlled assessments, out of class research assignments and presentations. The assessment structure and details must be clearly outlined in the syllabus for the specific course offering. Faculty members are responsible for explaining and clarifying all assessment requirements to students at the beginning of the course.

7.2. Each course in Undergraduate programs (except MGT 450 Business Internship course) must include at least three summative assessments. These assessments and any additional assessments will be detailed in the course syllabus of each offering.

7.3. Faculty shall normally mark assessments within six (6) days of the submission deadline, unless the Academic Dean changes the allotted time due to circumstances.

7.4. The Academic Dean shall conduct a second marking procedure in accordance with *Grade Moderation Policy*.

7.5. Faculty shall provide students with their graded assessments along with suitable and productive feedback no later than two weeks after the assessment deadline of submission by students.

7.6. Assessment and Exam Makeup Sessions:

7.6.1 For the Controlled Assessment in graduate courses, the makeup session is arranged after the relevant term's end date. The Dean's Office in collaboration with the Office of Student Affairs shall prepare and announce a makeup schedule.

7.6.2 For the mid-semester exams in undergraduate courses, the makeup session is scheduled within two (2) weeks of the original date.

7.6.3 For the final exams in undergraduate courses, the makeup session is scheduled after the relevant semester's end date.

7.7. Retake of Assessments (applies to Graduate courses only)

7.7.1 Requests should be made to the Director of Student Affairs or the relevant Program Chair who should then refer the request to the Academic Dean for approval.

7.7.2 If the request is approved, the student will be directed to sit a retake assessment for the same offering of the course, after its conclusion, or retake the assessment the next time that the course is offered.

7.7.3 the Instructor will grade the retake assessment and recalculate a final new grade (maximum allowed is a B grade) for the student.

7.7.4 the new final grade will be reviewed by the relevant Program Chair and approved by the Academic Dean. A grade change form will be completed and, if approved, the grade will be released by the Office of Student Affairs

7.8. 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. CDC and the Academic Dean shall determine whether the proposed revisions to the assessment

plan are 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 the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 301 – Grading and Assessment Policy_v10.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 21/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	- 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	06/09/2021	Annual review and mapping to ESG 2015 Standards completed.
3	06/12/2021	Article 6.11 added to mandate not repeating assessment questions.
4	07/03/2022	Principles for assessment and grading reviewed and regrouped.
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, principles and procedures for assessment and exam makeup sessions added.
9	07/11/2025	Annual review completed.
10	25/06/2026	Grading for the DBA program and assessment retake
11	21/09/2026	Comprehensive review to reflect practice and algin with other policies.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Grade Approval and Change Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
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 ensures 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 Panel:** a Panel 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 appeals.

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 Grades, once approved by the 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 components 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 Chairs, Academic Dean, Head of General Education or the Office of Student Affairs.

6.5.2 Students may 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 the relevant Program Chair or Head of General Education shall process these requests as per the *Grading and Assessment Policy P301*.

6.5.4 Students originally awarded an "IP" grade as per the provisions of the *Grading and Assessment Policy P301* 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 a summative assessment if a student is not satisfied with the outcome of his/her mark in the summative 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 Students believe that there has been a mathematical error in calculating their grade.

6.8.2 Students believe that their mark in one or more assessment components does 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 on 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:

7.1.1 The relevant Program Chair or Head of General Education 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.

7.1.2 The Academic Dean's office shall send the grades to the Office of Student Affairs to be published.

7.1.3 The Office shall publish the grades within two (2) working days of receiving them.

7.2. Students who wish to request an Assessment Appeal shall:

7.2.1 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.

7.2.2 The instructor shall raise the issue with the relevant Program Chair or Head of General Education in respect of their program to reach a decision and reply to the student within two (2) working days.

7.3. 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.

7.4. Students who wish to request a Grade Appeal shall:

7.4.1 Fill in the Grade Appeal Form, pay the required fees, as per the *Student Finance Policy P411*, and submit the completed form to the Office of Student Affairs maximum within the academic term following the publication of the grade.

7.4.2 The Office of Student Affairs shall forward the Grade Appeal Form to the Grade Appeal Panel.

7.4.3 The Grade Appeal Panel shall meet and consider all the evidence, then deliver a decision, via completing the Grade Appeal Form, to the Academic Dean's Office within fifteen (15) working days from receiving it.

7.4.4 The Academic Dean's Office shall forward the Grade Appeal Panel decision(s) to the Office of Student Affairs to notify students, and apply any changes, if applicable within (2) working days.

7.4.5 Students facing extenuating circumstances may request an exemption from the time constraint set in article 7.6.1 to the Academic Dean. The Academic Dean shall consider the merit of the request.

7.4.6 The Grade Appeal Panel's decision shall be final. The Panel shall ensure that a proper justification for its decision is included in the completed Form.

7.4.7 The Office of Student Affairs shall maintain records of Grade Appeals, include them in students' records, and inform students of the outcome of their appeal in writing with the provided justification.

7.5. Once a decision is 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.

7.6. 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.

7.7. The Academic Dean overseeing any program is responsible for:

7.8. Sampling final grades in courses in all programs

7.8.1.1 Considering student appeals for grade re-evaluation and assigning markers for re-assessing student work in case of successful appeals.

7.8.1.2 Ensuring that student grades are approved and published within ten (10) days following the submission of final assessment in the course.

7.8.1.3 Ensuring that grading and re-evaluation of assessments are carried out in a fair, consistent and transparent manner in line with the provisions in this Policy and other applicable policies.

7.8.1.4 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.

7.8.2 The Program Chairs or Head of General Education is responsible for:

7.8.2.1 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*.

7.8.2.2 Ensuring that course grades are published as per established timelines.

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

7.8.2.4 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.

7.8.3 Course Instructor:

7.8.3.1 Responsible for grading assessments as per the rubric and the *Grading and Assessment Policy*.

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

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

7.8.3.4 Liaising with the relevant Program Chair or Head of General Education and the Academic Dean to finalize grades for 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. Approval of this Policy cancels P 303 - Grade Approval and Change Policy_v10.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

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 Panel have 15 working days to deliver a decision from the time they receive the request. The decision is given to the Dean's office.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Article 7.4 amended to mandate records of Grade Appeals to be maintained by the Office of Student Affairs and added to students' files.
5	07/03/2022	Role of Director of Academic Programs added

6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed.
8	13/12/2023	Reviewed for the provision of the undergraduate program.
9	29/08/2024	Reviewed in line with ADSM's restructuring of Academic Affairs function and the introduction of new roles. Articles 6.5, 6.6, 7.1, 7.2, 7.7 and 7.8 were amended.
10	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Undergraduate Completion Requirements Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification
ADSM P 313 – Academic Progress Policy
ADSM P 301 – Grading and Assessment Policy
ADSM P 402 – Transfer Admissions Policy
ADSM P 407 – Degree Audit Policy
ADSM P 424 – Student Enrollment Policy
Comprehensive Program Specification Document (CPSD)

Section 1 : Purpose

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

Section 2 : Scope and applicability

2.1 This Policy applies to employees and units at ADSM involved in graduating students.

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 that must be completed in a program of study.

3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.

3.4 **Independent study:** an approved mode of delivery by the CAA for undergraduate programs. It is defined as a learning mode in which a student is individually supervised by a faculty member in order undertake a learning opportunity which is allowed in rare cases and otherwise unavailable. The purpose of independent learning is to facilitate students' completion of the undergraduate program's degree requirements.

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

Section 4 : Policy Statement

4.1 ADSM is a business management school offering undergraduate and graduate programs. ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for completion of undergraduate level programs.

Section 5 : Exclusions

5.1. None

Section 6 : Principles

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

6.1.1. Core 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 2.0 on a 4.0 scale, or its equivalent.

6.1.6. Minimum enrollment period to complete the undergraduate program, as set in article 6.5.

6.1.7. Confirmation of the CGPA required of 2.0 on a 4.0 scale, to remain in good academic standing.

6.1.8. The number of credit hours required to complete the undergraduate program.

6.2. To be eligible for the award of an undergraduate 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 2.0 on all credit earned at the School, based on a 4.0 scale.

6.2.3. A student who completes all course requirements with a CGPA below 2.0 may be permitted to take and/or retake additional courses to raise their CGPA to 2.0 for the degree to be awarded.

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

6.2.5. If a grade of "F" 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" 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, with the highest grade counted towards it.

6.4. In rare cases, students may register for one course in the undergraduate program as an 'Independent Study'. Rare cases will be determined jointly by the Program Chair and Director of Student Affairs. Such cases may include, but are not limited to:

6.4.1. a course is not offered in the upcoming academic year for graduation.

6.4.2. a course is not offered in the upcoming academic year for graduation.

6.5. BScM students must be enrolled at ADSM for the program's duration stipulated as follows:

6.5.1. A minimum period of four (4) academic years or eight (8) semesters for full-time students.

6.5.2. A maximum period of eight (8) years for full-time and part-time students.

6.5.3. Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.

6.6. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.

6.7. At least 50% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

6.8. ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	3.90 – 4.00
Magna Cum Laude – With Great Honor	3.70 – 3.89
Cum Laude – With Honor	3.50 – 3.69

Section 7 : Procedures

7.1. The Academic Dean 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 to review their academic progression.

7.4. The Director of Student Affairs shall conduct an audit on the completion requirements at the end of each semester following the release of grades for courses offered during this semester, as set in the *Degree Audit Policy*.

7.4.1. In case any students are eligible to graduate, the Director of Student Affairs shall inform the Academic Dean and Program Chair within seven (7) days of completing the audit.

7.5. The Office of Student Affairs shall initiate the process to issue graduation documents.

7.6. 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 monitor the implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 306 – Undergraduate Completion Requirements Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed.
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed; owner changed to be the Associate Dean of Undergraduate Programs.
7	07/11/2025	Annual review completed, owner changed to Academic Dean.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Graduate Completion Requirements Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification

ADSM P 313 – Academic Progress Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 407 – Degree Audit Policy

ADSM P 424 – Student Enrollment Policy

Comprehensive Program Specification Document (CPSD)

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 applies to employees and units at ADSM involved in graduating students.

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 that has to be completed in a program of study.

3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.

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 Higher Education and Scientific Research's (MOHESR) Standards for graduate completion of graduate level programs.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

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

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 graduate program, as set in article 6.2.7.

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 graduate program.

6.2. 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 a CGPA below 3.0 may be permitted to take and/or retake additional courses to raise their CGPA to 3.0 for the degree to be awarded.

6.2.4. If a grade of "F" 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.

6.2.5. If a grade of "F" is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core courses which shall be computed into the CGPA.

6.2.5.1 Students may repeat any course to improve their CGPA, with the highest grade counted towards it.

6.2.6. Has no missing grades or "In Progress."

6.2.7. Be enrolled at ADSM for the minimum duration stipulated for the degree program, as follows:

6.2.7.1 A minimum period of three years and a maximum period of six years for the Doctor of Business Administration (DBA).

6.2.7.2 A minimum period of 15 months and a maximum period of 60 months for the Master of Science in Business Analytics (MSBA).

6.2.7.3 A minimum period of 12 months and a maximum period of 60 months for the Master of Business Administration (MBA), Master of Science in Sustainable Business Excellence (MSSBE) and the Master of Science in Leadership & Organizational Development (MSLOD).

6.2.8. Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.

6.3. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.

6.4. At least 75% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

6.5. ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	4.0
Magna Cum Laude – With Great Honor	3.80 – 3.99
Cum Laude – With Honor	3.50 – 3.79
Very Good	3.25 – 3.49
Good	3.00 – 3.24

Section 7 : Procedures

7.1 The relevant Program Chair/Manager 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 Student Catalog.

7.2 Students are responsible for knowing 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 to review their academic progression.

7.4 The Director of Student Affairs shall conduct an audit into the completion requirements following the conclusion of each semester as set in the *Degree Audit Policy*.

7.4.1 In case any students are eligible to graduate, the Director of Student Affairs shall initiate the degree issuance process.

7.5 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 monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 307 - Graduate Completion Policy_v11.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 21/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved

1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs and Graduation Committee added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Article 6.7 added to list graduation honors.
6	11/09/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
9	07/11/2025	Annual review completed.
10	15/05/2026	Doctor of Business Administration (DBA) program included.
11	21/09/2026	Updated for the MBA new structure and to introduce the MSSBE program.

Next scheduled review: 15/05/2027

END OF DOCUMENT

Policy Name : Academic Progress Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM P 418 – Academic Integrity Policy

ADSM P 400 – Undergraduate Admissions 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 successfully completing the requirements of their degree program. 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 **Academic Advisor**: a faculty member assigned to advise students on academic matters.

3.2 **Post Enrolment Condition:** 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.

3.3 **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 **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/semester), 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/semester only.

3.5 **At Risk:** Students who have a CGPA below 3.0 in graduate programs or below 2.0 in the undergraduate program are academically at risk and will be subject to academic sanctions including, but not limited to, restricted enrollment.

3.6 **Probation:** Students are considered on Probation when their CGPA falls below 3.0 in graduate programs or below 2.0 in undergraduate programs. The student's status is set to Conditional Academic in this case.

3.7 **Exclusion:** A student may be excluded from a program of study if:

3.7.1 a student fails to achieve the CGPA as outlined in their conditional acceptance letter, or

3.7.2 a graduate student fails to achieve a minimum CGPA of 3.0 in the semester following a period of probation.

3.7.3 an undergraduate student fails to achieve a minimum CGPA of 2.0 in the semester following a period of probation.

Section 4 : Policy Statement

4.1 ADSM strives to provide students with the support they need to progress in their studies.

Section 5 : Exclusions

5.1. Students who have withdrawn from the program of study or found involved in an 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 Doctor 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 three (3) courses.

6.1.1.2 Master of Business Administration Program and 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 the first semester.

6.1.1.3 Bachelor of Science in Management Program: A conditionally accepted student must achieve a C average (2.0 on a 4.0 scale or equivalent) following completion of the first semester.

6.1.1.4 If requirements are not met, 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 semester, the Office of Student Affairs will review students' cumulative grades and identify students who are At Risk.

6.2.3 At Risk students may be placed on Probation and will be advised of their change of circumstances and the possible actions to rectify their academic standing.

6.2.4 Students with probationary academic status may be required to take remedial action(s) that include, but are not limited to:

6.2.4.1 Repeating courses where a student has achieved a grade of less than B in graduate courses or less than C in undergraduate courses.

6.2.4.2 Reduction of the number of credit hours (courses) taken in a subsequent semester.

6.2.4.3 Accessing the Academic Support Center for advice and assistance with developing study skills.

6.2.4.4 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 may 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 Graduate students who have been placed on Probation, and do not achieve a CGPA 3.0 in the subsequent semester, may be excluded from the program.

6.3.3 Undergraduate students who have been placed on Probation, and do not achieve a CGPA 2.0 in a subsequent semester, may be excluded from the program.

6.3.4 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: Students who have been excluded under the provisions of 6.3.2 and 6.3.3 of this policy, can appeal the decision in writing to the Academic Dean via the Office of Student Affairs.

6.4.1 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.

6.4.2 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:

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

6.4.2.2 relevant new or additional information has subsequently been made available.

6.4.3 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 The Office of Student Affairs will maintain all student records pertaining to academic progress in accordance with the *P 405 Student Records Policy*.

Section 7 : Procedures

7.1. The Office of Student Affairs shall review the student records pertaining to academic progress at the end of each semester and update their status accordingly.

7.2. Students are required to meet their admission conditions, as applicable, and academic progress requirements. Students are expected to utilize academic resources at ADSM to maintain good academic standing. Following the release of grades, graduate students falling below the required CGPA 3.0 and undergraduate students falling below the required CGPA 2.0 may meet with the Director of Student Affairs for advice on remedial actions.

7.3. The Academic Dean shall impose sanctions on students who do not meet the academic requirements as outlined in this policy and provide counsel to students who are At Risk and actively seeking assistance.

7.4. The Director of Student Affairs shall:

7.4.1. Monitor the progress of student performance and report students at risk to the Program Chairs, Academic Dean and the Academic Support Manager.

7.4.2. Advise At Risk students of their academic standing including the measures they must take.

7.4.3. Update student records to reflect students' academic standing.

7.5. Academic Advisors should provide advice to students who are at risk and suggest strategies for improving their academic performance. Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting with students.

7.6. The Academic Support Center shall provide advice and support to students and maintain 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 P 313 Academic Progress Policy_v11.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 21/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 21/09/2026

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 Director of Academic Programs for the review of student records. 7.6 added sentence: Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
9	07/11/2025	Annual review completed.
10	15/05/2026	Doctor of Business Administration (DBA) program included.
11	21/09/2026	Reviewed to reflect the MBA's new structure.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Examination Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards, Qualifications Framework for the Emirates Handbook, National Qualifications Center (NQC).
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 303 – Grade Approval and Change Policy
ADSM P 422 – Grade Moderation Policy
Student Handbook

Section 1 : Purpose

1.1 This Policy aims to set a framework and guidelines for student examinations at ADSM with an aim to establish an evidence-based examination process by which student learning outcomes are accurately and reliably measured.

Section 2 : Scope and applicability

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

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 consideration when determining the student's final grade in a course.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for student examination aiming to ensure that the exams are conducted and administered appropriately in accordance with international best practices in relation to student examination in graduate and undergraduate studies.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall establish a consistent examination framework to assess student learning outcomes, assure the quality of its programs, identify teaching improvement actions and monitor progress.

6.2. Examinations must be set in alignment with the objectives and learning outcomes determined in the course syllabus, suitable for course credits, clearly articulated and weighted.

6.3. Examination questions must allow proper measurement of students' critical thinking, knowledge and analytical skills.

6.4. ADSM shall create an examination environment in which examinations are conducted in a manner that maintains integrity.

6.5. ADSM does not conduct final written examinations for its graduate program, but only for its undergraduate program. Alternatively, in-class assessments are conducted during courses for all its programs.

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.

Section 7 : Procedures

7.1. Examinations required for a course must be clearly set in the course syllabus and communicated to students at the beginning of the course.

