

CASS EUROPEAN INSTITUTE OF MANAGEMENT STUDIES



MBA STUDENT HANDBOOK

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1. MISSION, VISION, GOALS, AND VALUES

1.1 Mission

The mission of CASS Europe is to provide quality higher education and training in a broad range of disciplines to deserving students of diverse cultural backgrounds internationally.

1.2 Vision

CASS Europe will be a recognized leader in innovation-driven quality higher education and training.

1.3 Goals

To ensure a learning environment where excellence in higher education and training CASS Europe delivers results in competent practitioners and academics with the highest integrity.

1.4 Core Values

Our core values are:

- **Excellence**
- **Integrity**
- **Leadership**
- **Diversity**
- **Internationality**

This Handbook relates to the CASS Europe MBA programme. Students are strongly advised to read it carefully as it contains full and complete information on all aspects of the programme that affect them directly.

2. ACADEMIC STANDARDS

2.1 Significance of Academic Integrity

As an educational institution CASS Europe has a significant commitment to maintaining its credibility in the marketplace. Because a Master's degree is an intangible asset, both faculty and students have strong incentives to assure potential employers and prospective students of the quality of the CASS Europe degree. Further, honest behavior enhances the quality and fairness of the educational experience for all of those earning that degree. Therefore, it is an individual and a collective responsibility of the members of CASS Europe community to participate actively in maintaining the highest standards of honesty and integrity by promoting adherence to the institution's Code of Academic Integrity.

2.2 Code of Academic Integrity

Every CASS Europe student is expected to be completely honest in all academic matters. CASS Europe students will not in any way misrepresent their academic work or attempt to advance their academic position through fraudulent or unauthorized means. No CASS Europe student will be involved knowingly with another student's violation of this standard of honest behavior.

A violation of this Code of Academic Integrity includes, but is not limited to, the following: cheating (including unauthorized cooperation or the use of unauthorized material in preparing an assignment to be graded); plagiarism (representing the work of others as your own); submitting altered exams for re-grading; gaining unauthorized access to exam questions or content prior to the examination; using, without authorization, the same material in preparing assignments in two separate courses; use of text or graphics from internet/website sources without specific reference and lying to instructors or school administrators. Knowingly permitting dishonest behavior such as plagiarism or copying from another's work is also a violation.

Maintaining academic integrity is a joint responsibility of students, faculty, and staff. Failure to report direct knowledge or evidence of a violation injures the entire CASS Europe community. Negative consequences of known but unreported violations include lower class morale, lower school reputation, and lower degree value. Thus, all members of the CASS Europe community have an obligation to one another to report Code violations.

A proven violation of the Code can lead to a failing grade on an assignment or project, course failure, suspension and/or dismissal from the programme. Additional sanctions may include ineligibility to serve in student leadership positions or to participate in international exchange programmes.

2.3 Infrastructure Supporting Graduate Programme

CASS Europe has in place appropriate infrastructure that supports its MBA programme. The programme is delivered by means of the traditional face-to-face classroom teaching and at a distance through e-Learning. Additional infrastructure facilities are provided through partner universities abroad where the programme is being delivered.

Class rooms

The institution has at its disposal modern class room facilities with overhead projectors, Wifi connectivity, and computer outlets enabling students to use lap top computers for note taking and group work. Participants in the MBA programme are required to have a lap top computer.

Study and group rooms

Study and group rooms are fully equipped with the latest technology allowing for internet connectivity. Students can use their lap-top computers to access these facilities and work individually and in groups.

Library

The Institution has a comprehensive online library containing over 17 000 scholarly and trade journals, newspapers and magazines in its field of activity. In addition it has over 27 000 eBooks within its areas of activity. These databases are updated on a regular basis thus ensuring that students and faculty members have full access to the latest research findings in their chosen field. In addition, the institution's students and faculty members have access to the physical libraries of partner universities abroad where the MBA programme is being delivered.

3. EXAMINATION REGULATIONS AND GRADING SYSTEM

3.1 Examination Regulations

The following constitutes the legally binding examination (and re-examination) regulations of the institution which were approved by its Academic Council and officially adopted following a positive decision by the Board of Governors.

- i. Each programme module is to be examined by a combination of continuous assessment and an end-of-module (or end-of-semester as the case may be) individual written examination.
- ii. The continuous assessment part will be based on class attendance and active participation, group work (such as, for example, case preparation and presentation, group exercises, etc. In the case of language or quantitative modules the continuous assessment will be based on individual oral presentations (for language modules) and exercises (for quantitative modules) and constitutes 40 % of the total grade assigned for the module.
- iii. The individual written examination part of the assessment shall take place at the end of the module (or semester as the case may be) and constitutes 60 % of the total grade assigned for the module.
- iv. The organization and conduct of the individual examination shall be as prescribed by the Academic Council of the institution. Students are to be provided with clear information about the forms of examinations at the beginning of the semester in which a module is scheduled to be delivered. This information must also be contained in the study material for the module which must be made available to the students during the first scheduled class of the module.
- v. The individual examination shall be by a written paper of 2 to 3 hours in addition to which there may be an oral examination such as, for example, in the case of language modules.

The Academic Council determines when examinations (or re-examinations of failed modules as the case may be) take place and students are obliged to write examinations (or re-examinations) at the scheduled periods and designated examination (re-examination) area. Re-examination of a failed module must take place not later than two months following the date of the original examination. Candidates must read, and would be assumed to have read, the following rules which apply to all examinations conducted by the institution:

1. The examination (or re-examination) will take place in examination rooms indicated on the time table. It shall be the duty of the candidate to read the timetable to ascertain the date and venue of each paper. It shall be the responsibility of a candidate to locate an examination venue and transport him/herself to the venue. All candidates should arrive at examination area(s) at least 30 minutes before the start of the examination.

2. A candidate may be refused admission to an examination room if:
 - i. He/she has not followed the approved programme as a regular student over the required period.
 - ii. He/she owes fees to the institution.
 - iii. He/she is under suspension or has been granted temporary leave of absence (for welfare and/or health reasons) from the institution.
3. It shall be the candidate's responsibility to provide for him/herself the required writing materials (pen, pencils, eraser etc). It is also the candidate's responsibility to ensure that he/she is given the right question paper and other material(s) needed for the examination.
4. An examination candidate shall not bring into the examination room or to the washroom of the examination area any book, paper or written information or other unauthorized material. Any candidate who is suspected of hiding any unauthorized material on him/her may be asked by the invigilator to submit to a search.
5. A candidate who completes an examination ahead of time may leave the examination area after submitting his/her answer booklet (s), supplementary sheets, graph sheet and any other material to the invigilator. The candidate shall subsequently be allowed to leave the examination room and shall not be allowed to return to the examination area for the rest of the examination period of that module.
6. All candidates shall, for the purpose of identification by the invigilator, be asked to produce their 'Identity Cards' (ID) for inspection. All candidates are therefore required to carry their ID Cards to the examination area.
7. Candidates may leave the examination room temporarily but only with the express permission of the invigilator. In such cases, the invigilator will be required to certify that the candidate does not carry on his/her person any unauthorized material. A candidate who is allowed to leave the examination room temporarily shall be accompanied by an attendant designated by the invigilator.
8. Any candidate who fails to attend any part of an examination, except on medical grounds, shall be deemed to have failed that examination. The following shall not be accepted as reasons for being absent from the examination;
 - i. Misreading the time table
 - ii. Forgetting the date or time of the examination
 - iii. Inability to locate the examination area
 - iv. Over sleeping
 - v. Failure to find transportation to the examination area
 - vi. Bad weather
 - vii. Family problems.
9. Any irregular conduct on the part of a candidate may result in the cancellation of his/her examination paper, suspension, dismissal or expulsion from CASS Europe
10. Candidates must obey all instructions given by the invigilators.

