



Robert Cavalier University

# ACADEMIC CATALOG

July 2025 – June 2026

Robert Cavalier University  
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# ACADEMIC CATALOG



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## **Robert Cavalier University**

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Website URL: [www.rcu.education](http://www.rcu.education)

## Welcome Message

It is indeed a pleasure to welcome you to Robert Cavalier University (RCU) and on behalf of RCU, I would like to thank you for choosing us to be your learning partner in your education journey.

RCU was founded as a university with the primary aim of making quality education affordable and accessible to all those on a quest for knowledge. This is consistent with RCU's guiding vision "Education is the kindling of a flame, not the filling of a vessel." RCU is committed to inspiring and instilling a passion for learning in all our students, through an enjoyable and unforgettable journey.

In the course of the educational journey, it is intended that RCU students will develop an inquiring mind, seek innovative answers to troubling problems, and be enriched through international collaborative learning.

Upon graduation from RCU, we hope you achieve continued career success, an enriching life, and lasting friendships with your peers.

Einstein once said, "Intellectual growth should commence at birth and cease only at death." RCU hopes that your time here will inspire you to lead life with this sentiment and never stop learning.

On behalf of the faculty, staff, and myself, welcome to the RCU family and best wishes for your success—both here and beyond.

Bala Kumar Thambiah, Ed.D  
Chief Executive Officer  
Robert Cavalier University

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## History

RCU was established in August 2021 in New Orleans, Louisiana, as a fully online degree-granting institution. RCU was created in response to the need for accessible and affordable degrees that meet the highest academic and regulatory standards. With this vision realized, RCU is now committed to educating students while ensuring high levels of student satisfaction, with good student retention and graduation rates. This mission is supported by well-qualified faculty who are experts in their field of study and are dedicated to helping students achieve academic success.

## Our Mission

RCU delivers innovative, career-focused graduate business education that empowers working professionals to lead with integrity, agility, and strategic insight in a global economy. Specializing in online MBA education, we offer a rigorous and accessible learning experience grounded in ethical leadership, critical thinking, and real-world problem-solving.

Our dynamic curriculum, applied learning projects, and collaborative virtual environment are designed to align with the demands of today's workforce, enabling students to apply knowledge immediately, drive measurable results, and advance in their careers. Graduates are prepared not only to lead within their organizations but also to contribute to broader societal progress through inclusive, responsible, and sustainable business practices.

## Our Vision

Robert Cavalier University (RCU) embraces the wisdom of Socrates: 'Education is the kindling of a flame, not the filling of a vessel.' Guided by this philosophy, RCU inspires curiosity, critical thinking, and lifelong learning in working professionals. As a fully online graduate institution, RCU fosters an engaging virtual environment where students actively explore ideas, apply knowledge to real-world challenges, and learn collaboratively with faculty and peers. This approach develops leaders who achieve career success while promoting ethical, responsible, and sustainable business practices in a global society.

## Institutional Values

### 1. Ethical Leadership

RCU upholds integrity, transparency, and accountability as the foundation of all leadership and decision-making practices, empowering students to lead with principle and purpose.

### 2. Career-Focused Innovation

The university values the development of innovative and practical solutions that meet the evolving needs of today's global workforce, emphasizing relevance and impact.

### 3. Strategic Thinking

RCU fosters a forward-looking mindset, encouraging students to anticipate change, identify opportunities, and make data-driven, long-term decisions that drive organizational success.

### 4. Critical Thinking and Real-World Problem-Solving

We advocate intellectual rigor, analytical reasoning, and evidence-based solutions to address complex business challenges in dynamic, real-world environments.

### 5. Accessibility and Inclusivity

RCU is committed to providing equitable access to quality graduate education through a flexible, fully online platform that supports diverse learners across geographies and backgrounds.

### 6. Collaborative Learning Community

The university promotes a virtual academic environment rooted in meaningful collaboration, mutual respect, and shared success among students, faculty, and alumni.

### 7. Social Responsibility and Sustainability

RCU prepares graduates to be ethical contributors to society by integrating principles of sustainability, inclusivity, and responsible business practice into academic and professional endeavors.

## Institutional Goals

### 1. Deliver High-Quality, Career-Focused Academic Programs

RCU will maintain rigorous academic standards and ensure its graduate business curriculum remains relevant to the evolving needs of the global workforce. This includes fostering ethical leadership, critical thinking, and applied problem-solving through faculty excellence, continuous curriculum review, and outcome-driven instruction.

### 2. Ensure Accessible, Inclusive, and Flexible Learning Opportunities

RCU will expand access to quality education through its fully online format, ensuring equity for diverse learners across geographic and demographic boundaries. This includes optimizing the digital learning environment, streamlining admissions processes, and providing responsive student support services.

### 3. Strengthen Financial Sustainability and Operational Efficiency

RCU will manage resources responsibly to ensure long-term institutional viability. This includes prudent budgeting, effective tuition collection strategies, investment in scalable technology, and leveraging intercompany support to maintain financial flexibility during early growth.

### 4. Leverage Technology to Enhance Learning, Operations, and Engagement

RCU will utilize cutting-edge educational technology and data analytics to improve student learning, faculty performance, and administrative efficiency. Strategic use of digital tools will also drive innovation in marketing and student engagement.

### 5. Attract, Develop, and Retain Highly Qualified Faculty and Staff

RCU will recruit faculty and administrative professionals who are experienced in online education, committed to student success, and aligned with the university's mission. Ongoing professional development and a culture of continuous improvement will support institutional growth and excellence.



## 6. Drive Strategic Enrollment Growth Through Targeted Outreach

RCU will implement data-informed marketing and recruitment strategies to attract mission-fit students, particularly working professionals seeking graduate business credentials. Brand messaging will emphasize program quality, career relevance, flexibility, and outcomes.

## 7. Foster a Mission-Driven, Outcomes-Based Culture of Assessment and Improvement

RCU will implement a robust system for assessing institutional effectiveness, student learning outcomes, and operational performance. Findings will guide resource allocation, policy development, and continuous improvement efforts to ensure the university delivers on its mission and values.

### State Licensure

Robert Cavalier University is currently conditionally licensed by the Board of Regents of the State of Louisiana. Conditional license must be renewed by the Board of Regents at regular intervals, dependent upon the school's progress toward accreditation. Licensed institutions have met minimal operational standards set forth by the state, but licensure does not constitute accreditation, guarantee the transferability of credit, nor signify that programs are certifiable by any professional agency or organization.

### Administration

#### Administrators

Name	Title	Contact
Dr. Colin Felix Pereira	Executive Chairman, Board of Directors	colin@rcu.education
Dr. Bala Kumar Thambiah	Chief Executive Officer (CEO)	bala@rcu.education
Dr. Md Shuhel Miah	Chief Academic Officer (CAO)	shuhel@rcu.education
Ms. Frances Ann Chapman	Chief Finance Officer (CFO)	frances@rcu.education

## Adjunct Faculty

	Name	Title	Professional Qualification	Institute/University	Subject Matter Expertise
1	Prof Krishnamurthy Nagarajan	AF	PhD in Management	Alagappa University India	Project Management
2	Dr. Stuart Milligan	AF	PhD in Strategic Supply Chain Management	University of Bath, England	Capstone Project
3	Dr Farah Amir	AF	PhD in Commerce	University of Central Punjab, Lahore	Finance and Managerial Decision Making
4	Dr. Leena Anum	AF	PhD in Business Administration	National College of Business Administration & Economics, Lahore	Business Innovation and Creativity
5	Dr. Awais ur Rehman	AF	PhD in Finance	University Malaysia Sarawak	Business Ethics and Corporate Governance
6	Dr. Ferdinand Callueng	AF	PhD in Business Management	Philippine Christian University, Manila	Strategic Management
7	Dr. Sadia Arshad	AF	PhD in Human Resource Management	National College of Business Administration and Economics, Lahore	Human Resource Management
8	Dr. Shahjahan Masud	AF	PhD in Marketing	Southwestern University of Finance and Economics, Chengdu, China	Business Research Methodology
9	Dr. Sundarapandiyan Natarajan	AF	PhD in Business Management - Human Resource Management	Bharathiar University, Coimbatore, India	Cross-Cultural Management
10	Dr. Md Mahmudul Hasan	AF	PhD in Operations Management	University of Brighton, England	Marketing Management

Adjunct Faculty office hours are arranged according to student availability, and students may request an appointment by directly contacting their Adjunct Faculty.

## Hours of Operation

The administrative offices of RCU are open Monday – Friday between the hours of 9 am and 5 pm US Central Time.

The University observes the following holidays:

- New Year's Day
- Martin Luther King Day
- President's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving
- Christmas Eve
- Christmas Day
- New Year's Eve

Although the administrative office is closed on these days, students will continue to have full access to their online courses and learning resources through their Learning Management System (LMS).

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## Academic Calendar

### June 2025 – June 2026

Term/Intake	Application Deadline	Enrollment Deadline	Course Start Date	Course End Date
<b>June 2025</b>	May 19, 2025	May 26, 2025	June 2, 2025	August 1, 2025
<b>August 2025</b>	July 21, 2025	July 28, 2025	August 4, 2025	October 3, 2025
<b>October 2025</b>	September 22, 2025	September 29, 2025	October 6, 2025	December 5, 2025
<b>December 2025</b>	November 24, 2025	December 1, 2025	December 8, 2025	February 6, 2026
<b>February 2026</b>	January 26, 2026	February 2, 2026	February 9, 2026	April 10, 2026
<b>April 2026</b>	March 30, 2026	April 6, 2026	April 13, 2026	June 12, 2026
<b>June 2026</b>	June 1, 2026	June 8, 2026	June 15, 2026	August 14, 2026

MBA COURSES	ASSESSMENT TYPES AND SCHEDULE				
	Discussion Forum	Final Quiz	Midterm	Assignment	Presentation
ASSESSMENT SCHEDULE	Weekly for 8 Weeks	Week 8 of the 8-Week Course	Week 5 of the 8-Week Course	Week 8 of the 8-Week Course	Week 8 of the 8-Week Course
Strategic Management [MBA 610]	✓	✓		✓	✓
Marketing Management [MBA 620]	✓	✓		✓	✓
Cross-Cultural Management [MBA 630]	✓	✓		✓	✓
Finance for Managerial Decision Making [MBA 640]		✓	✓	✓	✓
Project Management [MBA 650]	✓	✓		✓	✓
Human Resource Management [MBA 660]		✓	✓	✓	✓
Business Innovation and Creativity [MBA 670]		✓	✓	✓	✓
Business Ethics and Corporate Governance [MBA 680]	✓	✓		✓	✓
Business Research Methodology [MBA 690]	✓	✓		✓	✓
Capstone Project [MBA 695]				✓	✓

## Legal Control

RCU, Inc. is a C-Corp incorporated in the State of Delaware.

Name	Appointment
Dr. Colin Felix Pereira	Executive Chairman, Board of Directors

## Advisory Council Members

Name	Qualifications/Appointment
Dr. Ghauth Jasmon	Higher Education Expert and Industry Leader, PhD PhD in Electrical Engineering University of London
Mr. John Shaw	International Education Strategy Specialist Master's By Research University of Central Lancashire
Dr. Raja Rehan	Finance and Management Specialist PhD in Finance University Kuala Lumpur

## University Policies

### Admission Requirements

RCU seeks to admit motivated and qualified students into its Master of Business Administration (MBA) program. Admission is open to applicants who demonstrate the academic preparation, professional interest, and commitment necessary to succeed in graduate-level business studies. RCU values students who wish to build a strong foundation in business administration, advance their career opportunities, and fully engage in the rigor of distance education.

### Master of Business Administration

Applicants must be at least 21 years of age and submit official documentation verifying the completion of a bachelor's degree from an appropriately accredited institution.

Applicants must provide an official government ID to prove their residency and identity. In addition, international applicants whose prior academic instruction was not conducted in English may be required to provide proof of English language proficiency and/or an evaluation of official transcripts by a recognized credential evaluation agency.

### Admissions Procedure

RCU accepts applications on an ongoing basis. Applications are reviewed upon receipt of all required documentation. Applications completed and submitted by the deadline will be evaluated for admission into the next scheduled term.

Incomplete applications cannot be evaluated for admission. Applicants are advised to ensure that all required documentation is included with their applications to avoid a delay in the admissions process.

All applicants must submit:

1. A completed Application Form - which is available on the RCU website
2. Official transcripts verifying the completion of a bachelor's degree from an institution accredited by an agency recognized by the US Department of Education, CHEA, or listed on the World Higher Education Database (WHED) Portal
3. Degree Certificate
4. An updated resume
5. Copy of an official government photo ID or passport

### **Additional requirements for international students:**

1. Transcripts not in English: Transcripts that are not in English must be translated into English and evaluated by an approved third party recognized by the National Association of Credential Evaluation Services (NACES). RCU's preferred provider is World Education Services (WES).
2. Transcripts may also be reviewed by a qualified evaluator who is fluent in the language in which the transcript was issued. Evaluators must possess expertise in the educational practices of the country of origin and include an English translation of the review. All translated documents must be certified as official.
3. International Transcript Requirements: To be accepted, an official transcript for a degree program completed in a country other than the U.S. must include the following information:
  - a. The type of degree completed (bachelor's, master's, or doctorate);
  - b. The date when the degree was conferred;
  - c. A complete record of all courses taken, including the corresponding credit hours (or units) and the grades earned;
  - d. A legend with the grading scale and the key to reading the transcript;
  - e. Signature by the appropriate university official.

In cases where the official transcript does not contain one or more of the specified details described above, students are required to obtain an official US degree equivalency evaluation from an organization recognized by the National Association of Credential Evaluation Services (NACES). RCU's preferred provider is World Education Services (WES).

4. Proof of English Language Proficiency: Passing an English language proficiency exam is required of applicants whose native language is not English. The only exception is for applicants who have earned a degree at an appropriately accredited institution where English is the principal language of instruction.

For admission, non-native English-speaking applicants must score at or above the following levels in one of the following English language proficiency tests:

- TOEFL Paper Based Test (PBT); minimum score of 60 required
- TOEFL Internet-Based Test (iBT); minimum score of 71 required
- International English Language Test (IELTS); minimum score of 6.5 required
- Pearson Test of English Academic Score Report; minimum score of 50 required
- Duolingo English Test; minimum score of 100 required
- 4-skill Michigan English Test (MET); minimum score of 55 required
- Michigan Examination for the Certificate of Competency in English (ECCE); minimum score of 650/LP required
- Michigan Examination for the Certificate of Proficiency in English (ECPE); minimum score of 650/LP required

Applicants who have already taken the TOEFL, IELTS, PTE Duolingo, or the Michigan exam can upload a copy of their exam results within the application.

Applicants who have not taken the TOEFL, IELTS, PTE, Duolingo, or Michigan English language examination must do so before submitting their application to RCU. Applications will not be reviewed without valid qualifying examination results.

Electronic Official Transcripts may be submitted to: [admissions@rcu.education](mailto:admissions@rcu.education)

Hard-copy Official Transcripts may be submitted to:

Robert Cavalier University  
Attn: Admissions  
1500 Lafayette St, Suite 109  
Gretna, LA 70053

## **Acceptance to the University**

Applications submitted to Admissions are reviewed by the Chief Academic Officer (CAO) for final approval. Applicants who meet all minimum admission requirements will be granted admission to RCU and may commence coursework in the current or next academic term, as outlined in the Academic Calendar.

Applicants who are offered admission will be notified by email. Upon acceptance, students must sign the Enrollment Agreement and provide a copy of a government-issued photo ID.

Students submit the Enrollment Agreement (EA) to RCU electronically. Once reviewed and signed by the CAO, the fully executed EA is returned to the student in PDF format.

## **Non-discrimination Policy**

RCU complies with the Americans with Disabilities Act (ADA) of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, as amended.

RCU is committed to fostering an inclusive and equitable learning environment. The University welcomes all students and strictly prohibits discrimination based on age, ancestry, color, ethnicity, national origin, religion, race, gender, sexual orientation, disability (physical or mental), veteran status, or any other protected characteristic—whether actual, perceived, or through association with others who possess such characteristics.

RCU is dedicated to ensuring that all students have equitable access to learning opportunities. Students requiring accommodations due to a disability or injury are encouraged to contact Student Support. Accommodations are arranged upon submission of appropriate medical or professional documentation, and it is the student's responsibility to self-identify and request support prior to the start of classes. RCU's overarching goal is to provide the necessary resources and support to help every student achieve academic success.

## Transfer Credits

### Transfer to RCU

The acceptance of transfer credits is at the discretion of the receiving institution. Credits earned at other institutions may not always be accepted by RCU, and likewise, credits earned at RCU may not be accepted by other institutions, depending on their individual policies and requirements.

Transfer credits will be evaluated using the following guidelines:

- Only the following credentials will be considered for transfer credit at RCU:
  - Credits earned at an institution that is accredited by an agency recognized by the United States Secretary of Education and/or the Council for Higher Education Accreditation (CHEA); or
  - An accepted foreign equivalent that is listed on the World Higher Education Database (WHED) Portal; or
  - An award recognized as equivalent by a college or university listed on the World Higher Education Database (WHED) Portal, such as:
    - Scottish Credit and Qualification Framework rated qualifications or
    - The Office of Qualifications and Examinations Regulation (Ofqual) (UK) recognized awarding bodies or equivalent
    - Professional bodies: Institute of Chartered Accountants-England & Wales, Scotland and Ireland, Chartered Association of Certified Accountants (UK), American Institute of Certified Public Accountants, Chartered Managers Institute (UK), Chartered Institute of Personnel Development (UK), Global Chartered Management Accountants (US)
    - London Examinations Board-Post Graduate Certificate in Business Administration
- Credits earned at foreign institutions must undergo a credential evaluation to determine their equivalency with RCU courses.
- An official transcript of the students' coursework must be submitted before any application for transfer credits can be evaluated.
- Courses submitted for transfer credits must be relevant to the program of study and equivalent in content and degree level. For the RCU MBA program, only graduate-level

courses are eligible for transfer of credit.

- A copy of the catalog or course syllabi from the institution where the coursework was completed must be provided before any application for transfer of credits can be evaluated.
- To be eligible for transfer credits, each course must have a minimum grade of "B" (3.0). Only graded courses qualify; credits earned through "pass/fail" options are not eligible for transfer.
- Coursework completed over three (3) years ago is ineligible for transfer credits.
- Transfer credits must be completed before enrollment. Submitting an official transcript promptly for evaluation is the sole responsibility of the student.
- The Transfer Credit Specialist determines the eligibility of transfer credits. The above guidelines shall be used in evaluating all applications for transfer of credit; however, the institution reserves the right to accept or reject any or all transfer of credits at its discretion.

Students may transfer up to 50% of the MBA program credits, with a maximum of 15 semester credit hours or the equivalent of five (5) three-semester credit hour courses. To apply, students must submit all required documentation for review as part of the transfer credit evaluation process.

## **Transfer Credit Evaluation and Appeal Policy**

### **Transfer Credit Evaluation**

At RCU, transfer credit evaluations is conducted by the Transfer Credit Specialist (TCS). The TCS determines the eligibility of transfer credits based on any of the following criteria:

- The institution must be degree-granting and offer graduate-level coursework.
- The institution must be accredited by an agency recognized for the transferability of credit.
- For international institutions, recognition by the respective country's Department of Education is required.

Upon verification, eligible credits will be indicated in the Transfer Credit Request Form and Enrollment Agreement, which will be kept in the student's record.

The institution may accept transfer credit for up to 50% of the total credits required for a master's degree program. All approved transfer of credit courses must be directly relevant to the student's program of study and equivalent in both content and academic level to courses offered at the graduate level. No transfer credit is applicable for the Capstone Project.

## Appeal of Transfer Credit Decision

A student who believes that a transfer credit determination was made in error has the right to appeal the decision. The appeal must include documentation that demonstrates the equivalency of the course to a specific RCU course. Acceptable supporting materials include, but are not limited to:

- A complete and detailed syllabus of the course for which transfer credit is being requested.
- The academic catalog from the credit-granting institution
- An official letter from the credit-granting institution describing the course and confirming its academic level

## Submission Requirements

Appeals must be submitted within ten (10) working days of receipt of the transfer credit request form, evaluated and signed by the Transfer Credit Specialist, or before the commencement of the program. The appeal, along with all supporting documents, must be submitted via email to: [admissions@rcu.education](mailto:admissions@rcu.education).

The appeal email must include:

- The student's full name and program name
- The name of the previous institution(s), the course title(s) and credit value(s), date of completion, grade earned, and the corresponding RCU course(s) for which transfer credit equivalency is requested
- A brief written justification for why the credit(s) should be accepted
- A list of all attached supporting materials, along with a short explanation of their relevance



## **Review and Final Determination**

Appeals are reviewed by the Transfer Credit Review Committee (TRC), which is chaired by the Transfer Credit Specialist (TCS) and includes the CAO along with adjunct faculty members who possess relevant subject-matter expertise. The committee will issue a response to the student within five (5) working days of receiving the appeal.

The TRC may request additional documentation before making a final decision. Once a final decision has been made, it will be communicated to the student via email. All decisions made by the TRC are final and not subject to further appeal.

## **Transfer out of RCU**

Transferability of credits earned at RCU is always up to the discretion of the receiving institution. RCU does not in any way imply or guarantee the transferability of credit into any other college or university.

## **Credit for Life Experience**

RCU does not offer credit for life experience.

## **Articulation Agreements**

RCU has an articulation agreement with the London Examinations Board (UK) for the Professional Certificate in Business Administration. This four (4)-module graduate program enables students to complete the remaining six (6) courses required to earn the RCU MBA.

## **Student Privacy and Confidentiality Policy**

RCU's student privacy and confidentiality policy follows the Family Educational Rights and Privacy Act, 1974 (FERPA) guidelines.

FERPA was designed to protect the privacy of educational records, to establish the rights of students to inspect and review their educational records, and to provide guidelines for the correction of inaccurate or misleading information through informal and formal hearings.

