S P Jain School of Global Management

DUBAI • MUMBAI • SINGAPORE • SYDNEY

MASTER OF BUSINESS ADMINISTRATION (GLOBAL)

STUDENT COURSE HANDBOOK

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Policies Related to MBA(Global) Course*

S No	Policy Name
1	Postgraduate Admission and Selection Policy
2	Deferral Policy
3	Domestic Student Refund Policy
4	International Student Refund Policy
5	Credit Transfer and Articulation Policy
6	Provider Transfer Policy and Processes
7	Student Tuition Fee Protection Policy
8	Statement of Tuition Assurance
9	Student Code of Conduct Policy
10	Academic Integrity Policy and Procedures
11	Processes and Guidelines for Plagiarism control for all soft copy submissions
12	Student Misconduct Policy and Procedures
13	Student Grievance and Mediation Policy and Procedures
14	Assessment Validation, Grading, and Moderation Policy and Procedures
15	Student Progression, Exclusion, and Course Completion Policy
16	GMBA (Master of Business Administration - Global) Rules of Progression and Course Completion Policy
17	Students at Risk Policy
18	Student Performance Data Policy and Procedures
19	Support for Students Policy
20	Student Consultation Policy and Procedures
21	Student and Staff Feedback Policy
22	Academic Freedom and Free Intellectual Inquiry Policy
23	Library Resources Collection Development Policy
24	Critical Incident Policy
25	Student Equity, Diversity and Fair Treatment Policy
26	Information Technology Policy
27	Student Sexual Assault and Sexual Harassment Policy
28	Graduation and Certification Policy
29	Record Management Policy

*For more policies and procedures, please refer to the Annexure of the handbook or School website

1. Letter from the Dean

Dear MBA (Global) Student,

On behalf of the leadership team and S P Jain School of Global Management, a very warm welcome to the S P Jain community! We are delighted to have you join our School.

The coronavirus has been an extreme wake-up call for businesses all over the world. No matter head winds or tail winds, irrespective of their size or sector, businesses across the globe have realised that their business models are frozen in time and now need to engage in disruptive innovation to adapt to the 'new normal'. Companies are looking to hire new-age leaders with skills to enable rapid recovery of revenue growth and profitability.

Our Global MBA is an exciting program for professionals who have more than three years of work experience and want to acquire the skills necessary to fast-track their careers. It offers experiential learning by providing inputs from diverse global faculty, using contemporary cases and simulations, solving real-world challenges, and having sessions in a lab mode to grow your confidence for a 'can-do' attitude.

Despite the rigor of your studies, you will be surprised by the supportive, family feel of the Master of MBA (Global) course. You will get to know both your peers and course directors extremely well, and you'll grow to understand that our most important goal is to help you succeed.

This handbook will help you figure out the system and hit the ground running. Perhaps the most important point to take note of is our increasing focus on leadership, decision-making, and communications. S P Jain is unique among business schools in our comprehensive preparation of students in these areas. These interrelated skills are among the most sought-after on the job market, and the Professional Readiness Program (PRP) will equip you, not just to find a job, but to excel in your career.

S P Jain emphasises leadership by having students consider the elements of decision-making, and then re-enforcing this knowledge with exercises, analysis, and case-studies that facilitate practical application. Our coursework teaches leadership with a global perspective so that employees can think and act responsibly, solve vexing problems innovatively, and work collaboratively across diverse cultures. Students learn to lead, not just in business, but in society.

Decision-making is an integral part of leadership and is cross-functional and cross-disciplinary, and must consider the learning styles, skill sets, and potential contribution of team members, as well as psychological, cultural, and behavioural issues.

We are always looking for ways to improve. So, if you have an idea, my ears (and my door) are always open. Please stop by, or send me an email, and tell me what is on your mind. After all, we are a team, working together to create a new type of global education – showing the rest of the world what a "complete" business course can be.

Here is to a fantastic twelve months!

DR BALAKRISHNA GRANDHI
Dean - Global MBA & Master of Global Business
Professor of Marketing & Strategy
MMS, MBA & PhD (USA) and FCIM (UK

2. Master of Business Administration (Global)

2.1 Special Features of the Course

Students of MBA (Global) at S P Jain will be engaged and motivated using a wide variety of teaching tools. The postgraduate classes often witness a fusion of technology, innovation and global business, resulting in an impactful and real-world learning experience by:

- Multi-city model promoting global mindset and adaptability
- Global faculty offering diverse perspectives leveraging on regional aspects
- Faculty with consultancy and industry background, fusing real-world perspectives with academic concepts and framework
- Very relevant and cutting-edge specialisation units
- Use of multiple types of pedagogy including contemporary cases and simulations requiring students' engagement in critical thinking and decision-making
- Global Learning activities such as talks, events and field visits for immersing students in the context of their city of study and expose them to local culture and dynamics from business, socio-politics, legal and/or economics perspectives
- Research and industry projects on local issues or companies to groom students to think cross-functionally with a 'consultant-minded' approach
- Strong emphasis on soft skills such as business communication, inter-cultural understanding, presentation, CV writing and professional readiness via mock interviews. These are simultaneously delivered, in addition to credit modules, by way of workshops

2.1.1 Professional Readiness Program (PRP)

Students who enrol for the Global MBA have, on an average, six years of prior working experience. It is important for them to gain additional soft skills to be well equipped for their 'future' roles. Furthermore, job scopes are constantly in flux and the choice of career chosen by graduates may be different from what they have previously had. Out-of-classroom support is provided to students in terms of communication skills, working in teams, leading a team, and professional readiness through mock interviews for career placement.

Global MBA curriculum emphasis on soft and transferable skills will be reinforced via out-of-classroom activities and dedicated workshops and presentations. Most of these career placement-related activities will be arranged through the three terms.

Alumni talks or mixers, experts sharing their experiences, inspirational evenings as well as career talks by recruiters will offer many additional networking avenues and extra learning opportunities to the Global MBA students.

2.1.2 Content for a new Workforce Environment

The curriculum has been designed to integrate new perspectives and provide a thrust on learning necessary to meet the emerging challenges of disruption and global uncertainties, while embracing digital technology and big data analytics. The proposed course design aims to nurture future business leaders and managers who can add value to their organisations by enabling intelligent enterprises.

2.1.3 Global Learning and Multi-City Model

Global Learning activities constitute another important element of the one-year full-time MBA program. These activities aim at immersing students within the context of their city of study via numerous events, company and field visits (such as trips to the Jebel Ali Free Trade Zone, Marina Bay Sands, Parliament House) talks by prominent regional leaders and business experts, and regional cultural immersion (through local sports such as Dragon boat racing in Singapore). These immersions expose students to local cultural dynamics from business, socio-politics, legal and/or economics perspectives. At the end of the course, graduates are expected to have developed a good understanding of the comparative socio-economic environments.

2.1.4 Projects

Projects are an important component of the proposed Global MBA multi-city learning model. The curriculum combines theory with short real-world projects to help sensitise students to possible regional challenges and equip them with the skills to handle complex situations and make the right decisions.

To leverage the dynamic regional business environment in each city, students are required to complete a one-term project. At the end of the course, students will have produced three project reports. Each project, with increasing intensity, allows them to delve deeper into their chosen domain by researching conducting through and conducting research on a region's contemporary business challenge.

In addition, the research and industry projects give students the opportunity to interface with corporate mentors and other senior practitioners for a better understanding of how their learning can be applied in solving real-world business problems in each region.

The curriculum is designed to ensure progression along the three different projects.

Term 1 - Applied Research Project

Students undertake a self-directed individual research project related to the area of their specialisation or aligned to their chosen electives. It intends to encourage the student to develop a good foundational understanding of how to conduct a research project. Students will identify suitable frameworks, business models and a research approach to address business challenges within the contemporary global/regional dynamic environment

Terms 2 & 3: Industry Projects

Students have an opportunity to work in a team on real-life industry projects to develop a deep understanding of the global business environment in the area of their specialisation or aligned to their chosen electives. Under this industry interface initiative, students will be provided with a business problem for which they will propose relevant recommendations. This initiative intends to equip and enable students to make business decisions in an unstructured business environment and hone their skills to think and work like a 'consultant.

The project reports must be submitted and defended at the end of each term. As for the industry projects done for corporates, the presentation must be done to the corporate and academic mentors in terms 2 and 3

2.1.5 Faculty

Our community of international faculty is dedicated to creating an engaging, rigorous and practical educational experience for students. Students will learn new knowledge about business, inspiring them to appreciate, accept and adapt to working in rapidly changing business environment. Students will also gain confidence in making decisions. Subjects are relevant, developed with the latest content, and designed to inspire students to find creative and innovative ways to apply the knowledge acquired.

3. MBA (Global) Course Information

3.1 Course Overview

S P Jain's MBA (Global) is a full-time one-year course in which students study in world-class cities, preparing to be future global business leaders.

Course	Delivery/Study Mode	Location of Study
Master of Global Administration (Global) - GMBA	1-Year Full-time face-to-face On campus	Study in Singapore (4 months) and (8 months) in Dubai Or Study in Singapore (4 months), London* (4 months), and Dubai (4 months) **As part of an articulation agreement we have established with SP Jain London School of Management (SPJ London), students now have the opportunity to spend term 2 and/or term 3 of the Global MBA program at their London campus*

Table 1 Course Overview

The program is built on superior standards of learning engagement, research, innovation and graduate outcomes. While the classroom is dedicated to the study of various tools of business and the development of critical thinking and decision-making skills, the out-of-classroom and global immersion activities in the dynamic business hubs help students understand the global nature of business and the influence of culture, traditions and technological advancements on business decisions. Apart from the knowledge gained, students learn to be adaptable, multicultural and globally agile.

The program offers experiential learning with inputs provided by diverse global faculty, using contemporary cases and simulations, and solving problems and live challenges from the real world. It includes a new enhanced curriculum to impart cutting-edge skills of a 'consultant' to help students fast-track their career growth in the emerging challenging environment and leverage technology for business innovation.

3.2 Course Learning Outcomes

Master of Business Administration (Global) - Course Learning Outcomes (AQF Level 9)
Knowledge
Graduates of MBA (Global) will be equipped with: • the latest disciplinary and interdisciplinary business and management knowledge with the support of the digital and technology literacy, to aid planning and control in a volatile global environment • the principles and methods of research for the purpose of responsible investigation from an applied perspective in the field of management and business
Skills
Graduates of MBA (Global) will: • Global Adaptability: understand business issues to acquire disciplinary and interdisciplinary skills to solve problems in the respective local, regional and global environments • Critical Thinking: acquire critical thinking skills by observation, analysis, interpretation, reflection, evaluation, inference and, explanation in order to draw conclusions • Ethical Decision Making: develop skills and judgement to make ethical decisions in complex business situations, by understanding and demonstrating the sound business principles, needs and goals of different stakeholders in diverse cultures • Effective Communication: attain professional skills in written, verbal and nonverbal communication tailor-made to the needs of different stakeholders consistent with mindful listening, empathy, and reliability • Leadership: acquire intrapersonal and interpersonal skills and cognitive abilities to work effectively with others in diverse environments • Innovation and Entrepreneurship: develop an innovative and entrepreneurial approach to analyse problems in new ways, identify disruptive solutions to create sustainable growth and value
Application of knowledge and skills
Graduates will demonstrate the application of knowledge and skills: • Application and Research competencies: demonstrate their ability to apply learning outcomes 1-8 within a variety of practical situations and contexts; consequently, enabling value creation

for students and organisations within their respective areas of expertise and specialisation with a high level of personal autonomy and accountability.

Table 2 Course Learning Outcomes

3.3 Graduate Attributes of S P Jain

- Knowledge of Business, Management and Emerging Technologies
- Research and Business Intelligence
- Problem Solving and Decision Making
- Creativity and Innovation
- Intercultural Competence/Communication
- Teamwork
- Global Citizenship/Ethics (Collaborate, Negotiate and Resolve Conflicts)

3.4 Course Completion Requirements

To be eligible to graduate* with MBA (Global) degree at S P Jain, students must complete 23 core Units, 7 Specialisation Subjects, 1 Applied Research Project and 2 Industry Project.