11. During examinations, candidates must listen carefully to instructions and inform an invigilator if they cannot hear what is being said or if they do not understand what is being said.
12. Candidates must read all instructions on question papers before commencement of examination.
13. It is a Candidate's responsibility to check that he/she has been given the correct question paper. If there is any doubt, a candidate should inform an invigilator immediately.
14. Candidates should not tamper with the stapling of the answer booklets. Any complaints about the answer booklets should be brought to the attention of the invigilator.
15. There should be no verbal or written communication between candidates in the examination room.
16. Sending text messages on mobile phones in the examination room is prohibited.
17. Only general purpose calculators or non-programmable scientific calculators are permitted in the examination hall.
18. Candidates must clearly write their personal details on each answer booklet and on any supplementary sheet used. All items forming part of their work must be securely attached to the answer booklet (with the treasury tags provided) unless instructed otherwise by the invigilator.
19. Candidates must write the name of the module instructor, the correct programme title and module code on the answer booklet.
20. Candidates must write their answers legibly; examiners cannot grade what they are not able to read.
21. Candidates must not tear out pages or parts of pages of answer booklets.
22. Rough work and all calculation must be written in the answer booklets and should be crossed through if it does not form part of the answer to the question. Answers should be numbered clearly to indicate the question to which they refer. Candidates are not allowed to take papers out of the examination room.
23. Candidates who need to take medication during an examination should inform the invigilator before the start of the exam.
24. No candidate may leave the examination room during either the first 30 minutes or final 15 minutes of an examination except with the permission of an invigilator.

25. Candidates who have handed their completed scripts to an invigilator and who have left the examination room will not be readmitted under any circumstances.
26. Candidates must stop work when instructed to do so by the invigilator.
27. In the event of a fire alarm or other emergency requiring evacuation from the examination venue, the invigilators will tell candidates to leave all examination materials on the desk and leave the room in an orderly manner and assemble at a designated point outside.

Classification of Examination Malpractices/Offences

An examination malpractice or offence shall be defined as any attempt by a candidate to gain an unfair advantage during an examination.

The following shall constitute an examination malpractice or offence:

- i. Physical possession of unauthorized materials likely to be used in the examinations.
- ii. Copying from prepared notes or other candidate(s).
- iii. Candidates found with notes on their body.
- iv. 'Grafting' or looking over one's shoulders in order to cheat.
- v. Talking to another or other candidates.
- vi. Tampering with answer booklets in an attempt to cheat.
- vii. Impersonation.
- viii. Disturbing or distracting other candidates during an examination (e.g. whispering, use of mobile phones etc.).
- ix. Writing after stoppage time has been announced.
- x. Exchange of question papers or answer booklets.
- xi. Placing script(s) at a vantage point to enable a friend to copy.
- xii. Challenging or struggling with the invigilator(s) in the examination room over alleged examination malpractice.
- xiii. Destroying materials which could assist in investigations into examination malpractice.
- xiv. Unauthorized borrowing of rulers, calculators, erasers, etc.

Sanctions for an Examination Malpractice/Offence

- a) The Chief invigilator shall report any instance of a breach of examination regulation to the Examining Office of the Registry as soon as practicable.
- b) The Disciplinary Committee shall review all reports received in connection with an examination malpractice or offence and apply appropriate sanctions.
- c) Sanctions for examination malpractice/Offence shall include expulsion from the institution.

3.2 Grading System

Grading system for programme modules (including grading of modules in re-examinations) at the institution is based on a combination of the following:

- Continuous assessment (based on obligatory class attendance and active participation, group work such as case preparation and presentation, individual, oral presentations (for language modules) exercises (for quantitative modules), and other forms of group work), and
- Individual written examination taken at the end of the module (or semester of studies as the case may be).

Grades for the respective modules in the GBM programme are indicated in both the numerical scale used at higher education institutions in France/Luxembourg and the ECTS alphabetical grading scale of A, B, C, D, E FX, and F as shown below:

Luxemburgish Grade	ECTS Grade	Definition
16-20	A	EXCELLENT: Remarkable results, only a few minor weaknesses
15-16	B	VERY GOOD: Above average result in spite of a few weaknesses
13-14	C	GOOD: Quite good work, with notable weaknesses
11-12	D	SATISFACTORY: A good effort, but with important weaknesses
10	E	PASSING: Meets minimum requirements
08-09	FX	INSUFFICIENT: More work is needed for credit to be granted
00-08	F	INSUFFICIENT: Considerably more work is needed

The ECTS scale is used for the final grade in the Diploma Supplement at the end of studies. It is based on the results obtained by a uniform cohort of students in the GBM programme in a given period of time represented in the following table:

ECTS Grade	Percentage of successful students in the GBM programme normally achieving the grade	Definition
A	10%	EXCELLENT: Remarkable results, only a few minor weaknesses
B	25%	VERY GOOD: Above average result in spite of a few weaknesses
C	30%	GOOD: Quite good work, with notable weaknesses
D	25%	SATISFACTORY: A good effort, but with important weaknesses
E	10%	PASSING: Meets minimum requirements
FX	-	INSUFFICIENT: More work is needed for credit to be granted
F	-	INSUFFICIENT: Considerably more work is needed

The following grades are used additionally by the institution:

Continuing:

Grade **Y** (for **continuing**) shall be awarded at the end of a semester to any student who is taking a course which continues into the next semester.

Disqualification:

Grade **Z** denotes Disqualification from an examination as a result of an examination malpractice or offence, and

shall be awarded whenever it is established that a candidate had attempted to gain an unfair advantage in an examination.

Non-completion of Course:

Grade I (for Incomplete) shall be awarded to a student who is unable to complete a course for reasons adjudged by the Academic Council as satisfactory. Such a student shall be expected to complete the course the next time it is available.

3.3 Re-Grading of Exams

Under certain conditions, a faculty member may permit students to submit an examination for re-grading. Students are advised that exams submitted for re-grading must not be altered in any way from the original examination. It is recommended that any student who elects to submit an examination for re-grading should first photocopy the exam in order to reduce the risk of possible alterations to the original. Any alteration can result in charges of academic dishonesty, which has serious consequences including dismissal from the programme.

Faculty is under no obligation to re-grade exams. Students should be advised that faculty may have certain policies with regard to re-grading which may include a time frame for submitting an exam for re-grading, a point system or some other procedure for determining when and if to accept a request for a re-grade.

Final grades in a course/module are forwarded to the Registrar's office within a predetermined deadline. Faculty and staff are committed to maintaining students' privacy regarding exam grades.

Details of the thesis requirements are provided in the [Theses Handbook: Graduate School](#). In general, however, the theses must demonstrate scientific rigor and show that the student has a thorough knowledge and understanding of scientific methods used in management research. The thesis must meet the level expected of a piece of research appropriate for a Master's qualification in management. A Master's thesis is expected to be of 25 000 to 30 000 words in length.

4. ACADEMIC PERFORMANCE

4.1 Academic Load

An academic load of 30 ECTS credits per semester is required in order for a student to be considered as a full-time MBA student. For a part-time student the workload is 15 ECTS credits per semester.

Loads in excess of the above are considered overloads and must have the approval of the Academic Director and the concurrence of the Dean. Students on appointment as teaching, research, or staff assistants or associates also must have approval of their supervisors in order to take an overload.

4.2 Recognition of Prior Degrees or Periods of Studies at other HEIs

CASS Europe operates on the basis of the European Credit Transfer and Accumulation System (ECTS). In conformity with the provisions of the Lisbon Recognition Convention a student who has successfully completed a course of study at a higher education institution (HEI) for which there are no substantial differences in the competencies gained relative to that being offered at the Institution can apply to have such previous studies recognized in the MBA programme. The burden of proof lies with CASS Europe.

The Graduate School will take the decision about recognition normally on the recommendation of the Academic Director. The Graduate School must report details of the award of credit to the Registrar's office. Any credit awarded for courses undertaken elsewhere will be clearly identified on the student's transcript.

Recognition is requested formally by listing the courses on the programme of study, obtaining the Academic Director and Programme Committee's approval. Students intending to request recognition of previous studies in the MBA programme will need to submit to the Graduate School all official transcripts from colleges or universities showing such courses and credit. A catalog description of the programme from which recognition is sought must be available (either in paper form or on the concerned institution's website).