7.2. The Dean must put in place criteria that ensure that the examinations meet the relative difficulty, complexity and depth required for a graduate degree *(see UAE Qualifications Framework).*

7.3. Students shall refer to the syllabus to determine if an examination is in-class or out-of-class assessment.

7.4. Normal classes shall continue in the week leading to the scheduled examination. This may include introducing new course materials.

7.5. Common exams for multiple sections of a course can be scheduled only for regular term courses.

7.6. In collaboration with the Program Chair, the course instructor shall identify the appropriate answer sheets form (Green or Assessment Cover sheet) with the required instructions.

7.7. For graduate courses, 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 graduate course shall include two (2) to three (3) summative assessment tasks with balanced weighting. These will include, but are not limited to, in-class controlled assessments, out-of-class research assignments and presentations. The assessment structure and details must be clearly outlined in the syllabus for the specific course offering. Faculty members are responsible for explaining and clarifying all assessment requirements to students at the beginning of the course.

7.9. For Undergraduate courses, the midterm examination is held in week 8 and the final exam in week 16, in addition to multiple assessment activities throughout the semester.

7.10. The Curriculum Development Committee determines the weight of each examination.

7.11. Instructors are required to mark examination papers submitted for their courses, and record grades.

7.12. The 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.

7.13. The final grade for any course is calculated based on the weight of each examination included in it.

7.14. Final grades are recorded in letter grades and corresponding percentages. Instructors must submit final grades to the Academic Dean no more than five (5) days after the submission date of the last assessment.

7.15. The Academic Dean then reviews the submitted grades, and once approved, grades are sent from the Academic Dean's office to the Office of Student Affairs.

7.16. The Office of Student Affairs shall release the final grades within two (2) days of receiving them.

7.17. The instructor must provide students with feedback using the Assessment Feedback Sheet within one (1) week of completing the related examination.

7.18. Students may appeal their grades in examinations as set in the *Grade Approval and Change Policy*.

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 cancels P 314 – Examination Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Endorsed by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review of policy, appeal process referred to P 303 and Review Statement updated.
5	10/07/2023	Annual review completed.
6	13/12/2023	Reviewed for the provision of the undergraduate program.
7	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
8	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Undergraduate Admissions Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023. Ministerial Decree (19) for 2024.
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 402 – Transfer Admissions Policy
ADSM P 403 – Advanced Standing Policy
ADSM P 404 – Recognition of Prior Learning Policy
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 process for undergraduate 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 undergraduate 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 **MOHESR:** Ministry of Higher Education and Scientific Research.

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

3.4 **Undergraduate Application Fee:** Non-refundable fee to apply to the undergraduate program at ADSM.

3.5 **Undergraduate Registration Fee:** Non-refundable fee to process the application to the undergraduate program at ADSM.

3.6 **Offer Letter:** letter issued to undergraduate applicants offering them a place in the program.

3.7 **ELR:** English Language Requirement.

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

3.9 **Acceptance/Rejection Letter:** a letter issued to applicants to any program at ADSM 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.

3.10 **Undergraduate Admissions Committee:** an ad hoc committee constituted of faculty members and professional staff tasked with assessing applications for admission to the undergraduate programs.

3.11 **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.

3.12 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.

3.13 **Semester:** a period of time, usually a minimum of 16 weeks in duration, in which a specific and pre-determined set of courses is delivered to undergraduate students at ADSM. The Undergraduate Academic Calendar at ADSM comprises two regular academic semesters (Fall, Spring), each a minimum of 16 weeks in duration, and an intensive Summer session, which is six (6) weeks in duration.

3.14 **Undergraduate Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills in English language and Mathematics.

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 the undergraduate 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. ADSM accepts qualified national and international applicants into its Bachelor of Science in Management (BScM) program in accordance with and relevant standards and decrees.

6.2. ADSM may accept applicants as Direct Entry or Conditional Admission as set forth in this Policy.

6.3. **Direct Entry:** applicants must meet ADSM's Academic Requirements and English Language Requirements as set below.

6.3.1. Academic Requirements: Applicants must hold a UAE Secondary School Certificate or its equivalent approved by the Ministry of Education.

6.3.1.1 An Equivalency Letter issued from the Ministry of Education is required for a curriculum that does not follow the UAE curriculum.

6.3.2. English Language Requirement (ELR): Applicants must meet one of the following conditions:

6.3.2.1 For holders of UAE Secondary School Certificate – Advanced Stream, the applicant's English Language grade in his/her high school transcript must be 80% or higher, or its equivalent from other streams, as determined by the approved Ministry of Education matrix.

6.3.2.2 Holders of High School Certificates from English-Curriculum Schools (e.g. American, British) may be admitted directly.

6.3.2.3 Holders of High School Certificates from non-English-Curriculum Schools (e.g. Indian) must submit proof of English Language Proficiency Level (IELTS 5.0 or its equivalent).

6.4. Interview: the Undergraduate Admissions Committee reserves the right to conduct an interview with any applicant to further assess their academic background and English Language ability prior to joining ADSM.

6.5. **Conditional Admission:** A limited number of applicants are granted conditional admission following an interview with the Admissions Committee and based on one of the following criteria:

6.5.1. Conditional Academic: Applicants whose high school certificate is issued by a school that does follow UAE curriculum and do not provide an Equivalency Letter issued by the Ministry of Education as stated in Section 6.3.1, may be admitted conditionally subject to the following decrees:

6.5.1.1 Ministerial Decree No. (73) for the Year 2023

6.5.1.2 Ministerial Decree No. (40) for the Year 2023

6.5.1.3 Ministerial Decree No. (41) for the Year 2023

6.5.1.4 Administrative Decree No. (519) for the Year 2022

6.5.2. Conditional ELR: applicants who do not meet the English Language Requirements for Direct Entry as set in article 6.3.2, may be admitted as Conditional ELR following an interview with the Admissions Committee, and their admission will be subject to one of the following conditions:

6.5.2.1 The applicant to complete the English Skills (BRD 102) Bridging Course prior to admission.

6.5.2.2 The applicant to successfully complete the Academic English (ACE 101) qualifying course (6 CH) during the first semester, with a reduced course load determined by the Admissions Committee, and not exceeding a total of twelve (12) credit hours, which includes the Academic English (ACE 101) course.

6.6. **Undergraduate Bridging Courses:** Applicants to the BScM program may be required to complete non-credit bearing bridging courses before full admission, as deemed necessary by the Undergraduate Admissions Committee. The bridging courses, shown below, aim to introduce students to fundamental concepts in mathematics and English language.

Course Code	Course Title
BRD 101	Pre-Calculus
BRD 102	English Skills

6.7. Applicants may request additional information about ADSM's programs from the Undergraduate Admissions Committee as relevant to their future projections.

6.8. Transfer of academic credits from another HEI is governed by the *Transfer Admissions Policy*.

6.9. Recognition of Prior Learning is governed by the *Recognition of Prior Learning Policy*.

6.10. Granting an advanced standing to an applicant is governed by the *Advanced Standing Policy*.

Section 7 : Procedures

7.1. Application process to the undergraduate program is initiated when applicants fill in the Application Form and pay the non-refundable Undergraduate Application Fee as set in the *Student Finance Policy*.

7.2. Applicants are required to submit the below documents and pay the non-refundable Undergraduate Registration Fee to Student Recruitment to process their application:

7.2.1. A UAE Secondary School Certificate or its equivalent that meets the Direct Entry requirements as specified in section 6.3.1.

7.2.2. Valid ELR, as specified in section 6.3.2 verified by Student Recruitment.

7.2.3. Identification Documents – copies of the following:

- Passport.
- Emirates ID Card.

- Residence Visa, if non-UAE National.
- One (1) Passport size photo.

7.3. The Undergraduate Admission Committee shall evaluate applications, as follows:

7.3.1. At least two members of the Committee shall evaluate applications and state the Committee's decision on the Application Form. The evaluation will be conducted based on submitted documents.

7.3.2. The Committee may request an interview with the applicant prior to deciding. In which case, Evaluation Forms will be filled in and attached to the applicant's record to confirm the Committee's decision as stated on the Application Form.

7.4. Based on the possible outcomes of the Committee's evaluation, ADSM shall issue the following types of Acceptance Letters:

7.4.1. **Acceptance Letter A:** Direct Entry

7.4.2. **Acceptance Letter B:** Conditional ELR

7.4.3. **Acceptance Letter C:** Conditional Academic

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 the authenticity of submitted documents and stamp them accordingly.

8.2.3. Submit applications to the Undergraduate Admissions Committee for assessment.

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

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

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

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

8.3. Undergraduate Admissions Committee:

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

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

8.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.5. Monitor conditionally admitted students to determine if they are allowed to continue their study.

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

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 400 – Undergraduate Admissions Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed.
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	03/01/2024	Article 6.3.1.1 added.

7	11/07/2024	Article 6.3.1 amended in line with Guidelines for the Admission Criteria for Undergraduate Programs in Higher Education Institutions, issued in May 2023
8	07/01/2025	Amended in accordance with Ministerial Decree (19) for 2024. Owner changed to be Academic Dean.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Graduate Admissions Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023. Ministerial Decree (19) for the Year 2024. ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 402 – Transfer Admissions Policy
ADSM P 404 – Recognition of Prior Learning Policy
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 graduate-level academic programs offered at ADSM.

Section 2 : Scope and applicability

2.1 This Policy applies to any individual, committee, unit, or employee involved in applicants' admission into graduate-level 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 **MOHESR:** Ministry of Higher Education and Scientific Research

3.3 **Application Form:** a form that all applicants must complete, sign and submit 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 **Semester:** a period, usually a minimum of 15 weeks in duration, in which a specific and pre-determined set of courses is delivered. The Academic Calendar at ADSM comprises two regular academic semesters (Fall, Spring), each a minimum of 15 weeks in duration, and a Summer session, which is eight (8) weeks in duration.

3.13 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the relevant *QFEmirates* level, and required for students who do not meet the program-specific requirements as specified in this Policy.

Section 4 : Policy Statement

4.1 The admission process aims to maintain the standards required by the UAE Ministry of Higher Education and Scientific Research to allow students to apply and gain acceptance to be enrolled in one of ADSM's graduate programs. 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. **Master Programs:** Applicants to Master programs offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:

6.1.1. **Direct Entry:** Applicants must meet ADSM's Academic Requirements and English Language Requirements for Direct Entry as set below.

6.1.1.1. Academic Requirements: Applicants must provide a bachelor's degree recognized by MOHESR, as follows:

6.1.1.1.1. Degrees from UAE Federal HEIs are accepted directly.

6.1.1.1.2. Degrees from private HEIs within the UAE must be attested by MOHESR.

6.1.1.1.3. Degrees from HEIs outside the UAE require an Equivalency Letter issued by MOHESR.

6.1.1.2. English Language Requirement (ELR): Applicants must submit one the following valid and current English Language proficiency certificates:

EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
1250	5.5	71	197	530

English Language Requirement for Direct Entry

6.1.2. **Conditional Entry:** Applicants may be granted conditional admission following an interview with the Admissions Committee and based on one of the following criteria:

6.1.2.1. **Conditional Academic:** granted to applicants who are not able to provide a bachelor's degree recognized by the MOHESR at the time of their admission. These applicants may be admitted as Conditional Academic and must meet the Academic Requirements for Direct Entry by the end of the first semester of study as stipulated in article 6.1.1.1

6.1.2.2. **Conditional ELR:** granted to applicants who do not meet the English Language Requirements as set in article 6.1.1.2. These applicants may be admitted as Conditional ELR, and must:

6.1.2.2.1. Take a maximum of six (6) credit hours during their first semester of study.

6.1.2.2.2. Complete the Academic English (ACE 6001) course during their first semester of study.

- Students may be exempted from completing the Academic English (ACE 6001) course if they achieve the English language required for Direct Entry as set in article 6.1.1.2 above during their first semester of study.

6.1.2.2.3. Provide one of the following valid and current English Language proficiency certificates:

EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
1100	5.0	61	173	500

English Language Requirement for Conditional Entry

6.2. **Master Programs Specific Requirements:** in addition to the Academic and English language requirements stipulated in article 6.1, applicants must meet the program specific requirements as listed below:

Program	Bachelor's 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 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 Bridging Course(s).

Program Specific Requirements

6.3. **Doctor of Business Administration (DBA) Program:** Applicants to the DBA program offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:

6.3.1. **Direct Entry:** Applicants must meet ADSM's Academic Requirements and English Language Requirements for Direct Entry as set below.

6.3.1.1. Academic Requirements: Applicants must provide a master's degree with a minimum CGPA of 3.3 on 4.0 scale recognized by MOHESR, as follows:

6.3.1.1.1. Degrees from UAE Federal HEIs are accepted directly.

6.3.1.1.2. Degrees from private HEIs within the UAE must be attested by MOHESR.

6.3.1.1.3. Degrees from HEIs outside the UAE require an Equivalency Letter issued by MOHESR.

6.3.1.1.4. Applicants who do not have a background in business or management in any of their previous academic degrees will be required to complete bridging courses determined by the Admissions Committee.

6.3.1.2. English Language Requirement (ELR): Applicants must submit one the following valid and current English Language proficiency certificates:

EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
1250	5.5	71	197	530

English Language Requirement for Direct Entry

6.3.2. **Conditional Entry:** Applicants may be granted conditional admission following an interview with the Admissions Committee and based on one of the following criteria:

6.3.2.1. **Conditional Academic – Equivalency:** granted to applicants who cannot provide a master's degree recognized by the MOHESR at the time of their admission. These applicants may be admitted as Conditional Academic and must meet the Academic Requirements for Direct Entry by the end of the first semester of study as stipulated in article 6.3.1.1

6.3.2.2. **Conditional Academic – CGPA:** Admission of applicants with a CGPA less than 3.3 on a 4.0 scale in their master's degree will be determined by the Admissions Committee, and these applicants will be required to complete bridging courses.

6.4. **Exemption from English Language Requirements:**

6.4.1. Applicants to master's programs who have completed their undergraduate degree at an English-medium higher education institution in an English-speaking country may be exempted from providing proof of English language proficiency. Similarly, applicants to the DBA who have completed their master's degree at an English-medium higher education institution in an English-speaking country may be exempted from providing proof of English language proficiency. This exemption is subject to an interview with the Admissions Committee.

6.4.2. Applicants to the DBA program who graduated from an ADSM master's program within the two years preceding their application date may be exempt from the English language proficiency requirement. This exemption is subject to an interview with the Admissions Committee.

6.4.2.1. Admissions Committee may extend the two-years duration based on the interview's outcome.

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.

6.5.1. Attending an interview, in person or online, is mandatory for DBA applicants.

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 is governed by the *Recognition of Prior Learning Policy*.

6.8. The transfer of academic credits is governed by the *Transfer Admissions Policy*.

Section 7: Procedures

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

7.1.1. Application Form signed and dated.

7.1.2. Undergraduate/Graduate Degree (Diploma/ completion letter) recognized by MOHESR.

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

- Employment Certificate stating current position.
- CV

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.

For DBA 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
- Two (2) 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 deciding. In which case, Evaluation Forms will be filled in and attached to the applicant's record to confirm the Committee's decision as indicated on the Application Form.

7.2.2.1. Interviews may be arranged in-person or online subject to the decision of the relevant Admissions Committee.

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

7.3.1. **Acceptance Letter A:** Direct Entry – All programs

7.3.2. **Acceptance Letter B:** Conditional ELR – Undergraduate and master's programs only.

7.3.3. **Acceptance Letter C:** Conditional Academic – All programs

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 the authenticity of submitted documents and stamp them accordingly.

8.2.3 Submit applications to the Admission Committee for assessment.

8.2.4 Coordinate with the Admissions Committee to schedule 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 (2) 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 conditionally admitted students' performance and take necessary action.

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

Section 9 : Cancellations

9.1 This Policy cancels P 401 - Graduate Admission Policy_v15.0.

Section 10 : Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: **Academic Dean**	
Recommended by: **Academic Council**	Reviewed and Recommended on 08/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 08/09/2026

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 regard to the conditional admissions percentage.
4	06/09/2021	Mapping to ESG 2015 Standards completed.
5	14/10/2021	Policy amended to require MSBA applicants to submit employment certificate and a current CV.
6	07/03/2022	Definition of a Term amended
7	04/07/2022	General review and Review Statement updated.
8	10/07/2023	Annual review completed, article 7.3 amended to match practice
9	08/09/2023	MBA program-specific entry requirements amended.
10	23/09/2024	Annual review completed; owner changed to be Academic Dean.
11	08/01/2025	Reviewed in accordance with Ministerial Decree (19) for the Year 2024.
12	08/05/2025	Reviewed in accordance with Outcome-based Evaluation Framework (OEF)
13	07/11/2025	Annual review completed.
14	27/03/2026	Admission criteria for the DBA program added.
15	08/09/2026	Article 6.4 amended.

Next scheduled review: 08/09/2027

END OF DOCUMENT

Policy Name : Transfer Admissions Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 400 – Undergraduate Admissions Policy
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 student admissions to ADSM's graduate and undergraduate programs 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 student admissions.

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 aboard that are recognized by the UAE's Ministry of Higher Education and Scientific Research (MOHESR).

3.4 **Transfer Admissions Committee:** an ad hoc committee that consists of the Registrar and at least two faculty members. 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.

Section 4 : Policy Statement

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

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. 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 Education and Scientific Research (MOHESR) located outside the UAE.

6.2. Prospective students applying for credit transfer must meet ADSM's admission's requirements as stipulated in the *Undergraduate Admissions Policy* and the *Graduate Admission Policy,* as applicable.

6.3. Transfer Admissions into the Bachelor of Science in Management (BScM) Program

6.3.1. The institution where the student has studied must be accredited by MOHESR in the UAE. Institutions of higher learning located outside of the UAE must be recognized by MOHESR.

6.3.2. The course studied must have required the student to attend classes, i.e. not by correspondence or distance learning.

6.3.3. The student can claim credit transfer for courses that she/he has passed, and which have a counterpart in ADSM's BScM program.

