



S P Jain
School of Global
Management

DUBAI • MUMBAI • SINGAPORE • SYDNEY

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) STUDENT COURSE HANDBOOK

CRICOS Provider Code: **03335G**

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Policies Related to MBA(Executive) Course*

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	Tuition Fee Protection Procedure
9	Student Code of Conduct Policy
10	Academic Integrity Policy and Procedures
11	MBA (Executive) 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	MBA (Executive) Rules of Progression and Completion Policy
18	Students at Risk Policy
19	Student Performance Data Policy and Procedures
20	Student Support 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	Student Information Provision Policy
28	Student Sexual Assault and Sexual Harassment Policy
29	Graduation and Certification Policy
30	Record Management Policy

*For more policies and procedures please refer to the Annexure of handbook or [School website](#)

1. Letter from the Dean

Dear Participant,

A warm welcome to you, and congratulations on your selection in the MBA (Executive) program, wish you all the best for your journey into this program.

We strongly believe we have built a world-class MBA (Executive) program at the SP Jain School of Global Management. The course design has been crafted and fine-tuned over many years to help ensure that it is at the leading edge of theory and practice.

Part of the role of being a student is to know and fully understand the assortment of rules, policies, and procedures, which govern the formal requirements of the course you study. These are contained in this Student Handbook, which includes detailed information covering everything from attendance requirements; academic assessment; grading; the conduct of examinations; student code of conduct etc.

SP Jain (and therefore its courses) is internationally accredited by bodies such as TEQSA (the Australian Government's Tertiary Education Quality and Standards Authority). Please kindly note that the School must formally comply with the rules, policies and procedures that apply to every student equally and fairly.

Please take some time during the start of your studies to familiarize yourself with the contents of this Handbook. This will help to ensure that you have a high-quality student learning experience that I can assure you the entire academic and administration staff at SP Jain are totally committed to providing. Kindly note, it is your responsibility to be aware of the rules, policies and procedures contained within. So, please read this document very carefully.

We are very much looking forward to working with you over your learning journey!

Professor Gary J. Stockport

BA Hons (Leeds), PGCE (Nottingham), MBA (Warwick), PhD (Cranfield), ITP (London Business School)

Dean – Executive MBA and Professor Strategy

Chair – Examination Board

2. Master of Business Administration (Executive)

2.1 Special Features of the Course

Today's competitive, changing, and challenging world requires versatile executives with a strong base of functional knowledge along with a strong general management perspective. S P Jain's MBA (Executive) Course focuses on building 'Professionals' who would Master the 'Art and Science' of business administration within a complex global environment.

The School is passionate about developing and honing the managerial knowledge and skills of its students, and to see this happen, S P Jain offers a host of courses which are relevant, practical, knowledge packed, creative and customised. The Course is designed in a way that induces the students to 'think', ask the 'right' questions, analyse, work in teams, communicate professionally, be innovative, proactive, open minded and carry a positive attitude. In short, all the attributes of becoming a future leader.

The Course focuses not only on knowledge but also on 'transforming' students to appreciate, accept and adapt to different cultures, different business environments, different markets, different cost structures, and to get 'comfortable' in taking decisions which may be difficult.

- **Career Adaption:** Students will be able to adapt their careers according to their changing career strategy over time e.g. transitioning from a manager to a leader and moving from a corporate position to starting a business venture etc. Therefore, having an EMBA would help the inherent flexibility throughout an individual's career.
- **Strategic Thinking:** The Program develops the students' high order strategic thinking competence. Students need to be a combination of left brain (logical) and right brain (creative) thinkers.
- **Business Acumen:** Students will have the ability of making business decisions within a context of ambiguity and sometimes limited and perhaps conflicting data. They need to develop better business judgment based upon calculations of probabilities.
- **Value Creation:** An EMBA should demonstrate the ability of students to create value for their organisations. This could be achieved by the students undertaking several applied projects throughout their studies and building up a portfolio of projects to accompany their CV. Students might be able to quantitatively and qualitatively estimate the value of their completed applied projects.

- **Entrepreneurship:** The program focuses upon the development of entrepreneurial skills including students investigating the feasibility of starting up their own ventures.
- **Implementation:** Students will be able to demonstrate that they can make change happen including implementing projects and strategy.
- **Flexibility/Customisation:** EMBA incorporates an element of individualised customised learning into the curriculum. This is accomplished by the ECAP (Executive Career Acceleration Pathway).
- **New Wave:** The potential impact of emerging technologies is best addressed across courses and throughout the curriculum.

2.1.1 Executive Career Acceleration Pathway (ECAP)

The objective of the Executive Career Acceleration Pathway (ECAP) is development of relevant critical professional and interpersonal skills that facilitate student's career growth. The Unit allows each student to develop and follow an individualised learning path which caters to their individual career aspirations needs.

Essentially, there are four different components within ECAP:

- Individual Career Planning Sessions
- Specialist workshops (Group/Individual)
- Events and Corporate Interface Sessions
- The SP Jain Toastmaster Club (Applicable to On-Campus Students)

Students must attend at least 10 ECAP Workshops/Events linking to an individual Learning Journal. ECAP delivery across Term 1,2 and 3. For ECAP, when a student receives 'F' grade, the following process will be followed (like ASP process mentioned below):

- Student firstly pays re-do fee for the unit and then has 4-months to successfully complete the unit. The 4-months starts from the date receipt of the re-do fee payment
- Student can attend ECAP sessions with other batches and must complete any not done assessments but does not have to re-do previously completed and submitted assessments but can if they wish.
- As student is paying the redo fee, the grade will not be capped

2.1.2 Projects

Global Strategy Immersion Project (GSIP)

The Global Strategy Immersion Project aims to prepare students to work in groups to plan, organize, collect data, and strategically analyse a global company in both a logical fact-based way as well as in a creative and solutions focused manner. This project also involves exploring and examining the role of a consultant working with a client.

This group project enables groups of students to analyse a global company in-depth within its operating environment. This includes recommending and justifying strategies for the company going forward in the short, medium, and long term regarding a country entry strategy. This will also include a detailed implementation plan. Overall, student groups will be undertaking a consulting type project and communicating the findings (as if) to the Senior Executives of their chosen company.

In sum, a high-quality strategic project (2 credits) is expected to be produced under the facilitated guidance of an academic mentor throughout the GSIP process.

Applied Strategic Project (ASP)

Applied Strategic Project is directed towards creating a greater understanding of the real-world corporate environment. The idea is to provide an opportunity for applying concepts in a practical context, thus influencing management practices through an investigation of an important business issue facing the organization.

An in-house faculty academic manager and an external industry mentor guide the research project. It has multiple evaluation components such as literature reviews, primary research, viva, presentations, reports etc. The students' endeavour is to create 'Consultant-class' reports to provide actionable strategic directions for an organisation.

Each student will carry out the Applied Strategic Project (5 credits) study in two stages: Proposal (2 credit), and the Study (3 credits). The objective is to ensure that a student has proper clarity on the scope and objectives of the study before conducting research and preparing the final report. There will be two viva voces, the first after submitting the synopsis, and the second after submitting the final study report. It is important that the external industry mentor be involved in a significant manner including attending and participating in both the viva voces. It is believed that this two-stage process availing the support of the industry mentor will enhance

the relevance of the study adding value to the organisation.

The whole project is structured in such a manner that the students first gain knowledge, functional and cross-functional understanding, and subsequently apply the knowledge to a specific organisation.

Note: If a student is unable to start the ASP with their batch, they can seek extension to do it with the next batch and that is subject to approval from the Dean / Assistant Dean.