4.3 Recognition of Prior Learning and periods of practical work

Recognition of Prior Learning is the generic term used for the award of credits on the basis of demonstrated learning that has occurred at some time in the past. This relates specifically to recognition of prior certificated learning outside higher education level (including periods of practical work). Accordingly, an enrolled student in the MBA programme who has successfully completed certificated learning prior to joining the programme can apply to the Registrar to have such prior certificated learning recognized in the MBA programme. The procedure for recognition of prior certificated learning is considered primarily in terms of equality of learning outcomes. In such cases the student submits to the Registrar a complete file related to the prior certificated learning. The Dean will then convene a special committee to review the file in order to determine whether or not there is equality of learning outcomes with the MBA programme.

4.4 Academic Evaluation of Students

All Academic Coordinators at CASS Europe (in cooperation with the office of the Registrar) must complete an annual review of each programme participant. The elements of annual review include:

- Cumulative record including admission and classification information, course work, research proposals and all examinations, i.e., advisory, placement, qualifying, preliminary and final examinations, and progress since last review.
- Qualitative assessment by faculty of progress in research and teaching, as appropriate.
- Statement as to the rate of progress, i.e., satisfactory or unsatisfactory.
- Expectations for the next review period.
- During each semester, the Academic Coordinator will give written notification to each student of his/her performance. After appropriate consultation with the programme administration the annual evaluation of those students considered deficient must be sent to the Academic Director to be placed in the student's official file.
- If an annual review for a student is less than satisfactory, a written copy of that review should be forwarded to the Graduate School of the institution.

4.5 Minimum Grade Point Average (GPA)

To uphold high academic standards, the Graduate School has established a minimum 3.0 cumulative GPA and a 3.0 programme GPA in order for a student to be considered in good academic standing.

No graded courses of "B" or below may be dropped from the MBM programme nor can a course be repeated for a higher grade if the final grade is "C" or higher. Any course listed on the programme which a grade of below "C" is earned must be repeated for a letter grade, not on a Pass/Fail basis. All grades earned by a student in courses listed on the programme, except for the first grade for a repeated course, will be averaged into the student's GPA.

A student who has completed his/her first semester of the programme and earns a GPA between 2.75 and 2.99 is eligible for one additional semester of continued enrollment on a probationary status. Upon completion of the probationary semester, and thereafter until graduation, a minimum of a 3.0 cumulative GPA is required to continue in Graduate School. Probationary status is only available to students immediately following their first semester of studies.

4.6 Termination of Enrollment

The enrollment of a student in the programme will be terminated under any one of the following conditions:

- If he/she has a cumulative GPA below 2.75 at the end of the first semester of study.
- If he/she fails to establish and maintain a cumulative GPA of 3.0 or above after more than one semester of study.
- If he/she has failed a preliminary or final exam for a second time.

Other reasons for termination might include failure to make normal progress toward degree completion (such as failure to complete coursework on time or multiple incompletes), failure

to maintain continuous enrollment, issues related to academic integrity or student conduct, etc. Only the Academic Council on the recommendation of the Dean has the authority to terminate a student's enrollment.

4.7 Reinstatement

Reinstatement of a student who falls below 2.75 GPA following completion of one semester of studies will be considered only through a petition from the student to the Academic Coordinator. Following a meeting between the student and the Academic Coordinator, the Academic Director may favorably recommend reinstatement for that student through a petition to the Dean who has final approval.

Reinstatement procedure for a student who has completed two semesters of studies and whose GPA is below 3.0 follows the same procedure. The student must meet with the Academic Coordinator who, upon favorable recommendation by the Academic Director, may petition the Academic Council on the recommendation of the Dean for approval to reinstate the student. If approval to continue is granted, the student will have one semester to increase the cumulative GPA to 3.0. Failure to do so requires termination of enrollment in the programme and in the Graduate School.

4.8 Auditing Courses

A Master's student who elects to audit a course must have prior approval from the instructor of the course and from their thesis Supervisor. Audited courses may not be used to fulfill programme requirements. Official recording of an audit on a transcript requires the instructor's signature and a discussion with the instructor regarding any specific expectations or requirements to fulfill the audit. Minimum requirements may include attendance at select or all classes and course readings for participation in class discussions. This agreement between the student and the instructor should be through written documentation but at the very minimum through verbal communication so that student and faculty are mutually clear regarding expectations

5. MBA PROGRAMME

5.1 Programme Objectives

With the increasing globalization of markets coupled with the information and communication technology (ICT) revolution more and more organizations are becoming acutely aware of the importance of efficient management of change as the basis for competitive advantage in the global marketplace. This is a one-year (two years for those enrolled on a full-time basis) academic program of study and research in General Business and Management (GBM) which is aimed at preparing graduates for mid career positions in private and public sector organizations internationally. It has eight specialization areas (i.e. Global Business, Global Finance, Marketing in the Digit Age, Human Resources Management, Entrepreneurship and Innovation, Supply Chain and Operations Management, ICT Management, Healthcare Management) and successful completion leads to the Master of Business Administration (MBA) qualification which is awarded by CASS Europe.

The objective of this academic Master's program is to train students for leadership positions in private and public sector organizations internationally. The program provides students with the knowledge, skills and competencies for operating effectively and efficiently as strategic general managers in a variety of environments internationally. Graduates may also decide to pursue a professional doctorate in management leading to the Doctor of Business Administration (DBA) qualification or an academic career by undertaking a program of study and research leading to the Doctor of Philosophy (PhD) in management.

This program:

- Provides students with the analytical tools for developing business opportunities in the international market and also solving business and management problems in an efficient and effective manner.
- Develops students' ability to think strategically, and to lead, motivate and manage teams in the international business environment.
- Enables students formulate an actionable international business strategy that is grounded in theory and practice from multiple business disciplines.
- Enables students apply leadership theory to analyze business and management situations, and develop theory-based recommendations.
- Enables students develop an understanding of teamwork and collaborative techniques that contribute to effective leadership and team work.
- Enables students demonstrate effective communication skills that support and enhance managerial effectiveness.
- Enables students demonstrate an ability to integrate theory and practice as well as expertise across functional areas of business and management.
- Enables students analyze the impact of global business issues on specific management situations.
- Enables students effectively carry out a rigorous piece of academic research leading to the MBA thesis.

The program is placed on **level 7** of the *European Qualifications Framework (EQF)*, 2012. It corresponds to the Second Cycle of qualifications as defined by the "Dublin Descriptors" and the *Qualifications Framework in the European Higher Education Area, QF-EHEA* (2005). Total duration for completing the program on a full-time basis is one (1) year (two years for

part-time enrollment) amounting to a total of 60 European Credit Transfer and Accumulation System (ECTS) credits.

It provides participants with a broad-based higher management education and a good choice of specialization (8 in all). Program participants will be introduced to a range of new tools while developing the flair necessary to successfully manage and motivate people in today's highly competitive global marketplace.

5.2 Admission Requirements

To be considered for admission to the program applicants must hold the following qualifications:

- A four-year Bachelor's degree (or a three-year Bachelor's degree with Honor's minimum Second Class Lower Division in the British system). Applicants with a Higher National Diploma (British system) with a minimum of Second Class Lower Division and post qualification professional experience of at least six (6) years will also be considered for admission.
- Have a minimum of two years professional work experience after the first higher education qualification.
- As the entire program is conducted in English applicants are expected to have a very good oral and written command of the English language. Applicants who are not native speakers of English or who do not hold a university level qualification taught in the English language will be required to undergo an English language test before a final decision could be made about the outcome of their application. Alternatively, applicants will be required to show proof of one of the following English language tests: TOEFL (minimum 550 paper-based or its electronic equivalent), IELTS (6.0) or other similar tests.
- Two letters of recommendation.
- A completed and signed application form.

Decision on admission to the program is based on a comprehensive evaluation of the submitted application package followed by an interview session with the applicant.

5.3 Programme Structure

The structure of the program comprises:

- Six (6) compulsory core courses in business management and research methodology to be completed during the first semester of the program.
- Eight (8) Major areas of concentration from which students are required to choose one and complete all three "compulsory elective" modules during the second semester of the program. Please note that the Institution reserves the right not to offer a Major in any given area due to insufficient demand for it or scheduling difficulties.
- Submit and orally defend the MBA thesis in a viva whose members are made up of faculty members of CASS Europe, faculty members of partner higher education institutions, and practitioners from the world of business and industry.