6.3.4. The student must submit a course description on the institution paper to be considered for Credit Transfer. The course must cover at least 70% of the topics in the corresponding course in ADSM's BScM program.

6.3.5. The course must carry the same number of study hours and must be at the same level or higher.

6.3.6. The student must have passed the course with a minimum grade of C.

6.3.7. The student must be in good academic standing at the institution from which the credits are being transferred.

6.3.8. The student can claim Credit Transfers for no more than 50% of the courses in ADSM's BScM program.

6.3.9. Transfer credits cannot be applied to courses at the 400 level.

6.4. Transfer Admissions into the ADSM's Graduate Programs

6.4.1. Processing credit transfer requests requires submitting official transcripts showing all work attempted at all graduate educational institutions attended.

6.4.2. Work taken under an articulation agreement between ADSM and another institution will be considered as transfer credit.

6.4.3. ADSM shall limit transferred credits for graduate programs to a maximum of six (6) credit hours in all of its master's programs and nine (9) for its DBA program.

6.4.4. 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.

6.5. ADSM does not grant credit twice for substantially the same course taken at two different institutions.

6.6. ADSM does not allow credits for the following cases:

6.6.1. The Dissertation Proposal and Dissertation course in the DBA program.

6.6.2. The Applied Entrepreneurship Project in the MBA program.

6.6.3. The Individual Consultancy Thesis in the MS programs.

6.6.4. The Internship Course in the Bachelor of Science in Management.

6.7. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and shall not be included in CGPA calculations.

6.8. Prior to admission, the Office of Student Affairs shall provide students applying for credit transfer with a written notification stating the credits approved for transfer, if any, and to which courses they will be applied at ADSM.

Section 7 : Procedures

7.1. Decisions regarding credit transfer requests are made as follows:

7.1.1. The Transfer Admissions Committee makes decisions for transfer admissions to master programs.

7.1.2. The DBA Admissions Committee makes decisions for transfer admissions to the DBA program.

7.1.3. The Undergraduate Admissions Committee makes decisions for transfer admissions to the BScM program.

7.1.4. The relevant Committee Chair maintains records of all decisions and related documents.

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 the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 402 – Transfer Admissions Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 21/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 21/09/2026

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
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed

5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024.
7	07/11/2025	Annual review completed.
8	15/05/2026	Doctor of Business Administration (DBA) program included.
9	21/09/2026	Reviewed to reflect the MBA's new structure.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Career Services Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 315 – Internship Policy
ADSM P 417 – Academic Advising Policy
ADSM P 901 – Community Engagement Policy
Student Handbook
Faculty Handbook

Section 1 : Purpose

1.1 This Policy aims 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 appoint a Career Services Officer responsible for organizing career services at ADSM in collaboration with other units, as applicable.

6.3. 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 Offer programs with an aim to guide individuals in reaching out to their desired careers.

6.2.2 Assist individuals in developing 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 services that enables them to progress in their careers, such as career counselling, interviewing skills and other employment skills.

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 postgraduate programs.

6.4. Academic Advisors and the Academic Support Manager are the first point of contact for students seeking career counseling and guidance, as per the *Academic Advising Policy*.

6.5. 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 Career Services Officer shall:

7.1.1 Work closely with employers to promote interaction with ADSM students and alumni.

7.1.2 Organize corporate briefings and introduce emerging industries to ADSM students and alumni.

7.1.3 Provide information on job opportunities, internships, and career resources.

7.1.4 Organize internships as per the *Internship Policy* for undergraduate students.

7.1.5 Organize career fairs/days.

7.2 The Office of Student Affairs shall include career-related activities within the Community Engagement plan, as per the *Community Engagement Policy*.

7.3 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.

7.4 The Office of Student Affairs will contact the relevant faculty member to arrange a meeting.

7.5 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.

7.6 Advisors shall keep records 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 of Student Affairs shall monitor implementation and report violations.

Section 9 : Cancellations

7.1 Approval of this Policy cancels P 408 – Career Services Policy_v7.0.

Section 10: Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Finance Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 112 – Setting of Holidays Policy
ADSM P 303 - Grade Approval and Change Policy
ADSM P 400 – Undergraduate Admissions Policy
ADSM P 401 – Graduate Admissions Policy
ADSM P 402 – Transfer Admission Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 425 – Visiting Students Policy
ADSM P 306 – Undergraduate Completion Requirements 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 regarding the application and administration of student 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 **Course**: a course consists of several instructional activities over a prescribed period. It deals with a single subject and is commonly described by title, code, credits, and expected learning outcomes.

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

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

3.4 **Program Tuition Increase**: an increase in tuition for any academic program at ADSM that may occur without prior notice and is in effect from the date of the Board of Trustees' approval.

3.5 **Program Tuition**: 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 for each academic program is detailed in Annexure 1 of this Policy.

3.6 **Sponsored Student**: refers to a student for whom fees and charges are paid by a third party.

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

3.8 **Program Tuition Change**: Program Tuition shall remain unchanged once the student accepts and signs the "Accepting Admission to ADSM" form. However, the Program Tuition may change if the student does not complete the program's requirements within the full-time maximum enrollment period, as stipulated in the *Student Enrollment Policy*. Other fees may change without prior notice.

3.9 **Administrative Suspension**: A status applied to students who have failed to meet their financial obligations to ADSM. During the period of administrative suspension, the student's access to ADSM systems, course registration, and other learning resources will be suspended until all outstanding financial obligations have been resolved in accordance with ADSM policies.

3.10 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the required *QFEmirates* level. ADSM offers Graduate and Undergraduate Bridging Courses, as detailed in the *Undergraduate Admissions Policy* and *Graduate Admissions Policy*.

3.11 **Virtual Charter Schools:** an education option provided by Abu Dhabi-based expatriate students from lower income families developed by Abu Dhabi Department of Education and Knowledge (ADEK).

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with a clear statement on the costs and fees associated with joining any of its programs and the students' responsibilities when applying and registering at ADSM.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1 Tuition and Fees:

6.1.1 **Tuition**: The fees charged by ADSM for enrollment in and completion of a specific academic program. Tuition fees cover the cost of academic instruction and delivery of courses required for the program

and do not include additional fees or charges, such as application fees, registration fees, textbooks, graduation fees, or other administrative charges, unless otherwise specified. Payment of tuition options are detailed in section 7.2 of this Policy, and the Accepting Admission to ADSM Form, once this form is signed, the student will be enrolled and given access to relevant ADSM learning resources.

6.1.2 **Application Fee:** a non-refundable fee paid by a prospective student while applying for an academic program at ADSM. The payment is made to the Finance Unit, and a copy of the receipt is submitted to the Student Recruitment Office along with a duly filled in ADSM application form. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.

6.1.3 **Deposit Fee**: a non-refundable fee of AED 2,000 paid to secure a place on a program at ADSM. This amount is deducted from the total tuition. Students may defer their enrolment up to a year from the date their acceptance letter was issued.

6.1.4 **Reinstatement Fee**: Students who breach the *Student Finance Policy* are subject to administrative suspension and may be charged a reinstatement fee. This results in ceasing access to course enrolment, course materials, viewing grades, using library, and other academic resources/services.

6.1.5 **Repeating Course(s) Fee:** Students who need to repeat courses due to failing, or to raise their CGPA to be above the minimum threshold of 3.0 on a scale of 4.0 for ADSM's graduate programs and 2.0 on a scale of 4.0 for the undergraduate program, or to achieve a higher merit, will be charged an additional fee as per the charges detailed in Annexure 1 of this Policy. This applies to students granted fully funded seats in the undergraduate program as stipulated in article 7.4.1.

6.1.6 **Visiting Students Fees**: Students from other institutions interested in taking course(s) at ADSM must apply. Successful applicants will be required to adhere to the fees in Annexure 1 of this Policy and the principles of the *Visiting Students Policy*.

Section 7 : Procedures

7.1. Payment of Fees:

7.1.1 Acceptable Payment types by the Finance Unit are as follows:

7.1.1.1 Cheques drawn on UAE located banks payable to "Abu Dhabi School of Management."

7.1.1.2 Bank drafts in AED payable to "Abu Dhabi School of Management."

7.1.1.3 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

7.1.2.1 ADSM shall not accept any cash payments from students for tuition or fees.

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

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

7.2 **Tuition:** tuition for ADSM academic programs is set as follows:

Program	Tuition per Credit Hour*
Doctor of Business Administration (DBA)	4,300 AED
Master of Business Administration (MBA)	3,667 AED
Master of Science in Quality and Business Excellence (MSQBE)	3,667 AED
Master of Science in Leadership and Organizational Development (MSLOD)	3,667 AED
Master of Science in Business Analytics (MSBA)	3,056 AED
Bachelor of Science in Management (BScM)	1,464 AED

*Amounts are rounded for accounting purposes.

7.2.1 Payment Schedules: tuition payments at ADSM shall be scheduled in accordance with the Academic Calendar. ADSM's Academic Calendar is divided into two academic semesters (Fall, Spring) and one Summer session, as per the *Setting of Holidays Policy.*

7.2.2 Method of Payment: It is the students' responsibility to finalize pending payments as listed below:

7.2.2.1 **DBA Students** must pay tuition and any other due fees before enrolling in any Semester. If a student cannot pay the full Semester Tuition, he/she may pay the tuition in two installments equal to 100% of the Semester Tuition to enroll. In this case, the student must pay 50% of the Semester Tuition prior to the Semester start date and the remaining 50% by Week 8 of the semester. Students may obtain an installment plan for their Semester tuition, provided that the full Tuition is paid within a maximum duration of four (4) months. Students must sign the payment agreement, and the

installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by direct debit from an authorized card monthly

7.2.2.2 **MBA Students** must pay the due Tuition before enrolling in any Course. Full-time students may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 15 months, exceeding this duration is determined on a case-by-case basis. Students must sign the payment agreement, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by direct debit from an authorized card monthly.

7.2.2.3 **MS Students** must pay due Tuition before enrolling in any Semester. If a student cannot pay the full-Semester Tuition, he/she will be eligible to pay in two installments equal to 100% of the Semester's tuition. This is subject to paying 50% of the Semester Tuition prior to the Semester start date and the remaining 50% to be paid by post-dated cheque within one month of the Semester 's start date. Full-time students may opt for an installment plan, as follows:

7.2.2.3.1 **MSBA students** may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 15 to 18 months, depending on the pathway selected by the student in line with the *Thesis Policy*, exceeding this duration is determined on a case-by-case basis. The payment agreement must be signed by the student, and the installments must be equal. Payments should commence prior to the students' enrolment in courses and can be made by direct debit from the bank card each month.

7.2.2.3.2 **MSLOD and MSQBE students** may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 12 to 15 months depending on the pathway selected by the student in line with the *Thesis Policy*, exceeding this duration is determined on a case-by-case basis. The payment agreement must be signed by the student, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by direct debit from the bank card each month.

7.2.2.4 **BScM Students** must pay tuition and any other due fees before enrolling in any Semester, please refer to Appendix 1 of this policy for the applicable fees. If a student cannot pay the full Semester Tuition, he/she may pay the tuition in two installments equal to 100% of the Semester Tuition to enroll. In this case, the student must pay 50% of the Semester Tuition prior to the Semester start

date and the remaining 50% before the mid-semester exams. Students may obtain an installment plan for their Semester tuition, provided that the full Tuition is paid within a maximum duration of four (4) months, exceeding this duration is determined on a case-by-case basis. Students must sign the payment agreement, and the installments must be equal. Payments should commence prior to enrollment in courses and can be made by direct debit from an authorized card monthly.

7.2.3 Payment Installation Options: Tuition must be paid as stipulated below:

- **DBA Program:** the options are based on the total tuition due per academic semester.

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3* Payment in Installments - Semester	OPTION 4* Payment in Installments – Program
Doctor of Business Administration (DBA)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid by Week 8 of the semester.	Payment of Semester tuition to be made in monthly instalments, first instalment before the semester's start date and all due payments to be made within the given semester.	Payment of full program tuition to be made in monthly instalments, first instalment before the first semester's start date and all due payments to be made within 36 months.

*Students opting for Option 1 may be awarded an additional discount of up to 3%.

- **Master Programs:** the options are based on the program's total tuition as listed in article 7.2.

PROGRAM	OPTION 1 Payment in Full*	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 15 Months.
Master of Science Programs – MSQBE and MSLOD	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,00/30 = AED 3,667	All payments must be made within 12 to 15 Months
Master of Science Programs – MSBA	One payment of AED 110,000	Payments calculated based on 36 GPA Credit Hour. = 110,000/36 = AED 3,056	All payments must be made within 15 to 18 Months

*Students opting for Option 1 may be awarded an additional discount of up to 5%

- **Undergraduate Program:** the options are based on the total tuition due per academic semester. Any other applicable fees as per Appendix 1 must be paid in full.

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3 Payment in Installments
Bachelor of Science in Management (BScM)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date. ADSM has two regular semesters in any academic year and one intensive summer session.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid before mid-semester exams.	Payment of Semester tuition to be made in monthly instalments, provided first instalment is made before the semester start date and all due tuition for a given semester is made within this semester.

7.2.3.1 The Finance Unit may write off up to 20 AED from a student's outstanding fees for accounting purposes.

7.2.4 Payment Method for Sponsored Students / Scholarships:

7.2.4.1 ADSM recognizes that students may receive financial aid from third parties. However, the ultimate responsibility for satisfying all financial obligations rests with the student.

7.2.4.2 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.

7.2.4.3 The Finance Unit will provide sponsors with invoices and transcripts after final grades are released for each term.

7.2.4.4 In case sponsors stop or suspend sponsorship, the Finance Unit must be formally notified. Pending financial dues must be cleared up by the student.

7.2.4.5 ADSM will not be responsible in cases where sponsorships are suspended. It will remain the student's sole responsibility to clear any financial dues both with ADSM and the sponsor.

7.3. Procedure for Rejected Payments

7.3.1 The Finance Unit will deposit cheques no later than five (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 may have to pay AED 500 as a reinstatement fee.

7.3.3 In case of failure to deduct the monthly payment agreed upon due to insufficient balance or any other reason, the student accounts will be placed on administrative suspension, and the student may have to pay 500 AED to reactivate his account.

7.4. ADSM Tuition Scholarships

7.4.1 ADSM reserves the right to grant students discounts that are highly competitive.

7.4.1.1 Students are encouraged to apply for a scholarship when they enroll.

7.4.1.2 ADSM does not guarantee a positive outcome for any scholarship application.

7.4.1.3 Students can apply for one scholarship scheme only. Scholarships cannot be combined with any other discounts or other scholarships, except for discounts given for full payment of tuition fees.

7.4.1.4 Limited seats for each scholarship scheme will be identified before the recruitment starts for any intake. This will be in line with the approved budget.

7.4.2 ADSM may offer a limited number of fully funded seats for each intake. This will be in line with the approved budget and subject to a recommendation from the Scholarship Committee followed by the President's approval. The funding will be for the entire duration of the graduate program and renewed on a year-by-year basis for the Bachelor program. Student Affairs shall determine the continuation of the scholarship in coordination with the Dean.

7.4.2.1 Students must maintain a minimum GPA of 2.5 in each Academic Year to be considered for continuation in the following semester.

DBA Scholarship Schemes

7.4.3 **Merit Scholarship:** offered to applicants with exceptional academic records. For DBA students to apply, students must show evidence of achieving at least a master's CGPA of 3.75 and an IELTS score of 5.5 or higher. Successful students are eligible to receive up to 20% off tuition.

7.4.3.1 For ADSM alumni the minimum CGPA for the Merit Scholarship may be reduced to 3.50.

7.4.4 **Excellence Scholarship:** offered to applicants with excellent academic records. For DBA students to apply, students must show evidence of achieving a master's CGPA between 3.50 to 3.74 and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 15% off tuition.

7.4.4.1 For ADSM alumni the minimum CGPA for the Excellence Scholarship may be reduced to 3.30.

7.4.5 **Alumni Rewards:** offered to DBA applicants as per article 7.4.14 of this policy.

Master Programs and Undergraduate Program Scholarship Schemes

7.4.6 **Outstanding Scholarship:** offered to undergraduate applicants with outstanding academic records. Students would need to demonstrate evidence of achieving at least an average of 98% or above in their Secondary School Certificate and a minimum English grade of 95 in their High School Transcript. Successful students shall be eligible to have their tuition for the first Academic Year waived.

7.4.7 **Merit Scholarship:** offered to applicants with exceptional academic records. For graduate students to apply, students must show evidence of achieving at least an undergraduate CGPA of 3.50 and an IELTS score of 5.5 or higher. Successful students are eligible to receive up to 30% off tuition. For undergraduate students, students would need to demonstrate evidence of achieving at least an average of 95% or above in their Secondary School Certificate and a minimum English grade of 85 in their High School Transcript. Successful students shall be eligible to receive up to 50% reduction in tuition for the first Academic Year.

7.4.7.1 For undergraduate students in Virtual Charter Schools, students would need to demonstrate evidence of achieving at least an average of 90% or above in their Secondary School Certificate and a minimum English grade of 85 in their High School Transcript. Successful students shall be eligible to receive up to 60% reduction in tuition for the first Academic Year.

7.4.8 **Excellence Scholarship:** offered to applicants with excellent academic records. For graduate students to apply, students must show evidence of achieving an undergraduate CGPA between 3.20 to 3.49 and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 25% off tuition. For undergraduate students, students must demonstrate achieving at least an average of 90% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript. Successful students shall be eligible to receive up to 30% reduction in tuition for the first Academic Year.

7.4.8.1 For undergraduate students in Virtual Charter Schools, students would need to demonstrate evidence of achieving at least an average of 80% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript. Successful students shall be eligible to receive up to 50% reduction in tuition for the first Academic Year.

7.4.9 **Good Standing Scholarships:** offered to undergraduate applicants with good academic records.

7.4.9.1 Students who demonstrate evidence of achieving at least an average of 85% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript shall be eligible to receive up to 20% reduction in tuition for the first Academic Year.