RCU will not disclose student's education records without obtaining prior written consent, except in certain instances where a student's educational records may be disclosed to school administrators with a legitimate interest. These individuals may include persons whom RCU has employed or contracted with, whose responsibility justifies access to all or part of an educational record for legal, educational or administrative functions.

Students may inspect and review their records about academic standing and other information at any time. Students may also seek amendment of inaccurate or misleading information in their education records.

RCU depends on the accuracy of the records submitted by its students. False information on an application, as well as any act to intentionally mislead or misinform the CAO, is grounds for disciplinary action, including dismissal from the University. Students seeking access to or amendments to their educational records should contact Student Support.

## **Student Records Maintenance**

RCU maintains comprehensive records on all students who enroll in its program. The records are maintained in the Student Information System (SIS), which is hosted on the Amazon Web Services infrastructure and served exclusively over SSL. Records are backed up daily.

Student records include:

- Personal Information (address, email, etc.)
- Enrollment Agreement
- Student-initiated petitions/forms
- Course Enrollment and Completion
- Grades Received
- Disciplinary Actions (Warning(s), Probation(s), Conduct violations, etc.)
- Progress Evaluations

- Degree Conferred/Diploma
- Transcript

Student records are maintained actively during the enrollment period. Records are archived once a student graduates, is terminated, or otherwise exits RCU.

Archived records are maintained for 5 years.

## **Student Identity Verification**

RCU is committed to ensuring the integrity and security of its academic programs by verifying the identity of all students throughout their academic journey. This policy outlines the procedures and technologies used by the institution to confirm that the individual enrolling in courses is the same person who participates in coursework, receives instruction, and earns academic credit.

This applies to all individuals applying for admission to RCU, as well as currently enrolled students participating in online coursework, assessments, and other academic activities until graduation, transfer, or formal withdrawal from the institution.

### **Initial Student Identity Verification (Admissions Stage)**

RCU uses multiple methods to verify the identity of applicants at the time of admission.

These methods include:

#### **A. Submission of Government-Issued Photo Identification**

- All applicants are required to submit a clear, valid, and unexpired government-issued photo ID (e.g., passport, driver's license, national ID card).
- The ID must display the applicant's full name, photograph, and date of birth.
- The Program Manager and CAO are responsible for reviewing and cross-checking the submitted ID with the applicant's enrollment details.

## **B. Submission of Official Academic Transcripts**

- Applicants must submit official transcripts from prior institutions to verify academic background and student identity.
- The documents are reviewed for authenticity and consistency of the student's name and credentials.
- These transcripts may also be used to assess eligibility for transfer of credit where applicable.

## **C. Enrollment Agreement and Personal Information Verification**

- Upon acceptance, applicants complete and submit an EA that includes their legal name, date of birth, and permanent address.
- These details must match the provided government-issued ID and are verified by admissions personnel as part of the identity confirmation process.

## **Ongoing Student Identity Verification (Onboarding & Enrollment Stage)**

RCU maintains continuous identity verification through the following methods:

### **A. Secure Login and Authentication Protocols**

- Each student is issued a unique login ID and password to access the university's Learning Management System (LMS).
- Login credentials must comply with strong password policies and are not to be shared under any circumstances.
- The university's IT Team monitors access logs for suspicious activity such as repeated login failures or irregular access patterns.

### **B. Proctored Examinations**

- RCU employs online proctoring tools to monitor student examination in four (4) selected courses: Business Innovation and Creativity, Human Resource Management, Finance for Managerial Decision Making and Capstone Project.
- Before starting an examination, students must present their government-issued ID for re-verification.

- Proctoring software uses real-time video monitoring, facial recognition, and screen recording to ensure academic integrity.

## Data Privacy and Compliance

RCU ensures that all student identity verification procedures uphold the highest standards of privacy and data protection:

- All processes comply with the Family Educational Rights and Privacy Act (FERPA) of 1974 and other relevant federal and state laws.
- Student personal data, including identification documents and academic records, is stored securely on cloud servers and the LMS.
- Access to this data is limited to authorized personnel only (CAO, Program Manager, CEO) and is protected by secure access protocols.

## Student Integrity and Academic Honesty

"Integrity and honesty are not just words at RCU; they are the bedrock of our university. We believe in fostering a culture of academic excellence where students conduct themselves ethically and uphold the highest standards of honesty."

Student integrity and academic honesty are a cornerstone of any educational institution and are paramount to the integrity and quality of the programs offered. RCU expects its students to conduct themselves in an ethical manner, demonstrating integrity and honesty. The University will uphold these expectations and respond with the same behavior.