The program has a total of 310 hours of structured contact in class (i.e. 210 hours in the first semester of studies and 90 hours in the second semester). The estimated self-study workload for the first semester is 400 hours, and for the second semester it is 430 hours.

5.4 Programme Curriculum

The curriculum of the programme is as follows:

<u>Code</u>	<u>Courses</u>	<u>Class Hours</u>	<u>Self-Study Hours</u>	<u>ECTS*</u>
First Semester: Core Modules in Management				
MBA501	Strategic Management	35	66	5
MBA502	Marketing Management	35	66	5
MBA503	Managerial Accounting and Finance	35	66	5
MBA504	Organizational Behaviour and HRM	35	66	5
MBA505	Operations Management	35	66	5
MBA506	Research Methodology	45	70	6
	TOTAL	220	400	31
Second Semester: 8 Specialization Options in Management (Choice of one)				
MGBGB	1. Global Business			
MBAGB511	Global Business Strategy	30	40	3
MBAGB512	Global Marketing	30	40	3
MBAGB513	Global Investments	30	40	3
	Global Business Research and Thesis		310	20
	TOTAL	90	430	29
MBAGF	2. Global Finance			
MBAGF521	Global Corporate Finance	30	40	3
MBAGF522	Global Investments	30	40	3
MBAGF523	Financial Markets	30	40	3
	Global Finance Research & Thesis		310	20
	TOTAL	90	430	29
MBAMIDA	3. Marketing in the Digital Age			
MBAMIDA531	Strategic Marketing in the Digital Age	30	40	3
MBAMIDA532	Social Media and Marketing	30	40	3
MBAMIDA533	Multichannel Marketing	30	40	3
	Digital Marketing Research and Thesis		310	20
	TOTAL	90	430	29
MBAHRM	4. Human Resources Management			
MBAHRM541	Leadership Development & Competency Mgt.	30	40	3
MBAHRM542	Global Diversity & Cross-Cultural Management	30	40	3
MBAHRM543	Business Ethics & Corporate Social Responsibility	30	40	3
	HRM Research & Thesis		310	20
	TOTAL	90	430	29
MBAEI	5. Entrepreneurship and Innovation			
MBAEI551	Entrepreneurship in the Global Market	30	40	3
MBAEI552	Management of Innovation & Change	30	40	3
MBAEI553	Entrepreneurship Business Plan	30	40	3
	Entrepreneurship & Innovation Research & Thesis		310	20
	TOTAL	90	430	29
MBASCOM	6. Supply Chain and Operations Management			
MBASCOM561	Supply Chain Planning & Management	30	40	3
MBASCOM562	Global Operations Strategy	30	40	3
MBASCOM563	Total Quality Management	30	40	3

	SC & Operations Management Research & Thesis		310	20
	TOTAL	90	430	29
MBAICTM	7. ICT Management			
MBAICTM571	ICT Project Management	30	40	3
MBAICTM572	Enterprise Resource Planning	30	40	3
MBAICTM573	Innovation & Technology Management	30	40	3
	ICT Management Research & Thesis		310	20
	TOTAL	90	430	29
MBAHCM	8. Healthcare Management			
MBAHCM581	Public Health	30	40	3
MBAHCM582	Applied Epidemiology	30	40	3
MBAHCM583	Quality Management in Healthcare	30	40	3
	Healthcare Management Research & Thesis		310	20
	TOTAL	90	430	29

*ECTS = European Credit Transfer and Accumulation System

Following successful completion of the modules in their Major area of concentration students will focus their full attention on preparing their MBA thesis which will be presented and defended in a viva voce examination.

5.5 Faculty

Faculty of the program is made up of the following:

- Full-time and adjunct faculty members of CASS Europe.
- Faculty members of partner universities
- Affiliate international faculty members and experts
- Professionals from the world of business and industry.

Lecturers on the program are required to have a minimum of a Master's degree qualification in an appropriate field followed by appropriate academic or professional work experience.

5.6 e-Learning

There is provision in the MBA program that enables enrolled students to complete some modules by e-Learning. This is administered flexibly, however. For example, a student who is enrolled in the program and taking modules by means of the traditional face-to-face class teaching but who due to unforeseen circumstances such as, for example, a sudden change in the work situation, may apply to the Registrar to complete a limited number of the remaining modules by e-Learning. CASS Europe uses COURSEsites by Blackboard as the platform for delivering the online learning. In such circumstances the institution will arrange for support tutorials to be provided to the student by academically qualified lecturers with the requisite e-Learning experience. Moreover, the institution will ensure that there is administrative support is in place on a regular basis for the student. The flexibility of e-Learning allows working professionals to successfully complete the program on time. It should be added that faculty members involved in course delivery through e-Learning are provided training in that field on a regular basis by way of in-house seminars on e-learning. Moreover, concerned faculty members are strongly encouraged to participate in e-Learning seminars and courses organized by other higher education institutions, the costs of which are fully borne by CASS Europe.

5.7 Examination Regulations and Grading System

Please refer to Chapter 3 of this MBA Student Handbook for details regarding examination regulations, grading system, and classification of awards at the institution.

5.8 Internship/Company Consultancy Requirements

There is no requirement for internship or company consultancy assignments for students enrolled in the MBA program. The reason being that all admitted students in the programme are required to have a minimum of two years professional work experience following completion of the first higher education qualification.

5.9 Thesis Requirements and Supervision

Details related to the requirements of thesis at the institution are provided in the Thesis Handbook: Graduate School. Students are therefore required to read carefully the Thesis Handbook in order to thoroughly familiarize themselves with the applicable regulations.

As far as supervision of MBA thesis research is concerned it is to be noted that the thesis supervisor generally looks at the scientific work being prepared by the student, supervises it, and is committed to ensuring that quality standards of the work are being met. The supervisor is a person with the requisite academic qualification and experience in the chosen field of the thesis research. The supervisor has expert knowledge of the field in which the student is carrying out his/her research. The supervisor's task is to guide the MBA student from commencement of the research through the oral presentation and defence of the completed research work (Master's *viva*). The time required for processing the MBA thesis is 12 weeks for a full-time student.

The thesis supervisor has to ensure that the MBA student takes initiatives and is creative. The supervisor has the duty to inform the Academic Coordinator on all matters related to the supervision of the student. The Academic Coordinator, in turn, informs the Dean and Graduate Programmes Committee on all matters related to the MBA programme.

The thesis supervisor is required to sign the Thesis Approval Form. Additionally, the Academic Coordinator for the MBA programme is required to sign the thesis approval form. The signature of the Academic Coordinator is an assertion of the authenticity of the supervisor's signature and of the acceptability of the thesis to the Graduate School. Therefore, this signature must be original. All required signatures must be submitted to the Graduate School on the same form in support of the thesis deposit.

5.10 Graduation Requirements

As mentioned earlier total duration for completing the MBA programme is one (1) year – i.e. two (2) semesters of studies and research – for those registered on a full-time basis. It is two (2) years (i.e. four semesters) for those registered on a part-time basis. The first semester of studies amounts to 31 ECTS credit points and the second semester of studies and research amounts to 29 ECTS credits points (i.e. 9 ECTS credit points for the course work and 20

ECTS credit points for the MBA thesis). Accordingly, a total of 60 ECTS credit points are required in order to fulfill all requirements for graduation.

5.11 Diploma Supplement

Within the European Higher Education Area (EHEA) a Diploma Supplement (DS) represents a more comprehensive statement and explanation of the learning system in an educational programme. It is a European Union document which is attached to a higher education qualification (i.e. degree, diploma, etc.), the aim of which is to enhance international transparency and at the same time facilitate the academic and professional qualification earned. The DS provides a detailed description of the nature, level, context, content, and status of the studies successfully completed by the individual mentioned on the original qualification to which the supplement is attached.

CASS Europe will issue a DS to a student who has successfully completed all the requirements of the MBA programme. It should be mentioned, however, that the DS is free from any value judgments, equivalence statements or suggestions about recognition.

5.12 Financial Aid for the Master's Students

Every year CASS Europe offers a limited number of partial scholarships to a few deserving students. The main criteria for obtaining these are the academic and professional achievements of the participants as well as the quality of the application package they submit. In exchange for the allocated partial scholarship, the participant may be asked to provide administrative support to the programme. The evaluation of the assignment and the time involved is proportional to the amount of the scholarship granted. The allocated scholarship covers only part of the tuition costs. Programme participants have a number of options for financing their studies. These include: personal finances, bank loans at preferential student rates, home government scholarships, company sponsorships, and so on. European students may also enquire about possible scholarships available through the EU institutions. Under certain conditions arrangements may be made for tuition fees to be paid in installments.

6. CONDUCT AND EXPECTATIONS

6.1 Conduct

In the classroom, students are expected to demonstrate the same professional behavior that they would in a business setting. This includes, but is not limited to, timely arrival, notifying faculty in advance of any planned absence, informing the faculty member of the reason for any unplanned absence and active but non-monopolizing participation in classroom discussion. It is important to know that some faculty adjusts grades based on attendance and/or class participation. Out of courtesy to others, students should enter or exit the classroom quietly from the back of the room if class is in session. Care should be taken not to disrupt the class by picking up class notes or otherwise creating a disturbance. In addition, each student should obtain only one course curriculum packet per course. If a student elects to drop a course, the class materials should be returned to the appropriate faculty assistant.

Students are expected to either turn off cellular phones and beepers or turn their devices to a non-audible mode when in class or attending presentations.

The same courtesies extend to student interactions outside the classroom. It is expected that students will be on time to team meetings and that they will notify teammates if they plan to be away. Similarly, timely arrival at other scheduled activities, especially those involving guest speakers, is expected.

6.2 Expectations

Students of the institution are expected to approach their studies as a professional endeavor. Students are reminded that they are now members of the CASS Europe community. The image they project reflects on the Institution and impacts the value of their degree. CASS Europe appreciates students' efforts, now and in the future, and expects each student to join the faculty and staff in our commitment to bringing continued excellence to our Institution.

CASS Europe has established standards of conduct for maintaining public order and an appropriate learning environment on campuses and other property. No member or guest of CASS Europe community may engage in unlawful or disruptive behavior on the Institution's premises (or premises of a partner institution), including but not limited to the following.

- The unlawful possession and use of controlled substances (drugs).
- The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance.
- Obstruction or disruption of teaching or other Institution activities.
- Prevention of free movement, such as pedestrian or vehicular movement.
- Detention, physical abuse or conduct that threatens bodily harm or endangers the health of any person.
- Intentional damage or theft of institution property or the property of any member of the Institution community.

- Entry into living quarters, private offices or working areas of another person without express or implied permission of that person or of an authorized Institution official; or invasion of the privacy of records, data or communications belonging to individuals, to the Institution or to others.

Violators of these standards are subject to disciplinary action. CASS Europe also reserves the right to discipline unlawful or disruptive conduct that occurs off campus if the conduct is associated with Institution activity or raises considerable concerns of a threat to the safety or welfare of the Institution community.

6.3 Non-Discrimination Policy

CASS Europe is committed to non-discrimination and equal opportunity in admissions, employment, access to and treatment in Institution programmes and activities. The success of our Institution depends on an environment that fosters vigorous thought and intellectual creativity. It requires an atmosphere in which diverse ideas can be expressed and discussed. Our Institution seeks to provide a setting that respects the contributions of all the individuals composing its community, that encourages intellectual and personal development, and that promotes the free exchange of ideas.

To help establish and perpetuate an inclusive and open environment, all members of CASS Europe community are expected to support our Institution's Equal Opportunity Statement: CASS Europe values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, sexual expression or identity, or any other status protected by law. Further, CASS Europe complies with all applicable non-discrimination laws in the administration of its policies, programmes, and activities.

Any behavior, including verbal or physical conduct, that constitutes discrimination against or harassment of any student, faculty or staff member of the Institution community in any form is prohibited. Retaliation is prohibited in any form against a person because he or she complained about conduct reasonably believed to be discrimination or harassment.

CASS Europe is committed to preventing unlawful discrimination, harassment and retaliation. Upon learning that such conduct has occurred, the Institution will take the necessary corrective action to prevent such conduct from reoccurring in the future. Violation of the Policy may result in disciplinary action up to and including separation from the Institution and/or exclusion from Institution programmes and facilities. Individuals who complain about or give information in any form about conduct they reasonably believe to be discrimination or harassment will be protected from retaliation for making a complaint, giving information or filing a Report.

The institution also maintains affirmative action with respect to students with disabilities (e.g. timing for examination, form of examination, etc.). The action is carried out by way of examination accommodations for students with disabilities which minimizes the impact of the disability by affording student an equal opportunity to demonstrate the knowledge an ability. Eligibility for exam accommodation is determined by Student Services in consultation with faculty based on a number of factors, the most significant of which is the impact of the student's disability. Typical accommodation include alternate formats of the examination such

as an audiotape, large prints, or brail version of the exam, a low distraction room, extended time, and use of a computer.

Students have the responsibility to inform Student Services and faculty of the exam accommodation request. Students are strongly recommended to discuss their exam accommodation requests with Student Services and faculty at the beginning of each semester.

6.4 Student Absence

At CASS Europe it is our view that a student enrolled in a programme should actively participate in it. That includes class attendance and active participation in lectures, exercises, case analysis and other forms of group work that constitute an important part of the learning process. Moreover, class attendance and active participation constitutes a part of the assessment process in each course/module being delivered. It is therefore in the interest of the enrolled student to attend class and actively participate in it. A student may be excused from attending classes only in extenuating circumstances (e.g. medical reasons) and based on justification for such absence.

6.5 Medical Leave of Absence

Students who need to go on a medical leave of absence must submit a request in writing to the Graduate School. The request then goes to the Dean for review. The Dean, on the recommendation of a certified physician, will make a recommendation to the Graduate School regarding the appropriateness of allowing the student to take a medical leave of absence. The recommendation will be based on the seriousness of the health problem and the extent to which the health problem has interfered with the student's coursework. Evidence of both is required.

The Graduate School will make the decision concerning the leave request and will inform the student of that decision, including the effective date of the leave and any other conditions attached to it that are deemed appropriate to the circumstances of the particular case. Except in unusual situations, the petition to go on leave for medical reasons must be initiated by the student before the end of the semester in question.

Students who wish to return from a medical leave of absence must notify the Dean who will ask a certified physician to review relevant health-related information. The certified physician will make a recommendation regarding the appropriateness of allowing the student to return from medical leave of absence. The recommendation will be based on evidence that the condition that required the leave is under sufficient control to allow the student to make a successful return.

The Graduate School will consider the recommendation and whether any conditions imposed on the leave have been met and will inform the student of its decision. Except in unusual situations, the petition to return from medical leave of absence must be initiated by the student at least two and preferably three months before the expected date of return.

7. ENROLLMENT AND FEES

7.1 Enrollment Policy

All MBA students are required to enroll for the requisite number of ECTS credits each semester of the programme until they complete their degree requirements. Leave of absence is available to students who must be away due to extenuating circumstances such as, for example, medical leave. Students in official internship leave status are not required to register for credit unless their programme requires it. If an MBA student does not register for credit or go into approved graduate leave or internship leave status, his/her absence is unapproved. Such student may, upon satisfying further requirements, be allowed to re-enroll and pay the requisite fees if he/she is absent for one semester. Re-enrollment requires the approval of the Graduate School and is not guaranteed. Students who are absent for two consecutive semesters will be excluded from the Graduate School.

7.2 Continuous Enrollment for Master's Students

All full and part-time MBA students must maintain continuous enrollment from the time of first enrollment until all requirements of the degree are completed. Continuous enrollment is maintained by registering for the requisite number of ECTS credit points each semester.