7.4.9.2 Students who demonstrate evidence of achieving at least an average of 75% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript shall be eligible to receive up to 10% reduction in tuition for the first Academic Year.

7.4.10 **Teaching Assistant Scholarship**: Applicable for graduate students only. Applicants with an exceptional level of expertise in relevant areas may apply for teaching assistant scholarship. Successful candidates will receive up to 50% of tuition per term based on assistance with lab work, programming assignments, and/or research activities.

7.4.11 **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 graduate students may be granted up to 15% off their program tuition, and eligible undergraduate students may be granted up to 50% of the tuition for the entire program, providing that they maintain a good academic standing.

7.4.12 **Employee Scholarship:** Employees may apply for a scholarship in any of ADSM's academic programs. Approval is subject to a recommendation from the employee's Line Manager and final approval from the President. Eligible employees may be granted a scholarship covering between 50% and 100% of tuition fees, based on the following conditions:

7.4.12.1 For fully funded scholarships (100%), the employee may be assigned additional duties, which shall be documented by the employee's direct supervisor.

7.4.12.2 For fully funded scholarships (100%), if the employee resigns within two (2) years of completing the program, he/she shall reimburse ADSM 50% of the total tuition fee.

7.4.12.3 For partially funded scholarships, if the employee resigns within one (1) year of completing the program, he/she shall reimburse ADSM 25% of the total tuition fee.

7.4.12.4 ADSM reserves the right, at its sole discretion, to waive or modify any of the above conditions.

7.4.12.5 First-degree relatives of ADSM employees may be granted a scholarship of up to 50% of the total tuition fees, subject to a recommendation by the Scholarship Committee and a final approval from the President.

7.4.13 **Corporate Discount:** ADSM may enter into a corporate agreement with other entities by which special discounts are granted to applicants covered by such an agreement and as per the signed agreement's terms and conditions.

7.4.14 **Remote Living and Working Discount:** Students who live and work in remote areas of approximately 100 Kilometers from the ADSM campus and commute to attend ADSM classes may qualify for an additional discount of a maximum of 10%. The total discount that the student may receive, including the remote discount, may not exceed 30%. Students must apply for an additional discount and provide evidence of qualifying to receive it. The Scholarship Committee shall study the student request and either approve or deny the request.

7.4.15 **Alumni Rewards**: A 10% grant is available on tuition for students with at least one immediate family member who has graduated from an ADSM program. Immediate family members are defined as father, mother, siblings, or spouse. The following conditions must be met to avail Alumni Rewards:

7.4.15.1 Be self-funding.

7.4.15.2 Provide proper documentation.

7.4.15.3 Only one alumni reward can be awarded per student.

7.4.15.4 The application must be submitted prior to the start of the program.

7.4.15.5 Retrospective discounts are not applicable.

7.4.15.6 The Alumni Reward will be deducted from the tuition upon registration if the tuition is paid in advance or from the last installment as per the payment options detailed in this policy.

7.5 **Community Education Scholarship:** a merit-based and need-based scholarship designed for professionals working in the education sector in Abu Dhabi. The scholarship will be awarded to one outstanding candidate per cohort, covering full tuition costs for an eligible ADSM program. The scholarship will be maintained for the duration of the recipient's studies, provided they continue working in the education sector in the UAE and maintain academic excellence, subject to the following:

7.5.1 The applicant must have a minimum of three (3) years of experience working in the education sector within the UAE.

7.5.2 The applicant must demonstrate financial need, providing supporting documents as necessary.

7.5.3 The applicant must have a track record of meaningful contributions to the education sector, whether through their school, workplace, or broader community engagement.

7.5.4 The applicant must have a strong academic record, with a minimum undergraduate GPA of 3.0.

7.5.5 To maintain the scholarship, the recipient must remain employed in the education field in the UAE and sustain a GPA of 3.0 or above throughout the program.

7.6 Continuation of any scholarship granted on admission for undergraduate students is based on academic performance on a semester-by-semester basis, and subject to the following criteria:

Student's CGPA	Scholarship
2.80 – 2.99	15%
3.00 – 3.24	20%
3.25 – 3.49	30%
3.50 – 4.00	50%

7.6.1 Students may maintain the scholarship they obtained when joining until they apply for a continuation. This must be finalized within the ADD/Drop Period as defined in the *Student Enrollment Policy*, payment plans will then be adjusted accordingly.

7.6.2 Limited seats are available for each category in each semester in line with ADSM's approved budget.

7.6.3 The scholarship will be granted for one semester, it will not be renewed automatically, and students will have to apply for each semester they intend to enroll in.

7.7 Students who were not granted a scholarship on admission may apply for a scholarship as of their second semester, based on the criteria outlined in article 7.6.

7.8 **Withdrawing from Program:**

7.8.1 A student wishing to withdraw from ADSM must notify the Office of Student Affairs in writing.

7.8.2 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.

7.9 **Refund of Tuition and Fees:**

7.9.1 Tuition:

7.9.1.1 When applying for a refund, the student must complete the "Withdrawal Form" and submit it to the Office of Student Affairs.

7.9.1.2 Failure to provide formal notification and duly filled Withdrawal Form as per timelines mentioned in section 7.9.1.3 will result in counting full credit hours for courses.

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

Period	Deductible Amount
During the Add/Drop period of the Semester	Application fee AED 500 + Nonrefundable deposit AED 2,000
By Week 8 of a Semester	Application fee AED 500 + 50% of the fees for registered courses
By Week 12 of a Semester	Application fee AED 500 + 100% of the fees for registered courses

7.9.1.4 The deductible amount shall be determined based on the scholarship percentage granted to the student at the time of enrollment in the program.

7.9.1.5 For students on an approved payment plan, all amounts paid prior to the withdrawal date shall be considered non-refundable. The payment plan will be discontinued effectively from the date of withdrawal.

7.9.2 Grade Appeal Fees:

7.9.2.1 Grade Appeal Fees listed in Annexure 1 of this Policy will be refunded to the student's account if the appeal was deemed successful by ADSM, as per the *Grade Approval and Change Policy*.

7.10 **Transferred credits from other institutions.**

7.10.1 Students from accredited institutions are eligible to transfer credits to ADSM in accordance with the *Transfer Admissions Policy*. These students will be required to pay for courses taken at ADSM only.

7.10.2 The total number of courses to be undertaken by the students at ADSM will be based on the recommendations put forth by the Admissions Committee. The Office of Student Affairs will notify the Finance Unit about the decision.

7.11 **Leave of Absence**

7.11.1 Students may take a Leave of Absence as per the principles of the *Student Enrollment Policy*.

7.11.2 Students are advised to limit their Leave of Absence duration to ensure changes to fee structure or program structure do not have a substantial impact on their study plans/finance.

7.12 **Communication with Students**

7.12.1 The Finance Unit will communicate the charges related to tuition, transcripts, reinstatement fees, etc., to students via mobile text messages and/or email.

7.12.2 Students should update their personal details/ mobile numbers to ensure accuracy in communication. Information related to financial issues is 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 Head of Finance shall monitor implementation and report violations.

8.3. Students:

8.3.1. Understand the financial arrangements/options set by the Finance Unit regarding payment of fees.

8.3.2. Check financial dues with the ADSM Finance Unit prior to the start of each term.

8.3.3. Pay fees, as outlined in section 7.2 of this policy.

8.4. Finance Unit:

8.4.1. Invoice, collect, and record all student payments.

8.4.2. Inform the Office of Student Affairs of any students that have a nonpayment fee status.

8.5. The Office of Student Affairs:

8.5.1. Provide Finance Unit, on as needed basis, with details of:

8.5.1.1 Students who are newly accepted to ADSM as per ADSM's intake policy.

8.5.1.2 Students who are instructed to repeat courses.

8.5.1.3 Students who wish to withdraw from their program of study.

8.5.1.4 Visiting students, as defined in the *Visiting Students Policy*.

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 and inform them of fee structure.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 411 - Student Finance Policy_v20.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Head of Finance**	Nashid Kunnummal
Approved by: **Executive Committee**	Reviewed and Approved on 08/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	11/01/2021	MBA Program tuition credit hours calculation modification (Table 7.2.2, 7.6.3 and Annexure 1).
2	02/08/2021	Clarified Student Payment & classified payments per Program (article 7.2.1). Employees Scholarship & Corporate Discount (articles 7.4.5 & 7.4.6).
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/02/2022	Article 6.1.2 and Annexure 1 amended
5	07/03/2022	ADSM ceased accepting cash payments for any fees (article 7.1.21) and the refund of Grade Appeal Fees is added in article 7.6.2
6	04/07/2022	Review Statement updated.
7	18/10/2022	Scholarship schemes enhanced in Article 7.4. Fees for Bridging Courses and the Remedial Program added in Annexure 1.
8	15/12/2022	New scholarship added, Remote Living and working Discount (article 7.4.8)
9	15/11/203	Policy updated to include provision of an undergraduate program.
10	16/01/2024	Tuition for the MBA and BScM program reduced.
11	03/05/2024	Tuition for the BScM program reduces and its scholarship schemes revised.
12	23/09/2024	Scholarship schemes were revised and Policy Owner changed to be the Finance Operations and Procurement Manager.
13	09/10/2024	Criteria for scholarship continuation for BScM students clarified in Article 7.5

14	07/01/2025	Amended in accordance with Ministerial Decree 19 for the Year 2024.
15	08/05/2025	English language requirement for scholarships amended based on Ministerial Decree (19) for the Year 2024. Remedial Program fees removed.
16	25/06/2025	Revision of the scholarship duration and the continuation of scholarships for UG students. Adding the CMI membership fees. Revision of the fees for repeating courses. Revision of the continuation of Financial Aid scholarships for UG students.
17	15/09/2025	Graduation Ceremony fee increased to 850 AED, and Attestation Fee added.
18	07/11/2025	Withdrawal fees and employees' scholarship scheme revised; owner changed to Head of Finance.
19	27/03/2026	Tuition and fee structure for the DBA program added.
20	08/09/2026	Graduation fee amended, payment plans were amended in line with the Non-thesis pathway option, scholarships for employee relatives added.

Next scheduled review: 08/09/2027

Annexure 1- Student Tuition and Related Fees

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

Fee Type	Fee Amount (AED)
Graduate Application Fee – Nonrefundable*	500
Undergraduate Application Fee – Nonrefundable*	300
Undergraduate Registration Fee – Nonrefundable*	500
Non-refundable Deposit - to be deducted from the total tuition	2,000
Bridging Courses	Free
Tuition	
1. Doctor of Business Admiration (DBA) – 57 CH	4,300 per CH
2. Master of Business Admiration (MBA) – 30 CH	3,667 per CH
3. Master of Science in Quality & Business Excellence (MSQBE) – 30 CH	3,667 Per CH
4. Master of Science in Leadership and Organizational Development (MSLOD) – 30 CH	3,667 per CH
5. Master of Science in Business Analytics (MSBA) – 36 CH	3,056 per Ch
6. Bachelor of Science in Management (BScM) – 123 CH	1,464 per Ch
Academic English Course (ACE 101)	4,000
Academic English Course (ACE 6001)	3,000
CMI Membership for Graduate Students	1,800
CMI Membership for Undergraduate Students	1,500
Late Registration/Payment*	500
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	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*	1,000
Attestation Fee	100
International summer program	To be determined
Library Fee – Undergraduate program applicable for each regular semester	100
Technology Fee – Undergraduate program applicable for each regular semester	200
Repeated course (per one credit hour) – MBA	1,500
Repeated course (per one credit hour) – MSQBE & MSLOD	1,500
Repeated course (per one credit hour) – MSBA	1,500
Repeated course (per one credit hour) – BScM	600
Visiting student (per one credit hour) for undergraduate programs	2,000
Visiting student (per one credit hour) for all graduate programs	4,500
Withdrawal Fee	Section 7.8

*The above fees are subject to VAT 5% and are considered non-refundable

END OF DOCUMENT

Policy Name : Student Disciplinary Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
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 students enrolled in 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 **Disciplinary Action:** an action taken by ADSM against a student who committed a Misconduct and based on the work of a Disciplinary Committee.

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

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 Chair and at least two (2) other members 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 procedures 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 Polic*y.

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 update 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 or permanent loss of privileges.

6.9.3. Fines.

6.9.4. Counseling and/or medical or psychiatric evaluation.

6.9.5. Suspension (temporal cease of enrollment).

6.9.6. 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. Pursuing legal action.

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 or to the Dean's Office 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. Within five (5) working days of the alleged Misconduct being filed, the following steps must be taken:

7.2.1. The President's Office is notified to form a Student Disciplinary Committee. The President's Office may assume responsibility for handling the case to safeguard impartiality and avoid any potential conflict of interest.

7.2.2. The Committee shall meet and investigate the alleged Misconduct to make an informed recommendation to the President.

7.2.2.1 The Committee shall collect supporting evidence and information that may support the investigation of the alleged violation.

7.2.2.2 The Committee may interview students or other parties to investigate the case. Students have the right to be accompanied by a support person during the interview, provided that the Committee is notified in advance.

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 revaluation of the case.

7.5. The Director of Student Affairs shall issue a formal letter to the students concerned 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 the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 412 - Student Disciplinary Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable

regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	29/09/2025	Annual review completed.
8	07/11/2025	Review statement amended, process amended to add conflict of interest statement and the right for students to get support during hearings.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Rights and Responsibilities Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 115 – Code of Conduct Policy
ADSM P 410 – Student Activities Policy
ADSM P 411 – Student Finance Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 429 – Student Representation Policy
ADSM P 431 – Student Council Policy
Student Handbook
Catalog

Section 1 : Purpose

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

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM's students.

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 at ADSM with a focus on ensuring that all students have fair access to education and facilities, are entitled to participate in activities and governance, while safeguarding their privacy.

3.2 **Student Responsibilities:** ADSM's expectations of its student while enrolled in any of its programs.

3.3 **Code of Conduct:** A set of rules governing an individual's behavior as set in the *Code of Conduct Policy*.

Section 4 : Policy Statement

4.1 ADSM strives to clearly define the rights and responsibilities of its students as members of its community. It aims to outline what ADSM expects from its students, and what they can expect from ADSM.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall ensure that a comprehensive set of policies that govern Students Rights and Responsibilities is developed, approved, regularly updated, and appropriately disseminated**.**

6.2. The Office of Student Affairs shall act as an advocate for Student Rights and provide guidance on procedures, if needed.

6.3. **Student Rights**

6.3.1. To be provided with a safe and healthy environment to learn and prosper, in which they are free of discrimination, treated equally and can freely express their ideas.

6.3.2. To have the opportunity to effectively participate in the governance of ADSM via the Student Council at the School level and a Student Representative at the program level.

6.3.3. To have access to academic support, including, but not limited to, the allocation of an Academic Advisor and access to Library and Academic Support Center services.

6.3.4. To organize, participate, and engage in student activities, including organizing Student Groups and producing Media and Publications, as outlined in the *Student Activities Policy*.

6.3.5. To be guaranteed confidentiality and privacy in relation to their records, and for the information in their records to be shared in line with applicable policies and laws.

6.3.6. To have the right to appeal or raise a grievance, then receive fair and just treatment when processing their appeals and/or grievances. This shall include academic and non-academic matters.

6.3.7. To have access to their records and to be provided with accurate information regarding their academic standing and progression.

6.3.8. To have access to student services via the Office of Student Affairs in line with relevant policies. This shall be detailed in the Student Handbook and includes, but is not limited to, health services, career services and counseling.

6.4. **Student Responsibilities**

6.4.1. To abide by ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.

6.4.2. To adhere to ADSM's academic integrity rules as outlined in the *Academic Integrity Policy.*

6.4.3. To self-enroll in courses offered to his/her section in line with the approved study plan and within the determined add/drop period, as outlined in the *Student Enrollment Policy*.

6.4.4. To keep informed of and fully acquainted with ADSM's policies, procedures, regulations as published in the Student Handbook, the LMS and the Catalog.

6.4.5. To know the requirements of his/her program of study to meet them and to seek guidance when needed from the Office of Student Affairs.

Section 7 : Procedures

7.1. The Office of Student shall ensure that students are informed about their rights and responsibilities by:

7.1.1. Clearly outlining Students' Rights and Responsibilities in the Student Handbook.

7.1.2. Ensure that students have access to the up-to-date and approved versions of related policies via the LMS or as appendices to the Student Handbook and Catalog.

7.2. Students' violations of 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 the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 414 - Student Rights and Responsibilities Policy_v7.0.

Section 10 : Review Statement

10.1. 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in

applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Students Rights and Responsibilities Clearly defined in Section 6
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Counselling Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 405 – Student Records Policy
ADSM P 406 – Information Release Policy
ADSM P 408 – Career Services Policy
ADSM P 417 – Academic Advising Policy
ADSM P 219 – Confidentiality Policy
ADSM P 426 – Student Safeguarding Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to outline relevant student counselling services provided for students at ADSM.

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 **Mental Health:** the emotional, psychological, and social wellbeing of an individual. The level of someone's mental health can affect his/her ability to handle interpersonal relations, cope with stressful situations, and influence other areas such as productivity, motivation, and self-esteem.

3.2 **Counsellor:** A qualified individual who supports students by providing services to maintain good mental health. Services include personal counselling, workshops, as well as activities which improves the overall wellness of all students.

3.3 **Key Unit:** ADSM members which facilitate a specific area of support for the students. The Key Units include the Academic Affairs (Leadership and Faculty), Academic Support Center, Health and Safety Officer, and Student Affairs.

3.4 **Academic Accommodation:** a modification or adjustment to the learning environment or assessments that supports students with specific needs, ensuring they have equal access to educational opportunities without changing course requirements.

3.5 **Academic Stress:** The overwhelming pressure students may feel to meet the academic demands of their studies and to excel, which may lead to significant stress, anxiety, or physical illness.

3.6 Stress: The body's reaction to demands or pressures, which can be academic, social, or personal. Stress can lead to physical and emotional symptoms like fatigue, irritability, and difficulty concentrating.