Students are provided with the University's policies and the consequences should any part of those policies be violated, either intentionally or unintentionally. When the University discovers instances of questionable behavior, misconduct, or blatant disregard for/infractions of the rules, actions are taken. To help students understand the expectations the University has for them, RCU publishes clear and specific policies related to student integrity, academic authenticity, and academic honesty.

The following is a list of common violations of the Student Integrity and Academic Honesty Policy:

## **Safeguarding Academic Integrity at RCU: What Constitutes Misconduct?**

At RCU, academic integrity is paramount. The Student Integrity and Academic Honesty policy ensures a fair and ethical academic environment for everyone. Engaging in academic misconduct violates this policy and may result in disciplinary action, including failing grades, suspension, or expulsion.

### **What is Academic Integrity?**

Academic integrity involves honesty and fairness in all academic pursuits. It means presenting your own work, respecting the work of others, and ensuring equal opportunity for everyone in the academic community. Any action that undermines these principles is considered a violation of academic integrity.

Academic Integrity Violations constitute the following actions:

#### **a. Plagiarism**

- Copying others' work without citation (e.g., papers, discussions, dissertations).
- Using others' views, opinions, or insights without acknowledgement.
- Paraphrasing someone else's unique phrases, metaphors, or other literary devices without credit.

**Note:** Using or paraphrasing content generated by AI tools like ChatGPT also requires proper citation. While using such tools is not in itself a violation, attributing non-original ideas is crucial. RCU reserves the right to review AI input/output transcripts for your reference list/appendix.

#### **b. Reusing your work**

You may reuse your work without expecting credit for previous submissions. However, any previously published work must be properly cited if included in a new assignment.

## c. Cheating

- Using unauthorized materials (notes, prepared answers) during exams.
- Allowing others to complete your work or using commercial term paper services.
- Submitting the same assignment for multiple courses without prior approval.
- Collaborating on exams or assignments without faculty approval.
- Using or displaying notes and “cheat sheets” online.
- Submitting work that was not written or created by the student. Examples are papers written by someone other than the enrolled student, such as a ghostwriter or paper/essay mill, or AI applications, such as ChatGPT, Gemini, Bing Chat, and any other Artificial Intelligence software.

## d. Collusion

- Assisting, attempting to assist, or receiving assistance from any student, past student, or RCU graduate in engaging in academic misconduct is prohibited. Likewise, conspiring with anyone, inside or outside RCU, to engage in such misconduct is strictly forbidden.

## Guidelines for Using Copyrighted Materials

RCU is committed to upholding ethical standards and respecting intellectual property rights. This commitment extends to all members of our community, including employees, instructors, students, and other affiliates.

### Understanding Copyright

- Copyright protects original works of authorship, such as articles, books, music, photographs, software, and more.
- Copyright applies automatically, even if the work isn't registered or marked with a copyright symbol.
- Using copyrighted materials without permission, except in limited cases, is a violation of the law.

### Using Copyrighted Materials Responsibly

- Always obtain express written permission from the copyright holder before reproducing any copyrighted work in any form (print, video, electronic).

- Be aware that copyright laws protect a wide range of works, including printed materials, visual media, and electronic content.
- Familiarize yourself with the concept of "fair use," which allows limited use of copyrighted materials for specific purposes like teaching, scholarship, research, or criticism.
- When in doubt, err on the side of caution and seek permission.

## Getting Permission

- Contact the copyright holder directly or their licensing representative.
- Clearly state the intended use of the copyrighted material.
- Obtain written permission that outlines the scope of use and any applicable fees.

## Academic Integrity

Commitment to the principles of academic honesty and integrity is essential to the mission of RCU. To maintain an academic climate that is conducive to each student's success, RCU has established a set of policies and standards.

All work submitted in a course must be the student's own work. The knowing submission of another's work represented as that of the student without properly citing the source of the work will be considered plagiarism.

Consequences of plagiarism include: receiving a failing grade on the assignment and being placed on academic probation or being dismissed from RCU. The consequences will be determined by and at the discretion of the CAO in consultation with the CEO and/or adjunct faculty members.

In making this determination, RCU may conduct an investigation to review past assignments submitted by the student and reserves the right to change past grades if plagiarism is subsequently found in previous assignments. The submission of the same work to multiple courses violates academic integrity unless substantially changed or cited as previous work. The submission of work completed by others violates academic integrity.

Students who are accused of academic dishonesty can appeal the determination to the CAO. Appeals must be made in writing or by email and must include student-supporting documentation.

The CAO will review the appeal and documentation in consultation with the CEO and/or adjunct faculty members, as needed, and make a final decision on the academic dishonesty determination within five (5) working days. Students will be notified of the decision on appeals in writing, and all documentation will be added to the student's record.

