

Updated **JUNE 2010**



STUDENT HANDBOOK

2010

This Handbook is for students of U21Global Graduate School (U21Global)

The Handbook contains procedures, rules & regulations and policies of U21Global that are essential to your success with us

PLEASE READ AND MAKE SURE YOU UNDERSTAND ALL CONTENT WITHIN THIS HANDBOOK

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About the Student Handbook

The **U21Global Student Handbook** is an important document to accompany you in your studies with U21Global.

It provides you with important information and details the policies and procedures that students are required to comply with during their course of studies at U21Global.

Students should note that ignorance of academic policies and procedures is not an acceptable reason or excuse for non-compliance of rules and regulations. Students are required to familiarise themselves with the policies and procedures set out in the Student Handbook so that they do not breach U21Global's published policies.

The policies and procedures detailed here may be updated from time to time, as required. Students will be advised of any changes to policies, and will be required to comply with current policies regardless of their period of admission. When an update is made, students will be duly informed via email and announcements on the U21Global campus portal.

In the event of any dispute or disagreement arising from communication (verbal or otherwise) between students and U21Global, the policies and procedures detailed in the Student Handbook as interpreted by the Registrar's Office will prevail.

In cases not covered by the policies and procedures detailed in the Student Handbook, or where student claims exceptional circumstances, or disputes a decision, the Dean or his/her nominee will decide on any variations to the policies detailed herewith, and his/her decision will be final.

Chapter 01 : About U21Global

1.1 About U21Global

Established in 2001, U21Global is the world's premier online graduate school that offers globally recognised graduate programmes. The Graduate School is backed by an international network of universities collectively known as "Universitas 21". U21Global combines the traditional quality of its founders with innovative modes of delivery on the Internet, providing students with substantial learning advantages, while balancing work, travel and family life.

U21Global has successfully enrolled students from various countries around the world including those from Asia, Australia, Africa, Europe and the Americas. The postgraduate programmes draw upon the best practices in online learning and pedagogy and have been approved by the Academic Senate, an independent quality assurance body which ensures that the curriculum meets the rigorous academic standards of all affiliated universities.

1.2 Faculty & Staff

U21Global has assembled a team of experienced educators, higher education managers, technology experts and business people from around the world to guide the growth and development of the institution, and ensure the quality of our educational offerings.

For more information on U21Global Staff & Faculty, please refer to www.u21global.edu.sg

U21Global offers a full suite of academic and customised programmes.

Under our academic programmes, U21Global offers a Master of Business Administration, specialised postgraduate Diploma and Certificate programmes, a Master of Management in Information Technology (and associated postgraduate Diploma and Certificate programmes) and a Master of Management in International Business. We also offer a Certificate of Professional Development programme as well as a combined programme with The University of Nottingham which leads to a Master of Science in Tourism and Travel Management.

U21Global also works closely with our corporate clients to develop highly customised Executive Education Programmes that meet their specific training and development as well as corporate needs.

All programmes are conducted online, and feature both a variety of learning activities and a high degree of communication among faculty and students.

For more information on our programmes, please refer to www.u21global.edu.sg/Education/Programmes

2.1 Business Management Programmes

a) Master of Business Management (MBA)

The MBA programme provides students with a first-rate graduate degree in management. Conducted online, the MBA programme features a variety of learning activities and a high degree of communication between faculty and students. To prepare students for leadership roles in the emerging global economy, the programme gives students experience in making well-informed business decisions, solving business problems, working in teams, developing strategic and tactical recommendations and managing businesses, processes, work and people.

b) Postgraduate Diploma in Business Management (PgDipBA)

The PgDipBA is designed to provide students with a solid foundation in the core management subjects, and is aimed at equipping students with a sound grasp of key management skills. The Postgraduate Diploma programme is designed for professionals who wish to focus on a specific area or who do not have the time to undertake the MBA. It is a stand-alone graduate qualification, which also articulates into the MBA programme.

c) Postgraduate Certificate of Management Studies (PgCMS)

The PgCMS programme provides students with an introduction to graduate management studies. This specialised graduate programme of studies is aimed at providing students with an insight into fundamental management skills and a solid grounding in management, which underpin further MBA studies. The Postgraduate Certificate is a stand-alone graduate qualification, which also articulates into either the PgDipBA or the MBA programme.

d) Postgraduate Certificate of Financial Management (PgCFM)

The PgCFM is designed for students seeking to increase their knowledge in the area of finance and develop concepts and financial management skills. This specialised programme is especially useful for individuals who seek professional responsibilities or growth in the area of finance, and corporations who wish to provide staff members with increased knowledge in this area. The Postgraduate Certificate is a stand-alone graduate qualification, which also articulates into either the PgDipBA or the MBA programme.

e) Master of Management in International Business (MMIB)

The MMIB programme is designed to prepare students with limited or no work experience for management and leadership roles in a global economy.

(This programme is currently not offered for public enrolment)

**f) Combined Programme -
U21Global Postgraduate Diploma of Business Administration and
The University of Nottingham Master of Science in Tourism & Travel Management**

This combined programme aims to develop a broad understanding of management principles and practices in the tourism and travel industries. Students who successfully complete the combined programme and fulfil the academic requirements of both will be awarded the Postgraduate Diploma of Business Administration by U21Global and the Master of Science in Tourism & Travel Management by The University of Nottingham.

2.2 Information Technology Management Programmes

a) Master of Management in Information Technology (MMIT)

The MMIT is designed to prepare students for roles in IT management. The MMIT programme has a management rather than technical emphasis. It is intended to bridge the gap between business needs and technology systems, enabling students to think in terms of IT-enabled business solutions rather than just IT systems.

b) Postgraduate Diploma in IT Management (PgDipITM)

The PgDipITM is designed to provide students with a sound grasp of information systems management skills. It provides a progression path for those who have completed the Postgraduate Certificate or single subject study, but who do not yet want to embark on a full MMIT. The PgDipITM is a stand-alone graduate qualification, which also articulates into the MMIT programme

c) Postgraduate Certificate in IT Management (PgCITM)

The PgCITM is designed for participants who seek a broad foundation in information systems management. The PgCITM is a stand-alone graduate qualification, which also articulates into either the PgDipITM or the MMIT programme.

2.3 Certificate of Professional Development (CPD)

The CPD allows students to enrol for one subject be it fundamental management skills, technology or information management techniques. The CPD provides a firm foundation in their chosen area of interest and helps them to meet their educational and career goals.

When a student has successfully completed the CPD and wishes to progress to a higher academic programme provided they meet the admissions criteria, he/she will need to apply for admission to the programme by filling up the **Programme Application Form** available at www.u21global.edu.sg/Education/home

2.4 Executive Education (EE) Programmes

Executive Education Programmes are highly customised programmes developed by U21Global to meet the specific learning outcomes identified with our select clients. These programmes often include cases and other proprietary material that allow the clients to offer their employees a highly relevant and valuable learning programme.

U21Global admits suitably qualified applicants to its programmes of studies. Admissions decisions are based upon applicants meeting the established admissions criteria.

3.1 Admission Criteria

a) Business Management Programmes

Applicants may be admitted to the MBA, PgDipBA, PgCMS and PgCFM programmes by meeting the following criteria:

- A Bachelor's degree from a recognised university
- A minimum of two years management or professional experience for applicants with a GMAT (Graduate Management Admission Test) score of at least 600
- A minimum of three years management or professional experience for applicants without a GMAT
- Evidence of English proficiency for applicants whose first language is not English and who have not undertaken tertiary education in English. The minimum language requirements are either:
 - IELTS (International English Language Testing Service) score of 6.5 with an individual writing score of at least 6.0
 - Or**
 - TOEFL (Test of English as a Foreign Language) score of 550 (213 for computer-based test) with a TWE (Test of Written English) score of at least 5.0, or TOEFL Internet-based Test with a minimum score of at least 79
 - Or**
 - BULATS (Business Language Testing Service) at level 4
- A statement of motivation for success through a 500-word essay
- Two references (at least one referee should be familiar with the applicant's employment record)
- An updated Curriculum Vitae (CV)

PgDipBA, PgCMS and PgCFM applicants without an undergraduate degree will need to have a minimum of eight years of relevant professional work experience of which five years must be in a management capacity.

b) IT Management Programmes

Applicants may be admitted to the MMIT, PgDipITM, PgCITM programmes by meeting the following criteria:

- A Bachelor's degree from a recognised university and two or more years relevant IT work experience
Or
- A Bachelor's degree with first class honours from a recognised university in a technical field of study such as computer science, IT, engineering, mathematics or physics
Or
- A minimum of eight years relevant IT work experience Evidence of English proficiency for applicants whose first language is not English and who have not undertaken tertiary education in English. The minimum language requirements are either:
 - IELTS (International English Language Testing Service) score of 6.5 with an individual writing score of at least 6.0
Or
 - TOEFL (Test of English as a Foreign Language) score of 550 (213 for computer-based test) with a TWE (Test of Written English) score of at least 5.0, or TOEFL Internet-based Test with a minimum score of at least 79
Or
 - BULATS (Business Language Testing Service) at level 4
- A statement of motivation for success through a 500-word essay
- Two references (at least one referee should be familiar with the applicant's employment record)
- An updated Curriculum Vitae (CV)

PgDipITM and PgCITM applicants without an undergraduate degree will need to have a minimum of eight years of relevant professional work experience of which five years must be in a management capacity.

c) Certificate of Professional Development

Applicants may be admitted to the Certificate programme by meeting the following criteria:

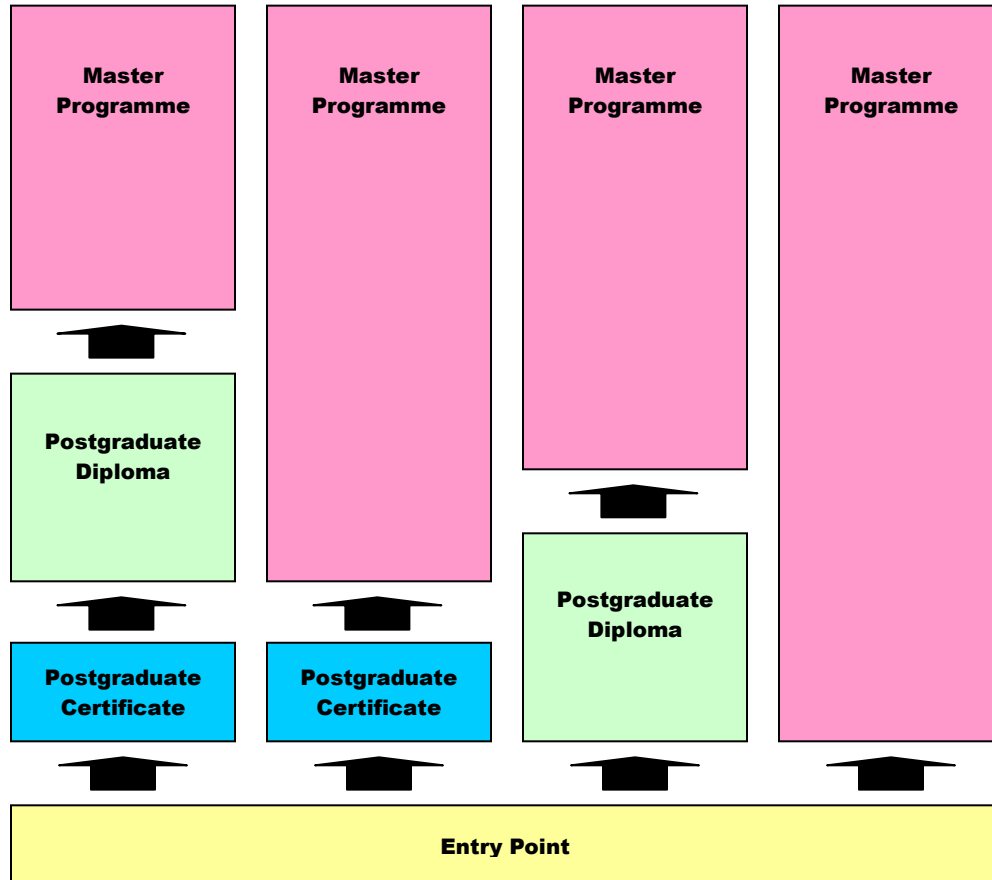
- A Bachelor's degree from a recognised university
- A minimum of two years management or professional experience for applicants with a GMAT (Graduate Management Admission Test) score of at least 600
- A minimum of three years management or professional experience for applicants without a GMAT
- Evidence of English proficiency for applicants whose first language is not English and who have not undertaken tertiary education in English. The minimum language requirements are either:
 - IELTS (International English Language Testing Service) score of 6.5 with an individual writing score of at least 6.0
Or
 - TOEFL (Test of English as a Foreign Language) score of 550 (213 for computer-based test) with a TWE (Test of Written English) score of at least 5.0, or TOEFL Internet-based Test with a minimum score of at least 79
Or
 - BULATS (Business Language Testing Service) at level 4
- A statement of motivation for success through a 500-word essay
- One reference (referee should be familiar with the applicant's employment record)
- An updated Curriculum Vitae (CV)

Applicants without an undergraduate degree will need to have a minimum of eight years of relevant professional work experience of which five years must be in a management capacity.

3.2 Admission through Articulation

U21Global students can articulate into the programmes based on the pathways detailed in the diagram below only. Articulation or progression to higher academic programmes is not automatic. Applicant must apply for articulation according to the **Articulation Process** detailed in clause 3.2(c).

Students can only apply for articulation if they have a CGPA of at least 2.0.



a) Business Management Programmes

Upon successful completion and award of the U21Global PgCMS or PgCFM programme, students may articulate to either the PgDipBA or the MBA programme. If a student has successfully completed the PgDipBA programme, he/she may articulate to the MBA programme. Students who have successfully completed the MMIB programme may also articulate to the MBA programme.

b) IT Management Programmes

Upon successful completion and award of the U21Global PgCITM programme, students may articulate to either the PgDipITM programme or the MMIT programme. If a student has successfully completed the PgDipITM programme, he/she may articulate to the MMIT programme.

c) Articulation Process

When a student who has successfully completed a programme wishes to progress to a higher academic programme within the same discipline at U21Global, he/she is required to complete the **Application for Articulation Form** available on the Campus Portal. The form should then be submitted to the Registrar's Office for evaluation.

Students should note that an application for articulation will only be accepted for processing **AFTER** a student has successfully completed his/her current programme.

Students who are accepted for articulation to a new programme will be charged tuition fees based on current fees for the selected programme.

3.3 Application for New Programme by Current Students

U21Global students who have successfully completed the requirements for their current programme and who wish to carry on with a new U21Global programme in a different discipline would be required to submit the **Application for New Programme Form** to the Registrar's Office.

Current students applying for admission to a new programme should note the following:

- Admission into the new programme is not automatic and is subject to the admissions requirement of the intended programme
- Students who are accepted into the new programme can apply for credit transfers of successfully completed U21Global subjects which are in the curriculum of the new programme. Please note that any credit transfer is subject to the policies stipulated in clause 3.4 detailed below
- Fees will be charged at the current rates for the selected programme
- Programme requirements will be based on current programme curriculum / structure
- U21Global reserves the right to prescribe the number of subjects required towards fulfilment and completion of the new programme in which students are enrolled.

3.4 Credit Transfers

a) Subjects completed at accredited institutions

Students who have completed relevant graduate level subjects at accredited institutions may apply for transfer of credits. Please note the following conditions when applying for credit transfers:

- The subject must have been completed **within the last five (5) years**;
- Minimum grade of a U21Global grade 'B' equivalent;
- Professional accreditation may be considered for credit transfers;
- Credit transfers are not granted for undergraduate subjects;
- Evaluation of credit transfer will be performed **once** by the Registrar's Office upon admission to the programme and payment of tuition fees;
- Credit transfers will be counted toward the U21Global degree requirements, but will not be calculated in the student's cumulative grade point average (CGPA); and
- Transferred credits can only be counted towards one programme or programmes within the predefined articulation pathway only. For example, a credit transferred to the MBA programme cannot be transferred a second time to the MMIT programme. However, if a credit is transferred to the postgraduate diploma programme, this same credit will be carried forward into the Master programme when the student applies for articulation within the predefined articulation pathway.

Students are required to submit:

- A duly completed **Application for Credit Transfer Form** available on the Campus Portal; and
- Details of the subjects studied including instructional hours, faculty, textbooks used, reading lists, assessments, a copy of the institution's catalogue(s) listing the content of previous subjects taken, the course outline of the subject and an original academic transcript.

Students should note that upon successful credit transfer:

- Maximum candidature will be reduced based on three (3) months per subject transferred
- A rebate will be given based on the subject fee and the number of subjects transferred
- Students who have opted for an instalment plan and still have an outstanding balance, the rebate will be deducted from the student's last instalment. If the student has paid the fees in full, the student will receive a refund of the credit transfer rebate

b) Maximum Transfer of Credits

The maximum credit transfer that may be granted for relevant subjects completed at:

(i) a U21Global member university is:

- up to eight for the Master of Business Administration Programme
- up to six for Master of Management programmes
- up to four for Postgraduate Diploma programmes
- up to two for Postgraduate Certificate programmes

(ii) other accredited institutions is:

- up to three for Master programmes
- up to two for Postgraduate Diploma programmes
- one for Postgraduate Certificate programmes

(iii) U21Global

Students applying for admission via articulation to the Postgraduate Diploma programme may be granted credit transfer for relevant subjects completed under the Postgraduate Certificate programme within the last five years.

Students applying for admission via articulation to the Master Programme may be granted credit transfer for relevant subjects completed under the Postgraduate Diploma and/or Postgraduate Certificate programmes **within the last five (5) years**.

Students applying for credit transfer of U21Global subjects across programmes that are not dictated by the articulation rules set out in clause 3.2 will be subjected to the credit transfer rules specified in clause 3.4b(i). U21Global reserves the right to prescribe the number of subjects required towards fulfilment and completion of the new programme in which students are enrolled.

3.5 Waivers & Substitutions

U21Global acknowledges that knowledge achievement in specific subject areas may be acquired through means other than performance in formal award programmes, such as work experience or other professional qualifications. Hence, students may request a waiver of up to three core subjects, supported by documentation. Students will receive no credits for waived subjects. In other words, student will still need to complete the same number of subjects; eighteen for the MBA programme, twelve for MMIT, eight for the Postgraduate Diploma programme and four for the Postgraduate Certificate programmes. The benefit of obtaining a waiver is the opportunity to substitute electives for core subjects in which a student is already skilled. Waivers will not be granted for the Capstone Project.

If a student requests a waiver, he/she will be required to demonstrate mastery of the content of subject(s) in question by completing an examination, submitting written evidence of mastery (e.g., a professional accomplishment or certification), or by similar means.

Requests for waivers and validating evidence should be submitted to the Registrar together with the **Subject Waiver & Substitution Form** available on the Campus Portal.

3.6 Appeal for Re-admission

a) Withdrawn Students

Students who had previously withdrawn from the programme and had retained good academic standing, and who wish to seek re-admission into the same programme may be considered for reinstatement. Students will need to submit an official appeal to the Registrar together with a non-refundable administrative fee of US\$100, an updated CV and a fresh statement of motivation for success through a 500-word essay.

b) Conditions for Re-admission

Students who are successful in their appeal for re-admission should note the following:

- Fees will be charged at the current rates for the programme of study;
- Programme requirements will be based on the current curriculum / structure;
- All academic records including previously approved credit transfers and “Fail” and “Withdrawn” grades awarded within the last five years will be carried forward;
- Maximum period of candidature will take into account candidature consumed before withdrawal; and
- Additional or new credit transfers will not be allowed.

4.1 Candidature

a) Normal Candidature

Normal candidature is the average time period taken to complete the requirements for all U21Global programmes. Candidature starts from the “Date of Joining” U21Global, which is also the date of the first fee payment received.

To complete the programme within the normal candidature period, students should take note of the number of subjects that they need to complete each year. The details are given in the table below:

Programme	Total Number of Subjects	Normal Candidature	Number of Subjects to be taken to complete within normal candidature
Master of Business Administration	18	24 Months	8 subjects per year
Combined Programme - Postgraduate Diploma of Business Administration and the University of Nottingham’s MSc in Tourism & Travel Management	12 + Dissertation	30 Months	6-8 subjects per year
Master of Management	12	18 Months	8 subjects per year
Postgraduate Diploma	8	12 Months	8 subjects per year
Postgraduate Certificate	4	06 Months	4 subjects within the 6 months period

b) Maximum Candidature

A maximum candidature period is established for all U21Global programmes. Students are required to complete all programme requirements within the maximum candidature period. Candidates who are re-admitted or who are granted credit transfers will be advised of their revised maximum candidature period in the approval email.

The maximum candidature and the number of subjects students are required to complete each year to complete within the maximum candidature period for the different programmes is shown in the following table:

Programme	Total Number of Subjects	Maximum Candidature	Number of Subjects to be taken to complete within maximum candidature
Master of Business Administration	18	60 Months	4 subjects per year
Combined Programme - Postgraduate Diploma of Business Administration and the University of Nottingham’s MSc in Tourism & Travel Management	12 + Dissertation	60 Months	4 subjects per year
Master of Management	12	48 Months	3-4 subjects per year
Postgraduate Diploma	8	30 Months	3-4 subjects per year
Postgraduate Certificate	4	18 Months	2-3 subjects per year

c) Maximum Candidature for Admission by Articulation

Students admitted by articulation should note that the candidature period from their first programme is counted towards the maximum candidature of the higher level programme. For example, the maximum MBA candidature period for a student who had taken two years to complete his PgDipBA and then gained admission into the MBA programme by articulation will be three years, not five years. This is because the two years spent on his PgDipBA is counted towards the maximum candidature period of the MBA programme.

d) Appeal for Extension of Candidature

If a student is unable to complete his/her programme requirement within the maximum candidature period due to extenuating circumstances, the student may complete the **Appeal for Extension of Candidature Form** available on the Campus Portal and submit it together with a non-refundable administrative fee of US\$25 to appeal for an extension of candidature.

The appeal for extension of candidature should be submitted to the Registrar's Office **three (3) to six (6) months before** the end of the maximum candidature. Please note that a student appealing for an extension of candidature will be required to present evidence of extenuating circumstances as well as a study plan to demonstrate how he/she intends to complete the requirements within the extended candidature period requested.

In addition, students granted extension of candidature will also have to pay a one-time payment as stated below in order for the extension to be processed. Students who may have questions or queries about these charges should direct their questions to the Bursar's Office at bursar@u21global.edu.sg

Programme	Completed ≥50% of subject requirement	Completed <50% of subject requirements
Master of Business Administration	US\$2075	US\$4150
Master of Management in Information Technology	US\$1375	US\$2750
Postgraduate Diploma	US\$1150	US\$2300
Postgraduate Certificate	US\$1500	US\$3000

e) Lapse of Candidature

The candidature of inactive students will lapse. Students whose candidature had lapsed will be automatically withdrawn from the programme. They will forfeit all fees paid and will be ineligible for any refund of fees.

A candidate is considered inactive if he or she had not enrolled in any classes within a six-month period.

4.2 Subject Enrolment

a) Subject List

The list of subjects U21Global offers is available on our website at www.u21global.edu.sg

b) Class Schedule

Because of the flexible and open entry structure of U21Global programmes, classes are offered every month though not all subjects are available. Most classes run for 12 weeks followed by a final examination at the end of the 13th week.

The class schedule lists the sections to be offered and it also provides information on prerequisites, start and end date and examination date of the section. Subjects that are in high demand will be scheduled more frequently.

The class schedule is normally planned for the whole calendar year. U21Global reserves the right to cancel or reschedule classes and students should consult the online class schedule regularly for changes such as new subject offerings and cancellation or rescheduling of classes. We apologise in advance for any inconvenience arising from necessary schedule amendments which occur occasionally.

(c) Minimum Subject Load Per Year

To ensure that students can complete their requirements within the maximum candidature period, all students, with the exception of Postgraduate Certificate students, are required to complete a minimum of four subjects per year.

d) Subject Registration & Class Enrolment

Students are strongly encouraged to plan ahead for their class enrolment as early planning will allow students to integrate the subjects enrolled with their work plan / commitments.

Flexibility in subject enrolment will be maintained as students can make changes to the classes enrolled up to two weeks before the start of class. However, do note that withdrawing from a class after its commencement will incur financial and grade penalty outlined in clause **4.2(i)**.

Students should note that enrolment into classes is on a first-come first-served basis and popular classes do fill up fairly quickly.

e) Failed Subjects

Students who receive a failing grade in a core subject will be required to retake the failed subject and will be pre-enrolled into the next available class of the failed core subject. **A student will be required to exit the programme if he/she fails the same core subject twice.**

Students who receive a failing grade in an elective subject can choose to either retake the subject or replace the failed subject with another elective subject.

Upon receiving a failing grade, a new subject fee based on current single subject fee will be charged to the student's account and will become payable with the student's next fee instalment or within three months of the failing grade, whichever is earlier. Students will be advised by the Bursar of the amount of the subject fee and the timing of the payment.

f) Maximum Subject Load

The maximum number of subjects that a student can be enrolled in at any one period in time is three (3). As our subject design requires that students spend at least 10-12 hours per week studying for each subject, we caution students against taking a full load of three subjects concurrently until they have successfully completed four subjects.

Students who have a CGPA of more than 2.0 and wish to take more than three (3) subjects concurrently must receive approval from the Dean. Students who wish to enrol beyond the recommended load are required to submit the **Application to Exceed Maximum Load Form** available on the Campus Portal.

Students who have a CGPA of less than 2.0 will not be permitted to take four subjects concurrently, are strongly urged to take only one subject at a time until their CGPA rises above 2.0.

Single subject students may not take more than two single subjects concurrently without permission from the Dean.

g) Exceeding Subject Requirements

The programme tuition fee covers a fixed number of requisite subjects. Students who enrol beyond the requisite number of subjects required for the fulfilment of their programme will be charged the prevailing single subject fee for each additional subject taken. Additional subjects taken are **NOT** included in the calculation of the Cumulative Grade Point Average (CGPA).

h) Auditing

U21Global does not accept applications for subject audits (unassessed participation in a subject).

i) Withdrawing from a Subject

Award Programme students who request to be withdrawn from a subject are subject to the following academic and financial penalties.

Withdrawal	Academic Implications	Applicable Fees
Before the start of class	No impact	No fee
Within the first six weeks of class	A "W" or Withdrawn grade will be recorded in the permanent academic record, and will be reflected in the academic transcript The "W" grade will not be computed in your CGPA	An administrative fee of US\$100 (Not applicable to students admitted after 20 Dec 2009)
After the 6th Week of Class	A "FI" or Failed Incomplete grade will be recorded in your permanent academic record and reflected in your transcript The "FI" grade will be computed in your CGPA as a zero (0)	Students will be charged the full cost of the subject

Certificate of Professional Development students who request to be withdrawn from a subject are subject to the following academic and financial penalties.

Withdrawal	Academic Implications	Applicable Fees
Before the start of class	No impact	An administrative fee of US\$100 (Not applicable to students admitted after 20 Dec 2009)
Within the first six weeks of class	A "W" or Withdrawn grade will be recorded in the permanent academic record, and will be reflected in the academic transcript The "W" grade will not be computed in your CGPA	No refund nor transfer
After the 6th Week of Class	A "FI" or Failed Incomplete grade will be recorded in your permanent academic record and reflected in your transcript The "FI" grade will be computed in your CGPA as a zero (0)	No refund nor transfer

4.3 Class Participation & Other Expectations

a) Study Schedule

At the start of the class, the Professor will have prepared a study schedule, which will be available to all students registered in the class. The study schedule provides details on the progress students are expected to make during the class, as well as dates for submission of assignments and the final examination.

Students should familiarise themselves with the study schedule, which can be accessed by clicking on the 'Section Information' icon in the Learning Management System for each class section.

b) Participation Policy

It is important to understand how to participate appropriately at U21Global. Because of the online nature of our offerings, our subjects require significant student contribution, and a student's active participation will ensure that he/she maximises the learning opportunities available to him/her.

Active participation and regular contribution to online discussions and subject assignments are required and assessed on a regular basis by the Subject Professor according to U21Global guidelines. Evaluation of a student's contributions to discussion boards will be based on the following criteria (based on 'categories of interaction'):

- Challenging a point of view/forwarding a new perspective
- Relating the theory to your experience
- Offering support for a position based on the academic literature
- Contributing to peers' understanding

Students who do not participate actively in the class are liable to fail this portion of their assessment.

c) Online Presence

U21Global learning pedagogy emphasises significantly on continuous assessment and students' consistent participation in class is paramount to their ability to complete the subject successfully.

To maximise the learning experience, students are expected to participate in all discussion board activities within the specific subjects. Full participation requires students to login on a regular basis. Students are encouraged to login daily, if possible, not just to browse and check on updates but to contribute to the discussion threads.

d) Submission of Assignments

The study schedule has details about when each assignment needs to be submitted, and all assignments are submitted via the LMS within the stipulated deadline. In the event of extenuating circumstances, students should seek permission from their Professor for late submissions.

Please ensure that filenames do not contain special characters and symbols, such as / ? : @ = & ; < > # % [] { } | \ ^ ~ " ()

e) Accessing Case Studies

U21Global incorporates the use of real-life case studies in many subjects, to provide opportunities for students to apply theory into practice in an authentic context. Students can find details about how to access the case studies by clicking on the 'Cases' icon in the LMS for each class section. Access to cases is normally granted **three (3) days before** class starts.

Please note that case studies are provided to students for the purpose of completing their class assignments. Students may view, download or print them for their personal use for the duration of your class. However, students may not further distribute the content to any person outside the class, whether by copying or by transmission and whether electronically or in paper form.

f) Peer Assessment

In the case of group or team assignments, students are required to complete the peer assessment **within three (3) days** of assignment due date. This is to ensure that all students participate effectively within the class.

If a student fails to complete the peer assessment, **the student will receive a mark of zero (0)** for the team assessment component of the assignment.

g) Use of Email

Emails sent by students to Professors or other students from within the section mailbox are automatically kept on record in the Section Inbox. Students are assured of the confidentiality of the communications, as records are kept purely for the purpose of quality control and accessible only by U21Global academic staff.

In the event that a student wishes to avoid their personal mail being stored by U21Global, they are encouraged to use their personal U21Global email account to send private email to their Professor or classmates.

4.4 Assessment & Grading

a) Assessment Criteria

A student's academic performance is evaluated at the subject level via activities and exercises that are part of his/her subjects. The Professor will grade the students in these areas, according to a set of assessment criteria established by U21Global. The typical mark distribution for a subject is as follows:

Assessment Components	Weightage (%)
Discussion Boards	30%
Case Analysis	20%
Final Project	25%
Final Examination	25%
Total	100%

Students do not have to pass each assessment component within the subject. However, they must achieve a passing grade in the final examination and receive an overall grade of at least 50% in order to pass the subject.

Professors will monitor the progress of all students and provide guidance and assistance as needed. If a Professor is concerned with a student's academic progress, he or she will communicate those concerns to the student and may also involve the Student Care team. In some cases, the Student Care team will then discuss the issue with the student, involving the Professor as appropriate, and agree on a plan for improvement.

b) Grade Points

Grades are used to determine your overall performance in subjects. The grade in any subject is related to the student's mastery of the subject matter, rather than to the relative performance of his/her peers, and that grades are not rigidly related to any distribution functions or predetermined percentages. U21Global calculates grades according to the table below:

Grade	Grade Point Range	Marks Range
A+	4.0	95 - 100
A	4.0	88 - 94
A-	3.7 - 3.9	85 - 87
B+	3.3 - 3.6	81 - 84
B	3.0 - 3.2	78 - 80
B-	2.5 - 2.9	73 - 77
C+	2.3 - 2.4	71 - 72
C	2.0 - 2.2	68 - 70
C-	1.7 - 1.9	65 - 67
D+	1.3 - 1.6	61 - 64
D	1.0 - 1.2	50 - 60
F (Failed)	0.0	< 50
FI (Failed Incomplete)	0.0	---
I (Incomplete)	0.0	---
W (Withdrawn)	0.0	---

- **“I” or Incomplete Grade**
Students are awarded an “I” or Incomplete grade if approval has been granted for a deferred examination.
- **“FI” or Failed Incomplete Grade**
Students are awarded an “FI” or Failed Incomplete grade if:
 - he/she enrolls for a class but fails to login and participate in any class activities and examination
 - he/she withdraws after the 6th week of class, or
 - he/she fails to write the scheduled final examination, or
 - he/she is late in the submission of the final examination answer script. Please refer to clause **4.6(b)** for more information.
- **“W” or Withdrawn Grade**
Students are awarded a “W” or Withdrawn grade if he/she withdraws between the 1st and 6th week of class.

c) **Cumulative Grade Point Average (CGPA)**

The cumulative grade point average (CGPA) is used to determine a student's eligibility for graduation. It also serves to qualify a student for continuation in the programme, articulation into other programmes and as information for decisions pertaining to dismissal and other matters.

A student's CGPA is determined by dividing the total grade points a student has earned by the total number of subjects attempted. Repeat attempts, if any, are included in the CGPA computation. 'I' (Incomplete) and 'W' (Withdrawn) grades and credit transfer for subjects from other institutions are not included in the CGPA computation.

4.5 **Academic Standing**

U21Global reviews the academic standing of all students on a half-yearly basis - in June and December each year, when an academic review exercise will be conducted to determine a student's academic standing at that point in time.

a) **Good Standing**

Students enrolled in U21Global programmes need to maintain a CGPA of at least 2.0 to maintain good academic standing. Also, to maintain good standing, students must not:

- Fail the same subject twice; and/or
- Fall below the minimum CGPA requirement of at least 2.0 for two consecutive academic reviews.

Students enrolled in the combined programme of U21Global and The University of Nottingham (UoN) are required to maintain a CGPA of at least 2.50 to be eligible for transfer to UoN for the Master of Science in Tourism & Travel Management programme.

b) **Student at Academic Risk**

Students who have failed subjects in the six-month period prior to the academic review exercise and/or whose CGPA falls below 2.0 will be tagged as a "student at academic risk". Students at academic risk will be closely monitored and may have their enrolment activities managed appropriately.

c) **Unsatisfactory Progress**

Students whose progress in their studies is not satisfactory according to U21Global's academic standing policies as detailed in clause **4.5(a)** may be required to withdraw from the programme.

Students who withdraw from the programme on the grounds of unsatisfactory progress may be eligible for tuition fee refund in accordance with policies outlined in clause **4.8(b)**.

Students who are deemed to have unsatisfactory progress and who wish to continue in the programme will be required to submit the **General Appeal Form** available on the Campus Portal together with an administrative fee of US\$25 to request for reinstatement into the programme. There is no guarantee of reinstatement, and all decisions are made on a case by case basis by the Dean. The application will only be considered if accompanied by a study plan on how you intend improve on your academic standing and justifications for your request.

4.6 **Examination - Processes & Policies**

a) **Final Examination**

Students are required to take a final examination at the end of each subject which consolidates the knowledge, tools and concepts that they have learnt during the class. This examination will account for 25% of the student's final grade, and the student must receive a passing grade in the examination in order to successfully complete the subject.

Capstone projects do not have a final examination.

b) Examination Schedule

The final examination for each subject will normally be scheduled during a **75-hour period** coinciding with the weekend at the end of Week 13 of the subject. The examination schedule is published in the Study Schedule for each subject, accessible online by students at the start of the class from their subject portal. Students will also be reminded via a section announcement or by U21Global email of the examination details before the end of Week 8 of the relevant subject.

Students are reminded to take careful note of the following:

- The 75-hour period generally starts from 12 noon (Singapore time, +0800 GMT) on a Friday and closes at 3pm (Singapore time, +0800 GMT) sharp on the following Monday (75-hour mark).
- The examination system will close and will NOT accept any submissions once it passes the 75-hour mark.
- Students have a **24-hour period only** in which to complete and upload their paper. This 24-hour period starts from the time the question paper is downloaded by the student from the U21Global subject portal.
- Please take care to upload the correct answer script. No special provision will be made for students who upload the wrong answer script and will be graded on the answer script submitted.
- Students should note that they must upload their examination papers before the 75-hour mark when the examination system is closed. This means students who choose to download the question paper at the 70th hour, for example, will have only 5 hours and NOT 24 hours to complete and upload the submission. Students are reminded to be mindful of the timeline when doing the final examinations.
- Late submissions of the examination answer script will not be accepted and students will be awarded an "FI" grade (zero (0) mark) for their final examination.

Students should note that ignorance of academic policies and procedures is not an accepted reason or excuse for non-compliance. Students are reminded to familiarise themselves with the policies and procedures set out in the Handbook so that they do not find themselves in a bind arising from non-compliance to published policies.

c) Examination Problems

An examination advisory note is sent to students prior to the final examination. It covers the issues that may arise during the examination and what students can do under unforeseen circumstances.

In the event where a student encounters technical difficulties while the taking the final examination, such as problems with downloading of the question and/or uploading of the answer script, the student should email studentcare@u21global.edu.sg and techsupport@helpdesk.u21global.edu.sg **immediately**. This email, which should be copied to the Professor, should provide us with a specific description of the issue and a screenshot of the problem.

U21Global will help to sort out the problem, and take into account the factors that caused the difficulties.

d) Absence from Final Examination

If a student has not received formal permission from the Registrar to defer the final examination and does not submit his/her paper at the scheduled time, the student shall be deemed to have taken and failed the examination.

e) Deferment of Final Examination

Students who have achieved a passing grade of at least 50% in their coursework assessments may request to defer the final examination if they face extenuating circumstances, i.e., an unanticipated situation or circumstance beyond their control which prevents them from sitting for the final examination.

Extenuating circumstances could include a sudden major illness or accident leading to hospitalisation; natural disasters which impact work and working conditions; urgent and unanticipated work commitment which cannot be undertaken by a fellow colleague; or bereavement of an immediate family member (where immediately family members include parents, grandparents, spouse, children, parents-in-law and siblings).

To request for a deferment of the final examination, students will need to submit the **Examination Deferment Form** available on the Campus Portal, with relevant and authentic supporting document(s) **no later than twenty-four (24) hours** after the close of the examination period. The examination deferment request will not be processed if U21Global's Registrar's Offices does not receive the necessary supporting documents **within five (5) working days** from the date of the request, and the request will be considered null and void and an award of an FI grade will be given.

A non-refundable administration fee of US\$100 will be charged to the student account if the appeal for a deferment of the final examination is successful. Following this, the Registrar will make arrangements for the student to take the next available examination in the subject with no impact on the student's academic record.

f) Supplementary Examinations

Students who have achieved a passing grade of at least 50% in their coursework assessments may request to write a supplementary final examination under the following circumstances:

- If student receives a failing grade in the final examination; or
- If student receives a failing grade in the subject

Requests to write a supplementary examination should be submitted to the Registrar using the **Application for Supplementary Examination Form** available on the Campus Portal. The form must be received by the Registrar **within fourteen (14) days** of the grade publication date. The non-refundable supplementary exam fee of US\$100 is payable upon confirmation and approval of the application.

Students cannot write a supplementary examination unless they receive formal approval from the Registrar. Further, students should note that they will only be awarded the maximum of a 50% grade for the supplementary examination.

Please note that any student who receives a failing grade on the grounds of academic dishonesty as detailed in clause 5.3 of this Handbook will not be allowed to write a supplementary examination.

g) Examination Results / Grade Publishing

The final moderated grade will be published three (3) weeks after the examination and announcement will be made through your campus email account. To avoid any return mail from such announcement, students are urged to clear their campus email account.

Students may view the final moderated grade after successful submission of Survey of Subject (SES) and Survey of Faculty (SEF) by taking the following steps:

- Log in and navigate to the Survey Tool to complete the surveys.
- Save all the categories of the surveys.
- Submit button should be activated / enabled.
- Submit the survey.
- Log in and navigate to Learner Performance Tool to view the final grade.

Should a student encounter any problem after following these steps, please contact the technical support team at techsupport@helpdesk.u21global.edu.sg for assistance.

Students who are enrolled in the Certificate of Professional Development programme should note that access to view the final moderated grade will be blocked **six (6) weeks** after the examination. Students will need to write directly to examinations@u21global.edu.sg to request for their final grades.

h) Grade Report

The grade report will be posted in the secure, password-protected area of the Campus Portal, normally **within three (3) weeks** of the final examination. U21Global does not send grade reports through the post.

The academic record is considered confidential information and will not be released without a student's permission. However students who are company-sponsored under a corporate programme should note that their results will be submitted to their employer for their records and review.

4.7 Appeals

a) Informal Appeals for Assignments

All informal requests with respect to assignments should be directed to the Professor who is assigned to your subject section. This includes requests for deadline extensions, requests that mitigating circumstances be taken into account in the grading of assignments, and queries on assignment results. Students should communicate directly with their Professor who will, in turn, respond directly to the request based on his/her own assessment of the matter.

b) Formal Appeal on Final Grade

If you disagree with the final grade awarded, you may appeal for a review of the grading in the subject **within fourteen (14) days** of the official grade posting. All formal appeals will be considered by the U21Global Appeals Committee. A thorough review of the grading of your work throughout the subject period will be conducted and you will be advised of any changes which may be awarded as a result of the review. The committee may uphold or dismiss the appeal, and may confirm, raise, or lower the appealed final grade.

If you wish to make an Appeal, please submit the **Appeal for Final Grade Form** available in the Campus Portal together with a non-refundable administrative fee of US\$25. Appeal application will only be processed upon receipt of appeal fee.

You will be required to support your appeal with documentary evidence of the circumstances forming the basis for the appeal. Major work and travel challenges must be supported by documentation from your employer in order to be considered as the basis for an appeal. The supporting documents should reach us **within five (5) working days** from the date of the request.

The form and all supporting documents (such as medical or death certificates and letters from your employer) should be submitted to:

The Appeals Committee
U21Global Graduate School
88B Level 3, Amoy Street
Singapore 069907
appeals@u21global.edu.sg

You will be advised of the outcome of your appeal within an appropriate timeframe.

c) Appeal on Withdrawals & Other Penalties

Students are required to adhere to and comply with all published rules and regulations of U21Global as set out in this Handbook. However, we understand that from time to time, a student could be prevented from adhering to the rules and regulations on grounds of extenuating circumstances.

Extenuating circumstances are unanticipated situations beyond the student's control which have a negative impact on a student's ability to fulfil his/her required roles and responsibilities. Extenuating circumstances could include a sudden major illness or accident leading to hospitalisation; natural disasters which impact home and work; urgent and unanticipated work commitment which cannot be undertaken by a fellow colleague; or bereavement of immediate family members (where immediately family members include parents, grandparents, spouse, children, parents-in-law and siblings).

However students should note that ongoing work commitments, existing illness and poor health, minor ailments including flu, coughs and colds, and examination and work stress are not accepted as extenuating circumstances.

If an extenuating circumstance prevents a student from complying with a policy or fulfilling a required responsibility (such as withdrawing by the 6th week of class or maintaining good academic standing, etc) the student may submit an appeal via submission of the **General Appeal Form** available in the Campus Portal together with a non-refundable administrative fee of US\$25 and request for a waiver of the penalty imposed. The appeal should be accompanied by supporting evidence. U21Global's Appeals Committee will assess each appeal on its own merits and circumstances. There is no guarantee that the appeal will be upheld, and if there is insufficient supporting evidence or insufficient grounds for an appeal, a student's request may be rejected.

Please note that documentary support is required for the appeal to be considered. Documents supporting an appeal, which must be submitted are as follows:

Extenuating Circumstance	Required Supporting Documentation
Illness or Accident	Doctor's letter or report specifying the details of the illness
Urgent and Unanticipated Work Commitment	Employer's letter to stating the work commitment and confirming that the work cannot be undertaken by another person
Bereavement	Death Certificate

The list above is not exhaustive and if a student feels that his/her situation warrants a review for waiver of penalty, he/she can submit an appeal on the prescribed form together with an administrative fee of US\$25 with the details and justification and relevant supporting documents for consideration by the U21Global Appeals Committee. Appeal application will only be processed upon receipt of appeal fee.

4.8 Dismissal from a Programme

a) Unsatisfactory Progress

Students with unsatisfactory academic progress, as detailed in clause 4.5 of this Handbook, may be dismissed if they do not withdraw from the programme by the stipulated deadline set by U21Global.

Students who are dismissed on the grounds of unsatisfactory progress may be eligible for tuition fee refund as detailed in clause 4.10(c).

b) Violation of Academic Honesty & Other Disciplinary Grounds

Students who violate the U21Global Student Code of Conduct as detailed in Chapter 5 of this Handbook, which includes U21Global's policy on Plagiarism and Academic Honesty will face disciplinary actions and may be liable for dismissal from their programme.

Students who are dismissed from the programme on disciplinary grounds will not be eligible for fee refund.

c) Outstanding Fees

Student in arrears of their tuition fee may be liable for dismissal from the programme.

4.9 Leave of Absence

Students facing extenuating circumstances which could affect their progression through and completion of the programme within the maximum candidature period may apply for Leave of Absence to resolve these matters before resuming their studies. Approved Leave of Absence will not be counted towards your candidature period. To apply for Leave of Absence a student will need to submit the **Application for Leave of Absence Form** (available on the Campus portal), a non-refundable administrative fee of US\$100 and supporting documents to the Registrar.

Leave of Absence, if approved, will only be granted once during the candidature period and will be for a fixed 6-month block.

Students should also note that while Leave of Absence is not counted towards candidature, U21Global reserves the right to impose the 5-year validity on subjects completed. If a subject was completed more than 5 years ago, the student may be required to retake the subject and be charged the current single-subject retake fee.

4.10 Transfers & Withdrawals

a) Transfers across Disciplines

Subject to the approval of the Dean, a student may be allowed a lateral transfer across the different disciplines e.g., from the MMIT to the MBA or vice-versa, on the condition that he/she has met the minimum admission criteria for the intended programme.

Students who wish to exercise a transfer across disciplines will need to submit the completed **Application for Programme Transfer Form** (available on the Campus portal) and a non-refundable administrative fee of US\$500 to the Registrar's Office.

If the transfer is approved:

- subjects completed at U21Global which are within the currency period and which are relevant to the intended programme will be counted towards the programme requirement;
- all requirements and obligation including fees at current rates of the intended programme will be applicable; and
- the period of candidature counts from the date of admission and maximum candidature will be based on the intended programme. Example, the maximum candidature for a student who transfers from the MBA to the MMIT programme will be reduced from 5 to 4 years.

b) Transfers within Discipline

For students who are not able to complete the programme in which they are enrolled due to extenuating reasons, they may request for a transfer within the discipline to a lower exit qualification. This would include transferring from the Masters programme to either the postgraduate certificate or postgraduate diploma programme or from the postgraduate diploma to the postgraduate certificate programme.

Students who wish to exercise the transfer will need to submit the completed **Application for Programme Transfer Form** (available on the Campus portal) and a non-refundable administrative fee of US\$500 to the Registrar's Office. Students should note that the transfer request must be submitted and approved immediately after completing their first two subjects.

If the transfer is approved:

- completed subjects (within the currency period) relevant to the intended programme will be counted towards the programme requirement; and
- all requirements and obligations including fees at the prevailing fee rates of the intended programme at the time of the transfer will be applicable.
- the period of candidature counts from the date of admission and maximum candidature will be based on the intended programme.

c) Withdrawal from the Programme

Upon withdrawal from a Masters degree, postgraduate diploma or postgraduate certificate programme, a student may be eligible for a refund if the total amount of tuition fees paid to date exceed the fees payable for the total number of subjects consumed.

The refund policy takes into consideration the period of student's candidature to date (i.e. how long the student had been enrolled in the programme) from the date of joining to the date of withdrawal.

The refund value is given in the table below:

Period that Student has been enrolled in the Programme	Refund Value
Less than one year	50% of tuition fees paid
Between one and two years	25% of tuition fees paid
Two years or more	No refund

A student who withdraws from a Masters degree, postgraduate diploma or postgraduate certificate programme is also liable for a non-refundable administrative fee of US\$500 (**not applicable to students admitted after 20 Dec 2009**).

Any fee refund will be made in the same currency and payment mode used by the student when paying their tuition fees.

Students should note that all application fees, registration fees and all administrative fees are non-refundable.

4.11 Graduation

a) Filing for Graduation

Masters and Postgraduate Diploma students who have completed their programme subject requirements and who have met the minimum CGPA requirement of 2.0 can file for graduation. Postgraduate Certificate students who have completed their programme subject requirements and who have met the minimum CGPA requirement of 1.0 can file for graduation.

The process of filing for graduation takes place **4 times a year**, at which time the U21Global Board of Examiners (BOE) convenes to decide on and approve the award of degrees, postgraduate diploma or postgraduate certificates to students who have filed for graduation. Once the official approval of the award is made, U21Global will issue the conferment letters and official transcripts to graduating students. The degree scroll will only be issued at or after the annual U21Global Graduation Ceremony.

The timeline for the filing for graduation process is as follows:

File for Graduation	BOE Meeting	Issuance of Conferment Letter and Transcript
January	March	April
April	June	July
July	September	October
October	December	January (of the following year)

Besides fulfilling their programme requirements, students should fulfil all the following requirements before they file for graduation:

- they have submitted all required supporting documents to U21Global;
- they have no outstanding payments; and
- tuition fees have been paid in full;

Students who have not fulfilled one or more of the stated requirements will not be allowed to file for graduation.

b) Academic Transcript

A U21Global transcript of academic records is a complete, unabridged academic record, providing information about your time with the institution. Upon completion of your programme, you will receive an official transcript after your award had been approved by the BOE. The transcript will be sent through courier service to the mailing address registered with us.

Should there be any changes to your mailing address, please inform our Student Records Office at student_records@u21global.edu.sg accordingly.

If additional copies of the transcript are required, the Registrar's Office will provide official, sealed transcripts by post for a fee of US\$10 per transcript issued. The transcripts will certify the date of admission, period of attendance, subjects attempted and completed, grades and the degree awarded (if applicable).

U21Global reserves the right to withhold transcripts until you have met all of your financial and documentary obligations to U21Global.

c) Graduation Ceremony

Graduates (as well as their guests and other U21Global students) will have the opportunity to attend a ceremony which will be held to honour their accomplishments.

In addition, a dedicated website set up for the graduation proceedings will include:

- the graduation programme and schedule
- a listing of the graduates and their achievements
- an online photo gallery
- a message board for the graduates and their well-wishers

Following the ceremony, degree scrolls will be sent to those graduates who do not attend in person.

d) Degree Scroll

Graduands are reminded to take extra care of their degree scrolls. U21Global will NOT replace any lost or damaged degree scroll. In the event of lost or damaged degree scroll, U21Global will only issue a letter of certification stating the qualification achieved, and the date the qualification was conferred. Graduands requiring such a letter will need to provide the Registrar with their full name, date of birth, passport or NRIC number, U21Global student ID number, degree/qualification awarded and conferment date for identification purposes.

e) U21Global Awards & Post-Nominals

Post-Nominals are the abbreviated form of the Graduate School's awards or professional qualifications, and which you may add after your name to indicate the attainment of an academic and/or professional qualification.

If you have earned more than one award from U21Global, the recommended order is first, masters degree; followed by postgraduate diploma; followed by postgraduate certificate. The following are U21Global's guidelines on the Post-Nominals based on awards:

Awards	Post-Nominals
Master of Business Administration	MBA
Master of Science in Information Systems Management	MISM
Master of Management in Information Technology	MMIT
Master of Management in International Business	MMIB
Postgraduate Diploma of Business Administration	PgDipBA
Postgraduate Diploma of Information Technology Management	PgDipITM
Postgraduate Certificate of Management Studies	PgCMS
Postgraduate Certificate of Financial Management	PgCFM
Postgraduate Certificate of Information Technology Management	PgCITM
Postgraduate Certificate of IT Project Management & Outsourcing	PgCPMO

If students wish to identify the Graduate School, the usual practice is to place "(U21G)" after the award, e.g., MBA (U21G).

4.12 Academic Awards

a) Academic Excellence Award

The Academic Excellence Award is presented to the top graduates of the Masters degree programmes in any year. The award winner is selected by the Deans and the criteria will be based on outstanding academic performance, exemplary leadership qualities and excellent student responsibility demonstrated throughout the course of study.

b) Dean's List

The Dean's List is awarded to the top 5% of the MBA and MMIT cohort (at most) on a yearly basis, as long as students have met the following criteria:

- Students must have successfully completed at least six subjects within the calendar year from January to December.
- Students must have achieved a minimum cumulative CGPA of 3.50 for subjects taken during the "qualifying" period.
- Students should not have any "W", "FI" or "F" grade during the qualifying period.
- Students should not have any records of disciplinary issues and/or academic dishonesty.

Chapter 05 : Code of Conduct

To maximise the investment you have made in your chosen programme of studies please familiarise yourself with the Graduate School's standards, policies and procedures detailed in this Handbook and observe all guidelines given. Please do note that claims of ignorance of rules and procedure is not an acceptable reason and will not absolve you of any disciplinary action that can be taken against you should you violate any of the rules stated in this document.

5.1 Students' Code of Conduct

U21Global expects all students to conduct themselves responsibly with the highest level of integrity and honesty at all times. U21Global aims to develop leaders who display the characteristics and character of an exemplary role model.

As such, dishonest, disrespectful or abusive behaviour will not be tolerated within the Graduate School. Students found guilty of gross misconduct will face disciplinary action and depending on the seriousness of the situation, may even be dismissed from the programme.

Similarly, illegal or improper activities, including the use of the web within U21Global's environment - including unauthorised entry to private sites, inappropriate email or online harassment of any kind - will not be tolerated and may be cause for dismissal or other disciplinary or legal action.

5.2 Referencing

All students are encouraged to engage in their own original research, particularly in developing and substantiating their own views on assignments, projects, discussion boards or examination topics. Additionally, research should cover the available literature - it is both necessary and appropriate to record and acknowledge what others think about the topic in question, and it is often useful to synthesise these views into the assessment work as a benchmark for your own ideas.

However, it is not sufficient for students to just regurgitate references - they should be used to supplement, verify and extend their own ideas on the topic. Quotations, ideas and data drawn from other sources should be used to support the arguments but should not comprise the total argument.

Students should avoid, for instance, building their essay out of a string of quotations, diagrams, tables, etc. unless the student shows how the quotations, diagrams, tables, etc. are relevant to his/her own thesis. Quotes out of their original context are often not self-evident and, worse, are often misleading. In all assessment work, students must acknowledge the sources of ideas, tables, diagrams, data, etc. when these have been borrowed from other sources.

It is especially important for students to avoid plagiarism which involves borrowing from sources without acknowledging them, and without contributing any of their own ideas - an offence which is comparable to cheating and is treated accordingly.

There are a number of ways in which students can reference their sources, and any clear, unambiguous method is acceptable. Students may refer to the 'Citation & Style Guides' in the *eLibrary* for information and examples on how to include references.

5.3 Academic Integrity & Honesty

Honesty and academic integrity are fundamental principles of learning and form the foundation of all academic institutions. By enrolling at U21Global, students agree to the maintenance of the highest standards of honesty and academic integrity in all dealings with U21Global and its faculty, administration and students. Cheating, fabricating and facilitating academic dishonesty and plagiarism are violations of this agreement.

It is the responsibility of the student to ensure that assignment submitted is his/her own work. Any student found submitting work done by other people whether passages are copied directly without attribution, or slight rewording, is deemed to have committed plagiarism and will be heavily penalised.

U21Global reserves the right to determine, in a given instance, what action constitutes an infringement of academic honesty and integrity. Depending upon the seriousness of the transgression, a student may receive a mark of zero (0) for the assessment component in question, a fail grade in the subject(s) in which they are enrolled, or dismissal from the programme.

a) Academic Dishonesty

Academic dishonesty includes but is not limited to:

- ***Cheating:*** Intentionally using or attempting to use unauthorised materials, information, or study aids in any academic exercise, arranging for another to do work on one's behalf or in any way submitting another's work as your own. For example, when you use the work of another student in part of their assessment and represent the work as your own.
- ***Fabrication:*** Intentional and unauthorised invention or falsification of any information or citation in any academic exercise. For example, when the results of a research experiment are not reported accurately, but are changed to suit the discussion in the report.
- ***Plagiarism:*** Representing the words or ideas of another as your own in any academic exercise. For example, using a sentence, paragraph or idea from someone else's work and representing it as your own, without citing the source or referencing it.

b) What Constitutes Plagiarism?

At its core plagiarism involves copying or borrowing the work of others and passing it off as your own by not crediting or citing the source. However, there is some confusion as to what actually constitutes plagiarism.

Students may refer to **Plagiarism.Org** at www.plagiarism.org/ to learn more about plagiarism and how **NOT** to plagiarise.

Some clarifications on the “Types of Plagiarism” from the site are reproduced here. Plagiarism includes (but not limited to) when the student writer:

- Turns in another’s work, word-for-word, as his/her own
- Copies significant portions of text straight from a single source, without alteration
- Tries to disguise plagiarism by copying from several different sources, tweaking the sentences to make them fit together while retaining most of the original phrasing
- Alter the paper’s appearance slightly by changing key words and phrases but retained the essential content of the source
- Takes the time to paraphrase most of the paper from other sources and make it all fit together, instead of spending the same effort on original work
- “Borrows” generously from his/her previous work, violating policies concerning the expectation of originality adopted by most academic institutions
- Mentions an author’s name for a source, but neglects to include specific information on the location of the material referenced. This often masks other forms of plagiarism by obscuring source locations
- Provides inaccurate information regarding the sources, making it impossible to find them
- Properly cites a source, but neglects to put in quotation marks text that has been copied word-for-word, or close to it. Although attributing the basic ideas to the source, the writer is falsely claiming original presentation and interpretation of the information
- Properly cites all sources, paraphrasing and using quotations appropriately. The paper therefore contains almost no original work.
- Properly quotes and cites sources in some places, but goes on to paraphrase other arguments from those sources without citation. This way, the writer tries to pass off the paraphrased material as his/her own analysis of the cited material

If you are in any way uncertain about what actually constitutes plagiarism, always consult your Professor.

c) Standard Policies on Academic Dishonesty

U21Global applies the following standard policy on academic dishonesty:

- A student found to be guilty of plagiarism will receive a formal warning and marks for the assignment will be deducted according to the seriousness of the offence and in some cases, zero (0) mark may be awarded.
- In the event of a second offence, a student will be awarded a ‘Fail’ grade for the subject in question.
- In the event of a third offence, the student will be dismissed from the programme and barred from enrolling for any further course of study at U21Global.

Notwithstanding the standard policy, U21Global reserves the right to apply other penalties if they are deemed to be warranted in certain circumstances.

6.1 Important Contact Information

Key contact information of U21Global are given below.

Students who require assistance on technical or IT issues should contact U21Global’s Tech Support for assistance. Students who require other forms of assistance should contact our Student Care Office for help.

Student Care Hotline:	+65 6410 1333 (Singapore Office) +9180 4151 1836 (Bangalore, India Office)	Monday to Friday 0830 - 1730Hrs (Singapore Time +8GMT) (India Time +5:30GMT)
Tech Support Hotline:	techsupport@helpdesk.u21global.edu.sg	24-Hour Daily Support
Student Care Email:	studentcare@u21global.edu.sg	Please allow a minimum of one business day to receive a response for non-time-critical matters
Facsimile No.:	(+65) 6410 1358	
Campus Website:	www.u21global.edu.sg	
Mailing Address:	U21Global 88B Level 3, Amoy Street Singapore 069907	

6.2 Student Care Centre

The Student Care Centre is one of your most important sources of support at U21Global. The Student Care Programme Executives are available via telephone, email, fax or post. They are your first resource for answers to questions, resolution of issues and assistance with logistical and technical problems. They can assist with your study planning, help with subject registration, provide general information and guide you through the policies that will apply to your programme. They will also act as your liaison when particularly challenging questions require assistance and input from other U21Global resources.

a) Academic Advising & Study Planning

Academic advising is the responsibility of Student Care, and is an important and integral part of the educational programme at U21Global.

The advising process helps students to plan and complete an academic programme that will satisfy their individual needs and professional goals in a timeframe that works for them. The Student Care Programme Executives can answer most academic questions, follow up on students’ requests for information, assist in subject registration and help plan the best way for students to progress toward the completion of their degree.

Do remember though, while our Student Care Programme Executives provide assistance and support in planning of students’ academic programmes, the student himself/herself is ultimately responsible for driving his/her own progress at U21Global and making sure that the programme complies with our degree requirements.

6.3 U21Global eLibrary

The U21Global eLibrary is an essential resource for students completing their U21Global programmes. It provides students with the convenience of having quality information resources at their fingertips necessary to successfully complete assignments and to write research papers. The eLibrary offers a wide range of information sources, including full-text access to subscribed content from thousands of eJournals and eBooks. It also provides access to the latest market research data and global news sources, data analysis tools, in-depth company information and investment reports, major reference works, podcasts, as well as links to useful websites to enhance our students' learning experience.

Some of the services and features available via the eLibrary include:

- Comprehensive *Library Guides* to assist students with their research, including subject guides and instructions on how to search databases, how to research and organise list of references using various citation styles.
- The *Frequently Asked Questions* knowledgebase to enable students to search for quick answers to questions pertaining to library services and collections.
- The *Ask-A-Librarian* service to enable students to send a message to the U21Global eLibrarian for assistance in locating or accessing the library resources.
- The *Library News Blog* which features regular updates on library-related news and services. Students may subscribe to our latest news feeds via email or RSS by following the links from the blog under *Subscribe to News*.
- The *Book-of-the-Month* service which highlights an ebook from our library collection every month to encourage discussion. Book reviews for featured titles are available via our *Library News Blog* and are open to comments and suggestions from the community.

To access the eLibrary, log in to the Campus Portal and click on "Library" under Campus Bookmarks.

Appropriate Use of Library Resources Policy

Licensed resources at the U21Global eLibrary, such as the databases, eBooks, eJournals, news sources, company reports and subscribed data sources have restricted access. These resources are permitted to the U21Global's currently enrolled students and staff, and should be used solely for *personal, non-commercial use*.

The use of licensed resources is subject to terms and conditions of use as outlined in the license agreements for each information provider. The general terms of use include, but are not limited to, the following:

- Authorised users may view, search, download and print limited copies of licensed content for individual, non-commercial use;
- All copyright and other proprietary notices must be kept intact;
- The use of robots or intelligent agents to access, search and/or systematically download any portion of the licensed resources is strictly prohibited;
- The use of licensed resources for the purpose of document delivery, fee-for-service use, or bulk reproduction or distribution of materials in any form, or any substantially similar commercial purpose is not permitted;
- Authorised users are not permitted to sell, re-sell, rent, lease, license, sublicense, assign or otherwise transfer the use of licensed resources.

For detailed terms of use, refer to the *Appropriate Use Policy* section in the eLibrary.

6.4 Webinars

Guest speakers are regularly invited by U21Global to share their knowledge and experience on various topics of academic and professional interest. These monthly sessions are presented online, and students can participate in discussions via virtual classroom collaboration tools, chat tools and/or email. Most forums are recorded and are available for playback for the convenience of students unable to participate in the live sessions.

6.5 Textbooks & Other Learning Resources

U21Global include textbook readings to supplement the online content in most subjects in the programmes. A list of the textbook for the subjects is available on the Campus Portal at:

Campus Portal > Campus Bookmarks > textbook and Learning Resources

The recommended textbooks are generally available in hardcopies but there are some in digital format - eBooks. Textbook editions or titles are subject to change. Students should check the required textbook editions for the respective subject.

For subjects with eBooks, the links to the relevant chapters are provided in the courseware. Students are therefore not required to make purchase of the eBooks.

Students are encouraged to acquire the respective textbooks in advance of the subject start-date. Students may purchase the books via their own source, purchase them from suppliers listed in the Campus Portal link or through UBS Library Services (UBS) - an online bookstore at www.ubspress.com

a) UBS Library Services (UBS) Textbook Service

UBS Library Services (UBS) works with U21Global to provide online textbook purchase and delivery services for the students. Corporate sponsored students who are unsure of their textbook entitlement, should check with the respective recruiter on this matter.

(i) **Students admitted into U21Global programme on/after 15 October 2005**

Students who have previously opted in with U21Global for textbook arrangement will no longer receive their textbook automatically upon enrolment of subject. They have a choice to purchase from UBS. Student would have to login to UBS portal to make their textbook purchases. Students will be provided with instructions for the purchase in this portal. This service works in the same way as shopping online.

For instructions on how to purchase through UBS, please refer to the link in:

Campus Portal > Campus Bookmarks > Textbook and Learning Resource

U21Global students are provided with a promotional code (U21Global) for use in the purchase of U21Global's recommended textbooks on UBS site. This is a standard code. Please enter this code 'U21Global' when making your textbook purchase. UBS reserves the right to change/withdraw promotions without prior notice.

Students are under no obligation to purchase their books from UBS. They can source for the textbooks themselves or through other online bookstores (e.g. www.amazon.com, www.ebay.com). An alternative is to use the U21Global Online Textbook Exchange in the Global Discussion Forum.

(ii) **Students admitted into U21Global programme before 15 October 2005**

For students admitted to U21Global before 15 October 2005, textbook delivery arrangement had been made by U21Global until 30 June 2009.

From 1 July 2009 onwards, students in this group would have to go through UBS website to make their textbook arrangement. Students would have received a set of login ID and password from UBS before 1 July 2009. A separate email had been sent out by U21Global to the students to advise them of the new arrangement.

Students in this category will not need to pay UBS for the textbooks. However, students will have to pay for the textbooks if:

- they order more than the number of entitled textbook for each subject
- they repeat a subject
- they withdraw from a subject where the textbook(s) had been sent to them previously
- they consume more subjects than their programme curriculum

For instructions on how to order through UBS website, please refer to:

Campus Portal > Campus Bookmarks > Textbook and Learning Resource

Students are provided a promotional code (U21Global) for use in the order of U21Global's recommended textbooks. This is a standard code. Enter this code 'U21Global' when making your textbook order. UBS reserves the right to change/withdraw promotions without prior notice.

For subjects using eBooks, students are not required to go through UBS for textbook arrangement.

Student's entitlement of textbooks (this includes subjects with or without textbooks) is according to the programme you have taken and the subjects consumed.

Students can view their enrolment status in the "View My Class Schedule" section through this link on the Self Service:

Home > SA Self Service > Learner Services > Academics > View My Class Schedule

Students can only make the textbook arrangement with UBS after they have received confirmation of subject(s) enrolled.

b) Payment Terms & Other Conditions for Textbook Purchase with UBS

- UBS reserves the right to set the delivery terms and usage of courier companies to deliver the textbooks to the students
- UBS reserves the right to set the charges for the books and shipping where applicable
- Payment term is "Cash on Delivery" and payable to UBS in Singapore dollars. Payment can be made also be made via PayPal or credit cards and is directly payable to UBS
- Delivery of orders is subject to availability
- Duties and/or taxes are the responsibility of the student where applicable
- A GST charge will be levied for course materials purchased by students residing in Singapore. For more information on GST, please refer to 7.1 Residency and Local Tax
- Required course materials and prices are subject to change without prior notice
- Information on the delivery status (Airway Bill notification) will be sent to student's email account by UBS

c) Withdrawing; Failing or Retaking a Subject

Students should note that they are liable for the textbook fees and the corresponding delivery charges payable to UBS once the textbooks are delivered. There is a no refund, no return policy for students who either withdraw from a class or fail a subject. Students under the following category are required to pay for their textbook and delivery fees:

- Student who withdraws from a subject before the start of class but after the textbooks are delivered
- Student who withdraws after the start of class and awarded either an "W" or "FI" grade
- Student who fails the subject
- Textbook(s) that had been delivered by UBS

In the event that a student is required to retake a subject and there is a change to a newer edition of the textbook, the student has a choice whether or not to purchase the new edition textbook. If the student chooses to purchase the new edition textbook, he/she will need to pay for the new textbook through UBS as well as the delivery fees of the new purchase. Students who wish to purchase the new edition can purchase via their own source or go to www.ubspress.com to arrange for the purchase.

d) Articulation of Programme

Upon admission by articulation to a higher level programme, students who were previously enrolled under earlier tuition plans which included textbooks will NOT be automatically placed under the same scheme. This means that students in this category will need to pay for the textbooks. Such students should check with their recruiter on their textbook plan or entitlement when they articulate to the new programme.

Students in this category will have to purchase textbooks via their own source or go through UBS to make the purchase.

6.6 U21Global Alumni

U21Global students become members of the University's Alumni from day one and the membership is free.

The Alumni Relations Office has been set up to provide services and programmes for students and graduates to promote lifelong learning, networking opportunities maintaining contact with other graduates and students as well as a continuing involvement with U21Global.

For further enquiries, you can contact Alumni Relations Office at alumni@u21global.edu.sg

6.7 U21Global Network Chapters

U21Global Network Chapters, which consist of students and alumni, has been set up to provide a networking forum at a regional, national and international level. Our chapter representatives, therefore, carry the onus of maintaining and strengthening the U21Global Network.

To contact the respective committees for information or activities relating to the Network Chapters, please visit www.u21global.edu.sg/Education/About/Alumni/U21Global_Network_Chapters

6.8 U21Global Facebook

We have setup various networking group accounts on Facebook (www.facebook.com) to communicate with and to develop a community of current students, staff and alumni of U21Global. We would like you to be a part of this community and we encourage you to join Facebook if you are not already a member. You may join the respective groups that we have set up.

The main group is "U21Global Network" and under this we have setup regional chapter groups in the form of "U21Global Network (COUNTRY)", which you are welcome to join as well.

Please use the link below to take you directly to the main "U21Global Network" group: www.facebook.com/group.php?gid=48260259658

6.9 Career Services

To assist our students who are looking for a career change or advancement in their current career, U21Global has partnered with TopMBA - one of the world's leading providers of innovative and effective career transition services - to provide you with complimentary membership at TopMBA. Under this partnership, U21Global MBA students and alumni enjoy free access to:

- Thousands of MBA jobs
- A calendar of networking events
- Career advice and company information
- Latest "Top Job" updates

To access, click on "TopMBA" under *Campus Bookmarks* in the Campus Portal

Note: You are required to have at least an MBA to apply for the jobs.

For further enquiries, you can contact Alumni Relations Office at alumni@u21global.edu.sg

6.10 Online Student Information & Services

a) Self Service Function

U21Global provides a rich complement of self-service support capabilities, designed specifically for the online environment. These services enable you to get necessary information on your own, and also help you build and connect to the U21Global community. You will find the Student Self-Service function available on the Graduate School's website under *Campus Bookmarks*.

b) Student Information

Your official student records are kept by the Registrar's Office, and this would include your personal data, your supporting application documents and your U21Global academic record. The information contained in your personal records is private and confidential - U21Global closely observes the data privacy code and will not release this information to third parties unless you have specifically authorised us to do so.

You can access much of this information through your personal student account in the online self-service function. It is your responsibility to keep your personal information (including your address and telephone numbers) updated at all times. Some information cannot be changed by the student (such as a legal change in any statutory information e.g., your name). In such cases, U21Global will need official and legal documentation of the change before we can officially update your records.

6.11 Student Feedback

Students can give their feedback and comments on U21Global via email to studentcare@u21global.edu.sg

6.12 IT Requirements & Resources

a) Hardware & Software Requirements

For seamless access to the entire range of functions required by your U21Global online subjects, the computer/laptop you use should have the necessary computer hardware and software. Please do note that the U21Global Learning Management System **does not support Apple OS**.

	Minimum specifications	Recommended specifications
Monitor	15" VGA 16 bit of colours 1024 x 768 screen resolution	17" SVGA or bigger 16 bit of colours or higher 1280 x 1024 screen resolution or higher
Processor	Pentium 133 MHz or higher for Windows 2000, Pentium 233 MHz for Windows XP, Pentium 800 MHz for Windows Vista, Pentium 1 GHz for Windows 7	Pentium 1 GHz
RAM	128 MB for Windows 2000 & Windows XP, 512 MB for Windows Vista & Pentium 1 GB for Windows 7	Pentium 1 GB
Hard Disk Space	650 MB for Windows 2000, 1.5 GB for Windows XP, 15 GB for Windows Vista, 20 GB for Windows 7	20 GB of available space
Internet Connection	56K Modem	Broadband
Browser	MS Internet Explorer 6.0 (SP2)	MS Internet Explorer 6.0 (SP2) or 7.0 is recommended It also works on MS Internet Explorer 8.0. But for IE8, user needs to ignore automatic browser check alert
Email Connection	Unique email address (not a shared account)	MS Outlook Express or MS Outlook (at least 5 MB storage space) (HTML email capabilities)
Operating System	Windows 2000, Windows XP, Windows Vista, Windows 7	Windows 2000 operating system or higher
Software	MS Word, Excel, PowerPoint 98 or above	MS Word, Excel, PowerPoint 98 or above
Plug-ins	Adobe Acrobat Reader 7 Flash Player 8 Shockwave Player 8	Adobe Acrobat Reader 7 or above Flash Player 8 or above Shockwave Player 8 or above
Sun Java Runtime Environment	Sun Java 2 Runtime Environment - Java 6 update 13	Sun Java 2 Runtime Environment - Java 6 update 13
Peripherals	Speakers Sound Card Video card capable of 800 x 600 pixel resolution	Speakers Sound Card Video card capable of 1024 x 768 pixel resolution Headset with microphone

b) Technical Support

If you experience technical difficulties with your browser configuration or with the log-in process, please email us at studentcare@u21global.edu.sg, or contact our **Student Care hotline at +65 6410 1333 (Singapore Office) / +9180 4151 1836 (Bangalore, India Office)** between 0830 - 1730Hrs local time. Urgent questions will be dealt with immediately, and non-urgent questions will receive a response by the end of the next business day.

If you require immediate technical assistance, please contact our **24-hour Technical Help Desk** at techsupport@helpdesk.u21global.edu.sg

c) Your Login & Password

Your personal login and password are confidential and should not be shared with anyone else. Allowing unauthorised persons access to non-public U21Global sites is a serious security violation, as well as a breach of the foundation of ethics and trust that forms the basis of your relationship with U21Global. Such violations will be viewed gravely and may result in penalisation or dismissal from U21Global.

d) Online Student Orientation Programme (SOP)

The mandatory online student orientation programme is one of the most important first step towards success in your U21Global programme.

The orientation programme is offered in the week prior to the start of your first subject, and provides an online tour of Campus Portal. The orientation tour will guide you through the learning management system you will use throughout your programme at U21Global, and help familiarise you with programme terminology. Most important, it will give you a head start in understanding the look, feel and navigation of your subject courseware.

6.13 Communications

Any notice which U21Global sends to you may be by hand, post, electronic or facsimile transmission, and shall be deemed to have been received by you:

- if by hand, when delivered (to your last known address on U21Global's record);
- if by post, two days following the posting; and
- if by electronic or facsimile transmission, when dispatched as confirmed by a report from the despatching equipment, despite any evidence to the contrary.

U21Global will not be responsible if you fail to receive communications from U21Global if such failure is due to:

- an error in your email program;
- a wrong email address;
- your not updating U21Global of a change in email address; or
- your failure to regularly check your e-mail, our website or our Student Portal.

Upon the acceptance of U21Global's offer of admission and confirmation of the instalment plan and payment method, the Bursar will set up a student account for each new student. The student account will reflect a history of the charges incurred and payments made by each student. The account contains confidential information and access to it is password protected. Students are reminded never to share their password or in any case allow access to their account by a third party. Students are reminded that such violations will be viewed gravely and may result in penalisation or dismissal from U21Global.

7.1 Residency & Local Tax

A Goods and Services Tax (GST) is applicable to all students who reside in Singapore and will be added to all fee amounts shown in this Student Handbook.

You are considered to hold Singapore residency if you are physically in Singapore and maintain a Singapore postal address in our records during your course of study with U21Global. Students are reminded to update their address and contact number information.

7.2 Checking Your Financial Account Status

Students may access their account at any time via the Campus Portal. It is the student's responsibility to check their account regularly and promptly pay any fees that may be outstanding.

7.3 Payment Reminders

U21Global has developed automated payment reminder emails to help remind students when their tuition fee is due. This will avoid the disappointment of an unnecessary disruption to their studies caused by an overdue payment.

Please do note that payment reminders will be sent until payment has been processed. Depending on the mode of payment, it could take up to a week for the payment to be processed and completed.

7.4 Overdue Fees

Students should note the importance of ensuring that payments are made before the due date. If fees are not paid by the given due date:

- A late payment charge of US\$25 will be imposed;
- Students will not be allowed to enrol for new classes; and
- Access to the U21Global Portal will be blocked off the day after the payment due date. Portal access will only be reactivated 3 working days after the receipt of payment of all fees due.

7.5 Submitting Your Payment Preferences

The first time a student makes a payment to U21Global, he/she will be asked to select the payment preferences (method of payment and instalment plan). Once the payment instalment plan has been set up in the student account, payment will be required according to the due date on the instalment plan. Please note that the instalment payments are due, even if a student is not enrolled in a subject.

7.6 Programme Fee

Tuition fees will be charged to your account and will indicate the relevant due date for payment. The fees shown below are payable in US dollars (US\$) and do not include any transaction fees or taxes.

7.7 Other Fees

Description	US\$	Payable Upon
Application Fee	50	Upon submission of programme application
Registration Fee	100	With the first payment
Programme Transfer Fee	500	Upon application for transfer
Application for Re-admission	100	Upon confirmation of successful application
Late Payment Charge	25	If fee payment exceeds payment due date
Appeal Fee	25	Upon submission of <u>General Appeal Form</u>
Leave of Absence Fee	100	Upon submission of <u>Application for Leave of Absence Form</u>
Deferred Exam Fee	100	Upon confirmation of successful request
Supplementary Exam Fee	100	Upon confirmation of successful appeal
Retake Fee	Single Subject Price	Upon receiving a failed grade
Textbook Fee	Textbook & Delivery Cost	Upon confirmation of textbook purchase
Subject Withdrawal Fee	100	Upon confirmation of withdrawal from subject/class (Not applicable to students admitted after 20 Dec 2009)
Programme Withdrawal Fee	500	Upon confirmation of withdrawal from programme (Not applicable to students admitted after 20 Dec 2009)
Student Card Replacement Fee	20	Upon request for card replacement
Transcript Fee	10	Upon request for additional transcript

7.8 Payment Methods

International credit cards (American Express, MasterCard and Visa), telegraphic transfers, bank drafts, money orders and US dollar cheques are the acceptable forms of payment. Students need to select one of these payment methods each time they fill in the payment preferences form to complete a financial transaction with U21Global. These methods are further explained below.

a) Payment by International Credit Card

Students can submit credit card payments via the secure online payment gateway in the student account. To make a payment online, follow the steps below:

- Login to the Campus Portal
- Click on Student Services tab
- Click on Student Self Service
- Select **SA Self Service > Learner Services > Finances > Make a Payment**

b) Payment by Telegraphic Transfer

The bank details are as follows:

Intermediate Bank:	Citibank New York (SWIFT Code: CITIUS33)
Beneficiary Bank:	Citibank Singapore (SWIFT Code: CITISGSG)
Branch Number:	7214 001
Beneficiary:	U21Global Graduate School Pte Ltd
Account Number:	0819404003
Payment Details:	Please state your full name and Student Identification Number

Students are required to indicate their name and student identification number in the 'Payment Details' field of the transfer. Once the arrangement for payment has been made, please email a scanned copy of the bank advice to our Bursar's Office at bursar@U21Global.edu.sg

c) Payment by US Dollar Cheque/Bank Drafts/Money Order

Cheques must be drawn on a Singapore or US bank. Please make your cheque, bank draft or money order payable to "**U21Global Graduate School Pte Ltd**", and write your name, student identification number and contact details on the back. Post-dated cheques will not be accepted.

Any student who submits a cheque to the Bursar that is subsequently returned by the bank must replace that cheque including applicable penalty fees.

Payments can be made in person or by post to:

<p style="text-align: center;">The Bursar U21Global Graduate School 88B Level 3, Amoy Street Singapore 069907</p>

Chapter 08 : Private Education Act

Effective from 21 December 2009, all Private Education Institutions (PEIs) operating in or from Singapore must be registered with the Council for Private Education (CPE) of Singapore. The regulation regime, set out under the Private Education Act and its subsidiary legislation, contains enhancements to improve accountability and mandate PEIs to observe and maintain baseline standards in terms of corporate governance, quality of provisions and information transparency.

For information on the CPE and the Private Education Act, please refer to CPE's website at www.cpe.gov.sg

As required under the new regulation, U21Global has put in place the PEI-Student Contract.

8.1 PEI-Student Contract

As part of the requirements of the Private Education Act, it is mandatory that all international and local students enter into a standard PEI-Student Contract with the PEI. The Contract lays out the important terms and conditions and relevant policies governing the relationship between the student and U21Global.

For information on the PEI-Student Contract, please refer to CPE's website at www.cpe.gov.sg