3.7 **Anxiety:** Persistent and excessive worry or fear about situations or outcomes, which can interfere with daily activities. It may involve physical symptoms like rapid heartbeat, sweating, and restlessness.

Section 4 : Policy Statement

4.1 ADSM aims to provide a healthy and safe environment for its students to support their wellbeing and enable them to achieve their educational goals to ultimately advance the School's mission in creating an enriching and rewarding environment.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

6.1 ADSM shall facilitate access to qualified and experienced Counsellors to provide professional personal counselling services to its students.

6.2 Counsellors shall support with students to address any Mental Health issues they may face including but not limited to difficulties in adjusting to university life, Anxiety, distress, and any other emotional issues.

6.3 The counsellors provide support and intervention for these issues through Individual Counselling, Group Sessions, Workshops and Programs, Referrals, Crisis Intervention, and Evaluation for Academic Accommodation.

6.4 The Office of Student Affairs shall ensure that students are able to book appointments with Counsellors by providing a platform for booking schedules and informing students of the booking process.

6.5 The Counsellor cannot conduct intensive therapy to students with mental disorders that is diagnosed as clinically severe.

6.6 The Counsellor does not have the capacity nor permission to assign clinical diagnosis of students.

6.7 All interactions between Counsellors and students including but not limited to meeting logs are handled according to the principles of the *Student Records Policy* and *Information Release Policy* and *Confidentiality Policy*.

6.8 In specific cases and as advised by Counsellors, ADSM may recommend students access professionally qualified counsellors for personal counselling services by contacting Abu Dhabi Health Services Company (SEHA). Email (care@seha.ae) or phone (800 50).

6.9 ADSM provides educational counselling/advice for its students as per the *Academic Advising Policy.*

6.10 ADSM provides career counselling to students as per the *Career Services Policy*.

6.11 Counsellors may collaborate or consult with other key units within ADSM but is not responsible for, nor will it make decisions regarding, admissions, disciplinary actions, curriculum matters, or other administrative decisions involving a student.

Section 7 : Procedures

7.1 At the start of each semester, the Office of Student Affairs shall announce the Counsellors availability schedule for all students. The schedule shall be published on the Website as well.

7.1.1 The schedule must be accommodating and meets the students' needs.

7.1.2 The schedule must contain contact information to allow students to book appointments privately.

7.1.3 Counsellors must maintain a log of all meetings and notify the Office of Student Affairs of any issues (e.g. a student missing multiple appointments).

7.1.4 Counsellors may recommend a student to contact SEHA (or other health care providers) by email or phone to book appointments and counseling services with a licensed practitioner.

7.1.5 Students may also be referred by the faculty, the student affairs, or by the academic support members.

7.1.6 Faculty or staff must endorse the referral to the student and notify them if a referral was made.

7.2 Students will be counselled by their Academic Advisors on the best suited courses for their program and other academic-related inquiry.

7.3 Students are given professional academic counseling by designated professional academic faculty if and when they are not able to maintain good academic standing.

7.4 **Group Sessions:** moderated group session to address common issues and provide peer support.

7.4.1 Group sessions must be documented in writing, informing the date, venue, and attendees. Data on the group session must comply with the *Student Records Policy* and conduct practices necessary to maintain confidentiality of the participants.

7.4.2 The counsellor must send individual and confidential invitations to students

7.4.3 The counsellor must obtain written or documented consent from the students to participate in group sessions.

7.4.4 The counsellor must ensure confidentiality and inform the students of their role in maintaining anonymity of the attendees.

7.4.5 The counsellor must facilitate the sessions, ensuring safety, and that students are well-informed of the scope and procedures of the sessions.

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 P 415 - Student Counselling Policy_v7.0.

Section 10: Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Definitions expanded, Principles and Procedures updated. Linked to P 219 – Confidentiality Policy.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Health Services Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 107 – Occupational Environment Health and Safety Policy
ADSM P 205 – Employment Policy

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, 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 requires all students, faculty and staff to adhere to the stipulations of the *Occupational Environment Health and Safety Policy.*

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

6.2.1. Available during operational hours that fit ADSM's academic schedule.

6.2.2. Available for students, faculty and staff.

6.2.3. Licensed by the relevant authorities.

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

6.2.5. Clean and hygienic.

6.2.6. Includes an isolation room as required by relevant authorities to handle infectious cases, such as COVID-19 cases.

6.3. Medical records of students and incident reports are private and confidential.

6.4. All students are entitled to receive equitable and respective attention and service varied only by the urgency and criticalness of their cases.

6.5. Faculty and staff are provided with medical insurance in accordance with the *Employment Policy*.

6.6. All students must have a valid medical insurance while studying at the ADSM as follows:

6.6.1. UAE National students must obtain the Thiqa card based on the Emirate of their origin as follows:

6.6.1.1. Abu Dhabi Citizens are entitled to Thiqa health card Category I.

6.6.1.2. Non-Abu Dhabi Citizens are entitled to Thiqa health card Category III. They may upgrade to Category II by providing a "To Whom it May Concern Letter" from the Office of Student Affairs.

6.6.2. A student whose mother is a UAE National is entitled to Thiqa health card Category IV.

6.6.3. Expatriate students whose residency is sponsored by their guardians must obtain their medical insurance through their sponsor.

6.6.4. 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 anytime during its operation hours. However, students are encouraged to avoid visiting the First Aid Room during class time when possible.

7.2. Faculty and staff may visit the First Aid Room any time during its operation hours for urgent attention.

7.3. The nurse will attend to each visitor in order of arrival unless a later visitor requires urgent attention.

7.4. The nurse shall follow the applicable procedures of relevant health authorities in reporting medical cases, such as a suspected COVID-19 case.

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 P 416 – Health Services Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	03/01/2022	P 107 and P 205 referenced in articles 6.1 and 6.5
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Academic Advising Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 402 – Transfer Admissions Policy
ADSM P 408 – Career Services Policy
ESG 2015 Standards – 1.6 Learning Resources and Student Support

Section 1 : Purpose

1.1 This Policy aims to define a general framework 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 applies to all enrolled students and to employees and units delegated to provide academic or administrative advice in ADSM programs.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Academic Advice:** Individual attention provided to students to improve their academic performance. Academic advice may cover administrative, general or specialist academic advice**.**

3.2 **Academic Advisor**: a faculty member assigned to provide students with Academic Advice.

3.3 **At Risk Students**: at-risk students include, but not limited to, students who were issued warning letters or placed under academic probation. This may include students with borderline CGPAs.

3.4 **Good Standing**: Satisfactory progress towards graduation.

3.5 **Returning Students**: a student who was suspended, dismissed or withdrawn from his/her program of study and has received an approval from the Academic Dean or Associate Dean of Undergraduate Programs to resume his/her studies.

3.6 **Transfer Student:** a student who transferred credits to ADSM, as set in the *Transfer Admissions Policy*.

Section 4 : Policy Statement

4.1 ADSM considers Academic Advising a vital aspect of students' learning experience. As it contributes towards achieving academic progress and is a responsibility shared between students and their Advisors.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall assign an Academic Advisor to every student at the time of enrollment. Students are recommended to arrange meetings with their assigned Advisors at least once every term/semester to ensure achieving satisfactory and timely progress towards completing their program of study.

6.2. Academic advisors' Responsibilities:

6.2.1. Provide sufficient information on the academic requirements to complete the program of study.

6.2.2. Recommending a suitable workload to students based on their abilities, circumstances and progress.

6.2.3. Monitoring student progress towards graduation. This includes:

6.2.3.1. Explaining academic policies and procedures.

6.2.3.2. Recommending a study plan to enable a timely completion of the students' program of study.

6.2.4. Support students to maintain a Good Standing:

6.2.4.1. Identifying issues impacting student academic performance.

6.2.4.2. Guiding students to utilize on-campus resources and support services, as made available.

6.2.5. Providing career and progression advise, including:

6.2.5.1. Supporting students in selecting a suitable HEI to progress into postgraduate studies.

6.2.5.2. Providing career support in line with the *Career Services Policy*.

6.3. Students' Responsibilities:

6.3.1. Be aware of and familiar with ADSM's policies, program requirements, and their rights and responsibilities as ADSM students.

6.3.2. Seeking the advice of their assigned Academic Advisor on academic matters.

6.3.3. Request their Academic Advisor's guidance on seeking advice from other individuals.

6.3.4. Meeting frequently with their Academic Advisor to discuss their progress and/or other matters.

6.3.5. To be aware of and responsible for decisions that affect their progress.

6.4. Students are allocated an academic advisor by the Director of Academic Programs, who shall determine the ratio of Academic Advisors to students in collaboration with the Academic Dean and Associate Dean of Undergraduate Programs.

6.4.1 Students who change majors may be assigned a different Academic Advisor.

6.4.2 'At risk' students may be allocated an additional Academic Advisor and be required to take part in special academic support sessions.

6.4.3 Transfer Students shall be assigned an Academic Advisor.

Section 7 : Procedures

7.1. **Assigning Academic Advisors:** The Academic Dean shall assign Advisors as follows:

7.1.1. No later than the end of the fourth week of each regular term/semester, in which an intake was accepted, the Office of Student Affairs shall provide the Academic Dean 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/semester the Academic Deanshall notify the Office of Student Affairs of the Advisor assigned to each student.

7.1.3. A maximum of fifty (50) students from graduate and/or undergraduate programs may be assigned to a single Academic Advisor.

7.2. The Office of Student Affairs will announce the assigned Academic Advisors to students and update the Student Information System (SIS) accordingly.

7.3. Academic Advisors must announce available advising hours to students under their supervision.

7.4. Students may schedule meetings with their Academic Advisors via the Learning Management System (LMS). These meetings shall be utilized to discuss progress, review study plans, etc....

7.5. The Academic Dean shall complete a Critical Self-Evaluation Report (CSER) for Academic Advising at the conclusion of each academic year. This should include time-bound improvement actions that will be added to ADSM's Quality Improvement Action Plan for the next academic year.

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 P 417 - Academic Advising Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	A maximum number of Advisees for each Academic Advisor is set and a CSER is mandated for each academic year.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	General review and Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	ADEK Standards and Procedure for HEIs referenced.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Academic Integrity Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 301 – Grading and Assessment Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 419 – Student Appeals Policy

Section 1 : Purpose

1.1 This Policy aims to provide ADSM students, faculty and all relevant units with a clear framework for applying academic integrity standards at ADSM. It aims to specify the possible ramifications of any academic integrity violation. The Policy sets ADSM's academic integrity principles and procedures, including those related to violations of academic integrity.

Section 2 : Scope and applicability

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

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 faculties and one staff to investigate students' violations of academic integrity and report findings.

3.3 **Complicity**: assisting or attempting to assist other people in committing Academic Integrity violations.

3.4 **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.

3.5 **Fabrication**: Making up false information for use in academic or research submissions.

3.6 **Fabricating Signatures**: forging signatures on official documents, including forms.

3.7 **Honor Pledge**: a short statement confirming students' full compliance with ADSM's Academic Integrity: "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**: writing and submitting an academic assignment, project, report, presentation, etc. on behalf of another individual.

3.9 **Plagiarism**: an act of fraud, it involves both stealing someone else's work and lying about it afterward. 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. (Reference to www.plagiarism.org)

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, complicity, fabrication, fabricating signatures, inappropriate proxy, and plagiarism.

3.11 **Similarity percentage:** a percentage of similarity of a student's submitted work based on the output of the Plagiarism detection software report by the Turnitin software.

3.12 **Plagiarism Violation**: Any copied work that is not appropriately cited or referenced. The similarity percentage alone does not establish plagiarism, as similarities may result from commonly used words, references, assessment questions, or properly identified sources. The similarity report must be reviewed to determine whether a plagiarism violation has occurred.

3.13 **Unauthorized Examination Material:** Any digital device, written material, printed reference, communication device, AI-enabled device, wearable technology, or other item not expressly permitted for use during a closed-book examination.

3.14 **Exam and Assessment Rules:** The rules and procedures governing the conduct of examinations and assessments, including student responsibilities, permitted materials and equipment, examination procedures, attendance and submission requirements, academic integrity, and measures to ensure fairness, security, and the proper administration of paper-based examinations.

Section 4 : Policy Statement

4.1 ADSM strives to apply and maintain the highest level of Academic Integrity. Any violation of these standards (e.g. Plagiarism, cheating, fabrication) as set forth in this Policy will not be tolerated and will have serious consequences. It is the collective responsibility of all ADSM's community members to ensure strict adherence to Academic Integrity, including reporting any violations.

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 a business management undergraduate and graduate school that aims to prepare and develop graduates who are leaders in their area of specialty.

6.2. 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).

6.3. 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.

6.4. ADSM will ensure that all admitted students have access to the *Academic Integrity Policy.*

6.5. Faculty are required to impose the use and application of the Honor Pledge.

6.6. ADSM has a responsibility to train students to ensure that they are familiar with detailed components of its academic integrity policy.

6.7. The School is responsible for ensuring that all members of faculty and staff are aware of their responsibilities as defined within the policy.

6.8. Students are responsible for understanding and adhering to academic integrity principles.

6.9. The *Academic Integrity Policy* will be published in the Course Catalog, Student Handbook, on the Learning Management System, and on ADSM's website.

6.10. ADSM utilizes Turnitin as a Plagiarism detection software to evaluate student work for signs of plagiarism. Faculty will follow the principles of the *Grading and Assessment Policy* in this regard.

6.11. ADSM encourages its students to optimize advent technology as part of their learning experience. This shall be done while upholding academic integrity principles.

6.11.1. Artificial intelligence software (e.g. ChatGPT) may be used to support learning, while adhering to academic integrity principles.

6.11.2. ADSM shall, at the same time, utilize tools and resources (e.g. AI detection feature in Turnitin) to indicate the possible use of AI software use in the student's assessment. However, an AI-detection score alone is not sufficient evidence of academic misconduct.

6.12. 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*.

6.13. As quality assurance partners, faculty and units in general are involved in the regular review of the Academic Integrity Policy.

6.14. Students who have been found guilty of one violation with a penalty will have increasing penalties in future violations.

6.15. During paper-based closed-book examinations, students shall only possess: A valid ADSM Student Identification Card, Pens or pencils required for the examination; and an approved calculator where explicitly permitted by the course instructor.

6.16. Any other materials, including books, handwritten notes, printed reference materials, mobile phones, smart watches, tablets, laptops, AI-enabled devices, earphones, or any electronic communication or storage devices, are prohibited unless specifically authorized and will be considered Unauthorized Examination Materials.

6.17. The possession, access to, attempted use, or use of any Unauthorized Examination Materials or digital device during a closed-book examination shall constitute a suspected Academic Integrity violation, a breach of the Exam and Assessment Rules, and may be considered cheating.

Section 7 : Procedures

7.1 ADSM shall train students in 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 Developing appropriate Exam and Assessment Rules.

7.1.4 Providing Academic Integrity training before the start of the Individual Consultancy Thesis.

7.1.5 Reminding students that it is their responsibility to check their work for plagiarism and ensure that there is no academic integrity violation before making their final submission on the LMS.

7.1.5.1 Students may make several submissions of their work in the LMS prior to the final submission to ensure that their work is free of plagiarism or other academy integrity violations.

7.1.5.2 Students cannot submit work after the due date for the assessment, and the percentage detected on the due date will stand.

7.2 Procedure to report and investigate violations resulting from Plagiarism and Fabrication:

7.2.1 A faculty member is required to analyze the similarity report of each student assessment. If a faculty member detects a possible academic integrity violation, he/she shall arrange a meeting with the student to discuss it.

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

7.2.3 If the faculty member determines that no academic violation has occurred, according to Section 3.12 of this policy, the matter is dropped.

7.2.4 Following the meeting with the student, if the faculty member determines that a violation has occurred, s/he shall:

7.2.4.1 Grade the assessment,

7.2.4.2 Apply a penalty of 15% if continuously highlighted content is limited to 15% as outlined in the similarity report.

7.2.4.3 Apply an automatic failure (mark of 0) in the assessment in case similarity exceeds the limit shown in Section 7.2.4.2.

7.2.4.4 Notify the Program Chair and provide details of violation to confirm the application of automatic failure as stated in Section 7.2.4.3.

7.2.5 The Program Chairs will verify with Student Affairs if the student has been found guilty of a violation in the past. If so, the Chairs will notify the Dean and Academic Integrity Committee. The Committee will determine whether the supplementary penalty is to be applied as stated in Section 7.4.

7.2.6 The Program Chairs will notify the faculty with the final decision of the Committee to change the grade as stated and will apply the decision accordingly.

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

7.2.6.2 Student Affairs will prepare and send a warning letter by email to any student for each case of violation with penalty. The letter should clearly indicate the violation committed; the number of times the student had a violation with penalty and the consequences for subsequent violations.

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

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

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

7.3.1 If a faculty member detects such violations, he/she must report it to the Program Chair and Academic Dean within one (1) day from the date it was identified.

7.3.2 The Academic Dean shall instruct the Academic Integrity Committee to further investigate the case:

7.3.2.1 The Committee may call the student and/or faculty member to examine evidence, as required.

7.3.2.2 The Committee may question any witnesses or relevant parties, as deemed necessary.

7.3.3 Procedure for Violations During Closed-Book Examinations for BScM students: if a proctor or faculty member observes or reasonably suspects the possession or use of unauthorized materials or digital devices during a closed-book examination, the invigilator shall:

7.3.3.1 Document the incident using an Examination Incident Report.

7.3.3.2 Collect any prohibited material where appropriate.

7.3.3.3 Allow the student to complete the examination unless the integrity of the examination is compromised.

7.4 Based on the evidence in Sections 7.2 and 7.3, the Academic Integrity Committee shall submit a detailed report to the Academic Dean and may recommend appropriate actions, including academic integrity workshops, penalties, warnings, course failure, suspension, or dismissal from ADSM.

7.4.1 The Academic Dean shall present the Committee's report to the President to determine a sanction, then communicate the final decision to Student Affairs to inform the student accordingly.