7.3 Exceptions to Continuous Enrollment

Typically, degree-seeking Master's students enroll in the required number of ECTS credits every semester until degree completion. However, due to extenuating circumstances degree-seeking students are unable to enroll for credits. Such circumstances may include illness, family issues, financial need, work, or other obligations. The exceptions to continuous enrollment discussed in this section address circumstances in which a degree-seeking Master's student must be away from campus and cannot enroll for credits. These students are required to complete the appropriate graduate leave or internship leave paperwork, obtain approval from the Master's Academic Coordinator and submit the paperwork to the Graduate School in advance of the semester they will be away. Official leaves of absence, internship leave status, and absences not approved under this policy are included in the time limits to complete a degree.

7.4 Re-enrollment for a Degree-Seeking Student

A degree-seeking MBA student who does not maintain continuous enrollment or who is not on approved graduate leave or internship leave status, and who is absent for one semester or two consecutive semesters must complete the re-enrollment form before the student can register for classes. Re-enrollment requires a non-refundable processing fee because the student is returning from an unapproved absence. Re-enrollment also requires Graduate School approval and is not guaranteed. Students enrolling after being in continuous Master's status, or on approved graduate leave or internship leave, do not have to complete the re-enrollment form or pay the re-enrollment fee.

7.5 Readmission for a Degree-Seeking Student.

A degree-seeking Master's student who fails to maintain continuous enrollment or approved graduate leave or internship leave, and who is absent for two consecutive semesters is required to reapply and pay a non-refundable application fee to the Graduate School if he/she wishes to be considered for readmission to the programme. Readmission is not guaranteed. Master's students who drop out of continuous Master's status are also required to reapply and pay a nonrefundable application fee to the Graduate School for readmission to the programme.

7.6 Short-term Parental Leave

Short-term Parental Leave plan provides up to four consecutive weeks of leave for the period directly before or after the birth or adoption of a child. During this time, the student continues to be enrolled and, if on an assistantship appointment, the student will continue to receive assistant benefits (i.e. tuition waivers will remain in place), health benefits, and his/her salary.

The Short-term Parental Leave plan applies to all full-time enrolled Master's students anticipating the birth or adoption of a child. Eligible students are those who have been full-time students for at least one semester at the time Parental Leave is taken. Students must maintain their full-time enrollment status during Parental Leave.

7.7 Tuition fees

Total tuition fees for the MBA programme amount to ten thousand (10 000) euro for the academic year 2017/2018. The said amount of fees is to be paid during enrollment in the programme at the start of the intake semester. Under certain circumstances the institution may allow a student to pay tuition fees by installment. Payment of tuition fees by installment is considered on a case-by-case basis. Further information can be obtained from the office of Finance and Administration.

8. STUDENT STATUS

8.1 Enrollment Verification

Verification of enrollment for registered MBA students is based on the following:

- Full-time: 30 ECTS credits points for the first semester, and 29 ECTS credit points for the second semester.
- Part-time: 15 ECTS credits per semester.

8.2 Change of Student Status

A student may request a change of status from part-time to full-time or from full-time to part-time. A change of status from full-time to part-time will usually be granted under extenuating circumstances.

A change of status from part-time to full-time will usually be granted if the student is in good academic standing at CASS Europe. Students who switch from part-time to full-time status will be required to pay the necessary tuition and other fees.

8.3 Continuous Enrollment

Students must maintain continuous enrollment to obtain their degree. Full-time and part-time students must register for the requisite ECTS credits each semester in order to maintain continuous enrollment status at CASS Europe. Students must be either continuously enrolled or on a leave of absence to be considered in good standing.

8.4 Leave of Absence

Students who are unable to maintain continuous enrollment may remain matriculated in the degree programme by taking a leave of absence. Students considering a leave of absence are encouraged to first consult with the Academic Coordinator. Students who have not maintained continuous enrollment will not be allowed to register for courses until the continuous enrollment requirement is satisfied. Students failing to register for two consecutive semesters will be withdrawn from the programme.

8.5 Withdrawal from School

At CASS Europe, students, faculty and staff work in partnership. When a student contemplates leaving the programme for any reason, that departure has an effect on everyone related to that student. Before a student may withdraw from a programme, we require that the student meet with a member of the administration. This person will discuss with the student the reason for the withdrawal and determine if the factors necessitating the withdrawal could be changed. If after discussion, a student still wishes to withdraw from the programme, the Withdraw from Programme Form must be completed and submitted to the Registrar's Office for processing.

8.6 Updating Student Information

Students may change their address by completing a “Change of Address Form” available from the Registrar’s Office. International students on a student visa must notify the Registrar’s Office within 10 days of moving to a new address.

8.7 Change of Name

Students who change their names must complete the “Change of Name Form” and submit an acceptable form of proof of the name change to the Registrar’s Office to change your name in the Student Records System. Acceptable forms of proof include an original birth certificate, court order, marriage certificate, or passport documents.

International students must notify the Registrar’s Office and submit one of the acceptable forms of proof (above).

9. DISCIPLINARY MATTERS

9.1 Process for Handling Alleged Violation of Academic Integrity

Any suspected incident of academic dishonesty should be reported immediately to the course instructor, the Academic Coordinator, Registrar's office, or the Chair of the Graduate Programmes Committee. If discovered by or reported to the course instructor, the instructor should report the incident to the Academic Coordinator.

The accused student will be informed of the complaint and of student rights under CASS Europe policies. The student will also be asked to write a letter responding to the complaint. The incident will be investigated by the instructor and the Academic Coordinator. If the student denies violating the Academic Integrity Code, and if investigation does not reveal substantial evidence supporting the allegation, the complaint will be dismissed. If the accused student admits violation of the Academic Integrity Code, the student may waive a formal hearing and accept a sanction determined by consultation among the course instructor, the Academic Coordinator, and the Academic Director.

If the accused student denies the alleged violation but substantial evidence supports the allegation, or if the student admits violation but does not accept the proposed sanction, then there will be a formal hearing of the complaint by the Graduate Programmes Committee. In the hearing the accused student will have the opportunity to examine and offer evidence, question and present witnesses, and make a summary statement. If the Graduate Programmes Committee finds the student guilty it will recommend a sanction. This sanction will supersede any previously proposed. Sanctions can range from failure of an assignment to dismissal from the Graduate School.

A report of the hearing, including any recommended sanction, will be sent to Dean. The Dean then may add comments on the report before sending it to the Chair of the Academic Council who will issue the final decision and sanction. The student may appeal the final decision and sanction to the Institution's President. The decision of the President is final.

9.2 Copyright Policy

It is a violation of copyright law to copy copyrighted material, such as, for example, Harvard Business School cases or computer software, without permission and payment of associated fees.

9.3 Non-Academic Misconduct

All students enrolled at CASS Europe must adhere to the standards of conduct set forth in the Institution's Policies and Regulations. Students are reminded to follow these rules of conduct in all their endeavors as a CASS Europe student.

10. FINANCIAL AID

10.1 Financial Assistance

CASS Europe awards and administers merit-based financial aid in the form of scholarships to entering full-time Master's students. Every year CASS Europe may offer (depending on availability of funds and other associated conditions) one (1) full scholarship for the Master's programme to cover the cost of tuition. In return recipients are required to complete a specific (mostly administrative) task for the Institution. In addition the Institution may provide (depending on availability of funds and associated conditions) partial scholarships of 1 000 – 4 000€ to cover part of the overall tuition fees. Evaluation criteria for both types of scholarships are based on a combination of need and academic achievements. As competition for these scholarships is keen you are advised to make enquiries to the Institution as early as possible.

Students are also advised to enquire with their various governments about possibilities of scholarships from their home countries. The European Union, through cooperative agreements with various countries around the world, also provides scholarship opportunities to deserving students. Applicants are advised to enquire with their respective governments for further information.