2.1.3 Mini-Project at Work (MPAW)

Effective problem-solving and decision-making are critically important for all organizations. The Mini-Projects at Work (MPAW) assessments within Core and Elective units will enable students to investigate topics which are intended to result in much practical value for their employer organization and/or themselves personally.

2.1.4 Multimedia Business Simulations

Today, businesses operate under conditions of high risk, complexity, and unpredictability. In this scenario, it is important for business leaders to understand the many intricacies of the business world and prepare for them in a focused manner. At S P Jain, computer-aided business simulations are used extensively in our state-of-the-art Simulation Centres to enable student to practice and sharpen their real world and decision-making skills in an innovative, risk-free environment.

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 (Executive) Course Information

3.1 Course Overview

S P Jain's MBA (Executive) is a part-time 18 month course developed and targeted specifically for busy, working professionals.

Course	Delivery/Study Mode	Campus
Master of Global Administration (Executive) - EMBA	18-months Part-time Face-to-Face/Online On campus	Dubai / Singapore / Online

Table 1 Course Overview

The EMBA at S P Jain is designed to enable middle level managers to accelerate progress in their careers to become effective general managers and future leaders, enabling them to assume cross functional roles and responsibilities, including taking and implementing effective business decisions impacting upon their organisation. The course enables the acquisition of relevant work-place skills and competencies enabling the participants to make a value adding impact on their organisations.

The main objective of the program including its structure and modes of delivery is to enable working professionals to acquire a postgraduate degree in management education while maintaining an efficient and effective work-life balance. Consequently, the program schedule is flexibly timed for convenient attendance. The program learning outcomes have been developed to meet both the Australian Qualifications Framework (AQF) Level 9 (by coursework) requirements as well as the accelerated career pathway of students.

The EMBA is currently offered at the Dubai campus (since 2004), Singapore campus (2006), Sydney campus (2015), Mumbai campus (2015), and in online format (2019). The program is typically offered in weekend block format with the teaching schedule customised for the needs of EMBA students at each locality. For example, the teaching days are Saturday and Sunday in Dubai, Saturday and Sunday in Mumbai / Online, and Wednesday, Thursday, Saturday, and Sunday in Singapore. Students have a maximum timeframe of 5 years to complete the academic requirements of the degree from the date of 1st day or Orientation.

3.2 Electives

Students enrolling for the MBA (Executive) Course are required to tentatively indicate their choice of Electives before the commencement of the Course*. However, upon experiencing the different core courses within different topic areas, a student is given an option to change their preference indicated earlier. Students are encouraged to meet with the Dean /Assistant Dean to identify their choice of specialization courses based on career aspirations, aptitude, knowledge, and experience.

S P Jain offers Electives in four different areas, namely:

Finance
Marketing
Operations
Entrepreneurship

subject to availability. *For an elective to be offered there needs to be a minimum of 10 students in an elective.

Students are required to choose any 5 electives out of the 15 offered. To qualify for 'Specialisation' in Marketing, Operations, Finance or Entrepreneurship students need to take 3 electives in same specialisation area and Applied Strategic Project in specialisation. A detailed orientation on electives will be conducted during the course of study.

3.3 Course Learning Outcomes

Master of Business Administration (Executive) - Course Learning Outcomes (AQF Level 9)	
Learning Outcome 1: Knowledge of management and business	Students will be equipped with the latest disciplinary and interdisciplinary management and business knowledge to meet the challenges of being an effective general manager and future leader within today's fast and volatile global business environment.
Learning Outcome 2: Knowledge of research methods and principles	Students will be prepared with the methods and principles of undertaking research for the purpose of responsible and ethical investigation of applied management and business issues.
Learning Outcome 3: Global intelligence	Students will acquire disciplinary and interdisciplinary skills in order to effectively solve problems through recommending and justifying solutions within local, regional and global contexts.
Learning Outcome 4: Critical thinking	Students will develop critical thinking skills in order to analyse complex situations and problems, brainstorm possible solutions including weighing up their possible trade-offs and recommend and justify a viable, sustainable solution.
Learning Outcome 5: Effective communication	Students will master professional business communication skills (verbal, non-verbal and written) in order to build effective relationships with internal and external stakeholders.
Learning Outcome 6: Teamwork and leadership	Students will acquire intrapersonal and interpersonal skills needed for teamwork collaboration and leadership within a variety of roles such as a general manager and leader.
Learning Outcome 7: Innovation and entrepreneurship	Students will develop an innovative and entrepreneurial mindset to help analyse existing problems in new ways, generate creative solutions for new ideas as well as proactively create and deal with technological disruption.
Learning Outcome 8: Ethical decision making	Students will develop the skills and judgment to make ethical decisions taking into consideration the needs and goals of stakeholders from diverse cultures for effective global leadership.
Learning Outcome 9: Application and Research Competencies	Students will demonstrate application of learning outcomes 1-8 with a high level of personal autonomy and accountability by planning and executing research/application-based assignments and projects within their respective areas of expertise and specialization.

Table 2 Course Learning Outcomes

3.4 Graduate Attributes of S P Jain

1. Knowledge of Business, Management and Emerging Technologies
2. Research and Business Intelligence
3. Problem Solving and Decision Making
4. Creativity and Innovation
5. Intercultural Competence/Communication
6. Teamwork
7. Global Citizenship/Ethics (Collaborate, Negotiate and Resolve Conflicts)

3.5 Course Completion Requirements

To fulfil the requirements of the degree leading to the award of the Master of Business Administration (Executive), a student is required to complete 36 credits which includes projects, obtaining 2.00 CGPA and no F grades. The schedule of units / subjects will be announced from the Course Office. Such a schedule is tentative subject to change for reasons beyond our control.

The Course has been structured in such a way that:

In Dubai, students spend two weekends for each subject (Saturdays and Sundays) in class. 4 sessions are taught over 3 days (Saturday, Sunday, Saturday). Each session would be of 90 minutes (refer to the schedule as per the planner / batch / mode of delivery chosen by student) with a 2 short breaks of typically 15 minutes each in-between as detailed in the section titled “Delivery of Sessions”.

In Singapore, students spend 18 hours per week, 3 hours per weekday (Wednesday and Thursday) and 4.5 hours per weekend (Saturday and Sunday). Each session is 90 minutes long and with short work breaks in-between as detailed in the section titled “Delivery of Sessions”.

In Online, students spend 3 full days across Saturday, Sunday, and Saturday (over 2 weekends) in class. Classes would commence between 10:30 am to 5:30 pm (refer to the schedule as per the planner / time zone) or 3 evenings across Thursday, Friday, and Saturday (over 3 weekends) in class. Classes would commence between 7:30 pm to 10:30 pm (refer to the schedule as per the planner / time zone) with a short break in between as well as other shorter breaks as detailed in the section titled “Delivery of Sessions”.