7.4.2 During the investigation of any academic integrity violation:

7.4.2.1 The student being investigated may not withdraw from the course in which the violation was allegedly committed.

7.4.2.2 Students with unresolved academic violations may not graduate.

7.4.2.3 Investigations shall continue regardless of the availability of any party involved.

7.4.2.4 Students may seek the Office of Student Affairs' advice about the policy and related procedures.

7.5 Procedure to report and investigate the use of AI software to write academic assessments:

7.5.1 Faculty shall indicate in their Assessment Instruments the extent to which students are permitted to use AI in their assessments, according to the following indicators: permitted, restricted, prohibited.

7.5.2 Students are required to declare their use of AI in their assessments. This must accord with the instructions on AI use provided on the Assessment Instrument. Where AI is used, students must provide a brief written explanation and provide evidence.

7.5.3 If, after applying the procedures relating to the use of AI in Assessment, as outlined in Section 6.9, a faculty member detects that a student's assessment exceeds any permitted use AI software for that assessment, he/she has the right to call the student for a meeting to verify that the submitted work is original and authentic.

7.5.4 If a student's work was suspected to exceed the permitted use of AI software, the faculty may:

7.5.4.1 Request that the student resubmit his/her work.

7.5.4.2 If the student chooses not to resubmit their work, the faculty shall apply a penalty proportional to the extent of suspected AI use that exceeds the allowable level.

7.6 In addition to AI use in assessments procedure, faculty may verify the originality and authenticity of student work, including through a verbal assessment to discuss submitted assessments.

7.6.1 If a student's work was proven to be not original (e.g. ghost writing), the faculty member may:

7.6.1.1 Request that the student resubmit his/her work.

7.6.1.2 Apply a penalty based on the level of suspected non-original work.

7.7 **Progressive Penalties for BScM Students:** Penalties for confirmed Academic Integrity violations shall be cumulative throughout a student's enrolment at ADSM regardless of the course, instructor, or semester:

7.7.1 First confirmed violation: Grade of zero (0) for the examination or assessment and a written warning.

7.7.2 Second confirmed violation: Grade of F (0) for the course and a final warning.

7.7.3 Third confirmed violation: Grade of F (0) for the course together with suspension for one academic semester, or another sanction determined by the Academic Integrity Committee.

7.7.4 Particularly serious or repeated violations may result in dismissal from the School in accordance with the *Student Disciplinary Policy.*

7.8 Students have the right to appeal the final decision of the Academic Integrity Committee, as follows:

7.8.1 Appeals must be submitted to the Office of Student Affairs in writing and include new information.

7.8.2 Appeals must be submitted within ten (10) days of the decision being communicated to the student. The Office of Student Affairs shall refer the appeal to the Academic Integrity Committee, whose decision shall be final.

7.8.3 Appeals may possibly result in reducing, maintaining or increasing the initial penalty.

7.9 Academic Integrity Records:

7.9.1 Records of Academic Integrity violations shall be maintained by the Office of Student Affairs.

7.9.2 ADSM may provide students' sponsors with such records.

7.9.3 The Office of Student Affairs shall update students' records accordingly.

Section 8 : Responsibilities

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

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

Section 9 : Cancellations

9.1. Approval of this policy cancels P 418 - Academic Integrity Policy_v12.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	Valerie Jean Lindsay
Recommended by: **Academic Council**	Reviewed and Recommended on 21/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	08/03/2021	Turnitin Similarity Index to be used in determining the Violation Severity
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	18/10/2022	Item 3.11, table name included. Item 7.2.4.1 amended.
6	10/07/2023	Procedure to detect the use of AI software to write academic assessments and procedure to ensure originality and authenticity of students' work added.
7	08/09/2023	Academic Integrity: Severity of Violation table amended
8	19/10/2023	Ranges of similarity index removed. Application of penalties by faculty and Academic Integrity Committee is based on levels and repetition of violations.
9	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
10	07/11/2025	Annual review completed.
11	21/09/2026	Reviewed to update the procedures for the use of advanced AI tools.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Student Appeals Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 301 – Grading and Assessment Policy
ADSM P 303 – Grade Approval and Change Policy
ADSM P 405 – Student Records Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 707 – Information Release Policy

Section 1 : Purpose

1.1 This Policy aims to provide clear and accurate 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 allowing students in certain circumstances to request a review of a decision related to the application of ADSM's policies that has an impact on their academic standing.

3.2 **Academic Appeals Committee:** an ad hoc committee that usually consists of the Academic Dean, the relevant Program Chair, and a third member of ADMS's faculty, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the 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 in detailing his/her academic appeal or complaint and submits it to the Office of Student Affairs.

3.4 **Mitigating Circumstances:** All appeals or complaints in relation to academic circumstances / reasons / conditions not limited to teaching delivery and/or assessments.

Section 4 : Policy Statement

4.1 The Policy provides a clear statement on students' right to submit an academic appeal and the processes to be followed by students when raising an appeal and by ADSM's staff when processing 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 can raise academic appeals without risk of disadvantage, by maintaining fairness, equity and transparency.

6.4. The Academic Appeals Committee shall ensure that a decision is made regarding any appeal or complaint presented to it. The Chair shall keep a record of appeals and/or complaints demonstrating 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 or the Dean's Office.

7.2. Upon receiving the completed form, the Office of Student Affairs or the Dean's Office shall:

7.2.1. Advice, guide and encourage the student to engage in a constructive engagement with the appeals and complaints procedures without fear of being disadvantaged.

7.2.2. Advice the student to meet with the relevant Program Chair 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 meet with the students or other parties concerned for fact-finding purposes and to resolve the situation.

7.2.4.1 Criteria for decision-making is in accordance with the afore-defined academic mitigating circumstances, that are in relation to associated ADSM academic policies and their application.

7.2.4.2 Decision-making is set to ensure that ADSM academic policies are maintained.

7.2.4.3 Related ADSM policies are defined in the above ***Related Document*** section.

7.2.5. The Academic Dean shall convey his/her decision within one (1) week of receiving the appeal.

7.2.6. If the student is not satisfied with the 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 deemed necessary. The Committee shall notify all parties concerned of its decision within one (1) week of its formation.

7.2.8. Students have the right to be accompanied by a support person during interviews, provided that the Committee is notified in advance.

7.2.9. 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.

7.2.10. The President may meet 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 records of appeals and the resolutions will be maintained by the Office of Students Affairs.

7.4. Conflict of Interest: In cases where a submitted appeal concerns any of the parties identified in Articles 7.1 to 7.3 of the appeals procedure, the President's Office shall assume responsibility for handling the appeal to safeguard impartiality and avoid any potential conflict of interest.

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. The approval of this Policy cancels P 419 - Student Appeals Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making defined in 7.2.4 and Mitigating Circumstances defined.
6	11/09/2023	Annual review completed.
7	23/09/2024	Annual review completed.
8	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Grievances Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
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 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**: any alleged non-academic violation of an ADSM Policy that is raised by a student.

3.2 **Grievance Committee**: an ad-hock committee formed by the Academic Dean, and consists of the Director of Student Affairs, the relevant Program Chair, 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. Students have the right to submit grievance regarding an alleged breach of a non-academic ADSM policy or to express their disagreement with a non-academic policy.

7.2. 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) days of becoming aware of the violation.

7.3. The Director of Student Affairs shall inform the Academic Dean to form an appropriate Grievance Committee within five (5) working days.

7.4. 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.

7.4.1.1 Criteria for decision-making is in accordance with the afore-defined definition of ***Grievance***, that is in relation to associated ADSM non-academic policies and their application.

7.4.1.2 Students have the right to be accompanied by a support person during the hearing, provided that the Committee is notified in advance.

7.4.1.3 Decision-making is to ensure that ADSM non-academic policies are maintained.

7.4.1.4 Related ADSM policies are defined in the above ***Related Document*** section.

7.5. 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.

7.6. The Grievance Hearing requires the Grievant and other involved parties to submit evidence supporting their argument, as applicable. The Grievance Hearing shall be closed and confidential. The Committee's Chair shall keep a copy of any exhibits or documents the parties introduced as evidence.

7.7. The Committee's Chair shall conduct the hearing and supervise 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.

7.8. The Committee may ask questions at any time and may call for additional information.

7.9. 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.

7.10. Within five (5) working days of the close of the Hearing, the Committee shall write its decision, including its determination of whether the grievant proved his/her grievance and any recommended remedies, and shall deliver it to the Academic Dean.

7.10.1. The Committee will not keep any deliberation records.

7.11. Within five (5) days of receiving the Committee's recommendations, the Academic Dean shall review the decisions and may accept, reject, modify, or restraint to the Committee its decision in whole or in part.

7.12. If the Academic Dean restraints 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.

7.13. The Academic Dean will review the Committee's response and make a final, decision and provide notice of his/her decision to the Committee within two (2) working days.

7.14. The Grievance Committee shall notify all parties involved of the final decision.

7.15. All student grievances' records, including resolutions are maintained by the Office of Student Affairs.

7.16. Conflict of Interest: In cases where a submitted grievance concerns any of the parties identified in Articles 7.2 to 7.14 of the grievance procedure, the President's Office shall assume responsibility for handling the grievance case to safeguard impartiality and avoid any potential conflict of interest.

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 P 420 - Student Grievances Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making process added in article 7.3

6	11/09/2023	Annual review completed.
7	23/09/2024	Annual review completed.
8	29/09/2025	Annual review completed.
9	07/11/2025	Review Statement amended.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Attendance Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ADSM P 301 – Grading and Assessment Policy

ADSM P 316 – Course File Policy

ADSM P 300 – Program Specifications

ADSM P 314 – Examination Policy

ADSM P 315 – Internship Policy

ADSM P 320 – Teaching and Learning Methodologies Policy

ADSM P 321 – Comprehensive Course Syllabus Policy

ADSM P 322 – Thesis 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 **Credit hour:** a unit of measurement of the engaged learning time expected of a typical student in their overall effort (commitment to learning) towards attaining a qualification.

Section 4 : Policy Statement

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

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. In compliance with applicable standards and best practice, ADSM allocates a minimum of 15 in-class contact hours for each credit hour in a credit-bearing course. In addition, students are expected to engage for a further two hours in independent learning and course assignments.

6.2. ADSM programs are accredited for classroom-based delivery. In accordance with the guidelines of the Ministry of Higher Education and Scientific Research (MOHESR), ADSM may deliver up to 25% of the scheduled class sessions for each course through online instruction.

6.3. ADSM shall provide an academic schedule that satisfies the diverse needs of its student population in the undergraduate and graduate programs, while ensuring that delivery is underpinned by sound pedagogical principles, as follows:

6.3.1. Doctor of Business Administration (DBA) Program: courses are delivered over (16) weeks, one session of three (3) hours, either during weekdays or on the weekend as deemed appropriate by ADSM.

6.3.2. Master of Business Administration (MBA) Program: courses delivered over seven (7) weeks, one session weekly, either on Friday (from 3:00 PM to 9:30 PM) or on Saturday (from 9:00 AM to 3:30 PM).

6.3.3. Master of Science (MS) Programs: courses delivered are during weekdays from 5:00 PM to 9:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy.*

6.3.4. Bachelor of Science in Management (BScM) Program: courses are delivered during weekdays from 10:00 AM to 09:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy.*

6.4. ADSM's classes include a variety of activities, these include, but are not limited to instruction, formative assessment, summative assessment, and students' feedback. These activities are detailed in the relevant course syllabus as set out in the *Comprehensive Course Syllabus Policy*.

6.5. ADSM expects students in its graduate programs to attend all classes allocated as hours of instruction for the courses they are enrolled in taking into consideration the following:

6.5.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.

6.5.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.5.1). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.

6.5.3. Students who missed or are considered absent from (as set in article 6.5.1) up to 50% of classes allocated for instruction may be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy,* until completing any required Catch-up activities.

6.5.4. Students who missed or are considered absent from (as set in article 6.5.1) more than 50% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.

6.6. ADSM expects students in its undergraduate programs to attend all classes allocated as hours of instruction for the courses they are enrolled in, taking into consideration the following:

6.6.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.

6.6.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.6.1). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.

6.6.3. Students who missed or are considered absent from (as set in article 6.6.1) up to 30% of classes allocated for instruction may be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy,* until completing any required Catch-up activities.

6.6.4. Students who missed or are considered absent from (as set in article 6.6.1) more than 30% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.

6.6.4.1 At the instructor's discretion, the maximum absence rate may be increased to 40%, taking into consideration the student's academic performance.

6.7. Attendance is mandatory in specific classes that include, but are not limited to, the following:

6.7.1. Controlled and formative assessments for graduate programs as per *Grading and Assessment Policy*.

6.7.2. Activities related to the following courses:

6.7.2.1 Dissertation for the DBA program.

6.7.2.2 Thesis or Applied Project for all master's level programs as stipulated in the *Thesis Policy*.

6.7.2.3 Final Exams, Midterms, presentations and quizzes for BScM courses as stipulated in the *Examination Policy*

6.7.2.4 Internship for the BScM program as stipulated in the *Internship Policy*.

6.8. Ramadan Timing: ADSM shall reduce class timing in accordance with relevant regulations and best practices, while maintaining the principles set in the *Teaching and Learning Methodologies Policy*:

6.8.1. DBA Program: two-hours session scheduled as deemed appropriate by ADSM.

6.8.2. MBA Program: Friday (from 1:30 PM to 5:30 PM) or on Saturday (from 11:30 AM to 3:30 PM).

6.8.3. MS Programs: courses delivered during weekdays from 2:30 PM to 5:30 PM.

6.8.4. BScM Program: courses delivered during weekdays from 10:30 AM to 5:30 PM.

6.8.5. Principles set in articles 6.4, 6.5 and 6.6 shall remain applicable.

6.9. ADSM shall adopt teaching and learning methodologies that encourage students to attend and participate in class classes, as stipulated in the *Teaching and Learning Methodologies Policy*.

6.10. ADSM shall monitor, examine, and report on students' attendance to determine its effect on attrition, retention, and graduation rates.

6.11. ADSM shall include students' attendance reports in course files, as stipulated in the *Course File Policy.*

6.12. ADSM shall conduct annual critical self-evaluative reviews of student outcomes include attendance rates with associated improvement action plans, as stipulated in Section 7.6 of this policy.

Section 7 : Procedures

7.1. IT Support and Student Affairs shall support faculty in recording, monitoring, and reporting attendance.

7.2. Faculty shall generate and maintain an attendance report for each class they deliver, and a cumulative attendance report for any course they are assigned to teach.

7.3. Based on the attendance reports for classes allocated for instruction, an automatic notification will be sent to all students who failed to attend a minimum of 70% of the class. The notification may instruct students to complete the associated Catch-up activities, as set out in article 7.4.

7.4. Based on the cumulative attendance report for any course, articles 6.4 and 6.5 will be applied as follows:

7.4.1. For MBA courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set out in article 7.5.

7.4.2. For the Controlled Assessment (Assessment 1) in MS courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the catch-up activities for at least one (1) of these classes as set out in article 7.5 in order for them to be allowed to sit for the Controlled Assessment.

7.4.3. For the Final Assessment (Assessment 2) in MS courses, students who missed or were considered absent in four (4) classes allocated for instruction will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to submit the Final Assessment.

7.4.4. An 'IP' grade may be awarded to students who were required to complete the Catch-up activities, as set out in the *Grading and Assessment Policy*. To resolve the 'IP' grade, students need to complete the assigned Catch-up activities as set-out in article 7.5.

7.4.5. A 'W' grade will be assigned to students who miss more than 50% of scheduled instructional classes in graduate courses or more than 30% in undergraduate courses, in accordance with the Grading and Assessment Policy. Students receiving a 'W' grade must retake the course.

7.4.6. Students who miss assessment activities (Final Exams, Midterms, Presentations and Quizzes) in the BScM program may be provided with a makeup opportunity, subject to the submission of proper documentation and an acceptable reason for the absence, as follows:

7.4.6.1 Final Exam: a makeup period will be announced after the conclusion of each semester.

7.4.6.2 Midterms: a makeup period will be announced before the Final Exams for the relevant semester.

7.4.6.3 Presentation and Quizzes: makeup sessions will be arranged by the instructor.

7.5. Catch-up Activities Procedure:

7.5.1. Missing or being considered absent for more than 70% of instruction classes leading to an assessment, as set in articles 7.4.1, 7.4.2 and 7.4.3 will result in students being required to complete Catch-up activities to be allowed to sit for this assessment.

7.5.2. Typically, Catch-up activities require the student to review learning materials and answer a question paper via the LMS.

7.5.3. Faculty may require students to repeat Catch-up activities if their work quality is not satisfactory.

7.5.4. Students may seek the support of their Academic Advisor as set in the *Academic Advising Policy*.

7.6. The Academic Dean and Program Chairs shall utilize attendance reports to produce course and program level Critical Self-Evaluation Reports and other purposes as set in the Quality Assurance Manual.

7.7. Faculty shall include the attendance report in the related Course File, as per the stipulations of the *Course File Policy*.

7.8. The Academic Dean and Program Chairs 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. Approval of this Policy cancels P 423 – Student Attendance Policy_v15.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	

Recommended by: Academic Council	Reviewed and Recommended on 09/11/2026
***Approved by:* Executive Committee**	Reviewed and Approved on 09/11/2026

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 missed more than 30% of classes, and to allow exemptions to be made if students provide a valid justification of absence, providing that makeup classes are arranged, and absence does not exceed 50% of classes.
3	07/06/2021	Article 7.5 amended to cover the provision of catch-up activities
4	02/08/2021	Articles 6.2, 6.3, 7.4 and 7.5 amended to clarify the process for absence recording and Catch-up activities.
5	06/09/2021	The process for absence recording and Catch-up activities amended to add controls. Mapping to ESG 2015 Standards completed.
6	07/02/2022	Article 6.2.2 related to MS class timings amended.
7	04/07/2022	Review Statement updated.
8	10/07/2023	Annual review completed
9	12/10/2023	New MBA timing added in article 6.2, Ramadan Timing added in article 6.6.
10	13/12/2023	Reviewed for the provision of the undergraduate program.
11	23/09/2024	Article 6.5 added to mandate attendance rate of 70% in UG courses.
12	07/11/2025	Annual review completed.
13	15/05/2026	Doctor of Business Administration (DBA) program included.
14	21/09/2026	Reviewed to reflect the MBA's new structure.
15	09/11/2026	Article 6.5.1 added.