11. STAFF AND ACADEMIC SUPPORT

11.1 Office of the Dean

The responsibilities of the Dean include the following:

- Coordinating the assessment and development of academic programs within the institution.
- Preparing and revising, as necessary, academic program plans for the institution.
- Promoting and serving as a model for teaching professional achievement and professional service.
- Overseeing all personnel matters involving academic and non-academic employees including: recruiting, appointment, reappointment; termination and dismissal; faculty evaluation, tenure, promotion and merit; and the preparation and approval of faculty workload plans and long range professional development plans.
- Maintaining good working relationships with faculty and administration in all academic and non-academic areas.
- Communicating effectively with various constituencies both within and outside the institution.
- Maintaining effective communication between students, faculty and Chairs within the Schools and with other academic unit personnel.
- Serving as a liaison with relevant professional associations, regulatory authorities and national and accrediting agencies.
- Articulating institution policy and procedures to members of the Schools within the institution.
- Insuring that Schools policies and practices are consistent with those of the Institution.
- Articulating the budgetary needs of the Schools and overseeing the allocation and expenditure of resources.
- Coordinating the use of facilities assigned to the Schools.
- Overseeing the preparation of class schedules and complying with institutional reporting requirements.
- Maintaining student records.

- Providing a system of advising.
- Working with Chairs to encourage grant applications by faculty members and to prepare proposals for outside funding of special projects, and
- Additional responsibilities as assigned by the President.

11.2 Academic Units

The following constitute the academic units within the structure of CASS Europe:

11.2.1 Graduate Programmes Committee

The Graduate Programmes Committee at CASS Europe has the following responsibilities:

- Review and make recommendations on graduate academic policies and standards related to curriculum, admissions, fellowships and assistantships, criteria for and appointment to the institution's faculty and other matters of importance to graduate education at CASS Europe.

Graduate Programmes Committee recommendations are forwarded through the Dean to the President and Academic Council for appropriate review and action. The Committee's minutes are made available to the entire CASS Europe community.

Membership in the Committee is by election among the institution's academic (two members) and administrative (two members) staff. In addition there two elected member from the institution's graduate student population.

11.2.2 Office of the Academic Director

The responsibilities of the Academic Director include the following:

- Provide Institution-wide leadership in coursework and programme development and assessment.
- Serve as chair of the School Programmes Committee.
- Provide administrative oversight of student academic regulations and records including certifying undergraduate and graduate degree requirements.
- Provide Institution-wide leadership for student advising.
- Provide Institution-wide leadership for student recruitment and retention.
- Provide Institution-wide leadership in the delivery of instructional technology.
- Chair the Institution's Programmes Committees.
- Coordinate college mentoring and faculty development programmes.
- Represent the School in the absence of the Dean.
- Contribute to providing academic leadership, direction and management.
- Coordinate and support the academic management and academic development.
- Coordinate and support liaison arrangements between programmes management and the Registrar's Office.
- Lead and coordinate liaison arrangements with collaborative partners internationally.
- Provide leadership to academic planning and development.

- Development and enhancement of the academic framework, infrastructure, standing, reputation and resource base of CASS Europe
- Contribute to the academic quality and standards of the institution and the academic integrity of its programmes.
- Management of academic relationships with schools within the institution and with partners internationally.
- Programme planning, development and delivery.
- Staff planning, development and scholarly activity.
- Academic operations and resources.

11.2.3 The Graduate School of International Management (GSIM)

- Has overall responsibility for post-graduate programmes offered by CASS Europe. The Head of GSIM is nominated by the Dean among senior faculty members of the institution for a period of three (3) years (renewable once). The nomination is made on the recommendation of the Academic Director following consultation with faculty members.

The specific responsibilities of Head of GSIM are as follows:

- School strategic planning and development in coherence with the overall strategic plan of CASS Europe.
- Programme planning, development, management and delivery.
- Staff planning, management and development.
- Academic quality and standards.
- Planning and coordinating the development of new programmes (and their associated documentation) in accordance with the academic development strategy of CASS Europe.
- Planning and coordinating the ongoing monitoring and annual review of programmes and the preparation of annual School reports.
- Planning and coordinating periodic programme reviews and the preparation of programme reports and submissions.
- Setting, reviewing and delivering academic priorities and targets.
- Staff planning to support the implementation of programme plans and the academic development strategy of the schools and institution.
- Planning and coordinating the recruitment, development and management of staff.
- Promoting standards of excellence in teaching, learning and assessment.
- Promoting research, consultancy and professional development.
- Monitoring and coordinating academic quality and standards in teaching, learning and assessment across the schools.

11.2.4 Academic Coordinator

Responsibility for programme coordination at CASS Europe rests with the Academic Coordinator whose specific duties are the following:

- Coordination of the planning, development, accreditation, management, delivery and assessment of modules, courses and programmes.

- Provides basic operational and analytical support related to academic programmes.
- Coordinate adjunct faculty teaching on the programmes.
- Supports the Academic Directors and programmes manager with orientation preparation, student advice regarding programme requirements, and providing basic information about financial aid and registration.
- Collects and maintain statistical data on programme activities.
- Collects and reviews programme syllabi to ensure compliance with standards.
- Serve as resource person for students and faculty regarding programme policies and procedures.
- Managing the programme team to ensure the subjects are taught and assessed in accordance with programme schedule.
- Review of programme documentation to ensure teaching schemes reading lists, assignments and exam papers, are relevant, current and appropriate to the level.
- Ensuring all students on the programme are enrolled on the appropriate modules, and that all module related material is accessible to them.
- Communicating with students on all programme-related matters, liaising with the Class Representatives and participating in the Class Representative Meetings.
- Ensuring that continuous assessment is balanced across the academic year, by coordinating the continuous assessment of the relevant module leaders.
- Report to the appropriate Programme Committee on all programme related matters such as student numbers, attendance and performance indicators such as retention and progression.
- Prepare and manage the programme action plan based on feedback from external reviews, internal module review, and student feedback.
- Lead the programme team in contributing to programmatic review events.
- Assist with academic staff planning related to programme.
- Coordination of communication with students on programme related matters, e.g. dealing with issues concerning progression, programme delivery, student workload, timetables and attendance, and monitoring and responding to student feedback.
- Monitoring programme delivery and assessment and addressing factors impacting on student performance and progression.
- Serves as the students' liaison to aid in their success in the programme.
- Interprets and explains institution policies, programme responsibilities and procedures.
- Directs students on how to complete required forms, documentation of achievement and milestones, etc.
- In cooperation with the Programmes Manager coordinates the application process including advising applicants of admissions procedures and programme requirements.
- Ensures students compliance with programme requirements and monitors student's progression to ensure continued progress towards completion of the degree requirements.
- Coordinates with the Registrar's office to stay informed of important information or general announcements that need to be relayed to programme participants.
- Coordinate programme related events such as workshops, symposia, national and international collaborations, etc.

11.2.5 Module Coordinator

The primary responsibility of a faculty member at CASS Europe is to lecture and assess students on designated subjects or modules at undergraduate and postgraduate level. Faculty

members are also encouraged to engage in appropriate staff development to support their academic development. Duties and responsibilities include:

- Prepare their modul(s) and submit to the Academic Coordinator before the start of semester.
- Distribute a hardcopy of the module outline to class in the first teaching week.
- Ensure an up to date reading list is available with the module outline to be distributed to students during the first week of start of the semester.
- Prepare teaching material, and ensure that learning materials are made available to students.
- Monitor attendance by checking the completeness of the class lists and ensuring that accurate attendance records are maintained on the student database system.
- Attend and participate in the appropriate programme team meetings.
- Attend and participate in the appropriate Class Representative meetings.
- Liaise with the Academic Coordinator regarding submission dates for assessments, so as to avoid periods of assessment overload for students.
- Ensure that learning outcomes for the module are met in the delivery.
- Ensure that the assessment is aligned with the learning outcomes.
- Liaise with the Academic Coordinator to ensure the effective delivery of the module and where appropriate, support, advice and coordinate with others on the module teaching team.
- Submit draft assignments and examination papers, including the first sitting and the reassessments, to the Registrar's office by the published.
- Ensure all scripts and assignments are submitted to the Registrar's office in the required format, to meet School deadlines.
- Be present to counsel students on release of results.
- Review module content to meet institution and subject requirements.

11.3 Administrative Units

The following constitute the administrative support services at CASS Europe:

- Finance and Administration
- Programs Management and Accreditation Coordination
- Registry and Student Services
- Library, Documentation and Resource Center
- International Relations and Partnership Management
- Careers Center and Enterprise Relations

The specific responsibilities of each of these units are as follows:

11.3.1 Administration and Finance

The Administrative and Finance Manager has the following responsibilities:

- Ensure compliance with organizational financial policy as well as statutory financial requirements.
- Prepare monthly and annual financial reports.
- Make recommendations for update of financial policy and procedures as necessary.

- Preparation and maintenance of the institution's financial forecast and more particularly annual budget of the institution.
- In close collaboration with top management define the human resource strategy and policies in line with overall institutional strategy.
- Maintain and review from time to time job descriptions for all positions in the institution
- Maintain, implement and review from time to time an annual staff appraisal system and other tools such as a skill mapping tool, a role clarity tool, etc.
- Maintain and review from time to time the staff manual for the organization.
- On a monthly basis supervise the preparation of payroll, statutory deductions and other related payments.
- In cooperation with the Academic Director and Dean pre-approve and monitor annual leave requests.
- Ensure that the institution's human resources rules and regulations are in compliance with national regulations.
- In collaboration with the Academic Director and Dean of the institution, design and implement a staff training needs assessment tool.
- Address staff training needs through internal or external facilitators.
- Design of procurement policies and procedures as well as for their enforcement.
- Address issues related to rent commitments, suppliers and service providers.
- Organizing and supervising all administrative activities that facilitate the smooth running of the institution such as: secretarial and reception, administration, payroll, conference planning and travel, information and data processing, mail, materials scheduling and distribution, printing and reproduction, records management, telecommunications management, supply and disposal.
- Overseeing the recruitment of new administrative staff (including training and induction).
- Any other duties appropriate as required by the institution's top management.

11.3.2 Programmes Management and Accreditation Coordination

The Programmes Manager & Accreditation Coordinator has the following responsibilities:

- Overall coordination responsibility for the CASS Europe undergraduate and post-graduate degree programs.
- Ensure that the highest professional service standards are provided for all stake holders in the undergraduate and post-graduate programs.
- Provide effective communications across the wider CASS Europe programs teams in Europe and internationally.
- Provision of high quality direct services in relation to programs delivery, academic administration and student support.
- Ensuring that the additional services provided at schools levels are of a suitable standard and quality for the undergraduate and postgraduate programmes.
- Coordination with the faculty of the institution in Europe and internationally.
- Coordination with partner institutions on matters related to programmes.
- Coordination with management and staff on matters related to quality assurance.
- Internal and external coordination on matters relevant for programme accreditation.

- Liaison with government authorities on matters relevant to CASS Europe programmes.
- Programme planning, documentation and assessment.
- Provision of regular group briefing sessions on issues of general concern to programme participants.
- Provision of individual student interviews to advice on educational and non-educational matters.
- Work closely with the institution's partners in Europe and abroad to ensure an excellent level of service for CASS Europe undergraduate and post-graduate programmes.
- Monitor, interrogate and interpret admissions data.
- Report to and advice the Academic Director on admission issues, recommending actions as appropriate.
- Provide ad-hoc support and assistance when required, e.g. conducting interviews.
- Ensure good relationships, close understanding and mutual support between the admissions and programmes teams in Luxembourg and internationally.
- Monitor, interrogate and interpret relevant data sources for marketing
- Report to and advice the Academic Director on issues relating to the institution's programmes.
- Participate in marketing and promotional activities connected with all CASS Europe programmes.
- Ensure excellent communication with internal and external contributors to the graduate programs portfolio.
- Promote, and ensure good understanding of, the undergraduate and post-graduate programmes strategy, brand and operational procedures.
- Develop strong networks and excellent communication with international programmes partners.
- Represent the programmes externally in Luxembourg, the rest of Europe, and internationally (e.g. fairs, promotional trips, open days, etc.).
- Ensure good governance structure for the undergraduate and post-graduate programmes portfolio and the good conduct of programmes committees, brands and working groups.
- Act as the programmes team representative for institution projects and initiatives e.g. the external accreditation process which may include report writing, data preparation and presentation.
- Act as Project Manager for undergraduate and post-graduate programmes accreditation.
- Collate the institution's data and contribute to the completion of questionnaire with regard to the undergraduate and post-graduate programmes external ranking.
- Any other duties appropriate as required by the institution's top management.

11.3.3 Office of the Registrar and Student Services

The Registrar has the following responsibilities:

- All aspects of academic administration, including admission and registration of students; course organisation and administration; coordination of student assessment; organisation of examinations and examination boards; recording, processing and communication of results.
- Academic regulations, in particular regulations governing student admission, progression and graduation and teaching, learning and assessment; updating regulations as required and monitoring compliance with the requirements of the institution.
- Maintaining accurate academic records of all students who are or have been enrolled at the institution.
- Providing transcripts and other official records as requested by an authorized individual.
- Facilitating the registration of students and for administering the Institution's academic policies.
- Production of grade sheets.
- Certification of students for continued enrollment and graduation.
- Approval of transfer credit to CASS Europe and general advising accrediting bodies and the terms of programme approval.
- Academic records, including responsibility for maintenance of academic files and records and has ultimate responsibility for the reliability and integrity of all academic records.
- Advising Heads of School and Academic Director and collaborating with them in relation to new academic developments, quality enhancement initiatives and continuing development of programmes, and promotion of the highest academic standards.
- Ensure the provision of high quality services to all enrolled students at CASS Europe.

11.3.4 Library, Documentation, and Resource Center

The specific responsibilities of the Librarian are the following:

Generally manage learning resources of CASS Europe while keeping the library users' needs in mind. Specific duties include:

- Selecting, developing, cataloguing and classifying library resources.
- Answering readers' enquiries.
- Using library systems and specialist computer applications.
- Management of staff, including recruitment, training and/or supervisory duties.
- Liaising with departmental academic staff, external organisations and suppliers.
- Ensuring that library services meet the needs of particular groups of users (e.g. staff, undergraduate and postgraduate students, disabled students, etc.)
- Managing budgets and resources.
- Supporting independent research and learning.
- Developing IT facilities.
- Assisting readers to use computer equipment, conduct literature searches etc.
- Promoting the library's resources to users.
- Developing and maintaining a comprehensive catalog of online resources (journals, books, CD-ROMs, etc.) for students and faculty members of the institution.
- Coordinating with the Librarians of partner institutions in Europe and internationally.

11.3.5 International Relations and Partnerships Management

The responsibilities of the International Relations and Partnerships Management office include the following:

- The implementation of the internationalization strategy and the creation of an action plan.
- Developing strategic alliances and managing institutional partnerships and collaborations.
- Working with different units to develop the institution's international agendas. This includes international agreements, funding opportunities, Information on student exchanges, participation in visits and profile-raising.
- Managing an ongoing schedule of visits by CASS Europe delegations to institutions in other regions of the world.
- Hosting visits by delegations from international partner institutions.
- Working with international alumni and donors, in partnership with the Career Center and Enterprise Relations Office.
- Building international profile CASS Europe through visits, media coverage, events and conferences.
- Developing and managing international opportunities for students.
- Internationalizing the CASS Europe campus, the curriculum and services to staff, students, partners and stakeholders.

11.3.6 Career Center and Enterprise Relations

The responsibilities of the Career Center and Enterprise Relations office include the following:

- Building relationships with new and current employer partners to determine and fulfill their recruitment needs for CASS Europe graduates.
- Advising students on career-related topics such as major and career exploration as well as job and internship search strategies.
- Management recruitment and employer relations.
- Development of relations between CASS Europe and its alumni.
- Organization of career events for students.
- Coordinating contacts between alumni and students.
- Development of relations with enterprises at the national, European, and international level for students.
- Providing leadership and strategic direction for employers with the primary goal of developing opportunities for students.
- Coordinating on campus recruiting visits for employers and organizing all aspects of the planning and execution of career fairs.
- Advising and guiding students related to initial and continuing career opportunities.
- Helping students locate internships and job opportunities in their fields of interest and bridging their skill sets with local businesses.
- Developing and maintaining a database of employers who offer internships or job opportunities to students.
- Guiding students and alumni in assessing their skills, values, and interests with a view to career opportunities.