The structure of the course is as follows:

Units	Required Units	Credits
Core Units	23	21 subjects of 1 each + 1 subject (Research Methodology) of 2 each = 23
Elective Subjects	05	05 subjects of 1 each = 05
Applied Strategic Project (ASP) and Global Strategy Immersion Project (GSIP)	07	ASP of 5 each + GSIP of 2 each = 07
ECAP	01	ECAP of 1 unit spread across the course
Total	36	36

Table 3 Units to complete for MBA(Executive)

* Refer to Rules Progression and Completion Policy

3.6 Course Structure

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

S No.	Unit Codes	Units	Timetabled Hours	Personal Study Hours	Term	Credits	Pre-requisites/Co-requisites
Core Units							
1	MBAE COM 102	Personal Effectiveness	18	18	1a	1	Nil
2	MBAE ECO 104	Business Economics	18	18	1a	1	Nil
3	MBAE ACC 104	Financial Accounting	18	18	1a	1	Nil
4	MBAE MKT 108	Marketing Management	18	18	1a	1	Nil
5	MBAE ACC 105	Management Accounting	18	18	1a	1	Financial Accounting
6	MBAE HRM 104	Human Resource Management	18	18	1a	1	Nil
7	MBAE FIN 108	Corporate Finance	18	18	1a	1	Financial Accounting
8	MBAE QTT 105	Business Statistics	18	18	1a	1	Nil
9	MBAE OPS 107	Operations Management	18	18	1a	1	Nil
10	MBAE HRM 105	Negotiation and Conflict Resolution Management	18	18	1b	1	Nil
11	MBAE QTT 106	Big Data Analytics and Cloud Technologies	18	18	1b	1	Nil
12	MBAE MKT 109	Strategic Marketing	18	18	1b	1	Marketing Management
13	MBAE ENT 101	Innovation and Entrepreneurship	18	18	1b	1	Nil
14	MBAE FIN 109	Strategic Finance	18	18	1b	1	Corporate Finance
15	MBAE HRM 106	Leading Teams and Organizations	18	18	1b	1	Nil
16	MBAE MGT 103	Strategic Management	18	18	1b	1	Nil
17	MBAE MGT 204	Corporate Governance and Ethics	18	18	2a	1	Nil
18	MBAE HRM 207	Leadership and Cross Cultural Management	18	18	2a	1	Nil
19	MBAE MGT 205	Business Acumen	18	18	2a	1	Nil
20	MBAE MGT 206	Change Management	18	18	2a	1	Nil

21	MBAE QTT 307	Research Methodology	36	36	3	2	Business Statistics
22	MBAE MGT 309	Integrative Decision Making	18	18	3	1	Strategic Management
		TOTAL CREDITS				23	
Electives Units							
Marketing							
23	MBAE MKT 210	Sales Management	18	18	2b	1	Strategic Marketing
24	MBAE MKT 211	Digital Marketing and Analytics	18	18	2b	1	Strategic Marketing
25	MBAE MKT 212	Strategic Brand Management	18	18	2b	1	Strategic Marketing
		TOTAL CREDITS				3	
Finance							
23	MBAE FIN 210	Corporate Valuation	18	18	2b	1	Strategic Finance
24	MBAE FIN 211	Mergers and Acquisitions	18	18	2b	1	Strategic Finance
25	MBAE FIN 212	Project Finance	18	18	2b	1	Strategic Finance
		TOTAL CREDITS				3	
Operations							
23	MBAE LSC 204	Supply Chain Management and Analytics	18	18	2b	1	Operations Management
24	MBAE OPS 208	Project Management	18	18	2b	1	Operations Management
25	MBAE OPS 209	Operations Excellence in Services and Manufacturing	18	18	2b	1	Operations Management
		TOTAL CREDITS				3	
Entrepreneurship							
23	MBAE ENT 202	New Ventures	18	18	2b	1	Strategic Management
24	MBAE ENT 203	Technology Entrepreneurship	18	18	2b	1	Strategic Management
25	MBAE ENT 204	Small Business Growth	18	18	2b	1	Strategic Management
		TOTAL CREDITS				3	
Additional Electives							
23	MBAE HRM 208	Strategic HRM	18	18	2b	1	Human Resource Management
24	MBAE MGT 207	Corporate Turnaround	18	18	2b	1	Strategic Finance and Strategic Management

25	MBAE MGT 208	Blue Ocean Strategy	18	18	2b	1	Strategic Management
		TOTAL CREDITS				3	
ECAP							
26	MBAE HRM 309	Executive Career Acceleration Pathway (ECAP)*	18	18	3	1	Nil
Projects							
27	MBAE PRO 304	Applied Strategic Project	90	90	3	5	Research Methodology
28	MBAE PRO 203	Global Strategy Immersion Project	36	36	2a	2	Strategic Management
		TOTAL CREDITS				7	
TOTAL CREDITS						36	

Table 4 Course Structure

For more information on the Academic calendar for the Singapore, Mumbai and Dubai Campuses, the course duration and the holiday breaks, please contact the Course Office.

3.7 Unit Learning Outcomes

MBA (Executive)- Unit Learning Outcomes (ULO)

Core Units

1. Personal Effectiveness

- Understand the concept of self-image in Business Communication in Verbal Skills; Non-verbal Skills; Listening with emotional intelligence.
- Identify different business communication styles based on different organisational and cultural context.
- Apply innovative communication methods to inform, instruct, persuade, request, clarify, co-operate, buy, sell or advertise in different contexts.
- Deliver a persuasive business presentation with effective: Voice Quality, Body Language, Command of Material, Visual Aids, Content and Eye Contact etc.
- Evaluate the impact of personal effectiveness on business relationships with co-workers, customers and other stakeholders.

2. Business Economics

- Recognise how economic factors and events influence firm level behaviour.
- Explain how economic growth and cyclical instability conditions firm performance.
- Illustrate the consequences of competitive and concentrated markets for efficiency, innovation and firm profitability.
- Effectively communicate the impact of macroeconomic policies on business.
- E. Apply microeconomic concepts to business situations.

3. Financial Accounting

- Understand basic accounting concepts, and theories.
- Construct basic financial and cashflow statements.
- Analyse financial and cashflow statements and to measure a firm's performance.
- Recognise the importance of ethics in accounting and relevance of accounting standards in financial reporting.

4. Marketing Management

- Explain the fundamental marketing concepts, frameworks and theories for product and services.
- Discuss the role of marketing, within the business environment including emerging trends and their implications.
- Evaluate individual and business customer behaviour to develop longer lasting customer relationships.
- Construct a Marketing Plan for an organisation using various element of the marketing mix.
- Critically appreciate the role and impact of technological disruptions in marketing.

5. Management Accounting

- Understand the fundamentals of management accounting.
- Interpret the relationship between volume, costs and profits using techniques such as activity-based costing and cost-volume analysis.
- Prepare master budget along with its sub-components.
- Illustrate the use of DuPont Analysis, the Balanced Scorecard, Economic Value Added and Total Shareholder Return in managing performance objectively.
- Discuss the potential impact of cloud technology on management accounting techniques.

6. Human Resource Management

- Understand Human Resource Management (HRM) theories and practices and their relevance in creating human capital advantage for organisations.
- Evaluate the importance of HRM policies related to organisation design, workflow planning, ethical and legal issues in organisations.
- Critically assess the impact of globalisation and technology disruptions on HRM policies and practices.
- Apply HRM theories to develop programs for employee selection, training and development, performance management and compensation in diverse context.
- Analyse the critical role of HRM in creating employee engagement and retention.

7. Corporate Finance

- Understand key corporate finance concepts, principles and practices.
- Evaluate the short-term working capital management needs of firms and design alternatives.
- Explain the factors and market environment influencing bond and equity prices.
- Apply capital budgeting tools and sensitivity analysis on proposed projects/ investments.

8. Business Statistics

- Demonstrate an understanding of statistics for describing, exploring, comparing and interpreting data.
- Apply probability and Bays' theorem to an assortment of business and economics contexts.
- Evaluate and interpret the importance of sampling as well as accurately determine sample sizes.
- Construct and interpret hypothesis tests using appropriate statistical techniques.

9. Operations Management

- Appreciate the role of operations management in delivering product and services so as to improve organisational performance.
- Apply data and information to carry out demand forecasting and capacity planning and interpret the implications.
- Estimate and recommend decisions related to facility location, facility layout and product and process design.
- Examine various tools and techniques of operations management to improve organisational efficiency of firms operating within a global environment.
- Critically appreciate the impact of digitalisation and technology disruptions on the operations management function.