Next scheduled review: 09/11/2027

END OF DOCUMENT

Policy Name : Student Enrolment Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).
ESG 2015 Standards – 1.4 Student admission, progression, recognition, and Certification
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 400 – Undergraduate Admissions Policy
ADSM P 401 – Graduate Admissions Policy
ADSM P 306 – Undergradaute Completion Requirements 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

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:** authorized absence granted to students by the Office of Student Affairs.

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

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

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

3.6 **Suspension:** a penalty imposed by the School to prevent a student from enrolling in courses for a specified period, for academic or non-academic reasons, including non-payment of tuition fees.

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

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

3.9 **Add/Drop Period:** a period, usually the first two weeks of any given semester, in which students may self-enroll in or drop out of courses offered within their study plan.

3.10 **Comprehensive Program Specifications Document (CPSD):** A master-file created for each academic program offered at ADSM that constitutes a definitive statement of information on the program's aims, learning outcomes, structure, admission requirements, approaches to teaching and learning, assessment and quality assurance, from which information about the program is provided all stakeholders.

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 three (3) years for the Doctor of Business Administration (DBA) program.

6.1.1.2 In 12 Months for the Master of Business Administration (MBA) program.

6.1.1.3 In 12 to 15 months for the Master of Science in Sustainable Business Excellence (MSSBE) and Master of Science in Leadership and Organizational Development (MSLOD) programs,

depending on the students opting for the Thesis or Non-Thesis pathway, as stipulated in the relevant CPSD.

6.1.1.4 In 15 to 18 months for the Master of Science in Business Analytics (MSBA) program, depending on the students opting for the Thesis or Non-Thesis pathway, as stipulated in the MSBA CPSD.

6.1.1.5 In Four (4) academic years, equivalent to Eight (8) semesters for the Bachelor of Science in Management (BScM) program.

6.1.1.6 Student's Enrolment Period in the DBA program shall not be less than three (3) years.

6.1.1.7 Student's Enrolment Period in the MSBA program shall not be less than 15 months or more than 36 months.

6.1.1.8 Student's Enrolment Period in the MBA, MSSBE or MSLOD programs shall not be less than 12 months or more than 36 months.

6.1.1.9 Student's Enrolment Period in the Bachelor of Science in Management (BScM) program shall not be less than four (4) academic years.

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

6.1.2.1 In a maximum period of six (6) years for the DBA program.

6.1.2.2 In a maximum period of five (5) years for all master's programs.

6.1.2.3 In a maximum period of eight (8) years for undergraduate programs.

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

6.2. To attend classes and/or participate in educational activities at ADSM, including receiving grades for completed courses, a student must enroll in his/her program of study.

6.3. The Office of Student Affairs shall offer the courses scheduled for semester and notify students to enroll in the courses offered to their cohort or their individual study plan, if applicable.

6.3.1. BScM students joining the Fall intake may, with the Program Chair's approval, take up to two courses in the preceding Summer session to reduce their Fall load and provide an early academic start.

6.4. Students are responsible for ensuring that they correctly enroll 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 must self-enroll in courses via the 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 Programs:** students must enroll in their program of study during the Add/Drop Period for the first semester of study.

6.7. **Enrolment Deadlines for Courses:**

6.7.1. Students must enroll in courses offered within their study plan during the Add/Drop Period for the semester these courses are offered in.

6.7.2. Students may withdraw from courses during the Add/Drop Period for the semester these courses were offered in. A refund of fees is subject to the *Student Finance Policy*.

6.8. Students are considered enrolled in their program of study until the student either:

6.8.1. Completes the program of study, in which a status of 'Academic Requirements Met' is initially granted, and subsequently changed to 'Graduated.'

6.8.2. Withdraws from the program of study, in which case the student's status is changed to 'Withdrawn' and the student is included in the calculation of Attrition Rates.

6.8.3. The student is academically suspended from study.

6.8.4. The student is administratively suspended from studying due to non-academic matters in accordance with the *Student Disciplinary Policy* or for nonpayment of tuition fees.

6.8.5. The student fails to enroll in any course during the first semester of study, in which case the status is changed to 'No Show' and the student is not included in the calculation of Attrition Rates.

6.8.6. The student becomes 'Not Active' due to not enrolling in courses for two consecutive academic periods, as follows:

6.8.6.1 A student's status may be changed to 'Enrolled – NA' if the student does not enroll in any courses during any given semester or by the Finance unit if the student has overdue payments.

6.8.6.2 Following two consecutive academic periods of being 'Enrolled – NA' the status is changed to 'Not Active,' and the student is not included in the calculation of Attrition Rates.

6.8.7. Remains in an 'Not Active' status for one semester, in which case the status is changed to 'Administrative Withdrawal' and the student is included in the calculation of Attrition Rates.

6.8.8. The student has been excluded for not meeting post-enrollment conditions as per the *Undergradaute Admissions Policy* or *Graduate Admissions Policy*, as applicable.

6.9. Undergraduate students required to complete bridging courses may enroll in General Education courses until they successfully complete the non-credit bridging courses.

6.10. Students may enroll in courses subject to the following:

6.10.1. They enroll within the Add/Drop period.

6.10.2. The course is part of the program in which they are enrolled, or it is an approved substitute.

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 semester.

6.10.5. The student has met all post enrolment conditions, if applicable, as stipulated in the *Undergradaute Admissions Policy* or *Graduate Admissions Policy*, as applicable.

6.10.6. The student does not have any outstanding financial obligations to ADSM.

6.11. A student whose enrollment is ceased due to suspension or dismissal 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 6.6, 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 Office of Student Affairs.

6.12.1. Student Affairs shall enroll the student subject to the approval of Academic Affairs providing that the student did not violate the *Student Attendance Policy*.

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 semester 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 approval from the Director of Student Affairs.

6.13.3. Students may take a Leave of Absence for up to two (2) consecutive academic periods after which they need to resume studies or re-apply to ADSM as stipulated in the *Undergradaute Admissions Policy* or *Graduate Admissions Policy*, as applicable.

6.13.4. Students may apply to the Director of Student Affairs to extend their leave of absence beyond the allowed period, for which an approval form the Academic Dean will be required.

6.13.5. Students on Leave of Absence may be subject to the rules and conditions applicable at the time they resume their studies.

6.14. Students are responsible for ensuring that their personal and contact details are up to date to avoid missing important notices, such as 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. ADSM email account, SMS texts, and mobile application push notifications will be used by ADSM as the primary channels for providing important information such as course offerings, enrollment periods, the release of grades, etc.

6.16.1. Students must use their ADSM email account to communicate with the School. Emails sent from other accounts may not be considered.

6.16.2. Students must check their ADSM emails regularly to ensure staying informed.

6.17. Students shall receive elective course descriptions one semester before delivery. Elective scheduling shall consider student preferences, class size requirements, faculty availability, and other relevant factors.

Section 7 : Procedures

7.1 The Office of Student Affairs shall conduct an Orientation Session for each new student cohort covering the program, academic schedule, policies, support services, campus facilities, ADSM systems, assessment methods, academic integrity, health and safety, and key contacts.

7.1.1 The Orientation session for each new cohort shall be organized prior to the start date of classes.

7.1.2 For graduate programs, it ideally shall be held on the preceding day; for undergraduate programs, it may be conducted over a full day and may include parents or legal guardians..

7.1.3 For undergraduate programs, the duration of the Orientation session may be equal to one full day of classes and may include parents or legal guardians.

7.1.4 The Program Chair shall present or delegate a faculty member to present information on the program's structure.

7.1.5 The Orientation session shall result in all students having full access to the required ADSM systems to ensure their ability to join their scheduled classes.

7.2 Student Affairs shall offer courses and notify students to enroll in accordance with the approved academic schedule.

7.3 Students may apply to take a Leave of Absence in accordance with Principle 6.13 of this policy:

7.3.1 The Office of Student Affairs shall update students' status accordingly.

7.3.2 Students may apply to extend their leave of absence beyond two (2) consecutive academic period prior to their approved Leave ending. The request shall be forwarded to the Academic Dean for approval. The student will be notified of the decision within two (2) days.

7.4 Students with a non-active status seeking re-admission must contact the Director of Student Affairs, who will review their academic standing and submit a recommendation to the Academic Dean and Program Chair for a decision. The students will be notified accordingly.

7.5 Retention and Attrition Rates are calculated in coordination with the Institutional Effectiveness Office.

7.6 The Dean's Office will obtain student preference for elective courses at least one semester before the planned delivery of an elective course. Their preference is to be prioritized in the scheduling of courses.

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 P 424 – Student Enrollment Policy_v17.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 21/09/2026
Approved by: **Executive Committee**	Reviewed and Approved on 21/09/2026

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
5	06/09/2021	Mapping to ESG 2015 Standards completed.
6	07/02/2022	Amended to include the role of the Director of Academic Programs.
7	04/07/2022	Review Statement updated.
8	10/08/2022	Article 7.1.3 amended to remove Academic Administrator.
9	18/10/2022	Mechanism to offer elective courses added in Articles 6.16 and 7.6.
10	10/07/2023	Annual review completed
11	12/10/2023	Article 6.14 added for the Remedial Program.
12	13/12/2023	Reviewed for the provision of the undergraduate program.
13	06/02/2024	Add Period and Drop Period defined and added.
14	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
15	07/11/2025	Annual review completed.
16	15/05/2026	Doctor of Business Administration (DBA) program included.
17	21/09/2026	Reviewed to reflect the MBA's new structure and MSSBE program.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Student Safeguarding Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

UN Sustainable Development Goals (SDGs)

Principles of Sustainability *(See ADSM Sustainability Strategic Plan)*

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 107 – Occupational, Environment, Health and Safety Policy

ADSM P 120 – Risk Management Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 210 – Recruitment and Selection Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 415 – Student Counselling Policy

ADSM P 416 – Health Services Policy

ADSM P 603 – Appropriate Use of Technology Policy

ADSM P 901 – Community Engagement Policy

Section 1 : Mission, Purpose, Objectives, and Goals

1.1 **Mission Statement:** ADSM is committed to providing all students with a safe, secure, respectful and supportive learning environment that protects their wellbeing and enables them to participate fully in academic and campus life.

1.2 **Purpose:** The purpose of this Policy is to define ADSM's commitment, principles, responsibilities and implementation arrangements for student safety and safeguarding. It establishes the framework through which safeguarding concerns are prevented, identified, reported, escalated, addressed and monitored, including concerns related to bullying, abuse, exploitation, unsafe conduct, radicalization and extremism.

1.3 **Objectives:** ADSM adopts this Policy to:

1.3.1 protect students from physical, psychological, social and digital harm;

1.3.2 maintain a safe and supportive learning environment across all ADSM activities and premises;

1.3.3 provide clear and accessible reporting and response channels for safeguarding concerns;

1.3.4 define responsibilities for prevention, intervention, escalation and follow-up;

1.3.5 promote awareness, training and early identification of safeguarding risks; and

1.3.6 ensure that student safety arrangements are reviewed and improved on a regular basis.

1.4 **Goals:** ADSM's student safety and safeguarding goals are to:

1.4.1 ensure all students have access to clear and confidential channels for raising safeguarding concerns.

1.4.2 ensure safeguarding concerns are assessed promptly and referred to the appropriate responsible unit.

1.4.3 provide safeguarding training to relevant employees at least once every academic year.

1.4.4 define responsibilities for prevention, intervention, escalation and follow-up.

1.4.5 maintain campus safety measures, including visitor control, surveillance, first aid support and qualified security arrangements.

1.4.6 reduce the likelihood of harm through prevention, awareness, monitoring and timely intervention.

1.4.7 review safeguarding risks, incidents and policy effectiveness annually to strengthen institutional practice.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM's employees and students.

Section 3 : Definitions

3.1 **Safeguarding:** taking the appropriate measure to protect against harm or damage.

3.2 **Safeguarding Concern:** an issue that might cause harm or damage.

3.3 **Extremism:** opposing core values such as democracy, respect of others, and tolerance of beliefs that are different.

3.4 **Radicalisation:** a process by which an individual becomes supportive of Extremism and terrorism.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with a safe and supportive environment to learn and shall take all necessary measures to safeguard its students and address any Safeguarding Concerns including the prevention of radicalization and extremism promptly and effectively.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall select and recruit highly qualified faculty and staff who demonstrate good conduct in accordance with the *Recruitment and Selection Policy*.

6.2. ADSM acknowledges that its students' population consists of mature adults, and that the vast majority are working professionals. Thus, ADSM commits to taking the appropriate measures to safeguard its student population.

6.3. ADSM shall provide a physical environment in which students feel safe and secure as stipulated in the *Occupational, Environment, Health and Safety Policy* **(SDG 6).**

6.4. ADSM shall maintain a risk register the includes Student Safeguarding and the prevention of Radicalization and Extremism as specific risks, in accordance with the *Risk Management Policy*.

6.5. ADSM shall ensure all faculty and staff receive annual safeguarding training.

6.6. ADSM shall establish a First Aid Room as per the *Health Services Policy*, **(SDG 3)** this Room shall be:

6.6.1. Available during operational hours.

6.6.2. Licensed by the relevant authorities.

6.6.3. Clean and hygienic.

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

6.7. ADSM shall ensure all campus visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit **(SDG 10).**

6.8. ADSM shall ensure that its buildings are monitored by a digital surveillance system (e.g. CCTV) that is approved by relevant authorities **(SDG 10).**

6.9. ADSM shall ensure that security guards are qualified and licenses by relevant authorities **(SDG 10).**

6.10. ADSM requires all its community members to constantly demonstrate professional and ethical behavior as stipulated in the *Code of Conduct Policy*. (*SDG 5, Principle of Sustainability: Society*). This includes, but is not limited to, strictly prohibiting:

6.10.1. Bullying.

6.10.2. criminal or sexual exploitation.

6.10.3. substance misuse.

6.10.4. gang activity; and,

6.10.5. any other activity deemed illegal under the applicable UAE laws and regulations.

6.11. ADSM requires all its community members to use its technological infrastructure, including computers and Email in an ethical and responsible manner, in accordance with the *Appropriate Use of Technology Policy*. Thus, ADSM strictly prohibits the use of its technology infrastructure for **(SDG 7 and 9):**

6.11.1. cyber bullying.

6.11.2. online grooming.

6.11.3. criminal and sexual exploitation.

6.11.4. gang activity; and,

6.11.5. any other activity deemed illegal under the applicable UAE laws and regulations.

6.12. ADSM shall take all necessary measures to safeguard its students from radicalization, extremism, and terrorism, including, but not limited to, the following **(SDG 10)**:

6.12.1. ADSM shall evaluate guest speakers and visitors who may have direct contact with students.

6.12.2. ADSM shall review and pre-approve any content and materials shared with students in any capacity *(Principles of Sustainability: Society).*

6.12.3. ADSM shall ensure that students are provided with a safe channel through which they can raise any Safeguarding Concerns.

6.13. Jeopardizing the safety of students may entail invoking the *Student Disciplinary Policy* or the *Faculty and Staff Discipline Policy*, as applicable **(SDG 10)**.

Section 7 : Procedures, Action and Implementation Plan

7.1. The implementation of this Policy shall be coordinated through the responsibilities defined in this document, including oversight by the President, operational monitoring by the Director of Student Affairs, support by Human Resources and General Services, and action by the relevant academic or administrative unit depending on the nature of the concern.

7.2. Any guest speaker or visitor who may have direct contact with students is subject to a security check:

7.2.1. The unit who is arranging the visit or event shall obtain the approval of the Academic Dean or the Director of Student Affairs prior to making any arrangements, and as applicable.

7.2.2. The approval should cover the topic and/or materials presented to students.

7.2.3. The concerned Unit Head shall then arrange to submit the required identification documents of the guest speaker or visitor to General Services to proceed with conducting the security check at least one (1) week prior to the event's date.

7.2.4. The Unit Head shall ensure that a security clearance is obtained prior to the event date.

7.3. The Academic Dean, Associate Dean of Undergraduate Programs and Director of Academic Programs shall review and pre-approve any content and/or academic materials shared with students.

7.4. The Director of Student Affairs shall review and pre-approve any content and/or non-academic materials shared with students. This includes those related to Community Engagement events and activities.

7.5. The Human Resources Office shall organize safeguarding training for all employees as part of their professional development, as follows:

7.5.1. The training to be held at least once every academic year.

7.5.2. The training to cover techniques for identifying Safeguarding Concerns.

7.5.3. The training focuses on the prevention of Radicalization and Extremism.

7.5.4. The Human Resources Office shall maintain records of safeguarding training conducted, including attendance and completion, and shall provide such records when required for institutional review, audit, or reporting purposes.

7.6. General Services shall ensure that the First Aid Room is fully operational and is in compliance with the regulations of relevant authorities, as per the principles of the *Health Services Policy (Principles of Sustainability: Environment)*.

7.7. General Services shall ensure that ADSM's campus constitutes a safe environment for students to learn, including but not limited to the following:

7.7.1. The security guards on campus are licensed by relevant authorities and are able to identify and report any incident that may constitute a Safeguarding Concern.

7.7.2. Visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit.

7.7.3. ADSM campus is monitored by a digital surveillance system that is approved by relevant authorities.

7.7.4. General Services shall maintain the operational arrangements and related records necessary to demonstrate the implementation of campus safety measures, including visitor control, security arrangements, and approved surveillance systems.

7.8. Students or employees who wish to raise a Safeguarding Concern, shall inform the Director of Student Affairs. The Director shall then take the necessary action as follows:

7.8.1. The Director shall contact and meet with the affected student(s) and discuss the Concern in detail to form a clear and accurate description of the Concern.

7.8.2. The Director of Student Affairs may raise the Concern to the President directly based on the severity of the Concern and its impact on ADSM's operation and reputation.