Units	Required Units	Credits
Core Units	23	23 subjects of 1 each = 23
Specialisation Subjects	07	07 subjects of 1 each = 07
Applied Research Project (ARP)/ Industry Project (IP) 1 and 2	06	ARP of 1 each + IP 1 of 2 each + IP 2 of 3 each = 06
Total	**36**	**36**

Table 3 Units to complete for MBA(Global)

* Refer to Rules Progression and Completion Policy

1. Pick any 7 elective credits across different functional areas
Develop the ability to analyse a problem from a cross-functional perspective

Choose any 7 elective credits that best fit your experiences and interests
Benefit from cross-functional, holistic learning
Build skills that you can apply to various industries and areas
Graduate with a Global MBA degree with no defined specialisation in your transcript

2. Pick 7 elective credits within one functional area
Specialise in any one domain aligned with your career goals

Build highly specialised skills and gain in-depth expertise in your chosen domain
Gain a competitive edge for niche roles
Get a head-start in your career within a specific domain
Graduate with a Global MBA degree with your specialisation defined in your transcript

You need not indicate your choice at the application stage; you may do so within a month after course commencement. Upon arrival on the campus, you will undergo a briefing by the dean of the program, area heads and members of the corporate relations team to help you make an informed decision

3.5 Course Structure

The Course structure provides all the Units to be completed and the required credits, hours (both timetabled and personal study), and Prerequisites.

Masters in Business Administration (Global) - Course Structure and Units					
GMBA CORE UNITS					
No.	**UNIT CODE**	**UNIT**	**CREDIT**	**TERM**	**PRE-REQUISITES & CO-REQUISITES**
1	MBAG ECO 104	Business and Global Economy	1	1	Nil
2	MBAG QTT 105	Applied Statistics for Decision Making	1	1	Nil
3	MBAG MKT 116	Marketing Management	1	1	Nil
4	MBAG QTT 106	Research Methods	1	1	Applied Statistics for Decision Making
5	MBAG OPS 102	Operations Management	1	1	Nil
6	MBAG ACC 112	Financial Accounting for Decision Making	1	1	Nil
7	MBAG LSC 113	Supply Chain Management	1	1	Operations Management
8	MBAG MGT 102	Design Thinking	1	1	Nil
9	MBAG FIN 114	Corporate Finance	2	1	Financial Accounting for Decision Making
19	MBAG MGT 104	Blue Ocean Strategy	1	1	Marketing Management
11	MBAG COM 102	Effective Business Communication	1	1	Nil
12	MBAG PRO 107	Applied Research Project	1	1	Research Methods
10	MBAG MKT 222	Customer Value Management	1	2	Marketing Management
13	MBAG ACC 213	Financial Statement Analysis	1	2	Financial Accounting for Decision Making
14	MBAG QTT 207	Data Analytics for Insights and Decision Making	1	2	Applied Statistics for Decision Making and Research Methods
15	MBAG ITM 210	Emerging Platforms and Services for Disruption	1	2	Nil
16	MBAG ACC 214	Management Accounting and Control	1	2	Financial Accounting for Decision Making
21	MBAG ENT 201	Entrepreneurship for a Disruptive Launch	1	2	Emerging Platforms and Services for Disruption
18	MBAG PRO 208	Industry Project 1	2	2	Applied Research Project
17	MBAG HRM 301	Teamwork and Leadership	1	3	Nil
20	MBAG MGT 305	Change Management	1	3	Nil
22	MBAG BUS 301	Business Ethics and Sustainability	1	3	Nil
23	MBAG CON 312	Consulting Capabilities and Skills	1	3	Nil
24	MBAG MGT 306	Competitive Dynamics and Strategy	1	3	Nil
25	MBAG PRO 309	Industry Project 2	3	3	Industry Project 1
		TOTAL CREDITS	**29**		
MBA (GLOBAL) SPECIALISATION UNITS					

Note: Student needs to complete a total 7 credits in one of the following ways: **a) Choose 5 credits in the area of specialisation and 2 credits from other specialisation (subject to meeting the pre-requisite condition)** **OR** **b) Choose 7 credits across specialisations (subject to meeting the pre-requisite condition)**					
GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT					
No.	**UNIT CODE**	**UNIT**	**CREDIT**	**TERM**	
1	MBAG LSC 214	Transportation Management	1	2	Operations Management and Supply Chain Management
3	MBAG LSC 217	Lean Manufacturing and Supply Chain	1	2	Operations Management and Supply Chain Management
4	MBAG LSC 219	Strategic Sourcing	1	2	Operations Management and Supply Chain Management
2	MBAG LSC 321	Supply Chain Simulation	1	3	Operations Management and Supply Chain Management
5	MBAG LSC 320	Demand Management	1	3	Operations Management and Supply Chain Management
		TOTAL CREDITS	**5**		
GLOBAL FINANCE					
	UNIT CODE	**UNIT**	**CREDITS**	**TERM**	
1	MBAG FIN 215	Corporate Valuation **	1	2	Corporate Finance
2	MBAG FIN 217	Equity Analysis & Portfolio Management	1	2	Corporate Finance
4	MBAG FIN 220	Risk Management	1	2	Corporate Finance
3	MBAG FIN 321	Mergers and Acquisitions	1	3	Corporate Finance
5	MBAG FTC 301	FinTech & Technology Innovations **	1	3	Corporate Finance
		TOTAL CREDITS	**5**		
CONTEMPORARY MARKETING MANAGEMENT					
	UNIT CODE	**UNIT**	**CREDITS**	**TERM**	
1	MBAG MKT 217	Research for Customer Insights	1	2	Research Methods and Marketing Management
2	MBAG MKT 219	Brand Management and Marketing Communications	1	2	Marketing Management
3	MBAG MKT 220	Digital Marketing and Analytics	1	2	Marketing Management
4	MBAG MKT 324	Sales and Channel Management in Digital Economy	1	3	Marketing Management
5	MBAG ITM 316	Customer Experience Strategy and Design	1	3	Marketing Management
		TOTAL CREDITS	**5**		

TECHNOLOGY MANAGEMENT					
	UNIT CODE	**UNIT**	**CREDIT**	**TERM**	
1	MBAG ITM 211	IT Strategic Planning	1	2	Nil
2	MBAG ITM 212	Enterprise Innovation and Digital Transformation	1	2	IT Strategic Planning and Emerging Platforms and Services for Disruption
4	MBAG ITM 214	E-Business Strategies	1	2	Emerging Platforms and Services for Disruption
3	MBAG ITM 317	Managing Technology Projects and Outsourcing	1	3	Nil
5	MBAG ITM 315	Technology Consulting and Advisory Practice	1	3	IT Strategic Planning
		TOTAL CREDITS	**5**		
CONSULTING MANAGEMENT					
	UNIT CODE	**UNIT**	**CREDITS**	**TERM**	
1	MBAG FIN 215	Corporate Valuation **	1	2	Corporate Finance
2	MBAG CON 206	Managing Consulting Process and Client Relations	1	2	Nil
5	MBAG CON 210	Post-Merger Integration	1	2	Nil
3	MBAG CON 312	Consulting for Digital Transformation	1	3	Emerging Platforms and Services for Disruptions
4	MBAG CON 310	New Venture Consulting	1	3	Entrepreneurship for a Disruptive Launch
		TOTAL CREDITS	**5**		
Note: ** Common specialisation units					
		TOTAL **CORE** CREDITS	**29**		
		TOTAL **SPECIALISATION** CREDITS	**7**		Note: Refer to specialisation units details
		TOTAL CREDITS OF THE COURSE	**36**		

Table 4 Course Structure

- *An elective will be offered subject to a minimum of 10 students enrolling
- Each intake may offer a few or all these electives

3.6 Unit Learning Outcomes

CORE UNITS

Business and Global Economy (MBAG ECO 104)

- Understand the complexity and ambiguity of today's dynamic global economy.
- Illustrate how macro-environment can impact business environments.
- Evaluate national differences vis-à-vis the rest of the world and explain the implications for
- management and business practices.
- Assess a set of external circumstances within a complex global environment to adapt an agile approach.
- Work effectively in teams to undertake and present economic analysis in regional and/or
- global contexts to arrive at key insights.

Applied Statistics for Decision Making

- Produce appropriate graphical and numerical descriptive statistics for different types of data.
- Demonstrate knowledge of probability and the standard statistical distributions.
- Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.
- Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.

Marketing Management

- Understand the fundamental marketing concepts and theories and its relevance for the organisation and marketing practices
- Discuss the role of marketing, within the local regional and global business environments impacted by emerging trends and technological disruptions
- Undertake an analysis of customer and competitive environments in both conventional and digital business environment
- Consider moral and ethical aspects in evolving customer value propositions
- Construct and present a marketing plan for allocating marketing resources to address 4As of marketing

Research Methods

- Understand the use of research and its application to business needs.
- Understand various research analytical tools and techniques.
- Identify and articulate a business problem into a succinct research problem(s).
- Develop a research proposal for the identified research topic.
- Formulate and present research report.

Operations Management

- Understand the various concepts of Operations Management theories, models and tools to meet organisational goals.
- Evaluate the link between corporate strategy, customer needs and operations management.
- Understand operational issues and optimise processes and resources by mapping, analysis and improvements.
- Illustrate how innovative operations strategies can improve organisational efficiency.

Financial Accounting for Decision Making

- Understand key accounting concepts and theories
- Examine the impact of transactions and time period assumptions on a firm's accounts and financial statements
- Construct basic financial and cashflow statements
- Recognise the importance of accurate financial reporting and full disclosures in sound decision making
- Use accounting standards and concepts as tools for decision-making

Supply Chain Management

- Understand the various concepts of Supply Chain Management theories, models and tools to meet organisational goals
- Execute basic Inventory Decisions, Transportation decisions and Procurement decisions
- Identify how the organisations achieve strategic fit between its supply chain strategy and its global competitive strategy
- Select and analyse a world class supply chain and highlight the attributes that make it world class
- Learn to collaborate and communicate with upstream and downstream supply chain partners spread across the world

Design Thinking

- Understand design thinking concepts, innovation tools, and value-creation techniques.
- Conduct IDEO-style qualitative business (ethnographic) research to uncover consumer insights, needs, and wants.
- Analyse complex situations with an effective innovation methodology and toolset.

- Critically draw inferences from qualitative data to creatively solve a problem.
- Develop a creative (potentially disruptive) solution for new-value generation and sustainable business growth.

Corporate Finance

- Explain key concepts, techniques and tools of financial management and capital budgeting.
- Undertake financial forecasting to determine the funds needed for future growth and activities of a firm.
- Examine the term structure of interest rates, bond yields and various bond equity valuation models.
- Apply appropriate financial management tools and techniques in decision making for projects and investments.
- Determine the relationship between risk and return and impact of leverage on a firm's cost of capital, capital structure and value.
- Use various working capital, operating and cash cycle techniques to optimize a firm's short-term financial management.

Blue Ocean Strategy

- Understand and distinguish between Red Ocean and Blue Ocean Strategy in the context of competitive, disruptive regional/ global industry
- Sketch local, regional and global competitive landscape using various strategic planning and management tools
- Create an innovative Blue Ocean Strategy to make existing competition irrelevant and create new market spaces
- Collaborate effectively as a team to execute the designed strategy impactfully and sustainably

Effective Business Communication

- Build on effective business communication skills essential at workplace in local, regional and global settings
- Adapt written, verbal, and nonverbal communication to the needs of the audience and the situation, with special attention to presenting analysis and recommendations
- Analyse and interpret social situations at work and choose an effective communications plan on how analysis and recommendations should be delivered
- Demonstrate effective and ethical business communication skills and contribute as a team member or leader in diverse group settings
- Leverage social media to build personal and professional brand

Customer Value Management

- Analyse regional and global market data and information to draw inferences and create marketing advantage.
- Evaluate opportunities for investing in existing growth markets versus new market opportunities.
- Critically analyse market information and draw inferences for allocating marketing resources for maximum returns and enhanced customer value.
- Apply business models and frameworks to design and execute innovative and customer centric marketing strategies.
- Present marketing strategy and plans to demonstrate impactful written and oral business communication skills individually and as team member

Financial Statement Analysis

- Understand core concepts and techniques for financial statement analysis.
- Critique the financial statements and annual audited financial reports of multinational firms.
- Articulate the importance of ethics and accounting standards in accurate financial reporting and analysis.
- Use financial statement analysis as a diagnostic and prognostic tool for decision making.

Data Analytics for Insights and Decision Making

- Understand the fundamentals of data analytics and its applications in organisations.
- Apply the tools and techniques of data analytics innovatively for business situations and for strategic decision-making.
- Formulate strategic inferences through techniques such as Market Basket Analysis, Decision Tree Analysis, Clustering.
- Apply forecasting concepts and techniques innovatively to business situations.

Emerging Platforms and Services for Disruption

- Understand the global trends in emerging services and platforms and its impact on enterprises.
- Develop a critical assessment of global technology trends and possibilities of new technology for business and present the findings effectively for strategic decision making.

- Demonstrate the business skills to manage innovation leveraging emerging platforms and services.
- Apply the knowledge and skills in the area of Emerging Platforms and Services for Disruption.

Management Accounting and Control

- Understand the fundamentals of management accounting
- Apply cost data to assist management planning and decision making
- Distinguish between different management accounting contexts for better decision making
- Determine optimal cost allocation strategies

Entrepreneurship for a Disruptive Launch

- Examine the role and importance of disruptive entrepreneurship in a fast changing local, regional and/or global market environment.
- Develop an initial (potentially disruptive) and viable new venture business plan based on secondary data and desk research.
- Compare and contrast the different financing sources and formulate financial projections to support a new disruptive business entrepreneurship.
- Produce a detailed, and feasible business proposition supported by qualitative and quantitative data analysis obtained through fieldwork research.
- Work collaboratively as a team member to develop a final new venture business plan to create value for key stakeholders.
- Persuasively present (pitch) a new venture business proposal and plan individually and as a team

Teamwork and Leadership

- Define and understand the importance of effective teamwork and leadership models in diverse work setting.
- Understand contemporary theories and models of leadership and their implication for emerging leaders to effectively manage and lead a team or organisation.
- Analyse and interpret social situations and choose effective leadership strategies to drive change, collaboration and innovation to solve complex business problems in the workplace.
- Acquire necessary skills to effectively work and collaborate in global/diverse teams, demonstrating social, cultural and emotional intelligence.
- Develop personal leadership brand reflecting cognitive skills, interpersonal abilities, sound judgement, ethics and character.

Change Management

- Understand change management models and theories for effective change management.
- Apply change management theories in ethical decision making.
- Attain professional skills to communicate changes to different stakeholders in global/regional settings.
- Demonstrate the capacity to become a more effective leader and change agent for innovative and disruptive change.

Business Ethics and Sustainability

- Assess as to how firms/MNCs can work collaboratively with the governments and society to address global social issues in current context.
- Identify and select business practices essential for ethical and sustainable business performance.
- Critically evaluate the causes of unethical behaviour by firms/ managers as they relate to business.
- Analyse the role of leadership in setting the ethical tone of the organisation and fostering ethical behaviour towards internal and external stakeholders.

Consulting Capabilities and Skills

- Understand and identify appropriate tools in various stages of the consulting project life cycle, including effective approaches and techniques for gathering and consolidating
- Information, especially in a cross-cultural context.
- Analyse data with appropriate frameworks and techniques in order to interpret, draw insights, evaluate, and generate recommendations to solve a client's problem(s) or help them achieve their goals.
- Use creativity tools and techniques to dissect problems and generate innovative solutions that create business value.
- Reflect on the high calibre consulting skills essential to build professional credibility

Competitive Dynamics and Strategy

- Examine the essential factors that influence successful business operations of an international organisation.
- Critically analyse research and industry data and make tactical decisions to improve financial performance.
- Integrate multi-functional decisions and create long-term strategies to overcome business challenges in a global marketplace.
- Demonstrate a high level of teamwork and effective management of group dynamics.

- Experiment with ethical, innovative corporate strategies and assess their impact on the growth and financial performance of a company and its shareholders.

SPECIALISATION UNITS

Global Logistics and Supply Chain Management

Transportation Management

- Understand the various modes of transportation and techniques to meet customer needs.
- Evaluate the various strategic and regulatory issues involved in global transportation of goods (including reverse logistics and e-Commerce logistics) to enable transportation decisions, which are competitive and compliant.
- Design transportation networks and plan alternative transport solutions in the event of disruptions to ensure that the goods reach the destination safely and on time.
- Analyse a transportation related problem, the merits and demerits of alternative solutions to lead the decision-making process including decisions related to adoption of technology.

Lean Manufacturing and Supply Chain

- Explain the concepts and principles of lean manufacturing and supply chain management.
- Understand the importance of lean methodologies and processes to create global lean supplier network.
- Evaluate the current state of operations and design Kanban and Kaizen systems to enable lean systems.
- Create value stream maps to depict current state and future state of operations while undertaking the lean journey and learning the use of lean tools to reduce wastage and improve productivity.

Strategic Sourcing

- Interpret the cross-functional connections between sourcing and other departments, and departments' connections to globally spread external stakeholders
- Implement sourcing decisions that are ethically and morally aligned with organisational philosophy
- Identify opportunities and challenges when acting as the interface between internal customer requirements and global supply networks
- Apply a range of sourcing techniques and tools to sourcing activities and evaluate the impact of digitisation on sourcing activities

Supply Chain Simulation

- Analyse large amount of data and information related to supply chain of a simulated manufacturer.
- Understand strategic and operational supply chain decisions for the firm within a competitive environment.
- Understand trade-offs and the impact of imperfect information on decision making in supply chains.
- Analyse data and market scenario and take decisions to ensure profitability of the enterprise.
- Participate collaboratively and contribute effectively as a member among competing teams.

Demand Management

- Understand the fundamentals of demand planning and appreciate the impact it has on supply chain.
- Understand different demand management techniques, forecasting methodologies and variations across different industries and geographies.
- Reflect and critically analyse the impact of accurate forecasts on the performance of supply chain.
- Evaluate different forecasting techniques and develop framework for effective demand planning.
- Conduct research and apply the tools and software for demand forecasting during uncertainty and for new product introduction.

GLOBAL FINANCE

Corporate Valuation

- Explain core concepts, methods and techniques in company valuation.
- Evaluate and compare different methods used to value acquisition targets.
- Identify the appropriate and accurate method/s of valuation for a company depending on its stage of business, its industry and its geographies of operations.
- Apply the principles of valuation on a company's financials to produce and present considered and accurate valuation.

Equity Analysis & Portfolio Management

- Explain portfolio management concepts, theories and strategies.
- Apply various equity and portfolio management techniques in teams and individually for tactical, portfolio rebalancing and strategic decision making.

- Develop investment policy statements for various investor (individual and institutional profiles and in line with regional regulatory guidelines.
- Evaluate performance of portfolios and fund managers using appropriate tools and techniques.

Risk Management

- Explain the concepts and applications of financial risk management to make strategic decisions.
- Understand how to identify, assess, quantify, value, model, optimise, and forecast risks.
- Formulate econometric and predictive modelling and implement risk diversification in portfolios.
- Evaluate strategies to mitigate, hedge, and reduce risks through synthetic option strategies.
- Appraise the advantages and disadvantages of risk management techniques and models.

Mergers and Acquisitions

- Explain the components of the mergers and acquisitions process.
- Discuss mergers and acquisitions activities, corporate ethics and regulatory limitations in local, regional and global contexts.
- Evaluate the roles of different stakeholders in mergers and acquisitions transactions and process.
- Use financial concepts and theories to make M&A decisions.
- Formulate and articulate the strategies and outcomes of merger and acquisitions

FinTech & Technology Innovations

- Acquire knowledge of disruptive and innovative Financial Technologies in business.
- Examine the suitability of emerging technologies in local/regional/global banking, payments and financial services domain.
- Develop innovative FinTech solutions to address complex, real-world problems considering the associated risks.
- Apply sound judgement and ethical principles in adopting fin-tech solutions that cater to diverse stakeholders.

CONTEMPORARY MARKETING MANAGEMENT

Research for Customer Insights

- Understand the process and the range of contemporary marketing research techniques.
- Explain the handling and analysis of both quantitative data and qualitative data.
- Evaluate, dissect and accurately interpret data collated for customers from diverse demographic and cultural backgrounds.
- Conduct and present marketing research based on principles and requirements of ethical research and investigation.
- Contribute as a team member and/or leader to engage in insightful marketing research.

Brand Management and Marketing Communications

- Understand brand-related theories underlying brand management and communication, in particular the concepts of brand equity, strategic branding creation and branding narrative.
- Evaluate the formulation and applications of branding communication in an omnichannel global environment.
- Embrace principles of ethics and corporate social responsibility while nurturing and growing brands.
- Make strategic decisions for communication channel selection and media purchase to ensure return on marketing investment.
- Examine innovative strategies of maintaining the distinctive global positioning of a brand despite the brand's concurrent localization across different geographies.

Digital Marketing and Analytics

- Explain the theories, principles and practices of digital marketing and analytics in a global business environment.
- Critically assess and apply contemporary digital marketing theories in the context of digital marketing analytics.
- Identify relevant analytics tools to skilfully conduct audit of company’s digital footprint, analyse performance and propose solutions to boost online presence and run digital marketing campaign.
- Disrupt an existing business model by proposing recurring source of revenue embedding contemporary trends and tools of digital marketing analytics.

Sales and Channel Management in Digital Economy

- Understand foundation concepts of sales and channel management and buyer behaviour across markets and segments for effective sales force and channel mix decisions.
- Debate the importance of aligning the sales, channel and distribution strategy with corporate strategy for participating in a global business environment.

- Maximise the use of limited marketing resources for enhanced sales force efficiency and effectiveness and optimising channel and retail mix.
- Develop innovative entrepreneurial sales strategies to build and sustain a profitable and socially relevant organisation.

Customer Experience Strategy and Design

- Understand the fundamentals of customer experience strategy and design.
- Understand and articulate customer expectations, customer journey maps and their value.
- Appraise and use commercial customer experience software and tools.
- Apply customer experience design principles to develop and differentiate E-Business solutions with customer experience strategy.
- Elucidate ethical principles in customer experience management.

TECHNOLOGY MANAGEMENT

IT Strategic Planning

- Identify and discuss factors and challenges in developing an IT strategy.
- Develop a framework for designing an IT Strategy Roadmap.
- Evaluate the performance of the IT function and understand the roles and responsibilities of the emerging C-suite roles in IT management in local and multinational organizational contexts.
- Apply IT Strategic Planning tools innovatively to deliver a pragmatic and effective plan.

Enterprise Innovation and Digital Transformation

- Explain and discuss the latest digital technology trends and their impact on enterprise innovation.
- Identify and evaluate elements of being a digital enterprise in a rapidly changing technology landscape.
- Identify the opportunities and business drivers for digital transformation in verticals (e.g. Healthcare, Finance etc.) and present the findings effectively.
- Analyse and differentiate leadership and governance principles and practices in the context of digital transformation

E-Business Strategies

- Appreciate the evolution of E-business and the significant role of E- business in various industries, verticals and settings.

- Understand the strategic transformations that ICT and E-business brings to the industry value chain with a focus on both internal and external environments, processes and stakeholders.
- Evaluate the opportunities and strategy options for E-business and present the findings effectively.
- Analyse technical developments and trends for E-Business model innovation.
- Apply E-business strategy frameworks and develop a roadmap for e-business strategy implementation.

Managing Technology Projects and Outsourcing

- Explain core concepts and theories of technology project management and outsourcing.
- Identify and discuss global challenges in technology projects and outsourcing.
- Analyse various factors leading up to project success and failures and present the findings effectively.
- Develop and validate project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.
- Apply project management techniques, leadership principles and practices innovatively to lead and manage technology projects in cross-cultural contexts.

Technology Consulting and Advisory Practice

- Define and discuss the technology consulting industry in the digital age.
- Understand the roles and responsibilities of the consultants in managing diverse client relationships.
- Assess the importance of ethical conduct, effective communication and leading teams.
- Evaluate the opportunities for technology consulting with target clients/sectors globally.
- Develop innovative solutions for consulting challenges.

CONSULTING MANAGEMENT

Corporate Valuation

- Explain core concepts, methods and techniques in company valuation.
- Evaluate and compare different methods used to value acquisition targets.
- Identify the appropriate and accurate method/s of valuation for a company depending on its stage of business, its industry and its geographies of operations.
- Apply the principles of valuation on a company's financials to produce and present considered and accurate valuation.

Managing Consulting Process and Client Relations

- Identify and adapt to the special issues arising from cross-cultural consulting.
- Analyse and choose a course of action to resolve an ethical dilemma in a consulting situation.
- Define business opportunities/problems and desired outcomes and make effective decisions in client situations.
- Develop solutions creatively for and with clients, helping them understand and analyse problems in new ways, uncover ideas for sustainable growth and value, consider disruptive solutions, and manage change during the implementation process.

Post-Merger Integration

- Understand the needs of different stakeholders in organisational change and merger situations
- Analyse and evaluate change-management and merger situations to decide courses of action that should maximise the chance of success
- Make effective business decisions to create value through cross-organisational synergy, support international expansion through effective M&A, and navigate cross-cultural change issues

Consulting for Digital Transformation

- Understand what digital transformation is and identify its value-creators, risks, and future opportunities.
- Analyse key issues in a digital transformation situation, identify strategic and disruptive benefits of disruptive transformation from an enterprise-wide and ecosystem perspective, and recommend appropriate strategy and actions.
- Manage people-issues in the digital transformation journey as well as initiating Base-of- Pyramid digital transformation.
- Craft digital transformation strategy for a company, in the context of a dynamic, global business and technology environment, for sustainable growth and value.

New Venture Consulting

- Analyse information to make strategic decisions on the new-venture journey and solve problems to sustain the new venture.
- Articulate recommendations to stand-alone or corporate startups on key issues in launching a new venture.
- Analyse marketplace opportunity, craft innovative offering(s), and develop a new venture for sustainable value-creation and growth.

- Plan and execute a new-venture consulting project with a high level of personal autonomy and accountability.

PROJECTS

Applied Research Project

- Assess global/regional business challenges to address them using disciplinary skills relevant to the research project.
- Identify suitable frameworks, business models and research approaches through systematic review of practice and academic literature.
- Apply contemporary research skills to investigate complex business challenges from the viewpoint of stakeholders.
- Draw key inferences and prepare presentation and report demonstrating high degree of creativity and autonomy.

Industry Project 1

- Conduct preliminary study of the business issue and the global/regional industry environment.
- Critically analyse collected data and creatively solve business problems.
- Address complex business challenges using skills in the area of specialisation at the global/ regional level using relevant business models and research framework.
- Draw conclusions and interpret inferences through effective business presentation and report for different stakeholders.
- Demonstrate intrapersonal and interpersonal team skills to work in diverse environments.

Industry Project 2

- Analyse complex business challenges using inter disciplinary knowledge at the global/regional level
- Demonstrate ethical research and decision-making skills relevant to the region
- Critically analyse collected data and creatively solve business problems using relevant disciplinary and management knowledge, frameworks and models
- Present innovative recommendations to enable value creation for diverse stakeholders
- Demonstrate personal autonomy and team skills to work in diverse environments

3.7 Pedagogy

The pedagogical approach at S P Jain aims at grooming young professionals with theoretical, technical and practical knowledge while building a new generation of confident leaders with a confident global attitude and the ability to articulate professionally. At the end of the course, Global MBA graduates should be able to leverage digital literacy, business process agility and customer insight, innovation and transformation to cope with constant fluctuations in today's uncertain business environment.
The course structure and pedagogy have subjects taught over a period of two weeks (9 sessions of 2 hours each). Decision-making techniques are embedded in the GMBA coursework through Decision Making Lab's and Student Board Rooms (SBR's).

Decision Making Labs
All classrooms are designed as decision-making labs in which students will be encouraged to sort through and analyse available information, make inferences, and apply tools and concepts toward business solutions that add measurable value to the organisations being studied.

Student Board Rooms (SBRs)
A vital component of the GMBA experience for all students is the SBR. SBRs are used on a regular basis, for evening assignments taken up for discussion the next day.

SBRs are one of the common formats used for group work and aims to reinforce teamwork, preparation, leadership and in-class contribution. SBRs are designed to simulate the decision-making which happens in a board room in the real world. SBR teams are formed for a specified duration, usually for every two modules. Teams are reshuffled periodically giving everyone an opportunity to learn and work with each other. Each SBR group will have an elected team leader (CEO). (For more details, see course outlines)

4. Assessments

A range of well-thought and planned ongoing assessment methods and tools have been used in the design of each unit towards providing adequate assurance of the unit learning outcomes and the overall alignment of the assessments to achieve the course learning outcomes. Each unit at S P Jain is designed to help students achieve the prescribed learning outcomes as well as develop essential academic and professional skills such as writing, editing, research, analysis, listening and teamwork. The overall assessment regime has been approved by and is continuously monitored by the School's Academic Board.

Beside specific classroom activities (formative assessment), most of the assessments are summative. Assignments are both individual and group-based, varying across units. The assessment criteria are designed to gauge the intended learning outcomes of the unit.

Students will receive timely and constructive feedback on all progressive forms of assessment to assist their learning and preparation for future assessment. All assessment results will be held in the School records system on Ken 42.

S P Jain has engaged several quality assurances, moderation and validation measures to ensure its assessment processes are fair and accurate. The Dean / Course Director coordinates references to external committees, including professional industry experts, leading academics from other institutions review these measures, as well as benchmarking against institutions of similar standing to S P Jain and validation through our own Academic Board.

At the end of each term students will be required to provide feedback on unit content and academic staff performance, and any feedback on the form and effectiveness of unit assessments is welcome at that time.

4.1 Individual and Group Assignments

Consistent feedback from employers confirms their strong expectation that graduates have highly developed teamwork skills. S P Jain recognises this, and students will gain knowledge on the dynamics of good teamwork as well as having many opportunities to practice and refine their skills.

Assignments may be designed for either individuals or groups. Normally, the outcome of an assigned task will be summarised in three or four typewritten pages. If exhibits, project reports or models are constructed, these are to be explained within the page limit. A lecturer will assess an assignment more highly where the topic is treated in depth and statements are well documented, as opposed to a superficial treatment and data-free conclusions. When an individual or group selects the topic for the assignment, the choice of topic is an important consideration in the assessment.

The assignment will be expected to include a specific statement concerning the topic, the reason for choosing that topic, as well as an in-depth analysis of the topic. It will end with a set of conclusions drawn from the analysis and the reasons for these conclusions. In most units where group work is prescribed, there may be an element of peer evaluation in the overall assessment scheme. This element will be moderated by the lecturer to limit dysfunctionality and bias.

4.2 Exams and Quizzes

Students usually take written, invigilated individual examinations at the end of the term. The exams typically include short essay responses to material covered in lectures or

readings. Quizzes are impromptu tests comprising short-answer or multiple-choice questions based on material from lectures, readings or discussion groups, and will commence early in each term.

4.3 Class Contribution

In corporate life, business managers interact with others mostly orally and spend relatively less time reading or writing reports. For this reason, oral skills are given a high priority at S P Jain. The classroom is a laboratory where students practice persuading their peers on the correctness of their approach to a topic. This style of teaching fosters a discovery-driven mindset and builds skills. Most units have 15% - 30% of their evaluation based on class contribution. Some characteristics of effective class participation include:

- Points made are helpful in increasing understanding
- Comments consider ideas offered by others
- Comments show evidence of a thorough reading and analysis of the case
- The participant distinguishes among different kinds of data such as, facts, opinions, assumptions, and inferences
- Points illustrate a willingness to test new ideas
- The participant interacts with other members of the class by asking questions and challenging conclusions
- Comments are concise, accurate, relevant and timely (CART)

4.4 Student Board Room

Student Board Rooms or SBRs are Board Room Discussions during which students get hands on experience in corporate board room decision making. It is an attempt to train the brain to consistently make decisions in a structured way. Students learn the art of working effectively in teams by capitalising on diversity thereby strengthening their capability of collaborating and resolving conflicts.

Each SBR assignment is carefully selected to be related and is synchronised with the classroom agenda/ topic /deliverables. During these SBR sessions, students discuss the case assigned by the faculty, assuming the role of members of the board of directors of the company represented in the case and reach a final consensus on the decision to be taken just like in a corporate board room. Each team submits its decision for evaluation and the same case is taken up for discussion in the class next day.

4.5 Assessment Submission

Assignments must be turned in on time. Extensions for deadlines may be granted only in extreme circumstances. The decision to grant or refuse an extension is made by the faculty in coordination with the MBA(Global) Course Office. Requesting an extension does not guarantee that it will be granted. Every assignment, whether as hard or soft copy, must use the appropriate front-page template. Every Individual assignment should be saved by the student Roll no and every group Assignment by their group number.

Assignments saved otherwise and without front page details will not be accepted. Students will receive a soft copy of the template via email from the Course Office.

Processes and Guidelines for Plagiarism control for all soft copy submissions

This policy applies to all electronic submissions e.g. DOCX, DOC, PDF, TXT, ODT, ZIP, RTF, Excel, PowerPoint, HTML and HTM files by all students while enrolled at the S P Jain.

All electronic assignment submissions will need to be verified through the Turnitin plagiarism software. Students should keep a copy of every assignment they submit.

4.6 Release of Academic Results

All grades are posted on Ken 42, including progressive assessment results posted by academic faculty. Each student's interim mark for the final assessment will be posted by Program Office and overall course grade will be posted on Ken 42 by the Office of exams following submission of final assessment marks by academic faculty and subsequent progression through moderation and validation processes and Examination Board review. Final grades are declared after ratification by Academic Board. In the unlikely event of any changes to interim grades, these will be advised to students by the Dean. CGPA is also made available through Ken 42.

4.7 Assessment Practices and Guidelines

a. Assessment should reflect unit content.
   Assessment tasks should be matched to desired unit learning outcomes and include the range of concepts, thinking processes, skills and attributes, including attributes as set down in the stated learning outcomes for the unit.
b. Assessment should be appropriate, meaning that there should be a match between each assessment task, and:
   - the nature and extent of concepts, thinking processes, skills and attributes, including graduate attributes being assessed;
   - the level of the unit; and
   - the mode of study.
c. Assessment should be reliable, meaning that teaching staff and curriculum planners regularly evaluate each assessment task to ensure its reliability in providing accurate and consistent information about student performance.
d. Assessment should be fair and equitable, meaning that:
   - all students will be provided with adequate and appropriate learning opportunities throughout a unit to enable them to demonstrate their knowledge, thinking processes, skills and attributes, including graduate attributes through the set assessment tasks
   - all students will be informed at the start of each course about the assessment tasks associated with a unit, and the assessment criteria for each assessment item
   - when marking assessment tasks, all judgments about achievement will be made against stated assessment rubrics
   - moderation processes will be an integral part of the assessment system for each

unit where multiple markers are involved to ensure fair and equitable marking and grading of assessment tasks and maintenance of standards
- processes and practices that are part of the assessment system for any student will be transparent to teaching staff and the students
- assessment systems will be reviewed as part of regular unit reviews

4.8 Conduct of Examinations

All examination scheduling, communication to students and arrangements are handled directly by the respective Course Office (Program Office) in consultation with the Office of Exams. Formal examination notification giving details of the examination schedule, venue and seating arrangement will be forwarded to the students approximately two weeks before the scheduled date of the exam. Exams may be held during the day, in the evenings or even on weekends, and a student should check the examination schedule carefully.

Students are not permitted to approach the faculty directly to reschedule exams or to make special accommodations. Any rescheduling request needs to be submitted in writing to the respective Course Office, clearly stating the reasons for such a request and detailing any requests for special assistance. Only in the direst circumstances, such as a medical emergency, will students be permitted to reschedule a final exam. In that case, the rescheduled exam will take place the next time along with students taking the retest.

GENERAL EXAM GUIDELINES

Please ensure you follow the instructions outlined below with utmost seriousness. Any instance of non-compliance will be deemed sufficient grounds for imposing a penalty. No excuse for the action being caused by negligence, mistakes, or deliberate intent will be entertained.

- Students must install the licensed Microsoft Office Suite from the school's IT Department, available free of charge, and use only MS Office applications (Word, Excel, PowerPoint, Outlook etc). Use of other software like WPS Office, Google Docs, or other online office platforms is not allowed.
- Run the Mettl Compatibility Test before each exam
- Disable auto-updates; they may interrupt your exam and can cause unwanted restarts
- On-campus students must connect only to the school Wi-Fi. No other networks are permitted unless explicitly approved by the Exams Department
- Keep the mic and speaker unmuted; turn off Bluetooth and Airdrop.
- Log out of all cloud-based platforms, including OneDrive, Blackboard, WhatsApp, and any social media applications
- Electronic devices such as Bluetooth earphones, mobile phones, headsets, smartwatches or any device that transmits or receives electronic signals is strictly NOT allowed

- Disable camera, mic and speaker permissions for all apps except Mettl.
- Save all e-notes and working files on your Desktop. Do not store them on OneDrive or any cloud-based storage. Do not copy and paste directly from your notes. Write answers in your own words to show understanding.
- You must submit your answer file on the Blackboard link shared by the Program Office while you are visible on Mettl camera. Submissions done after Mettl camera has been switched off can be rejected.
- Do not contact faculty during/after the exam regarding your attempt. Such instances will be considered as academic misconduct.
- Late entry is not permitted beyond the first 30 minutes of the exam, whether on-campus or online. Online students must log in within the first 30 minutes or they will not be allowed for exam(s).
- Please take note that disconnection during the exam is strictly not allowed and will be reported as an act of academic misconduct. Frequent disconnections during the exam may lead to termination of the exam.
- Students are not allowed to leave the exam room/platform during the first 30 mins and last 30 mins of exam. (The last 30 mins will be determined from the scheduled exam start time for all students).
- Bring your own materials and ensure your system / laptop is in good working condition. Students are responsible for all hardware and software issues of their systems.
- No exchange of items, including notes, books, stationery or chargers, is allowed.
- Students cannot seek exclusive advantage due to software and / or hardware issues and this includes internet and / or power outages. Students need to arrange for all such backups. This does not include instances of force majeure.
- Do not argue with proctors. Use of foul language is considered academic misconduct.
- Remain visible on camera throughout the exam. Any unusual movements during the exam are monitored by AI. It may lead to suspicion and would require explanation.

METTL EXAM GUIDELINES

Read the following guidelines carefully to ensure a smooth and hassle-free examination experience on the Mettl platform.

- Use Google Chrome or Mozilla Firefox only and ensure your browser is up to date. Safari and other browsers are strictly not allowed. Non-compliance will be considered as academic misconduct
- Check emails for Mettl exam links and do the System Compatibility Test beforehand.
- Disable all screen sharing and casting devices before starting the exam

- Click the exam link promptly as per the exam start time and complete your registration to avoid any last-minute issues. Keep your SP Jain ID or Passport handy to capture during registration and keep it on your desk throughout the exam.
- Case studies will be provided via Blackboard (BB) under the exam tab of respective course. In case of shorter cases, it will be directly provided on Mettl as part of the questions.
- All E-notes must be in English only, notes in any other language(s) are not allowed. Save all notes/files (Word / Excel / PPT) in one desktop folder named after the course. Apple Notes are strictly not allowed. Save your answer file in this folder or on desktop.
- Keep a backup of your notes to avoid data loss due to file corruption or access issues.
- Save your answer sheet before you begin writing the answers. While saving use relevant and appropriate file extensions (preferably Microsoft products). This will help you prevent data loss.
- Do not copy, paste or screenshot the questions into notes or answer sheet. It will be considered as an attempt to obtain answers using AI
- Monitor your own exam time using the on-screen timer at the top right corner of Mettl screen. You are solely responsible for your own time management.
- The exam will begin and end at the fixed time communicated by the Exam/Program Office
- If you have any doubt(s) about any of the exam instructions provided on Mettl, ask the In-class Invigilator or seek clarification from the Online Proctor using the Mettl chat. Do not presume or interpret instructions on your own.
- In case of any ambiguity during the exam, kindly state your assumptions clearly in the examination script and proceed to answer the question. In case, you have any exam-related query/issues, please report them via the Candidate Comment Sheet using link https://forms.gle/HjuJQruof8PywQom7
- It is compulsory to upload your answer file at least 5 minutes before the exam concludes to avoid last-minute issues.
- Save your work in answer file (MS Word/Excel) regularly to prevent data loss.
- Verify Microsoft Office recovery settings with the IT Helpdesk before exam day, it can recover the most recently saved versions of files in case of unexpected shutdowns or system issues
- You are responsible for saving and uploading the correct file before the exam time out. Incorrect file uploads (blank or wrong file) cannot be rectified under any circumstance.
- Save answer file as : RollNo_SubjectName (mandatory). Enter only your Roll No and Subject Name in the table titled TO BE FILLED BY STUDENT on the answer file. Mentioning identity elsewhere can be tantamount to academic misconduct
- All responses must be in a single document (MS Word/Excel), with each answer clearly labeled by question number.
- Upload your answer file on Blackboard (mandatory). Do not reopen the answer file after submission. Submit your answer file on Mettl as well, if instructed to do so.
- Turnitin link will close at scheduled exam time, regardless of when a student joins the exam. No additional time will be granted for late logins. Late submissions will not be accepted under any circumstances.

- Submissions containing plagiarism will be subject to penalties.
- Students will be monitored online throughout the exam, whether taking the exam on campus or remotely.
- No disconnections are allowed during the exam. No extra time will be given regardless of the reason.

GUIDELINES FOR THE CONDUCT OF ONLINE EXAMINATIONS

- You are being proctored live using artificial intelligence. Your eye movements (e.g., looking sideways), your surroundings, and your desktop activity are being monitored. If the proctor misses any undesirable activity you engage in, the software will capture it in a report that will be sent to the Office of Exams. In short: sit straight and avoid looking sideways.

- If the proctor suspects any disturbance or misconduct, he/she will communicate with you via the chat window and may ask you to show your room and under your table using your laptop camera. Your test may be paused, if required. KINDLY COOPERATE. Refusal to co-operate may result in termination of the test session. If you wish to communicate, use the chat box to chat with the proctor.

- Use the washroom before starting the exam. Keep a bottle of drinking water with you.

- Switch off your phone before starting the exam. The proctor will ask to show the phone at any time to confirm if it is switched off.

- Any video or audio evidence indicating the presence of another person in your vicinity will be treated as academic misconduct. SIT ALONE FOR THE EXAM.

- IF REQUESTED during the exam show the proctor your immediate surroundings (including under the exam table) using your laptop camera. Pan the camera slowly and at the correct angle so that the room can be seen properly. REMOVE ALL ITEMS NOT REQUIRED AS PER EXAM INSTRUCTIONS.

- Your exam will be temporarily paused for the room check process. Your exam time will not be affected.

- Your face must be visible on camera for the entire duration of the exam. Any unexpected movements will be monitored using artificial intelligence. Suspicious activity may require explanation

- In case of doubts while answering, make your own assumptions and proceed. You have the right to request a candidate comment sheet to voice concerns after the exam and send it to your program coordinator.

- Do not argue with the proctor. Foul language will be treated as academic misconduct.

ACADEMIC MISCONDUCTS AND PENALTIES

Below is a partial list of academic misconduct, which is not exhaustive.

The appropriate penalty shall be decided from the list at the end of this page, depending on the severity or repetition of misconduct.

Sr	Category Name	Actions / Examples of Misconduct
1	AI, Plagiarism & Academic Integrity Violations	▪ High AI index, High RSID ratio, High Similarity ▪ Plagiarism and copy/paste ▪ Use of snipping tools ▪ Use of LLMs and generative AI tools like ChatGPT ▪ Accessing Google or any other unauthorized websites during exams ▪ Usage of Language Assisting Tools (e.g., QuillBot, dictionaries, translators, thesaurus, paraphraser etc.) ▪ Using browser other than Google Chrome or Mozilla Firefox (Safari not allowed) ▪ Suspicious metadata in submitted files (word count, saved/edited time, etc.) ▪ Engaging in contract cheating
2	Collusion & Unauthorized Collaboration	▪ Document sharing using cloud platforms like OneDrive, iCloud, Google Drive, Google Collab etc. ▪ Screen sharing using apps like AnyDesk, Zoom, TeamViewer etc. ▪ Sharing of notes during exam ▪ Talking to another student in classroom ▪ Sharing online login credentials with malintent ▪ Sharing answer script with another batchmate ▪ Submitting on behalf of another student ▪ Submitting another student's file ▪ Using another student's login credentials (Blackboard, Mettl etc.) ▪ Taking third-party help for exam ▪ Collusion

3	Exam Protocol Violations	▪ Late entry to exam hall ▪ Unexplained delay during restroom breaks ▪ Leaving exam hall or camera view without permission ▪ Taking exam from outside exam hall without permission ▪ Writing answers during final 10 minutes after submission was announced ▪ Not using designated answer sheet provided by exams department/PO ▪ Not carrying student ID ▪ Not sitting as per seating plan or misleading by changing seat number/name label
4	Use of Unauthorized Devices or Tools	▪ Usage of Bluetooth devices / smart gadgets ▪ Using mobile phone(s) ▪ Using multiple monitors ▪ Possession of smartwatches or any other electronic gadgets ▪ Using apps/software/browser extensions to limit the exam software ▪ Disabling laptop mic/camera/speaker to cheat ▪ Taking screenshots ▪ Copying exam questions to notes or answer sheet

Sr	Category Name	Actions / Examples of Misconduct
5	Exam Software/ Environment Misuse	▪ Disconnection from exam software ▪ Using multiple desktop function (especially in Mac) ▪ Not disabling or logging out from social media or messaging apps ▪ Not saving answer sheet and notes on desktop
6	Submission-Related Misconduct	▪ Submitting blank, tampered, or wrong files ▪ Non-submission ▪ Failure to submit work within the prescribed time / delayed submissions
7	Misconduct with Invigilator, proctor or Authorities	▪ Using inappropriate language with the in-class invigilators or online proctor ▪ Contacting faculty directly during or after an exam

The penalty list is indicative. Penalties may vary depending on the uniqueness of the misconduct and the decision of the Program Dean.

Sr	Penalty Description
1	Resubmit the specific task
2	Zero marks or reduced marks for any part of the assessment for a subject
3	Requirement to complete an additional assessment for the subject
4	Fail grade and academic progression allowed with paid / unpaid retest and with / without grade capping
5	Fail grade and academic progression allowed with redo with junior batch
6	Fail grade and academic progression allowed with independent study
7	Downgrading (reducing the grade by one or more letter notch)
8	Suspension from a course for up to twelve (12) months
9	Revocation of a recommendation that a student has satisfied all requirements
10	Expulsion
11	Revocation of an academic award conferred by the School (requires approval Board of Directors on the recommendation of the Academic Board)
12	Exam declared null and void. Academic progression to be done with makeup OR paid / unpaid retest with/without grade capping.

5. Orientation

In the week preceding the commencement of classes, S P Jain organises several days of orientation and induction for all new students. This introduces new students to the key personalities of S P Jain and familiarises them with the different services provided and their locations. Students are provided with a detailed overview of the course of study that they are about to embark upon. Students are made aware in some detail of the expectations to be met and all the different academic activities in order to fulfil the course requirements.

During the Orientation, students are divided into classes and groups within those classes for tutorial and other purposes. Students are also required to complete all visa, medical and legal formalities as applicable to the campus at which they would be undertaking their studies. It is mandatory for all students to attend the orientation /s (Term 1 to 3). Students are not allowed to miss any orientation without the prior approval of the Registrar / Dean of the program. Violation of this may lead to disciplinary action as decided by the Dean of the Program.

Term 1 Orientation Activity *	Speaker/Person-in-charge
Registration, ID Cards	Program Office and Facilities team
Orientation Commence with Official lamp Lighting	Head of Campus
S P Jain Prayer	S P Jain Staff
S P Jain Student Pledge	Student from the new batch
Program Overview	Dean, MBA(Global)
Professional Readiness Program (PRP) Overview	Director, PRP
Blackboard (Learning Management System)	Program Office
Ice Breaker and Team Building Activities	Global Learning Team
Case Analysis Workshop	Dean/ Assistant Dean
Area Heads Interaction	Area Heads
Medicals	Facilities Team
Simulation Workshop	Dean
Student Board Room Workshop	Dean/Assistant Dean
Academic Integrity APA Referencing Introduction and Plagiarism Workshop and Quiz	Associate Professor, Communications
Library Workshop and E-learning Resources	Librarian
Living and working , Visa and Housing guidelines	Head of Admin and Facilities
Student Handbook, Academic Guidelines and Course Expectations	Registrar
IT Resources and Access Workshop	IT Manager
Industry Interface Projects team Interaction	IIP Deputy Director
Corporate Relation Team Interaction	Deputy Director, Corporate Relations
Student Support Workshop	Student Experience Manager
SASH Workshop and Quiz	Student Counsellor
Global Activities and Student Life	Global Learning and Student Life team
Ken 42 and Student Management System	Program Office and IT team
Student Visa Registration (Immigration and Checkpoint Authority)	Facilities Team
City Tour	Global Learning and Student Life team
Term 2 Orientation Activities - Full day	
Registration and Biometrics	Facilities team
Commencement of Orientation	Head of Campus
Academic Integrity	Deputy Director
Health and Well Being	Student Counsellor
Real world Skills	Director, PRP
Global Learning	Head, Student Life
Blackboard (Learning Management System)	Program Office
Ice Breaker and Team Building Activities	Global Learning Team
Term 3 Orientation Activities - Half a day	
Commencement of Orientation	Head of Campus

Academic Integrity	Deputy Director
Brief of Administration	Vice President, Administration
Mentoring and Counselling Session	Director, Counselling and Coaching Centre
Global Learning	Senior Manager, Global Learning and Student Life
Health and Well Being	Student Counsellor
Industry Interface Projects team Interaction	Senior Manager, IIP
Corporate Relation Team Interaction	Global Director, Corporate Relations

Table 5 Orientation Activities

*More on the Orientation activities and schedule will be sent in the welcome letter. The activities are subjected to change if required.

6. Attendance Requirements

1. Attendance requirements for GMBA Course

a) Students are expected to attend all lectures, tutorials, group activities and turn on their cameras (applicable to Virtual sessions). Attendance is taken during each class session (Face to face or Virtual). Students should be seated in the classroom / signed into the virtual platform at least five minutes before the session starts, and latecomers may not be admitted. Students may not enter or exit the classroom (Face to face or Virtual) while a session is in progress.
b) Leaving the class session mid-way (Face to face / virtual) not turning on camera (virtual) will be treated as absent.
c) A lecturer is not required to provide substitute tests, nor arrange repeat trips or other out-of-session experiences when a student is absent.

2. Excused attendance

a. A student who cannot attend a session/s due to a medical illness must produce a medical certificate to have absences excused. Where applicable, the student should also enclose photocopies of hospitalisation records of physician's orders, if appropriate (only certificates issued by a local physician will be accepted where the student is studying).
b. In the event of a serious illness or death in the immediate family, the student should notify the course office and provide supporting documents to obtain an excused absence
c. A student with infectious diseases should report their condition immediately and take all precaution to avoid spreading the infection and as per documented advise of the physician or program office not attend the class/class sessions. Such absences will be treated as excused absences.
d. If a student frequently submits medical certificates to request excused absences, they may be asked to meet with the Campus Counsellor or Assistant Dean to verify

the reasons. In some cases, the student may be advised to defer their studies for one semester and provide a fitness certificate before rejoining the program with the next intake.

3. Unexcused absences

a. If a student is absent without approval for more than one class session in each unit of study, they will be downgraded by a letter notch. For example, if the original grade is 'A', it will be downgraded to 'A-'.
b. If a student is absent for three sessions or more of a particular unit or subject; 'F' grade will be awarded and need to repeat the unit or subject by paying necessary fee as applicable.
c. Students are allowed to absent themselves for a maximum of six sessions per term across all units of study during that term.
d. In instances where students are absent for more than 6 sessions across all units of study in a term, the 7th class session absenteeism onwards in any unit of study will result in a downgrade by a letter grade for that unit of study. For example, if the original grade is 'A', it will be downgraded to 'B'.

4. Attendance Marking and Monitoring

a. If a student has been marked absent wrongly, he/she needs to inform the Course Office immediately so that the Course Coordinator can double-check the absence with the faculty.
b. Attendance cannot be reviewed more than one day after the date in question.
c. Random spot checks will be conducted by the Course Office. If a student has been found not to be in class, he/she will be marked absent.

5. Excused absences which result in inability to attend the Class

a. In instances of excused instances where a student is unable to attend the majority or all of the class sessions the student will need to register for the unit of study again
b. If the unit of study is not available as needed the student will be provided an opportunity to undertake an independent study. These will be at extra cost to the student and not included in the regular tuition fees.

6. Monitoring of students with low attendance

a. Student/s failing to meet the attendance requirements for a unit of study, or perceived by the Course (Program) Manager as having a low attendance record in general for the course, will be reported to the relevant Assistant Dean/Dean, Registrar, Assigned Faculty and the Student Experience Manager.

7. Important Contacts and Links

7.1 Immigration and Important Singapore Contacts/ Links

1. Your Responsibilities as Overseas Students A Concise Guide for International Students Enrolling in Private Education Institutions in Singapore
2. Education Service Centre in Singapore Education Service Centre for Overseas students
3. Home Affairs: Student Visa Requirements Student Visa requirements
4. Grievances and external resolution Study Assist
5. Learn and Live Living in Singapore
6. Working in Singapore Work in Singapore

7.2 Immigration and Important Dubai Contacts/ Links

1. Your Responsibilities as Overseas Students Your responsibilities as Overseas students
2. Education Service Centre in Dubai Service Catalog
3. Home Affairs: Student Visa Requirements Student Visa requirements
4. Grievances and external resolution Grievance Procedure
5. Learn and Live Student Related Services
6. Working in Dubai Work in Dubai

8. Living in multiple cities

8a. Living in Singapore

8a.1. Health Cover in Singapore

International students need help to cover the costs of medical and hospital care while in Singapore. Because of these requirements, it is important that international students purchase their international student health insurance prior to departing their home country. So, if you're studying abroad, make sure you've thought about international student health insurance. It covers you when you're studying overseas or if you want health insurance that covers you in more than one country.

https://www.axaglobalhealthcare.com/en/international-health-insurance/students-health-insurance/

8b. 2. Work Rights while studying

If you are holding a Student Pass in Singapore, you are only allowed to work if you meet specific requirement. Students on exchange programs and those who are not a student of approved institutions are not allowed to work. So, it is necessary to find out if you are eligible. You can find out more from the Ministry of manpower website. Students found to have breached their work conditions may be subject to cancellation of their visa.

https://www.mom.gov.sg/passes-and-permits/work-pass-exemption-for-foreign-students

8b. 3. Living and Studying in Singapore

Singapore has one of the highest living standards in the South East Asia. Daily necessities and luxuries are readily available. Budget required during your stay in Singapore do not include tuition fees and travel expenses from your home country to

Singapore. Learn about planning your departure, finding work and accommodation, and staying safe while studying.

https://www.eduopinions.com/blog/where-to-study/pros-cons-studying-singapore/

Singapore Campus Emergency Contacts

1. Lifeline Crisis Counselling 1800-221 4444 (https://www.sos.org.sg/)
2. Acute Mental Health Situation 1800-283-7019 (https://www.samhealth.org.sg/)
3. Sexual Assault and Domestic Violence +65 6779 0282 (http://sacc.aware.org.sg/)
4. If you are in Danger:
   POLICE 999
   FIRE 995
   AMBULANCE 995
   Non-Emergency Ambulance 1777
5. Campus 24/7 Contact: **+65 9168 6165**

8c. Living in Dubai

8c. 1. Health Cover in Dubai

International students need help to cover the costs of medical and hospital care while in Dubai. Because of these requirements, it is important that international students purchase their international student health insurance prior to departing their home country. So, if you're studying abroad, make sure you've thought about international student health insurance as it covers you when you're studying overseas.
https://www.dha.gov.ae/en/Aboutus/Pages/Vision.aspx

8c. 2. Work Rights while studying

Working while you study allows you to gain valuable experience of the workplace at the same time as being enrolled at University, helping you to make informed decisions about the career path you hope to follow once you graduate

If you are holding a Student Pass in Dubai, you are only allowed to work if you meet specific requirement. So, it is necessary to find out if you are eligible. You can find out more from the Dubai Development Authority website. Students found to have breached their work conditions may be subject to cancellation of their visa.

https://dda.gov.ae/earn-while-you-learn/earn/academic-institutions/

8c. 3. Living and Studying in Dubai

Rapid development in Dubai's education system in recent years means it now competes with the best places to study, whether as an undergraduate or graduate. Higher education in the UAE has also made significant progress, thanks to strategic partnerships with Western institutions, with notable universities opening campuses in this vibrant, fast-growing country

Learn about planning your departure, finding work and accommodation, and staying safe while studying

https://www.bayut.com/mybayut/popular-areas-students-live-dubai/

Dubai Campus Emergency Contacts

1. Lifeline Crisis Counselling 80078839 (https://www.idp.com/)
2. Acute Mental Health Situation 800342 (800 DHA) (https://www.dha.gov.ae/)
3. If you are in Danger:
   POLICE 999
   FIRE 997
   AMBULANCE 998
4. Campus 24/7 Contact: **+971509085972**

9. Student Support

As a higher education provider, SP Jain is committed to the provision of timely and targeted student support for all students to enable a positive learning experience, the development of knowledge and skills, and to ensure their personal well-being. These support services are designed in line with the student's lifecycle, right from admission through graduation, and includes academic, cultural, personal, technical support.

The planners and class schedules will be made available in advance for students. All the sessions will be recorded and are made available to students through the LMS. Students can contact the Course Coordinators via emails. Student attendance is monitored remotely on sessional basis by the Course Office and any shortfall is communicated to students through email. The students have access to the centralised online support to escalate and resolve any academic and administrative matters. Through the Course Office; students receive support from all concerned departments e.g. Registrar's Office and Examinations Office.
https://www.spjain.sg/student-support

9.1 Student Experience and Support

At Student Experience our motto is "Journey is the reward".

Student Experience and Enhancement is a student centric team which provides support and guidance to the students throughout their Student Life Cycle. Each of the 4 campus has a Student Experience Manager who are aptly guided by the Team Leader.

Specific strategies of the team towards support transition includes, assessing the needs and preparedness of individual student and cohorts and undertaking early assessment or review the formative feedback on academic progress and identify needs for additional support.

All the Student feedbacks are analysed and discussed with all stakeholders to address gaps or unresolved issues, both academic and non-academic. Apart from the various SE initiatives and activities like focussed group feedback sessions, chat sessions, coffee or lunches with student groups, buddy programs, the team also engages with them continuously targeting improvement measures, share best practises, all to obtain a

favourable learning environment. Alongside this, the student also receives support from the team using online and offline mechanisms. Student progression is tracked, and alerts of risk are raised well before time and help is provided to them to change gears and obtain success.

Every student is encouraged to optimise on each of these opportunities provided by the school and hone their skills to excel not only within the campus but also outside in the larger community.

9.2 Counselling

S P Jain has a counselling and coaching team on its campuses, staffed with a full-time and professionally qualified Student Counsellor and support staff. Students are encouraged to seek advice and support on a personal and individual basis as required during their time on campus. The team cooperates closely with academic faculty, administrative and support staff, and relevant department heads to help resolve any issues that might be impeding student progression or the enjoyment of the overall S P Jain learning experience.

The Student Counsellor will also manage a 'buddy' system where students new to the campuses and cities will be matched with an existing student from the prior batch to share lifestyle and study experiences. In addition, the School may contract with an external counsellor for any student needing additional services. Students needing the help of a counsellor should contact the office of the S P Jain Student Counsellor/Student Life to make an appointment. In some situations, a member of the faculty or staff may recommend that a student consult a counsellor and, with the student's agreement, make necessary arrangements.

9.3 Library

The library is vital component of academic life at S P Jain. Apart from the conventional books, periodicals, magazines, newspapers and journals the library has a range of learning materials that cater to various learning needs and preferences. The library offers an e-library that includes business-relevant e-databases, online journals and newswires.

The library aims to:

- Develop and deliver customer-focused services, support learning and teaching, in a rapidly changing environment
- Provide access to local and external sources of information for all users
- Move towards a predominantly electronic library while maintaining appropriate print collections
- Widen and facilitate access to information by developing and strengthening partnerships within and beyond the School

Library Schedule

All campuses

Monday to Friday	9.00 am to 5.00 pm
Closed on Saturdays and Sundays	

Circulation

Resource	Quantity	Duration	Renewal
Books	3	14 days	twice
Periodicals	2	7 days	-
AV Resources	2	2 days	-
Reports	3	14 days	twice

Reference books, rare books, bound journals, periodicals and newspapers may not be taken out of the library. Borrowers may renew a loan in person or by email. A resource may be renewed twice unless requested by another borrower. After being renewed twice, the resource must be returned to the library before it can be checked out again.

Overdue library resources incur a fine of AUD 1 for each item. Items that must be recalled incur a double fine. Lost or damaged books must be replaced at the user's cost. Students who mutilate or lose a library resource must replace it at their own cost within 30 days. If not, the library will buy the resource and charge the user the actual cost-plus 25 percent for freight and handling, depending on the type of resource being replaced.

As with other outstanding financial commitments, students will need to clear any library fines prior to graduation.

Basic Library Decorum

Students are expected to:

- Maintain silence and not indulge in loud group discussion activities.
- Switch off their mobile phones or keep them on silent mode.
- Not place their feet on tables and chairs, and not consume food and beverages.
- Switch off the lights and air conditioners when not required.
- Not switch on any audio/video CD (academic or entertainment) without using headphones.
- Replace newspapers, periodicals, books etc. in their original place after reading – and not carry them outside the library premises.
- Students should leave their baggage, personal belongings at the space provided in the library at their own risk.

9.4 Information Technology Centre

The IT Centre provides a robust, reliable, and secure IT infrastructure to the S P Jain student community. The IT Centre recognises the privacy of students' files and communications, but also reserves the right to examine files and directories when necessary, especially when there is evidence of compromised security or prohibited activities.

The IT Centre hours of operation are from 8.30 to 5.30 p.m. Students are discouraged from bringing food or beverages inside the IT Centre.

Students are provided with an e-mail account under the S P Jain domain name.

9.5 Career Advice

S P Jain helps students obtain information about specific careers and post-study professional opportunities. The Corporate Relations teams work with students to aid with career planning, resume writing, interview techniques, on-campus recruiting, and local advice on contacts to assist students in making career connections.

9.6 Campus Life

Studying at the S P Jain campus is stimulating, comfortable, and most of all, fun!

Singapore: S P Jain's seven-acre Singapore campus is located close to downtown and is easily accessible by car or public transport. The campus' renovated heritage building house houses the Faculty offices, Accommodation, Marketing and Admission offices, classrooms, lounge, banquet hall and cafeteria. The non-heritage building houses the student hostel, classrooms, Faculty offices and Leadership hall. The cafeteria offers a variety of multinational cuisine to cater to the diverse student community. Students can take long walks around the campus or on the Mt. Faber Sky Walk, located just outside the campus.

Dubai: S P Jain's Dubai campus is in the Dubai International Academic City (DIAC), a city that was purpose - built for colleges and universities. SP Jain's campus occupies an entire stand-alone building covering approximately 60,000 square feet, spread over three floors. It has hi-tech learning centres, mock trading rooms, a library, video conferencing facility, a Reuters terminal and more. The DIAC's food court offers multinational cuisine to the students. Students are encouraged to participate in the numerous festivals and events hosted by SP Jain and other schools in DIAC.

9.7 Accommodation

Singapore: The Student Hostel is located on campus, within HortPark. Girls and boys are housed separately for privacy. Security guards patrol the premises at night to ensure the safety of all students living there. The Hostel is air-conditioned, and students have access to common areas like a TV lounge and group work areas. More information on Accommodation

Dubai: SP Jain's student accommodation is in the International City, one of Dubai's largest residential areas. We provide a bus service to transfer students to and from campus, which is about 15 minutes away. More information on Accommodation

9.8 Sports Facilities

Students can access the sporting facilities with the help of the school administration

9.9 Cafeteria

Singapore: The cafeteria offers a variety of multinational cuisine to cater to the diverse student community. The cafeteria offers a wide variety of options ranging from vegetarian and traditional Indian cuisine to Continental and International food. Apart from this there is a Social Network Café which serves Fast Food.
Timings: The cafeteria is open from 8.30am-10.30pm, serving breakfast between 9.00 am –
11.00 am, lunch between 12.30 pm to 2.30 pm, and dinner between 6.00 pm and 8.00 pm. There are "Grab & Go" meals and drinks available throughout the day for busy students on the go.

Dubai: The DIAC's food court offers multinational cuisine to the students. Both vegetarian and non-vegetarian meals are served every day, and exceptional care is taken to prepare food in a clean and hygienic environment.
Timings: 8 am to 6 pm, Friday and Public holiday closed

9.10 Committees

Various student committees help to integrate the working of S P Jain students and management. These working groups act as facilitators or student bodies for the different areas that they represent. Some of the committees are described below:

a. Academic Committee

This Committee helps the Institute review courses and academic policies. Student suggestions and feedback on faculty, courses, assignments, exams, grievances or grades can be routed through the Academic Committee. Members are also proactive and take informal feedback from all students about every course. They meet regularly with the Course Manager to share feedback. Members are selected by the Course Manager based on students' performance records. Special care is taken to ensure that every specialisation or division is well represented in the Committee.

b. Placement Committee

The Placement Committee acts as an interface between the Corporate Relations Team of S P Jain and the student body. Some of its responsibilities include:

- Leveraging personal business contacts for placing batch mates, officially through the

S P Jain Placement Cell

- Collating resumes of the entire batch in a pre-set format
- Coordinating activities like mock GDs, mock interviews and individual feedback sessions
- Circulating job descriptions from prospective recruiters
- Assisting in corporate presentations
- Recording the number of interviews attempts of each student, and collating interview questions of each student for documentation and future reference

c. Public Relations Committee

This Committee conducts public relations activities for the school.
Responsibilities include:

- Arranging guest lectures
- Setting up field visits for students
- Supporting the S P Jain Corporate Relations team
- Managing student blogs
- Organising special PR events
- Suggesting website updates
- Organising events on and off the campus

d. Industry Interface Committee

This group acts as an intermediary between the Industry Interface Projects leadership teams on each campus and the students to facilitate the execution of the Industry Interface Projects. When a company offers its project/s to the School, the Committee, along with an S P Jain representative, work cooperatively to match the company's requirements to the students' experience, potential and specialisation, as much as possible. Every specialisation is well represented in the Committee.

Other student committees and clubs may also be formed depending on student interest and School needs.

10.Tuition and Non-Tuition Fees

Tuition Fees: Please refer to the Signed Offer Letter/ Website[1] for more details

[1] Refer to: Tuition and Non-Tuition Fee

Non-Tuition Fees

	For PG Programs (GMBA)	
Sr. No.	**Components**	**Charges in AUD**
1	Re-evaluations (per unit)	30
2	Re-test (per unit)	300
3	Independent Study (per unit)	1500
4	Duplicate Degree	100
5	Duplicate Graduation Statement	30
6	Duplicate Record of Result	30
7	Postal Charges (per package) within India *	20
8	Postal Charges (per package) outside India *	30
	* Minimum Charges	

11.Policies and Procedures

*For more policies and procedures[2] please refer to the School website and the **Annexure to the Handbook.**

Postgraduate Admission and Selection Policy
This policy applies to all applications for admission to postgraduate courses at S P Jain School of Global Management (S P Jain) for prospective domestic and international students.

Deferral Policy
This policy describes the deferral procedures before students enrolls into a course, after the students enrols into a course / commences course of study.

Domestic Student Refund Policy
The purpose of this Policy is to provide clear information and guidance about the fee refund process applicable to domestic students, the process for applying for refunds and the circumstances under which refunds will be provided to current and prospective domestic students. This policy applies to domestic students studying in Australia only. This policy aligns with the requirements set out in the TEQSA Act (2011) and the Higher Education Standards Framework (the Threshold Standards) 2015.

International Student Refund Policy
The purpose of this Policy is to provide clear guidance and information about the fee refunds process which are applicable to international students, the process for application

[2] *School website*

of refunds and circumstances under which refunds are to be provided to current and prospective students studying as international students in Australia and on other campuses on a student visa.

Credit Transfer and Articulation Policy

This Policy provides students the broad policy and framework for articulation, recognition of prior learning (RPL) and credit transfer for all the courses offered. Provide due credit for demonstrated prior learning and outcomes in line with the requirements of each course of study, assist mobility of students eligible to transfer between courses within the School and to other institutions, institute clear guidelines and processes for determining credit transfer and articulation to and from the courses without compromising the integrity of each course and ensure standards and integrity of the credit transfer arrangements.

Provider Transfer Policy and Processes

This policy applies to international students studying at S P Jain School of Global Management (S P Jain) in Australia under the Australian student visa system administered by the Department of Home Affairs and regulated under the ESOS Framework. This policy sets out the process for international students in Australia seeking to transfer to or from another registered provider. This policy does not apply to students studying at S P Jain campuses outside Australia.

Tuition Fee Protection Procedure

This procedure outlines how the pre-paid tuition fees for students who have enrolled but not yet commenced studies at S P Jain School of Global Management (S P Jain) are managed and protected. This procedure applies to pre-paid tuition fees paid by students studying at any of the School's campuses (Sydney, Dubai, Singapore and Mumbai).

Student Code of Conduct Policy

This Code of Conduct outlines the expectations and responsibilities of all students enrolled at S P Jain and should be read in conjunction with the approved policies of the School, and in the context of the student's letter of offer of enrolment. This Code applies to all students enrolled with S P Jain regardless of the mode of study or location.

Academic Integrity Policy and Procedures

This Policy promotes academic integrity; defines the actions that constitute a breach of academic integrity i.e. cheating, contract cheating and plagiarism; and, describes the School's processes for investigating and hearing allegations of cheating and plagiarism. It also describes the penalties that will apply, where allegations are proven.

Processes and Guidelines for Plagiarism control for all soft copy submissions

Academic integrity will be upheld and protected by providing clear information to students and staff and implementing educative strategies. Appropriate steps will be taken to detect

plagiarism including electronic plagiarism devices. S P Jain uses Turnitin, an integrated tool to Blackboard to detect plagiarism.

Student Misconduct Policy and Procedures

This Policy defines the actions that constitute non-academic student misconduct; describes the School's processes for investigating and hearing allegations of student misconduct; and, describes the penalties that will apply, where allegations are proven.

Student Grievance and Mediation Policy and Procedures

This policy describes the procedures for student grievance mediation; S P Jain has individual academic, administrative, and supervisory avenues for mediation. Should other avenues come into conflict with the Student Grievance and Mediation Policy, this policy overrides all other avenues for meditation. This policy is dedicated to the fair hearing and resolution of all grievances and will discuss with students and staff their familiarity with procedures for dealing with complaints, grievances, and appeals.

Assessment Validation, Grading and Moderation Policy and Procedures

The purpose of this Policy is to ensure that assessment tasks and marking is valid and reliable and that they ensure the quality of student learning outcomes. The School is committed to effective assessment validation and moderation as an integral part of its assessment procedures and has designed its procedures to ensure common interpretation of Threshold Standards 2015 in relation to student performance across all programs. The Examination Board moderates the design of assessments and students' performance internally and externally. This is to ensure the validity and reliability of its assessment practices and awarding of grades. Moderation is undertaken each term / semester as part of a continual improvement cycle, as detailed in Assessment Validation, Grading and Moderation Policy.

Student Progression, Exclusion and Course Completion Policy

The Policy provides broad guidelines and framework for all courses on the rules of progression, and course completion. This policy informs the students of the importance of achieving satisfactory course progression and the possible consequences of unsatisfactory course progress.

MBA (Global) Rules of Progression and Completion Policy

As the keeper of the official academic records of the School, the Registrar shall be responsible for maintaining individual records for each student. As part of that responsibility, the Registrar shall administer the progression and exclusion rules.

a. To progress from one term to the next term:

i. a student's Cumulative Grade Point Average (CGPA) should not be less than 2.0
ii. and a student needs to successfully complete all the identified pre-requisites in a current term which are required as prerequisites for subjects to be undertaken by the student in the next terms.

b. All students will be allowed to progress to the next term on a conditional basis until the results of the previous term are declared. Once the grades are declared students who fail to meet the progression requirements, will be provided retest opportunities in the subjects where they have obtained a D or F grades.

c. Student performance will be monitored regularly and "students at risk" will be identified and supported as detailed in the Student at Risk Policy.

d. On occasions where students are unable to meet the required criteria mentioned above, and if considered appropriate by the Course Director (Dean) MBA (Global) and Registrar students will be allowed to progress to the next term under probation.

1. Degree Requirements

e. The period of candidature for a full-time student candidate shall be a minimum of 12 months (1 year) and maximum of 30 months (2 years 6 months).

f. To fulfil the requirements for the award of the MBA (Global) degree, a student must:

i. Achieve a cumulative grade point average (CGPA) of at least 2.0 at the end of term 3 (last study period) and;
ii. Have NO MORE than
- 3 D grades (3 credit points), 1 PC grade (1 credit point) and no F grade
- OR 4 D grades (4 credit points) and no PC or F grade

2. Deferrals

a. The Deferral Policy details the grounds, guidelines and procedures for deferral requests by students.

Grievances

Applicants who for any reason are dissatisfied with an administrative decision of the Dean- Undergraduate, Registrar or delegate may lodge an appeal against that decision pursuant to the Student Grievance and Mediation Policy and Procedures.

Students at Risk Policy

Student performance will be monitored regularly and "students at risk" will be identified early and supported for early intervention to aim at good progress rates thus increase the completion rates as detailed in the School Policy of "Student at Risk Policy". This also sets out the School's mechanisms for timely identifying students who may be at

risk of not progressing satisfactorily in a course of study and the processes used to provide targeted and timely support.

Student Performance Data Policy and Procedures

This policy outlines the student performance data for all the courses offered by S P Jain School of Global Management (S P Jain) so as to ensure that there is sufficient oversight of the collection, timing, accuracy, consistency and effective use of student performance data for each course and across each delivery site. Information relating to student attendance, grades, student performance including progression, outcomes including completion, feedback including complaints and breaches of academic integrity. This policy also enables the monitoring and mitigation of academic risk at the School through analysis of student performance data identification of at-risk students, unit pass rates, semester/term progression and course completion and attrition.

Student Support Policy

The purpose of the Student Support Policy is to set out the nature and scope of support services available to all S P Jain School of Global Management (S P Jain) students. This policy outlines S P Jain's obligations to all higher education students as a registered higher education provider. It details the support processes, mechanisms and services designed for a diverse cohort of students to enable student progression, student achievement of learning outcomes and ultimately enable student success.

Student Consultation Policy and Procedures

The policy sets out provisions for access to teaching staff and academic members of the Faculty. This includes all staff with teaching responsibilities regardless of their position within the School or location. This policy does not apply to dedicated student support staff noting that students have access to support and services staff at each of the School's campuses and are able seek support in relation at any time.

Student and Staff Feedback Policy

This Policy relates to all S P Jain's students enrolled in degree courses leading to an AQF qualification and related academic and administration staff. This Policy provides a framework for seeking and reporting feedback from academic staff and students on their perceptions of the quality of S P Jain School of Global Management's (S P Jain) operations.

Academic Freedom and Free Intellectual Inquiry Policy

This policy articulates S P Jain's commitment to the protection and promotion of academic freedom and free intellectual inquiry within the School. This policy applies across the School, all students and staff, visitors and campuses. The protection of academic freedom and free intellectual inquiry and the responsibilities associated with these academic rights apply to everyone in the S P Jain community.

Library Resources Collection Development Policy

The Library Resources Collection Development Policy is intended to guide the library's collection development activity in order to ensure that staff and students have access to the necessary academic resources to support their learning, development and scholarly endeavors. The policy ensures that the library develops and maintains a range of relevant, current and appropriate scholarly information to support staff and students.

Critical Incident Policy

S P Jain's Critical Incident Policy lays out the procedures and actions to be taken in the event of a serious incident that involves S P Jain students, faculty, staff members and visitors. A critical incident is a traumatic event, or the threat of such which causes extreme stress, fear or injury and has the potential to affect the safety and well-being of S P Jain students, staff, faculty or visitors in a dangerous or tragic way.

Student Equity, Diversity and Fair Treatment Policy

The purpose of the Student Equity and Diversity and Fair Treatment Policy is to articulate S P Jain School of Global Management's (S P Jain) commitment to promote and support an environment which values and affirms equal opportunity, diversity and inclusivity in accordance with universal principles of equity, fairness and social justice, whilst ensuring that the School complies with its legal responsibilities in accordance with relevant legislation.

Student Information Provision Policy

This Policy establishes a framework for the management and handling of student information and records which protects the privacy of students and promotes the responsible handling of student information by staff. This Policy also establishes procedures through which a student may access his or her personal information, or make a complaint in respect to the loss, misuse or unauthorised disclosure of, or unauthorised access to, information about them. This Policy applies to student records and information relating to applicants, current and former students.

Student Sexual Assault and Sexual Harassment Policy

This Policy outlines S P Jain's stance and general approach to matters of sexual misconduct applies to S P Jain students at all campuses. It is not limited to S P Jain campuses or teaching or study hours. It also extends to all functions and places where students interact.

Graduation and Certification Policy

This Policy sets out the principles and procedures for the issuance, certification and conferral of awards and units of study at the School. The School is committed to ensuring the integrity, accuracy and authenticity of all authorised documents and certification that attest to a students' academic achievement in fulfilling all requirements of the School's higher education awards within the Australian Qualifications Framework (AQF). This Policy sets out the principles and procedures for the issuance, certification and conferral of awards and units of study at the School, as detailed in Graduation and Certification Policy.

Record Management Policy

In accordance with regulatory requirements, S P Jain will maintain a strong policy on accurate and current records collection and keeping. Students will be required to update their personal contact details via Ken 42 or otherwise as advised by the Course Manager as part of their re-enrolment process every term (or at 6 monthly intervals – whichever is the shorter). These details include residential address, mobile phone number and email addresses.

12. Campus Address:

SYDNEY CAMPUS:
15 Carter Street , Lidcombe, NSW, 2141, Australia, Tel: +612 89706800, Fax: +612 89706820

DUBAI CAMPUS:
Block 5, Dubai International Academic City, P O Box 502345, Dubai – UAE, Tel: +9714 4291234, Fax: +9714 4291244

MUMBAI CAMPUS:
VIOS Tower, 5th Floor, Sewri-Wadala Link Road, New Cuffe Parade, Mumbai – 400 037

SINGAPORE CAMPUS:
10, Hyderabad Road, Near junction of Alexandra and Depot Road, Singapore – 119579, Tel: +65 62704748, Fax: +65 68385406
https://www.spjain.edu.au/

For details on Policies please refer the Annexure to Master of Applied Finance and Wealth Management Handbook

POLICIES https://www.spjain.edu.au/governance-policies

The SP Jain Policy Document Library is an online database containing institution-wide rules, policies, procedures and guidelines that have been formally approved by the School's Board of Directors, the Academic Board and/or other relevant authorities. To access the policies; click on hyper link appended in the annexure table.

S No	Annexure to the Master of Business Administration (Global) Handbook	
1	Postgraduate Admission and Selection Policy	

2	Deferral Policy	
3	Domestic Student Refund Policy	
4	International Student Refund Policy	
5	Credit Transfer and Articulation Policy	
6	Provider Transfer Policy and Processes	
7	Statement of Tuition Assurance	
8	Housing and Accommodation Policy	
9	Student Code of Conduct Policy	
10	Academic Integrity Policy and Procedures	
11	Master of Business Administration (Global) Attendance Policy	
12	Processes and Guidelines for Plagiarism Control for all Soft Copy Submissions	
13	Student Misconduct Policy and Procedures	
14	Student Grievance and Mediation Policy and Procedures	
15	Assessment Validation, Grading and Moderation Policy and Procedures	
16	Student Progression, Exclusion and Course Completion Policy	
17	Master of Business Administration (Global) Rules of Progression and Completion Policy	
18	Student at Risk Policy	
19	Student Performance Data Policy and Procedures	
20	Support for Students Policy	
21	Student Consultation Policy and Procedures	
22	Student and Staff Feedback Policy	
23	Academic Freedom and Free Intellectual Inquiry Policy	
24	Library Resources Collection Development Policy	
25	Critical Incident Policy	
26	Student Equity, Diversity and Fair Treatment Policy	
27	Information Technology Policy	
28	Student Sexual Assault and Sexual Harassment Policy and Procedures	
29	Graduation and Certification Policy	
30	Records Management Policy	

Note: Due to technical difficulty if any hyperlink is not active or not functional, you are requested to visit https://www.spjain.edu.au/governance-policies if you have any doubts, please write to registrar@spjain.org

S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY	**Master of Business Administration (Global), Attendance Policy Procedure**
Document Type	Policy and Procedures
Administering Entity	Course Managers, Registrar
Latest Approval or Amendment Date	June 27, 2019
Last Approval or Amendment Date	New Policy (not applicable)
Approval Authority	Academic Board
Indicative Time of Review	December 2026

1) Attendance requirements for GMBA Course

a) Students are expected to attend all lectures, tutorials, group activities and turn on their cameras (applicable to Virtual sessions). Attendance is taken during each class session (Face to face or Virtual). Students should be seated in the classroom / signed into the virtual platform at least five minutes before the session starts, and latecomers may not be admitted. Students may not enter or exit the classroom (Face to face or Virtual) while a session is in progress.

b) Leaving the class session mid-way (Face to face / virtual) not turning on camera (virtual) will be treated as absent.

c) A lecturer is not required to provide substitute tests, nor arrange repeat trips or other out-of-session experiences when a student is absent.

2) Excused attendance

a) A student who cannot attend a session/s due to a medical illness must produce a medical certificate to have absences excused. Where applicable, the student should also enclose photocopies of hospitalisation records of physician's orders, if appropriate (only certificates issued by a local physician will be accepted where the student is studying).

b) In the event of a serious illness or death in the immediate family, the student should notify the course office and provide supporting documents to obtain an excused absence

c) A student with infectious diseases should report their condition immediately and take all precaution to avoid spreading the infection and as per documented advise

of the physician or program office not attend the class/class sessions. Such absences will be treated as excused absences.

3) Unexcused absences

a) If a student is absent without approval for more than one class session in each unit of study, they will be downgraded by a letter notch. For example, if the original grade is 'A', it will be downgraded to 'A-'.
b) If a student is absent for three sessions or more of a particular unit or subject; 'F' grade will be awarded and need to repeat the unit or subject by paying necessary fee as applicable.
c) Students are allowed to absent themselves for a maximum of six sessions per term across all units of study during that term.
d) In instances where students are absent for more than 6 sessions across all units of study in a term, the 7th class session absenteeism onwards in any unit of study will result in a downgrade by a letter grade for that unit of study. For example, if the original grade is 'A', it will be downgraded to 'B'.

4) Attendance Marking and Monitoring

a) If a student has been marked absent wrongly, he/she needs to inform the Course Office immediately so that the Course Coordinator can double-check the absence with the faculty.
b) Attendance cannot be reviewed more than one day after the date in question.
c) Random spot checks will be conducted by the Course Office. If a student has been found not to be in class, he/she will be marked absent.

5) Excused absences which result in inability to attend the Class

a) In instances of excused instances where a student is unable to attend the majority or all of the class sessions the student will need to register for the unit of study again
b) If the unit of study is not available as needed the student will be provided an opportunity to undertake an independent study. These will be at extra cost to the student and not included in the regular tuition fees.

6. Monitoring of students with low attendance

a) Student/s failing to meet the attendance requirements for a unit of study, or perceived by the Course (Program) Manager as having a low attendance record in general for the course, will be reported to the relevant Assistant Dean/Dean, Registrar, Assigned Faculty and the Student Experience Manager.

7. Grievances

a) Students who for any reason are dissatisfied with an administrative decision of the MBA (Global) Course Manager or instructor may lodge an appeal against that decision pursuant to the "Student Grievance and Mediation Policy and Procedures".

8. Related Policies

a. Student Grievance and Mediation Policy and Procedures
b. Assessment Validation, Grading and Moderation Policy and Procedures
c. Student at Risk policy
d. Student progression, Exclusion and Course Completion Policy

S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY	**MBA (Global) Rules of Progression and Completion Policy Procedure**
Document Type	Policy and Procedures
Administering Entity	MBA (Global)Course Director/Deputy Director (Dean/Asst Deans), Registrar, Director - Examinations
Latest **Approval** or Amendment Date	December 21, 2020 (to be implemented from the next commencing cohort)
Last Approval or Amendment Date	November 11, 2019
Approval Authority	Academic Board
Indicative Time of Review	December 2026

1. Purpose and Scope

b. This Policy is under the overarching institutional level 'Student Progression, Exclusion and Course Completion Policy' which is applicable to all the accredited degree courses offered by S P Jain School of Global Management (S P Jain).

c. This Policy details the rules of progression and course completion requirements for the successful completion of the MBA(Global) course and should be read in conjunction with the overarching policy.

2. Progression

g. To progress from one term to the next term:

i. a student's Cumulative Grade Point Average (CGPA) should not be less than 2.0
ii. and a student needs to successfully complete all the identified pre-requisites in a current term which are required as prerequisites for subjects to be undertaken by the student in the next terms.

h. All students will be allowed to progress to the next term on a conditional basis until the results of the previous term are declared. Once the grades are declared students who fail to meet the progression requirements, will be provided retest opportunities in the subjects where they have obtained a D or F grades.

i. Student performance will be monitored regularly and "students at risk" will be identified and supported as detailed in the Student at Risk Policy.

j. On occasions where students are unable to meet the required criteria mentioned above, and if considered appropriate by the Course Director (Dean) MBA (Global) and Registrar students will be allowed to progress to the next term under probation.

3. Degree Requirements

k. The period of candidature for a full-time student candidate shall be a minimum of 12 months (1 year) and maximum of 30 months (2 years 6 months).

l. To fulfil the requirements for the award of the MBA (Global) degree, a student must:

iii. Achieve a cumulative grade point average (CGPA) of at least 2.0 at the end of term 3 (last study period) and;

iv. Have **NO MORE** than
- 3 D grades (3 credit points), 1 PC grade (1 credit point) and no F grade
- **OR** 4 D grades (4 credit points) and no PC or F grade

4. Deferrals

a. The Deferral Policy details the grounds, guidelines and procedures for deferral requests by students.

5. Appeals

a. Applicants who for any reason are dissatisfied with an administrative decision of the Course Director (Dean), Registrar or delegate may lodge an appeal against that decision pursuant to the "Student Grievance and Mediation Policy and Procedures".

6. Other Matters

a. The following are covered in the overarching institutional level Student Progression, Exclusion and Course Completion Policy:
   i. Unsatisfactory Course Progress Reporting - Section 4
   ii. Cancellation or Suspension - Section 5
   iii. Support for Completion requirements - Section 7

7. Related Documents

a. Deferral Policy
b. Student Grievance and Mediation Policy and Procedures
c. Student Progression, Exclusion and Course Completion Policy
d. Students at Risk Policy