10. Negotiation and Conflict Resolution Management

- Understand the central concepts of negotiation and conflict resolution management in organisational setting.
- Apply value-based negotiating tactics and skills to achieve successful closure across cultures and teams.
- Create solutions to resolve dead-locked parties in a negotiation situation.
- Evaluate the impact of ethical, cultural, organisational and technological factors on conflict management.
- Formulate a plan to enhance personal competencies for conflict and negotiation management.

11. Big Data Analytics and Cloud Technologies

- Examine how big data analytics and cloud technologies can be used as a strategic advantage by an organisation.
- Identify and apply relevant statistical and analytical tools like data mining, predictive modelling, text analysis and visualisation to diverse types of data.
- Interpret statistical results for informed business decision making.
- Demonstrate the ability to make sound and ethical business decisions incorporating big data analytics and cloud technologies.

12. Strategic Marketing

- Discuss the importance of strategic marketing for sustainable business growth.
- Examine the impact the business environment for the marketing strategy for an organisation.
- Analyse the market information and draw inferences to allocate marketing resources for maximum returns.
- Effectively articulate a marketing strategy to key stakeholders through well-thought and impactful business communication skills.
- Apply business models and frameworks to design a marketing strategy for a product or service leveraging on emerging technologies for marketing intelligence.

13. Innovation and Entrepreneurship

- Examine the linkages between innovation, strategy and value creation theories.
- Evaluate the role and importance of innovation and entrepreneurship within an organisational strategy.

- Apply strategic innovation models to sustain an organisation's leadership amidst emerging new technologies.
- Demonstrate how a manager can be more innovative and entrepreneurial within an organisation.
- Effectively communicate innovative entrepreneurial strategies within an organisational context.

14. Strategic Finance

- Recognise portfolio risks and explain the relationship between risk and return.
- Compare alternative sources of financing for a firm and their impact on cost of capital, capital structure and leverage.
- Assess the nature and associated risks of the equity and debt markets as well as sources of finance including hybrids.
- Evaluate financing strategies on dividend policy, share repurchasing and corporate restructuring.
- Formulate and effectively communicate financial strategy which is aligned to the business strategy.

15. Leading Teams and Organizations

- Understand the models, frameworks and theories of leadership and teams in organisational context.
- Distinguish leadership competencies and their impact on individuals, teams and organisations.
- Assess the impact of culture, technology and globalisation on the principles of leadership and their implementation.
- Design and implement ethical and sustainable leadership practices addressing the needs to different stakeholders.
- Develop a personal leadership development plan based on critical self-reflection.

16. Strategic Management

- Understand the art and process of strategic management.
- Build a Blue Ocean Strategy keeping in perspective the potential impact of technological disruptions.
- Explain how strategies happen in practice.
- Apply strategy models, frameworks, and theory to case studies and work experiences.
- Use the key steps in building a strategy to develop or enhance an existing strategic plan.

17. Corporate Governance and Ethics

- Discuss the philosophies and models of corporate governance.
- Assess the regulatory framework and roles and responsibilities of board members for local and multinational firms.
- Examine the various ethical dilemma scenarios a leader / person might likely face in both business and personal situations.
- Evaluate and devise strategies for demonstrating corporate social responsibility and sustainability.
- Use the philosophies and models of corporate governance to make ethical and sound business and personal decisions.

18. Leadership and Cross-Cultural Management

- Understand relevant theories and models of cross-cultural management in an organisational context.
- Examine different dimensions of business cultures in regional and global organisations.
- Illustrate the influence of corporate strategy and structure on cross-cultural management.
- Summarise the effect of team dynamics, communication, conflict management and inter-cultural leadership competencies in global teams.

- Formulate strategy for effective cross-culture management in global organisations.

19. Business Acumen

- Examine the importance of business acumen for any leader when making important business decisions.
- Compare and contrast the different strategy schools of thought which can be applied to help make strategic choices.
- Interpret and evaluate the use of probabilities including decision trees etc. when making key business decisions.
- Evaluate the role played by intuition when assessing and choosing between strategic options and future choices.
- Demonstrate critical thinking by evaluating scenarios, asking right questions and making decisions.
- Develop skills and judgment to make ethical decisions taking into consideration the needs and goals of stakeholders from diverse cultures.

20. Change Management

- Understand the various change management models, frameworks and theories.
- Explain the role of change agent in managing stakeholders and leading change initiative.
- Formulate strategic change management plan to implement different types of change initiatives.
- Consider the impact of ethical, cultural, organisational and technological factors on design and implementation of change.
- Critically assess the effectiveness and success of strategic change management initiatives.

21. Research Methodology

- Understand business research frameworks and theories, research design, methodologies and analysis approaches (including qualitative and quantitative).
- Distil business issues into a research problem based on comprehensive review of literature and develop research proposal.
- Select appropriate data collection, sampling and analysis methods to undertake business research.
- Apply relevant methods and analytical tools for data analysis (quantitative and qualitative) to arrive at sound inferences.
- Effectively communicate research findings to relevant stakeholders in both verbal and written forms.
- Recognise and demonstrate the importance of ethical conduct when undertaking business research.

22. Integrative Decision Making

- Examine the factors which are required to successfully run an international organisation.
- Analyse the factors that impact upon successful global market expansion.
- Create strategies for long term business profitability.
- Effectively communicate outcomes to stakeholders.
- Collaboratively develop, justify and implement a strategy that creates sustained shareholder value.
- Critically appreciate the potential benefits and impact of integrating innovations and emerging technologies in the DNA of organisational strategy.

Electives Units

Marketing

1. Sales Management

- Understand the application of the Psychology of Selling.
- Design and evaluate a Prospecting strategy for a product or a service.
- Analyse how to better determine customer needs and influence consumer behaviour.
- Demonstrate the art of consultative and persuasive selling, closing a deal in ethical and professional manner.
- Effectively communicate sales strategy and plans to diverse stakeholders.
- Critically appreciate the potential impact of digitalisation and technological disruptions for sales management.

2. Digital Marketing and Analytics

- Explain digital marketing and analytics concepts, techniques and latest trends.
- Evaluate the role and appropriateness of a digital marketing media and analytics in executing a customised consumer marketing strategy.
- Create and effectively communicate a proposed digital marketing strategy to key stakeholders.
- Identify relevant tools and conduct audit of company's digital performance and footprint.
- Propose innovative solutions to boost online presence and run digital marketing campaign.
- Evaluate the importance of ethical decisions in digital marketing and data analytics.

3. Strategic Brand Management

- Define and understand the nature of a brand.
- Analyse the role played by brands in the customer decision making process.
- Apply a consumer-centric approach to branding including adoption of marketing analytics to analyse and interpret the findings.
- Identify, recommend and justify actionable innovative, functional and emotional brand positioning strategies that cater to local, regional and global markets.
- Measure brand equity and propose and justify repositioning strategies.
- Critically appreciate the potential impact of digitalisation and digital disruptions on Strategic brand management decision making.

Finance

1. Corporate Valuation

- Explain the core concepts used in company valuation.
- Compare and contrast the different methods used to value acquisition targets.
- Analyse the various approaches to value multinational businesses.
- Apply the principles of valuation to real world business data and context.
- Evaluate the potential impact of technological disruptions on corporate valuation.

2. Mergers and Acquisitions

- Explain the components of the merger and acquisitions process and deal design.

- Evaluate the roles of and interplay between the various stakeholders in merger and acquisition deals.
- Identify potential synergies, target companies and modes of merger and acquisitions in a global environment.
- Apply merger and acquisition models and frameworks to make sound decisions.
- Formulate post-merger integration strategies.

3. Project Finance

- Understand the various methods and financing strategies used in project finance.
- Identify regional factors and risks in the context of financing projects in infrastructure sectors like power, roads, ports etc.
- Evaluate the various aspects, stakeholders and stages of financing complex long-term projects.
- Effectively communicate a project financing strategy and plan to various stakeholders.

Operations

1. Supply Chain Management and Analytics

- Appreciate the strategic role of supply chain management (SCM) and related analytics within different organisations.
- Understand the role of logistics, ethical sourcing and supplier management within local, regional and global context to ensure effective SCM.
- Apply the concept of SCM Network Design to align organisational goals and supply chain objectives.
- Evaluate the SCM effectiveness across different industries using various analytical tools.
- Effectively communicate SCM decisions and outcomes to global teams and different stakeholders.
- Critically assess the impact of technological disruptions on SCM planning and execution decisions.

2. Project Management

- Understand the best practices in project conception, planning and execution in diverse settings.
- Apply best practices in scheduling and global resource allocation.
- Estimate optimal funding of project activities.
- Communicate effectively project decisions and outcomes to stakeholders.
- Plan and guide the project teams to minimise project associated risks and help achieve organisation goals.
- Critically assess the impact of technological disruptions on project management planning and decisions.

3. Operations Excellence in Services and Manufacturing

- Understand the role of quality and operations techniques to enhance manufacturing and services performance.
- Examine the importance of process mapping, benchmarking and key performance indicators to enhance excellence.
- Critically evaluate the role of employee involvement in maximising operational efficiency in manufacturing and services.
- Effectively communicate operational optimisation procedures to internal and external stakeholders in local, regional and global context.
- Evaluate existing business process using value stream mapping to enhance excellence.
- Critically assess the impact of technological disruptions on manufacturing and services delivery processes.

Entrepreneurship

1. New Ventures

- Understand the process of new business ventures or start-ups, including the practical problems, challenges and risks faced by an entrepreneur in managing a new business venture.
- Develop an initial 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 business venture.
- 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.
- Persuasively present (pitch) a new venture business proposal and plan individually and as a team.

2. Technology Entrepreneurship

- Understand the process of technology entrepreneurship start-ups, including the practical problems, challenges and risks faced by an entrepreneur in setting up a new technology business venture.
- Develop an initial viable new technology 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 technology business venture.
- 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 technology venture business plan.
- Persuasively present (pitch) a new technology venture business proposal and plan individually and as a team.

3. Small Business Growth

- Discuss the process of small business growth, including the practical problems, challenges and risks faced by an entrepreneur.
- Evaluate the role and impact of emerging technologies in small business growth.
- Develop strategy for small business growth based on review of internal operations and external analysis.
- Collaboratively formulate marketing and sales plans, organisational plans, location plans, financial plans and risk management plans to support the planned growth strategy.
- Effectively communicate to internal and external stakeholders the small business growth strategy and supporting plans.

Additional Electives

1. Strategic HRM

- Understand Strategic HRM (SHRM) frameworks and theories within organisational context.
- Determine the interlinkages between Organisational strategy and Strategic HRM in creating human capital advantage.
- Design and develop innovative and integrated SHRM programs that influence workforce engagement, innovation and retention and employer branding.
- Evaluate the impact of ethical, cultural, organisational and technological factors on design and implementation of SHRM programs.

- Critically assess effectiveness of SHRM program through HR and workforce data analytics.
- Effectively communicate organisational HRM policies to internal and external stakeholders.

2. Corporate Turnaround

- Discuss the turnaround analysis, strategies and processes for a distressed organisation.
- Evaluate different style(s) of strategic leadership behaviour appropriate for a turnaround situation.
- Identify and analyse the potential impact of emerging business issues and technological innovations and disruptions in turnaround strategies.
- Conduct strategic analysis of an organisation in distress to recommend turnaround strategies.
- Persuasively communicate to key stakeholders your recommended strategy for a distressed organisation.

3. Blue Ocean Strategy

- Understand the fundamentals of industry dynamics and competitive positioning.
- Distinguish between a Red Ocean Strategy and a Blue Ocean Strategy.
- Develop a Blue Ocean Strategy through experiencing a Simulation.
- Apply Blue Ocean tools and frameworks to case studies and work experiences.
- Build the capability to think strategically on how to transform a company and its industry.

Projects

1. Applied Strategic Project

- Identify a significant business issue to investigate.
- Develop an appropriate research framework, research methodology and project plan based on review of relevant literature.
- Apply research knowledge and skills to undertake a responsible and ethical investigation of the research issue(s).
- Formulate solutions/ alternatives to address complex business situations and propose/ partly implement possible solutions
- Effectively communicate project findings to specialist and non- specialist audiences.
- Develop an innovative and entrepreneurial mindset to help analyse existing and emerging problems in new ways.

2. Global Strategy Immersion Project

- Identify the problem and define the associated scope and objectives of the project.
- Synthesize secondary data about the chosen company within its external and internal operating environment.
- Apply strategy models / frameworks / theory to determine the positioning of the organization.
- Recommend and justify short, medium and long term strategies for the company for a new country/market entry strategy.
- Contribute and collaborate as a team member to deliver a high-quality presentation and written project report.

Executive Career Acceleration Pathway (ECAP)

- Produce a personal career strategy plan for the short, medium and long term to excel in a chosen role such as a general manager/ business leader.
- Demonstrate the ability for reflective learning through journaling the key knowledge, skills and competence acquired through the ECAP initiative.
- Demonstrate the development and enhancement of a variety of ‘soft’ skills to become more effective managers and future leaders.
- Practice the ability to speak and present clearly and convincingly at increasingly higher levels of complexity within different regional and global contexts.
- Increase the size, quality and boundary of your professional network.
- Evaluate the potential impact technological disruptions on career and professional growth strategy.

3.8 Pedagogy

S P Jain’s MBA (Executive) is a rigorous course where the onus of learning would rest with the participants. The course is predicated on the Kolb Learning Cycle and the interaction between theory and practice. A lot of effort needs to be put in to prepare for each session. The preparation may include reading of articles, case studies, videos, discussions in peer groups and the collection and analysis of data etc. Such preparation leads to effective class participation and learning. It reinforces the School’s belief in education as a shared experience.

Every course has various evaluation components such as Class Contribution, , MPAW (Mini-Project at Work), Quizzes, Individual / Group Assignments, End Term Examination, etc. The subject / unit faculty determines the assessment items for each subject/unit in concurrence with the Dean, based on the overall guidelines of S P Jain.

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 PeopleSoft.

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. Where an assessment comprises an individual and group presentation, students must attend and take part in the presentation for a mark to be allocated. Individual and Group Assignments typically comprise 20-30% of the overall unit assessment.

4.2 Quizzes and Exams

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. Around 10-20% of unit evaluation could be assigned to quizzes.

Students usually take written/soft copy, invigilated individual examinations at the end of the term. There is typically a final exam for every unit. However, this may not always be the case as some simulation courses do not include a final exam. Around 25% - 45% of a unit evaluation could be assigned to end term examinations. The exams typically include short essay responses to material covered in lectures or readings.

An end term exam is designed in a way that encourages a student to apply the learning from the course in a real or simulated environment. It could be a case based, application-oriented exam or it might be just questions specific. The end term exam would test the ability of a student to analyse a situation given the available facts and figures, decide which framework or tool to be used, take decisions, and bring out practical and innovative solutions.

It is up to individual Faculty for a course to choose whether they set an open book exam or a closed book exam for their course. The general policy at S P Jain is to allow both (as per the typical policy at most Business Schools). Consequently, the exam format for a course may change from Faculty to Faculty and from Batch to Batch whether at a particular campus as well as across campuses.

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 Mini-Project at Work (MPAW)

Almost all the Elective and Core subjects would have 20% – 50% of their evaluation assigned to Mini-Project at Work (MPAW).

MPAW is an important feature to encourage the participants, to bring a ‘problem at work’ into the classroom and take back a solution. The methodology is as follows.

Participants in a class will be challenged to frame and articulate a problem at their work environment. The faculty will sift through the problems and select one or more to be assigned as a group exercise. The members in each group will debate, identify and evaluate alternatives for arriving at a viable solution for the organization in question. Each team will also think through about how it wishes to implement the recommendation. The key objective of such exercises is to provoke students’ critical thinking as well as hone problem solving skills. The intent is to enhance the applicability of the learning and the relevance of the curriculum. All-in-all, this is meant to be a very value adding assessment.

4.5 Case Study Analysis

Case studies form an important part of class learning and ideally teach students to think and provide real life and interesting contexts to consider. Case study discussions can generate discussion on new ideas and strategies. There is no one right answer to any case and they can be considered from different points of view.

Students should be able to relate a case to the organizations they are familiar with. The use of case studies requires good listening skills, effective ways of communicating, being creative, clear articulation, and the skill of providing a solution in a short and precise manner with a good supporting rationale

4.6 Applied Strategic Project (ASP)

Students will have 8 months to complete their ASP from the date of their Batch ASP Orientation. However, as per ASP Guidelines, it is expected that students will complete within 4 months. Approval by the Assistant Dean for extending beyond 4 months will need to be granted. The ASP will 'officially' start on the date of Orientation.

If the ASP is not completed by the 8 months date, students will be charged an additional 5 credit point as late fee for the ASP. They will then have another 3 months to complete the ASP (i.e. a total of 8 +3=11 months from the date of their Batch ASP Orientation).

If the ASP is still not submitted within a total of 11 months from the date of their batch ASP Orientation, they will be deemed to have failed the ASP. Permission to re-continue (and again being charged an additional 5 credit point redo project fee as applicable) can only be given by the Dean who will evaluate students on a case-by-case basis.

4.7 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(Executive) 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

4.8 Release of Academic Results

All grades are posted on Peoplesoft, including progressive assessment results posted by academic faculty. Each student's interim mark for the final assessment will be posted by Course Office and overall course grade will be posted on Peoplesoft 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 Peoplesoft.

4.9 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

4.10 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.

Examination protocols:

- All invigilated examinations are conducted in electronic / soft copy format (no pen and paper-based examinations)
- Students must appear for the examination at the scheduled date and time, and in accordance with the pre-set seating arrangement, as announced by the Office of Examinations in proper attire. Students who have chosen online delivery as a study mode are advised to necessarily sit on a proper chair and table in formal attire. Informal clothing with seating on couch, sofa or bed is strictly disallowed
- After the first 30 minutes of the examination, students will not be allowed to enter the examination room. For online exams - students will be asked to leave if they do not log in during the first 30 minutes. Frequent disconnections during the exam can lead to termination from the examination.
- Students are not allowed to leave the examination room / exit examination platform within the first 30 minutes (inclusive of reading time) of commencement of examination or within the final 20 minutes of the examination.
- All hard copy books, notes, papers and bags must be left outside the examination room. In case of an online and /or soft copy closed book exam, students must not access any notes or refer to any other sources in electronic format (unless there is explicit written permission / advice / notification for the same). For all exams which are allowed to be done as an open e-notes exam, students are advised to keep all reference material including downloaded e-text books if required in a single folder on their desktop. Students are not allowed to access the below during the process of examination as it will be treated as academic misconduct. This is not an exhaustive list. It is merely indicative to demonstrate the intent of the school with regards to academic misconduct.
 - Blackboard
 - Internet surfing
 - Editing tools like spell check, Grammarly, language translators etc.
 - E-mails and apps
 - Any other social networking or chatting sites

- Students are advised to bring their own materials and are responsible for the performance of their hardware and software issues. It is important to keep laptops / desktops in good working condition. No exchange of items, including books, notes, stationery or chargers, is permitted in the examination room. 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 however does not include instances of force majeure.
- External hard disks, memory sticks, transferring data through Bluetooth devices, Airdrop techniques and USB flash drives are not allowed in the examinations room or during softcopy and online exams.
- Electronic communication devices such as mobile phones, iPhones, iWatches, headsets, earplugs, iPads, iPods, tablets and any other music and multimedia devices are not permitted in the examination room. Students are required to switch off Bluetooth devices on their laptops during the examination. Students need to ensure that screen sharing with any external device is unshared and the respective external devices powered off during exam to avoid getting disconnected during the exam.
- Students must sign the attendance sheet circulated in the examination room.
- Only S P Jain roll numbers should be mentioned on the written / electronic examination submission document. Students should not write their name or any message for the evaluators on the answer booklets. The students shall desist from contacting the faculty during or after the exam to discuss their exam performance. These instances will be considered as indulging in academic misconduct
- Students are responsible for verifying they have been issued correct and complete examination documents. Hence it is in their interest that they check the entire question paper for relevance and completeness before they start the exam.
- Students may draw the attention of the invigilator by raising their hand. In case of online exams, students need to use the chat box provided to communicate with the online proctor.
- If students finish an examination early, they may submit it to the invigilator and leave if the same is a hard copy. If the examination is an electronic submission, wait for instructions from the invigilator. All soft copy submissions will be resubmitted to Turnitin for plagiarism detection.
- Invigilators have sole authority for resolving queries or disputes during the exam.
- For all online exams, exam will conclude automatically at the end of exam time allocated. No additional warning will be given. Students are responsible for their own time keeping and

uploading their files on the online exam software. Subsequent requests for accepting any alternative will not be accepted and the student will get a zero for the assessment.

- In cases where a reflective assignment / paper is done in lieu of an end term examination the marks for such reflective assignment / paper shall reflect as end term marks in the SIS (currently PS) system. Under such circumstances, all retest guidelines shall be applicable as per the policy.
- Students who disturb others will be warned by the invigilator. Should the conduct persist, students will be required to leave the examination room. The invigilator will
- submit a report to the Office of Examinations for further processes. For online exams, the proctors reserve the right to terminate a student's exam after consultation with DoE (or any other OoE officer duly authorized by DoE), in case of student engaging in any unethical practices. This necessarily is to be preceded by a warning given on the chat window.
- Dishonest behavior will result in the student failing the exam, and possibly being expelled from the school.
- In situations of critical illness or bereavement, students should contact the Office of Examinations and consult the Dean of the program about the possibility of special exam arrangements. Requests must be supported with appropriate documentation. Decision in this regard shall be final and binding on the student.
- Misinterpretation of the examination timetable is never an acceptable excuse for absence or being late to an exam. Please note that all timings shall be in IST. Students need to convert the same into their local time zone. Any excuse of misinterpretation of exam timings will not be entertained.
- Students arriving late due to issues outside their control, and who are admitted to the examination after seeking necessary permission, will not be given extra time to complete the examination.
- If there are any corrections in the question paper, it will be announced to students during the reading time. Any errors discovered after the commencement of the examination will not result in any clarification. Students are expected to make necessary assumptions (and state it in their answer script) and continue with the examination. Subsequently students can request the Course Office for a candidate comment sheet which can be filled and submitted back to the Course Office for further processing.
- Students must display their student pass / photo identification card or an alternative form of photo identification on their examination desk for the duration of the examination. If not, students may be asked to get a permission slip from the concerned Course Office before he/

she starts the examination. For online exams students need to go through a registration process where they need to submit online their photo as well as capture a photo of their ID.

- Wherever permitted, students may bring authorized calculators only into the examination room, as specified on the question paper cover sheet and examinations guidelines announced.
- Students need to ensure that the camera and mic are kept on and at full volume during the exam. It should not be shared with any the device as this may cause undesired technical complications leading to disruption / termination of the exam.
- Two-way communication during the exam is enabled through the chat box facility provided in the online exam software. While it is the students right to use the chat window to communicate with the proctor it is also their duty to ensure that proctors chat is read and responded at earliest in their own welfare.
- Online exams are to mimic and simulate the in-class exams if taken from home. All rules applicable to in class exams are applicable to online exams including permission to be obtained for moving out of camera view for any reason including but not limited to bio breaks.
- Wherever permitted, students may bring dictionaries authorized by the respective faculty into the examination room. Dictionaries should not contain notes or annotations of any kind.
- All answer scripts relating to examinations will remain the property of the School.
- Students will have the opportunity to appear for an examination for a maximum of three times:
 - Firstly, with his/her respective batch the first time the examination is set.
 - Secondly, as a re-test / make-up (or a first time) with his/her respective batch.
 - Thirdly, the next available time the examination is run (i.e. next or subsequent batch), after taking into consideration (possible) batch Planners' schedule clashes by the Course Office this may impact graduating in a timely manner.
- If a student has not appeared for the examination within the allotted three times, he / she will have deemed to have failed the course and must then re-take it by paying necessary charges.
- While the format for the retest shall be the same as the main test, the format can possibly change in the subsequent tests.

5. Orientation

In the week preceding the commencement of classes, S P Jain organises over 2-3 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 to fulfil the course requirements. It is mandatory for all students to attend the entire Orientation*.

Term 1 Orientation Activity *	Speaker/Person-in-charge
Registration	Course Office and Facilities team
Orientation Commence with Official lamp Lighting	Dean, MBA (Executive)
S P Jain Prayer	S P Jain Staff
S P Jain Student Pledge	Student from the new batch
Welcome Address	Dean, MBA(Executive)
Address by Guest of Honour	Guest of Honour
Ice Breaker and Team Building Activities	Asst. Dean (EMBA) and Course Office
IT information and setup	Campus IT Team
Dean's Address	Dean, MBA(Executive)
Introduction to ELO system	Online support and Campus IT Team
People Soft and Student Management System	Course Office and Campus IT team
Student Handbook and Academic Policies, Guidelines	Registrar
EMBA Program overview and Learning strategies	Asst. Dean (EMBA)
Learning via the Case Study Method	Dean/ Asst. Dean
Library Workshop and E-learning Resources	Librarian
APA Referencing Introduction and Plagiarism workshop	Associate Professor
Interaction with Student Experience Team	Student Experience Manager
Know your Team	Professor
Introduction to Design Thinking	Director – i2i Centre
Study Tips	Current Students
Information on ECAP, Toast Masters and Student committees	Asst. Dean and Course Office
Campus Tour and Bio-metrics registration	Course Office

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

Courses offered at S P Jain are intensive. Contribution in classes, tutorials and any group activity is an important part of the educational experience. Daily class attendance is therefore required of all students.

This requirement formalises the reciprocal responsibilities between students and faculty to be fully prepared for class and to contribute to joint learning. The success of a course depends upon regular class contribution by all students. This, in turn, depends crucially upon regular attendance by all students in all classes. Students' grades will therefore be affected by their absence from classes.

- 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.
 - Leaving the class session mid-way (Face to face / virtual) not turning on camera (virtual) will be treated as absent. Students may not enter or exit the classroom while a session is in progress.
 - Attendance for each session will be taken separately. The attendance for the first two sessions of every face-to-face (F2F) and Online (OL) subjects is compulsory. This is very important because the faculty provides a background to the subject, sets expectations, and initiates assignments etc. If a student does not attend either of the first two sessions, he / she will not be allowed to take the course with that batch and must take it when being offered next.
 - If a student is absent for 3 sessions in a course, he / she will be downgraded by a letter notch. E.g. from B+ to B or B to B-. If absent for 4 sessions, he / she will be downgraded by 2 letter notches. E.g. from B+ to B- or B to C+.
 - If a student is absent for more than 4 sessions, he / she will be delisted from the course and would need to enrol again, whenever the course is offered next.
 - Serious illness / death / bereavement in the immediate family: In such unfortunate and unavoidable circumstances, the decision on attendance and evaluations will be taken by the Dean / Assistant Dean. It is the responsibility of the student to ensure that personal matters, which he / she claims had a bearing on his / her attendance or performance, are made known in writing to the MBA (Executive) Office ASAP, and that, where appropriate, claims are supported by medical certificates or other evidence acceptable to the institute.
- **NOTE:** The students who have been downgraded due to attendance are not eligible for retest. They are required to redo the entire unit by paying addition fee with another batch.

Excused absences

Students who cannot attend class due to a medical illness must produce a medical certificate to have absences considered. They 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). Students with infectious diseases should report their condition immediately and take all precaution to avoid spreading the infection. This could mean staying away from class or even from campus accommodation. In all such circumstances, the decision on attendance and evaluations will be taken by the Dean / Assistant Dean.

In the event of a serious illness or death in the immediate family, students should notify the MBA (Executive) Office ASAP and provide supporting documents to obtain an excused absence. In such unfortunate and difficult circumstances, the decision on attendance and evaluations will be taken by the Dean / Assistant Dean.

7. Important contacts and links

Sydney Campus Emergency Contacts

1. Lifeline Crisis Counselling 131114 (<https://www.lifeline.org.au/>)
2. Acute Mental Health Situation 1800011511 [Mental Health Help](#)
3. MensLine for support, information, referral 1300789978 (<https://mensline.org.au/>)
4. Sexual Assault and Domestic Violence 24/7 line 1800737732 (nswrapecrisis.com.au) (<https://www.1800respect.org.au/>)
5. If you are in Danger: POLICE/ FIRE/ AMBULANCE 000
6. Campus 24/7 Contact: **+61 490 014 612**

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**

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**

8. 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 and language support.

<https://www.spjain.sg/student-support>

The online students receive ongoing support from the assigned Course Coordinators for matters such as unit enrolment, reading materials, submissions, communication regarding examinations, retests, and results. 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 also students are expected to check their Student Information System (currently PeopleSoft). The students have access to the centralised online support to escalate (refer escalation matrix provided by Student Experience Managers) and resolve any academic and administrative matters. From the Course Office students receive support from all concerned departments e.g. Registrar's Office and Examinations Office.

8.1 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.

8.2 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.

8.3 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

Singapore campus

Monday to Friday	10:00 am to 7.00 pm
Closed on Saturday and Sunday	

Dubai campus

Saturday to Thursday	9.00 am to 10.30 pm
Closed on Fridays	

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 (as well equivalent local currency). 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 & 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.

8.4 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.

8.5 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 houses the Faculty offices, Accommodation, Marketing & Admission offices, classrooms, lounge, banquet hall & 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.

8.6 Sports Facilities

Singapore: Students can stay healthy by exercising in the gym or playing sports, such as basketball or table tennis. They can also take long walks around the campus or on the Mt. Faber Sky Walk, located just outside the campus.

Dubai: Students can access sporting facilities located below.

GEMS Wellington Academy, Dubai Silicon Oasis, 5minutes drive from the campus.

- Indoor sports hall
- Outdoor soccer field with flood lights
- Outdoor court for basketball, lawn tennis etc.

GEMS Dubai Modern High School, Nad Al Sheba

- Cricket Pitch
- Full Football Pitch
- Outdoor Tennis, Basketball and Volleyball Courts

8.7 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

8.8 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 specialization or division is well represented in the Committee.

b. Alumni and Public Relations (PR) Committee

This committee conducts alumni and public relations activities for their batch and the school. Responsibilities include:

- Supporting the School for EMBA alumni activities
- Arranging alumni interaction sessions / networking sessions
- Identifying guest speakers and arranging guest lectures/ECAP in line with courses and student interest
- Organizing special PR events

9. Tuition and Non-Tuition Fees

Tuition Fees: Please refer to the Signed Offer Letter/ Website¹ for more details

Non-Tuition Fees

Sr. No.	Components	Charges in AUD \$
1	Re-evaluations (per unit)	30
2	Re-test (per unit)	300
3	Redo of a Unit / a Project /an 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

10. Policies and Procedures

*For more policies and procedures² please refer to the School website and the **Annexure to the Handbook**.

Students at Risk

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.

Rules of Progression

Rules of progression are important during study which determine the progress of the student from one term to another and also his eligibility to qualify for graduation, as detailed in the School Policy for “Rules of Progression and Completion”

Assessment and Moderation

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

² [School website](#)

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.

Credit Transfer and Articulation

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, as detailed in Credit Transfer and Articulation 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 Peoplesoft 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.

Graduation and Certification Policy

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.

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 enrolls 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 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

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.

Student Tuition Fee Protection Policy

This policy outlines the ways in which students' tuition fees are protected if S P Jain School of Global Management (S P Jain) is unable to deliver a course for which tuition fees have been paid. It outlines the alternative arrangements which will be made and the School's responsibility for the cost of any alternative or transitional arrangements in the event of provider or course default.

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.

Student Misconduct Policy

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

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. This policy describes the grading procedures, grading systems, grading methods (Relative grading, non-relative grading, and absolute grading) and responsibilities of Student, Course Office, and Office of Examinations.

MBA (Executive) Rules of Progression and Completion Policy

1. Purpose and Scope

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

2. Progression:

- 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 Dean MBA (Executive) and Registrar students will be allowed to progress to the next term under probation.

3. Degree Requirements

- a. The period of candidature for a part-time student shall be a minimum of 18 months (1.5 years) and maximum of 60 months (5 years).
- b. To fulfil the requirements for the award of the MBA (Executive) 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

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.

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 unauthorized disclosure of, or unauthorized 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.

CAMPUS ADDRESS:

SYDNEY CAMPUS:

5 Fig tree Drive, Sydney Olympic Park, NSW 2127 – 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:

Gate # 1, 1st Floor, Kohinoor City Mall, Opp. Don Bosco School, Premier Road, Kurla - West, Mumbai 400 070, 022 – 6188 7682

SINGAPORE CAMPUS:

10, Hyderabad Road, Near junction of Alexandra and Depot Road, Singapore – 119579, Tel: +65 62704748, Fax: +65 68385406


www.spjain.org

POLICIES <https://www.spjain.org/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	<u>Annexure to the MBA (Executive) Handbook</u>
1	<u>Postgraduate Admission and Selection Policy</u>
2	<u>Deferral Policy</u>
3	<u>Domestic Student Refund Policy</u>
4	<u>International Student Refund Policy</u>
5	<u>Credit Transfer and Articulation Policy</u>
6	<u>Provider Transfer Policy and Processes</u>
7	<u>Student Tuition Fee Protection Policy</u>
8	<u>Tuition Fee Protection Procedure</u>
9	<u>Student Code of Conduct Policy</u>
10	<u>Academic Integrity Policy and Procedures</u>
11	MBA (Executive) Attendance Policy
12	<u>Processes and Guidelines for Plagiarism control for all soft copy submissions</u>
13	<u>Student Misconduct Policy and Procedures</u>
14	<u>Student Grievance and Mediation Policy and Procedures</u>
15	<u>Assessment Validation, Grading and Moderation Policy and Procedures</u>
16	<u>Student Progression, Exclusion and Course Completion Policy</u>
17	MBA (Executive) Rules of Progression and Completion Policy
18	<u>Students at Risk Policy</u>
19	<u>Student Performance Data Policy and Procedures</u>
20	<u>Student Support Policy</u>
21	<u>Student Consultation Policy and Procedures</u>
22	<u>Student and Staff Feedback Policy</u>
23	<u>Academic Freedom and Free Intellectual Inquiry Policy</u>
24	<u>Library Resources Collection Development Policy</u>
25	<u>Critical Incident Policy</u>
26	<u>Student Equity, Diversity and Fair Treatment Policy</u>
27	<u>Student Information Provision Policy</u>
28	<u>Student Sexual Assault and Sexual Harassment Policy</u>
29	<u>Graduation and Certification Policy</u>
30	<u>Record Management Policy</u>

Note: Due to technical difficulty if any hyperlink is not active or not functional you are requested to visit <https://www.spjain.org/governance-policies>. if any doubt please write to registrar@spjain.org

 <p>S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY</p>	<h2>Master of Business Administration (Executive), Attendance Policy</h2>
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	June 26, 2023

1. Attendance expectations

- a. A student's successful completion of a unit of study (subject) is significantly dependent upon regular class session attendance and attentiveness in class. Daily class attendance is therefore required of all students.

2. Attendance Monitoring

- a. Student must be seated in the classrooms at least 5 minutes prior to the scheduled start time of the session. Latecomers will be considered absent for that session.
- b. The student may not enter or exit the classroom, except with the specific consent of the instructor while a session is in progress.
- c. Attendance may be monitored by manual check by the course manager, through an automated biometric attendance system and/ or by the unit of study instructor/s.
- d. The EMBA Course Manager will be responsible for maintaining individual attendance records for each student.

3. Absence form Class /class sessions

- a. Absence in classes for a unit of study (subject) will lead to downgrading which in turn will affect the unit of study grades as below:
 - i. Attendance in the first and second sessions of the first day is compulsory. If a student does not attend either of the first two sessions, they will not be allowed to take the subject with that batch and must take it when being offered next.
 - ii. If a student is absent for three sessions in a 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-'.
 - iii. If a student is absent for more than four sessions, they will be delisted from the course, and would need to enrol again, whenever the course is offered next

4. Excused Absences

- a. If a student is absent due to medical reasons, they need to follow the process to avail medical certificate/hospital records from the registered medical practitioner and obtain approval of absenteeism from the Registrar.
- b. Students with infectious diseases should report their condition immediately and take all precautions to avoid spreading the infection. This could mean staying away from class sessions or even from campus accommodation.
- c. In the event of a serious illness or death in the immediate family, students should notify the EMBA Course Manager and provide supporting documents to obtain an excused absence from class sessions or the unit of study (subject).
- d. Decision on attendance and evaluations for such students will be taken by the Dean/Assistant Dean


5. Grievances

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

6. 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

Note: More detailed procedural guidelines were mentioned earlier in the handbook

 <p>S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY</p>	<h2>MBA (Executive) Rules of Progression and Completion Policy</h2>
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 20, 2022

1. Purpose and Scope

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

2. Progression:

- e. 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.

- f. 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.
- g. Student performance will be monitored regularly and “students at risk” will be identified and supported as detailed in the Student at Risk Policy.
- h. On occasions where students are unable to meet the required criteria mentioned above, and if considered appropriate by the Dean MBA (Executive) and Registrar students will be allowed to progress to the next term under probation.

3. Degree Requirements

- c. The period of candidature for a part-time student shall be a minimum of 18 months (1.5 years) and maximum of 60 months (5 years).
- d. To fulfil the requirements for the award of the MBA (Executive) 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 Dean, Registrar or delegate may lodge an appeal against that decision pursuant to the “Student Grievance and Mediation Policy and Procedures”.

6. Other Matters

- c. 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