7.8.2.1 The President may take the necessary action to alert concerned authorities if a breach of UAE's applicable laws and regulations is suspected.

7.8.3. The Director of Student Affairs shall refer the Concern to the related unit, as follows:

7.8.3.1 Academic Dean: if the Concern relates to academic matters, or to a faculty member.

7.8.3.2 General Services: if the Concern relates to ADSM's physical environment and facilities.

7.8.3.3 Human Resources Office: if the Concern relates to an ADSM staff member.

7.8.4. The Director of Student Affairs shall follow up with the related unit to ensure that the Safeguarding Concern has been addressed effectively.

7.8.5. The Director of Student Affairs shall submit a detailed report to the President confirming that the Concern has been addressed effectively.

7.8.6. The Director of Student Affairs shall maintain appropriate records of reported Safeguarding Concerns, actions taken, referrals made, and the status of their resolution, in accordance with ADSM's applicable policies and legal requirements.

7.8.7. The Director of Student Affairs shall use the records and outcomes of reported Safeguarding Concerns to support periodic review of student safety arrangements and recommend improvements where necessary.

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 P 426 – Student Safeguarding Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Minutes of Meeting on 25/06/2026
Approved by: **Executive Committee**	Minutes of Meeting on 25/06/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/02/2022	Referencing SDGs and Principles of Sustainability
4	07/03/2022	Principles aligned with Sustainability Strategic Plan
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	23/09/2024	Annual review completed.
8	07/11/2025	Annual review completed.
9	25/06/2026	Reviewed for compliance by the IE Office.

Next scheduled review: 25/06/2027

END OF DOCUMENT

Policy Name : Student Guidance System Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 408 – Career Services Policy
ADSM P 415 – Student Counselling Policy
ADSM P 417 – Academic Advising Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to set the guidelines ADSM shall follow to ensure that proper guidance is provided to its students enabling them to make informed decisions about their learning and career.

Section 2 : Scope and applicability

2.1 This Policy applies to ADSM's students and graduates.

Section 3 : Definitions

The following definition(s) apply to this Policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with proper guidance to enable them to make informed decisions regarding their learning and to support them in achieving their career aspirations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM is a business management school offering undergraduate and graduate programs. ADSM aims to provide its students with an appropriate level of guidance.

6.2. ADMS is committed to equip its students with a competitive advantage in the labor market by:

6.2.1. Offering excellent education aligned with latest advancements in academia and industry.

6.2.2. Enhancing the students' employability skills through interactive and engaging classes, workshops, seminars and other extra-curricular activities.

6.3. Student Guidance at ADSM shall focus on four (4) aspects:

6.3.1. Recruitment Advising: prior to enrolling as a student at ADSM, and during which prospective students are advised on selecting the academic program that better suits their capabilities, background, and career aspiration.

6.3.2. Academic Advising: during the students' academic journey at ADAM and aims to support students in maintaining a good academic standing and achieve most of their academic goals and objectives in line with the principles of the *Academic Advising Policy*.

6.3.3. Career Advising: during the student's academic journey at ADSM and as alumni students after graduation and aims to assist students in their career planning and development in line with the principles of the *Career Services Policy*.

6.3.4. Personal Counselling: during the student's academic journey at ADSM and aims to provide mental and emotional support to students in line with the principles of the *Student Counselling Policy*.

Section 7 : Procedures

7.1. The Academic Dean and Program Chairs shall organize a training workshop for the Student Recruitment team prior to the start of each recruitment cycle to ensure that the team is able to present accurate and comprehensive information to prospective students.

7.2. Student Recruitment shall collaborate with the Academic Dean and the Office of Student Affairs to provide guidance to prospective students at the recruitment stage to support them in making an informed decision. This may include, but is not limited to, the following:

7.2.1. Organizing information sessions during which prospective students will have the opportunity to meet ADSM's faculty and administrative staff to enquire and obtain detailed information about the School.

7.2.2. Arranging meetings with faculty members to discuss academic program details to ensure that applicants are well informed about the requirements of the program they intend to join.

7.3. Academic Advising is provided in accordance with the principles of the *Academic Advising Policy*.

7.4. Career Advising is provided in accordance with the principles of the *Career Services Policy*.

7.5. Personal Counselling is provided in accordance with the principles of the *Personal Counselling 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. Approval of this Policy cancels P 427 – Student Guidance System Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed

5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Provision of personal counselling added.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Disadvantaged Students Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 107 – Occupational, Environment, Health and Safety Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 411 – Student Finance Policy
ADSM P 415 – Student Counselling Policy
ADSM P 416 – Health Services Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 426 – Student Safeguarding Policy

Section 1 : Purpose

4.1 The purpose of this Policy is to set the guidelines for ADSM to support disadvantaged and physically challenged students via the allocation of human and financial resources.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM students.

Section 3 : Definitions

3.1 **Disadvantaged Student:** a student whose personal, health, social or economic circumstances affect his/her ability to study at ADSM in the School's standard form of delivery.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with an equal and fair opportunity to learn, by supporting them in overcoming any personal, health, social or economic disadvantages or challenges that may hinder their ability to learn.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall allocate the required human and financial resources to support Disadvantaged Students, and to provide them with an equal and fair opportunity to learn.

6.2. The Student Recruitment Team shall identify and conduct an in-depth analysis of the circumstances of prospective students who may be disadvantaged for some reason (e.g. geography, health, social, economic, etc.).

6.3. The Office of Student Affairs shall identify and conduct an in-depth analysis of the circumstances of enrolled students who may have become disadvantaged for some reason during their study at ADSM (e.g. geography, health, social, economic, etc.).

6.4. The Office of Student Affairs shall keep a record of Disadvantaged Students and ensure that they are provided with the required support, and an equal and fair opportunity to learn.

6.5. ADSM strictly prohibits discrimination against Disadvantaged Students in accordance with its *Code of Conduct Policy* and *Student Safeguarding Policy*, violations may invoke disciplinary actions, as applicable.

6.6. ADSM shall ensure that its campus is fully equipped for Disadvantaged Students who are physically challenged or have health issues, as set in the *Occupation, Environment, Health and Safety Policy*.

6.6.1. The First Aid Room's registered nurse shall keep a record of students who are physically challenged or have health issues as per the *Health Services Policy*.

6.7. Disadvantaged Students for economic reasons are eligible to benefit from the Financial Aid Scholarship and/or the Remote Living Discount as stipulated in the *Student Finance Policy*.

Section 7 : Procedures

7.1. Students identified as Disadvantaged shall be referred to the Office of Student Affairs. The Office shall conduct an in-depth analysis of the student's circumstances, and make the necessary arrangements that may include the following measures:

7.1.1. Advise the student on how to benefit from the Financial Aid Scholarship as stipulated in the *Student Finance Policy*, if the disadvantage is due to economic reasons.

7.1.2. Design, in collaboration with the Director of Academic Programs, a flexible study plan.

7.1.3. Assign, in collaboration with the Academic Dean/Associate Dean of Undergraduate Programs, a dedicated Academic Learning Coach to support the student in his/her studies.

7.1.4. Ensure that the student's classes are scheduled in a suitable location that is accessible, if the disadvantage is due to physical challenges.

7.1.5. Advise students who are disadvantaged due to their geographical location on their right to benefit from the Remote Living Discount as stipulated in the *Student Finance Policy*.

7.1.6. Advise the student on the possibility of taking a Leave of Absence, as stipulated in the *Student Enrollment Policy*, if the disadvantage is due to personal reasons.

7.1.7. Assign a dedicated Student Affairs Officer to follow up regularly with the Disadvantaged Student to ensure that he/she is provided with an equal and fair opportunity to learn.

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 P 428 – Disadvantaged Students Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Subject : Library Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.6 Learning Resources and Student Support

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

Section 1 : Purpose

1.1 This Policy aims to set a framework to provide quality learning resources and academic services to ADSM's community including access to educational resources, 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 applies to all users of ADSM's Library.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Physical Resources:** learning resources (e.g., Books, journals) available in the Library in printed format.

3.2 **Electronic Resources**: learning resources (e.g., Books, journals) available in a digital format either in the Library's database or through a subscription to another database.

3.3 **Textbooks**: Books required as mandatory readings in course syllabus.

3.4 **Reference Books**: either extra readings in course syllabus or recommended for research-related activities.

3.5 **General Collection**: learning resources (e.g., Books, journals) that are not directly listed in course syllabus.

3.6 **Library Resources**: all forms of learning resources are available in the Library.

3.7 **Circulation**: the process of borrowing the Library's leaning resources for a specific period.

3.8 **Librarian:** A qualified staff member responsible for providing services at the Library and supporting Users.

3.9 **Library Users**: ADSM's employees, current students, alumni or any other individual approved by ADSM management to use its Library.

3.10 **Academic Support Center:** a dedicated center that supports the academic development and education goals of students by utilizing the Library Resources.

3.11 **Weeding:** a process to eliminate worn out and outdated resources unnecessarily stacked.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students and employees with high quality Library services by ensuring that its Library is well organized and contains useful and appropriate resources.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

6.1 ADSM is a business management school offering undergraduate and graduate academic programs. ADSM shall provide Library resources to meet the needs of its diverse student population.

6.2 To meet the needs of its graduate students, ADSM's focus is on providing access to excellent digital resources as the majority of its graduate students are working professionals who visit the campus only during class hours. ADSM shall provide electronic resources that can be accessed by busy professionals from off-campus sites and further develop and extend each student's *QFEmirates* CoreLife Skills (Information, Organizing self and Technology (ICT)).

6.3 To meet the needs of its undergraduate students, ADSM shall provide sufficient and adequate Physical Resources and ensure that these resources are available and accessible to students.

6.4 ADSM subscribes to ProQuest Business Premium Collection, one of the largest online databases in this region. 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.

6.5 The use of Library Resources shall adhere to the following:

6.5.1 Library Users must abide by the *Appropriate Use of Technology Policy*.

6.5.2 Library Users must use the available workstations for research, teaching and learning activities.

6.5.3 Library Users must abide by ADSM's *Code of Conduct Policy* and *Student Rights and Responsibility Policy* while using the library.

6.5.4 To ensure a safe environment, Library Users must adhere to the *Occupational, Environment, Health and Safety Policy* while using Library facilities.

6.5.5 Library Users must abide by the principles set by the *Copyright and Intellectual Property Policy*.

6.6 ADSM's Library shall strive to meet the needs of all Library Users; this includes but is not limited to:

6.6.1 Circulation of Library resources.

6.6.2 Provide printing services, as per the *Appropriate Use of Technology Policy*.

6.6.3 Guide Library Users on the optimal utilization of Library resources.

6.6.4 Provide Internet access.

6.6.5 Access to Electronic Resources, including Multimedia.

6.7 General Rules:

6.7.1 The Academic Dean shall set the general rules for using the Library in line with ADSM's related policies and procedures.

6.7.2 These rules shall be made accessible to Library Users via channels such as the Student Handbook.

6.8 The Library's operation hours are set according to class schedules and to accommodate the needs of all Library Users.

6.9 ADSM shall maintain Library Resources as per the following principles:

6.9.1 The Librarian shall manage and maintain Library Resources in collaboration with faculty with an aim to meet the needs of ADSM's academic programs and research activities.

6.9.2 The Librarian shall follow best practices in maintaining and enhancing Library Resources in a cost-efficient manner.

6.9.3 The Librarian will seek to enhance Library Resources by establishing collaboration agreements with other Libraries and information sources on a national, regional, or international level.

6.9.4 The number of copies for each Library Resource is determined by the Librarian based on program and research needs.

6.9.5 The Librarian may retire resources that are deemed defective or outdated.

6.10 Borrowing Library Resources:

6.10.1 The Librarian shall manage the borrowing process.

6.10.2 An official ID with a photo is required for borrowing resources.

6.10.3 Library Users are not allowed to loan Library Resources to a third party.

6.10.4 Library Users may not be allowed to borrow resources if they have outstanding fees or fines.

6.10.5 Library Users may not borrow two copies of one resource.

6.10.6 Library Users must adhere to permitted loan period.

6.10.7 Library Resources that are available in one copy will not be available for borrowing.

6.10.8 Borrowed Library Resources must be used in the UAE and may not be taken abroad.

6.10.9 Borrowing is subject to the following:

Books			
Library Users	*Loan Period*	*Number of Resources*	*Renewals*
ADSM Students	10 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

6.11 Fines:

6.11.1 Violating the Borrowing procedure may result in applying fines.

6.11.2 The Academic Dean shall determine applicable fines.

6.11.3 Failure to adhere to the allowed borrowing period may result in accumulated fines, incurring the cost of replacement or suspending borrowing rights.

6.12 The Academic Support Manager may utilize the Library Resources to support students at the Academic Support Center, as follows:

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

6.12.2 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.

6.13 The Librarian shall contact ADSM faculty and one student from each ADSM programs as needed to form an ad-hoc 'weeding panel' to recommend retiring resources that are deemed defective or outdated. This ensures the viability and appropriateness of collection in the ADSM Library. Weeding results in providing more space to accommodate current and newly collected resources. The weeding criteria are as below:

6.13.1 Physical condition,

6.13.2 Versions exceeding the recent three editions of textbooks used in ADSM courses,

6.13.3 Duplicate and unused books,

6.14 Reference materials like Dictionaries, Atlases, Manuals, Handbook, Yearbook, Encyclopedia and other rare materials are not subject to weeding.

Section 7 : Procedures

7.1. **Collection Development Procedure:** ADSM library involves relevant stakeholders in developing its collections and ensuring currency and relevance to programs. This involves the Dean, Program Chairs, faculty and students.

7.1.1 Criteria: importance /relevance to the curriculum, demand by faculty and students, adequacy of scope, physical quality.

7.1.2 Methods of building resources: Request from faculty-staff and students, publishers' catalogue, book exhibitions, vendors list & publishers' catalogue.

7.1.3 Duplication of books: Usage as indicated by LMS; curriculum as suggested by faculty & user demand.

7.2. **Weeding Procedure:** this procedure eliminates the worn out and outdated materials which are no longer necessary. This process takes place once every three (3) years with the involvement of ADSM stakeholders.

7.2.1 For the process of weeding a panel will be formed by the Academic Dean with stakeholders to participate in the weeding process.

7.2.2 The panel shall present its finding to the Academic Dean with ten (10) days of its formation.

7.2.3 Based on the Academic Deans' approval, the Librarian shall implement the Weeding Procedure and eliminate any worn out or outdated materials which are no longer necessary.

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 P 601 - Library Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Librarian**	Rovie Mateo
Recommended by: **Academic Council**	Reviewed and Recommended on 07/11/2025
Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

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
2	06/09/2021	Mapping to ESG 2015 Standards, Policy Owner changed to be the Librarian.
3	14/10/2021	Policy updated to remove the role of the Library Committee.
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	08/09/2023	Weeding and Collection Development procedures added.
7	13/12/2023	Reviewed for the provision of an undergraduate program.
8	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions referenced.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Appropriate Use of Technology Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

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 This Policy aims 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 applies 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 and are usually members of ADSM community.

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 ADSM expects all Users to adhere to the *Code of Conduct Policy* when using technology resources. This includes using computers, Email, and network services. The use of technological resources should be appropriate to an educational environment. It should be effective, ethical and efficient manners. ADSM provides technological resources for learning, teaching, research and administrative activities to support the School's functions.

6.1.2 The misuse of technology resources will have a negative impact on all Users. ADSM expects Users to adhere to the standard morals and ethics when using technology resources.

6.1.3 Access to technology resources is a privilege that ADSM grants to its employees and students.

6.1.4 ADSM may restrict or terminate access to technology resources for any User because of misuse. This includes but is not limited to violating license agreement terms non-compliance with applicable laws and regulations, causing damage or loss, and violating the rights of a third party. ADSM reserves the right to demand coverage of any costs incurred as a result of misuse.

6.1.5 Technology resources are not used to violate the privacy of individuals, ADSM's *Confidentiality Policy*, *Copyright and Intellectual Property Policy* or related laws.

6.1.6 Any information created by or stored on ADSM's systems is considered property of ADSM. This includes, but is not limited to communications, electronic information, telephone data.

6.1.7 ADSM expects Users to utilize its technology resources for job-related purposes. If used for personal purposes, it should be within reasonable limits and with respect to ADSM's policies and procedures.

6.1.8 ADSM's licensed technology and information resources are intended for use by Users within ADSM for job-related purposes and may not be used for other purposes.

6.1.9 Communication services, such as networks and telephones, should be used for job-related purposes and may not be amended beyond their expected use. This applies to all communication hardware. Users should refer to the *Equipment and Software Technology Support Policy* required modifications.

6.2. Authorized Use of IT Systems

6.2.1. Users are expected to utilize ADSM's IT systems in the way they are authorized and intended to be used. Users must use IT systems conscientiously, consider the rights of other Users, adhere to license agreements, where applicable, consider security and confidentiality aspects (e.g. changing and not sharing passwords, logging off, locking screens).

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 to 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 permitted 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 users' 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, with or without notice, including but not limited to system logs, visited web pages, emails, network accounts or any other data on any of its computer or telecommunication systems.

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

- Safeguarding 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 is business-related.
- Securing effective system operation

6.3.3. ADSM may remove any IT equipment from its network if it is deemed interrupting network operations.

6.3.4. ADSM reserves the right to maintain audit records and logs of Users' activities on its IT systems, including computers, for security and/or legal purposes.

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

6.4.4. Users must not attempt to copy any School-owned software on to their personal computing devices without explicit approval from the President.

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 abide by the *Copyright and Intellectual Property Policy* when accessing and using information and other materials.

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

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 misrepresenting 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 polices 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 IT Unit. The staff members 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 Academic Dean, who shall forward the complaint to the IT Unit for investigation.

7.2. Alleged violations will be first investigated by the IT Unit.

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 IT Unit staff 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 IT Unit shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 603 - Appropriate Use of Technology Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **IT Unit**	Riyas Payyoorayil

Approved by: **Executive Committee**	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	23/09/2024	Annual review completed; owner changed to be Director of IT.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT