

Academic policies of the MBA Program at Reykjavík University



Valid from 14. August 2017





1. Mission and objectives

The mission of the MBA Program is to develop responsible leaders who will have a positive influence on business and society. The MBA degree is therefore only awarded to students who have knowledge, skills, attitudes and personal abilities to build a solid career as a manager and a business leader.

The program's objective is to give the students quality teaching and a challenging and supportive environment where they can develop professional and personal skills needed to lead and change in order to enhance competitiveness and quality of life for themselves and the world around them.

Further objectives are to provide students with a comprehensive understanding of organization's dynamics, operations and management, to enhance entrepreneurial thinking, and to enable students to take on a more challenging responsibility and leadership roles in the future. The MBA curriculum aims therefore to provide a broad coverage of the main functional areas in business as well as building up skills needed like teamwork, communication, open mindedness, maturity and the desire to serve others.

Upon successful completion of the program, graduates are awarded a **Master of Business Administration** degree from Reykjavík University.

2. Administration and structure

2.1 The MBA Council

The MBA Council is responsible for the academic quality of the MBA program. The Council consist of the MBA Director, MBA Program Manager and one additional member from the Reykjavík University or industry.

2.2 Admission Requirements

The Master of Business Administration (MBA) offered at Reykjavik University (RU) is an officially recognized graduate degree designed for mid-to senior level professionals holding a bachelor's degree with at least three years of professional experience.

Requirements for admission to the MBA program are as follows:

- A bachelor's degree from a recognized academic institution or the equivalent of three years of undergraduate study.
- Minimum three years of professional work experience.
- Good command of the English language.
- Two letters of recommendation that indicate strong academic standing.

A selection committee chaired by the Director of MBA program makes decisions on student admission. The admission is based on an evaluation of the above requirements, the application, fit with the program, an interview, and any other criteria deemed relevant by the selection committee.

Applicants with a non-qualifying academic background will be evaluated on an individual basis and may only be admitted with substantial and proven professional expertise.

Final deadlines for applications are decided each fall and announced on the MBA program RU website and in other program publications.

2.3 Learning and teaching methods

Teaching methods vary depending on the curriculum needs and professional requirements, and do include but are not limited to case studies, interactive lectures, student presentations, group and/or individual assignments, and class contribution or discussions. The aim is to enable students to select and employ the appropriate tools and analyses, and apply the knowledge obtained during the program in real life situations.

Students are responsible to speak with their professors directly to clarify concepts, discuss their academic performance and seek advice.

All courses as well as the curriculum is set up in accordance with the Bologna framework for higher education as well as the AMBA accreditation requirements.

The official language of the MBA program is English and all courses are taught in English.

2.4 Study groups

At the beginning of each semester, each student is assigned to a study group by the MBA office to discuss cases and to work on projects. The study groups are designed to ensure professional, educational and cultural diversity. Students must participate in and contribute to all team projects assigned, and are expected to be professional and ethical when it comes to attendance, contribution, and handling of all material.

2.5 Duration

The RU MBA program is four semesters long study with classes normally held every other week – Thursday afternoon, and the entire day on both Friday and Saturday. The program is comprised of 90 ECTS. This includes scheduled lectures, assignments, average time spent on class preparation, case studies, papers and other features pertaining to the program. The 90 ECTS require a minimum of 600 hours of classroom study-time.

2.6 International exchange

The international exchange takes place during the third semester of the program and is supervised by the MBA Council and the International office of Reykjavík University. All students can apply for an exchange.

2.7 Changes to the program

Reykjavík University has the right to change courses offered and new courses can be developed and existing courses reviewed or substituted.

3. Academic rules

3.1 Evaluation

Evaluation of student's performance is in general based on the following four criteria:

- Exams (individual, in most courses)
- Individual assignments
- Group assignments
- Class participation

Method of evaluation in each course is described in the course syllabus and will be stated by the instructor at the beginning of each course. The evaluation method may include some or all of the above criteria. Generally, the individual component of evaluation will make up no less than 50% of the overall grade. Teachers can be asked to hand in written or oral feedback for all assignments over 20% of total grade evaluation. Class participation does not normally exceed 30% of the total grade.

Professors have 10 working days to hand in grades for assignments and 7 working days to hand in grades for exams.

3.2 Study progress

All students are responsible for their own studies and their study plan. Students have the responsibility to register in courses as well as deregister according to deadlines given. Students who fail for the first time can take the course again and take the exams offered each time. Students repeating a course must do all the required work according to the course outline and cannot have previous work re-evaluated.

If student does not pass a course the second time they are deregistered from the program. When student applies for re-enrollment, the Department of Business Administration reserves the right to decline. If students' request for re-enrolment is approved, he will only retain those courses for which the final grade was 6,0 or higher. The same applies to students who have left their studies and choose to start again. If the curriculum has been changed, students will be re-enrolled to the newest program structure. Applications for re-enrolment shall be in writing and shall be sent to the MBA Program Manager.

A student who is unable to complete an exam/assignment, due to illness or similar circumstances, has the right to participate in a make-up exam or to be given an extended deadline on an assignment. A documentation of illness is required for rescheduling of tests or assignments. Accidents, childbirth, serious illness and death in the immediate family are treated on similar terms as those applying to illness. Make-up exams and re-examinations are subject to the same demands applicable to the ordinary exam.

3.3 Class attendance

Class attendance is mandatory and recorded daily. Class participation is an integral part of the MBA program. Attendance is mandatory and all students are expected to participate actively in class discussions. Students are responsible for attending classes and signing their name on the

attendance sheet. If a student misses a class, he/she is required to notify the program manager and teacher.

If a student misses 25% or more of scheduled class hours in a given course, he/she is required to: a) notify the program manager and the professor, and b) upon the agreement with the instructor complete a written assignment that reflects the material covered in class, during which the student was absent. Missing 25% or more of scheduled class time can result in loss of the right to complete the course.

Professors using participation as an evaluation method in their respective courses have to send a short comment to all students on their individual participation. Absence from class might also result in a reduced grade for class participation. A student who misses more than 25% and does not notify program manager and teacher can be a subject to disciplinary action.

3.4 Participation in group work

Quality of participation will be evaluated at the conclusion of each course by having students complete an evaluation of each group member's contribution (on a scale of 1-10). Students are expected to complete their evaluations with honesty. A grade of 6.0 or lower from the majority of group members can be regarded as a failing grade and represents unacceptable participation and result in a disciplinary action.

3.5 Grading

Final grades are assigned according to a 10-point grading scale, in increments of 0.5. Grades for assignments, tests and participation are assigned on the same scale in increments of 0.1. Instructors' deadline for returning grades is no later than 10 working days after the assignments due date, and 7 working days for exams. Students must pass all courses in the program to graduate. To pass a course a minimum final grade of 6.0 is required. Students receiving a passing grade of 6.0 are not allowed to undergo a re-examination or another form of re-evaluation to elevate the

posted grade. A re-examination must be arranged with the program manager and the professor and must be completed before the last day of the following semester. The scope and content of re-examination is decided by the course professor.

Students are required to pass an exam or written/oral assignments in each of the offered courses, and if applicable, an exam in the final project. If the final exam is worth less than 30% of the total grade, the teacher has the authority to make a decision on whether or not a grade lower than 6.0 automatically constitutes a failure in the course.

To graduate, a student must have successfully completed the 90 ECTS credits with required number of core courses and an average grade of 6.0 or higher. Students' study progress is assessed after each semester. Failing a course can result in a disciplinary action.

3.6 A student's right to appeal a grade

Students have the right to request a written or oral explanation from the professor regarding the posted grade. The request has to be submitted within 10 days after the grade is posted. Requests should be sent to the professor in question with a copy to the MBA Program Manager. The professor has 5 working days to provide an explanation of his/her evaluation of the exam or assignment.

A student who has failed an exam or an assignment and/or does not agree with, or accept, the professor's explanation, may file a complaint with the Director of the MBA Program who will appoint an external examiner. The complaint must be filed within 5 days of the date the student received the explanation from the professor. A complaint cannot be filed for a failed oral exam.

If an external examiner is appointed, the student's exam answers, or final assignment, will be evaluated independently and the assigned grade will

become the official student's grade for the exam/assignment. A reviewed grade must be available within two weeks of the filing of the complaint.

3.7 Assignments and deadlines

Test and assignment deadlines will be announced on the course website as well as the RU intranet no later than the beginning of each course. The deadline to deliver assignments is usually at 23:59 on the due date, unless stated otherwise. As stated in RU General Rules of Study, students are expected to submit their assignments on time. Time extensions are not given to individual students or study-groups without the consequence of a lowered grade. Teacher can extend time for project or an exam if it applies to the whole student group. The general guideline for lowering the grade is the following: The grade will be lowered by 1.0 for the first day the assignment is late, and by 0.5 for each additional day. The program administration is free to change due dates if deemed appropriate or necessary.

When an exam is a few hour exam, anything less than 24 hours, the penalty for late hand in is usually given out by the professor in the syllabus. If not the general rule is that the MBA office can deem the exam invalid if the late hand-in exceeds one hour and decide that the grade will be lowered by 0.5 for every 15 minutes of late hand in.

The title page of a student's assignment should clearly show student name, course name, instructor name, and the title of the assignment.

Assignments should be turned in via the course website on the intranet. Students may be expected to turn in a hard copy, as per requirements set by each instructor. The final project should be submitted both via e-mail to mba@ru.is as well as in two hard copies sent to RU MBA-office (postmarked no later than the date of the deadline). Further information regarding the final project is put forth in the Final Project Study Guidelines.

3.8 Leave of absence

If a student needs to take a leave of absence from the study, he/she must apply for a leave to the Program Manager with the relevant reason and documentation. Leave of absence is normally no longer than one year. A student's leave of absence must be pre-approved by the MBA office before taking effect. Valid reasons for applying for a leave of absence are, for example, childbirth, serious illness or other unexpected circumstances. In cooperation with the MBA office, a student has the possibility to enter the program again to finish the studies.

3.9 Confidentiality

Students in the MBA program are bound by confidentiality regarding information discussed and received during their studies, as specified in a confidentiality agreement signed by all students during orientation week. Breaking confidentiality may result in a disciplinary action.

3.10 General conduct

All MBA students must show professionalism and respect towards fellow students, professors, guest lecturers, RU staff, and people on RU grounds. Students must refrain from eating in classroom and during lectures. Walking out of classrooms in the middle of a session should only be done during to extreme circumstances, and mobile phone should be turned off during sessions. Use of laptops in the classroom are to be determined by the instructor, and use of laptops are restricted to educational purpose and for mastering teaching material, but not for general news or social media use.

3.11 Ethics and behavior

All RU students, faculty and staff are expected to conform to high standards of professionalism when it comes to ethics and honesty. We do expect professional ethical behavior of students when it comes to assignments,

exams, class preparations and communications with fellow students as well as professors and RU staff. Same applies to staff and professors, as they should have honesty, respect and equality as a guide in their actions towards all students.

Students are expected to carry out assignments, essays and examinations with honesty and to work alone on undertaking individual projects and exams. Plagiarism will be handled in accordance with The RU General Rules of Study and RU Code of Ethical Conduct, where disciplinary actions range from a lowered grade on an assignment to expulsion from the university.

Students are obliged to follow both the general rules of Reykjavik University and these special rules on MBA studies. For matters not addressed in the rules for the MBA program, *RU General Rules of Study and Code of Ethical Conduct* apply.

3.12 Violations of rules and disciplinary actions

Violation of the said rules is subject to disciplinary action. If a student does not follow the set rules, he/she shall be given a formal warning. Repeated and/or serious breaches of rules can result in immediate expulsion from the study upon the decision of the MBA Director.

As a general rule, a student receives a notification of the first violation (an informal warning) a formal warning after the second violation, and can be expelled from the program after the third violation. This applies to requirements for class attendance, group participation, grades and course performance, keeping confidentiality, and professional and ethical behavior. The information from program instructors on the individual student's class performance can also be a ground for the above disciplinary actions. Some serious violations may warrant expulsion in first instances. Each individual case, that warrants expulsion from the program, will be evaluated by the Director of the MBA Program who makes the decision in

the case. All disciplinary decision can be appealed to the Dean of the Business School who has a final say in the matter.

4. Standard Provisions, Implementation and Interim Provisions

4.1 Transfer of qualifications

Educational credits or courses from other educational institutions are not qualified to replace credits or courses in the MBA program.

4.2 Financial matters

Tuition fees has to be paid before a student is allowed to enter a semester.

4.3 RU Image and ownership

All sessions taught by RU faculty or given by guest speakers within any of RU programs are property of RU. Video, audio recording, or photography is strictly prohibited unless pre-authorized by RU and MBA Director. Prior approval from the MBA Director is required for any public display (including website, media, social media etc) of MBA class material or where the RU MBA brand or image is to be displayed.

4.4 Responsibility of Rules

The MBA Council of the Reykjavik University at the Department of Business Administration is responsible for those rules and reserves the right to change them without prior notice, but also bears the responsibility to notifying all MBA students of changes made. In case of discrepancies between these rules and the rules of Reykjavik University, the latter shall apply. The mentioned RU rules are:

- RU's General Rules of Study and Examinations.
- RU Code of Conduct.



4.5 Implementation and Interim Provisions

The present rules and regulations are approved by MBA Council of the MBA program and are valid as of August 14, 2017.