## **Similarity Index Guidelines**

At RCU, all submitted academic work for the MBA program must maintain a similarity index of no more than 25% as determined by plagiarism detection software (e.g., Turnitin). The similarity index measures the percentage of text matching external sources, including properly cited material. Faculty will review reports to distinguish between legitimate citations and unattributed content.

If a submission exceeds the 25% threshold, students will be required to revise their work. This may involve correcting citations, rephrasing content, or removing unoriginal material. Repeated violations, or cases of serious plagiarism, may result in academic penalties, including grade reductions, probation, or dismissal from the program.

## **Student Guidelines**

- **Proper Citation:** Students must follow the required citation style (e.g., APA) as directed by their program or faculty. If help is needed, they should seek guidance from the University Librarian.
- **Original Work:** All submissions must reflect the student's own analysis, synthesis, and expression, unless prior approval for collaboration or reuse has been granted.
- **Plagiarism Detection:** All written assignments, including the capstone project, will be reviewed using university-approved plagiarism detection software to ensure compliance with academic integrity standards.
- **Responsibility:** Students are accountable for understanding and following this policy. Lack of awareness will not be accepted as an excuse.

## To help avoid plagiarism:

- **Seek help when needed:** If you're unsure about whether a source needs citing or how to paraphrase, ask for help from the University Librarian (liza@rcu.education).
- **Act ethically:** Be honest in your academic work and always credit the ideas or words of others.
- **Review your work:** Before submitting, double-check your paper to make sure all sources are properly cited and the content is free from unintentional plagiarism. Using plagiarism detection tools available to students can help you catch any issues early.

## Student Code of Conduct

The Student Code of Conduct outlines the expected standards of behavior at RCU. While not exhaustive, students may face disciplinary action for any behavior deemed unacceptable or disruptive to RCU's goals and mission.

Students who violate these standards will be subject to disciplinary actions, including, but not limited to, issuance of a warning, probation, termination, or permanent expulsion. Any and all disciplinary action will be recorded in the student's academic record.

## Prohibitions

- All forms of academic dishonesty, including, but not limited to, cheating, fabrication, facilitating academic dishonesty, and plagiarism.
- Use of any religious, inflammatory, or flagrant language in the online learning environment, including discussion boards.
- Use of any religious, inflammatory, or flagrant language related to RCU on social media or RCU social media accounts.
- Misrepresenting oneself as an official RCU spokesperson online or on social media.
- Engaging in a consensual romantic or sexual relationship with an RCU faculty or staff member while enrolled at RCU.
- Endangering, threatening, or causing harm to any member of the RCU community, causing reasonable apprehension of such harm, or engaging in conduct or communications that a reasonable person would interpret as a serious expression of intent to harm.

- Impersonation of another, using another person's identity or furnishing materially false information, including manufacturing or possession of false identification.
- Forgery, fabrication, falsification, unauthorized alteration, or misuse of university documents, records, or identification.
- Unauthorized use of university property and/or resources.
- Unauthorized access to, disclosure of, or use of any university document, record, or identification including, but not limited to, electronic software, data, and records.
- Interfering with or disrupting university or university-sponsored activities.
- Misuse, theft, misappropriation, destruction, damage, or unauthorized use, access, or reproduction of property, data, records, equipment, or services belonging to the university or belonging to another person or entity.
- Engaging in retaliation, harassment, or repeated contact that a reasonable person would understand to be unwanted, including, but not limited to, stalking and/or sexual harassment.
- Engaging in any discriminatory activities as prohibited by applicable law or university policy.
- Interfering with any university disciplinary process.
- Engaging in any illegal sexual offense, including, but not limited to, sexual assault, public sexual indecency, or indecent exposure.
- Violation of any other university policy.
- Conduct that is illegal under state or local law.

## **Sexual and Other Harassment**

At RCU, we are unwavering in our commitment to fostering an educational environment where all individuals feel safe, respected, and valued. RCU's policy strictly prohibits all forms of sexual harassment, as well as harassment based on pregnancy, childbirth, or related medical conditions, race, religious creed, color, gender, national origin, ancestry, physical or mental disability, medical condition, marital status, domestic partner status, age, sexual orientation, or any other characteristic protected by federal, state, or local laws. We are dedicated to upholding a community of inclusivity, dignity, and equal opportunity for all.

RCU's anti-harassment policy applies to all students, adjunct faculty, staff, and administrators engaged in the operation of the university. It extends protection against harassment based on the perception

that an individual possesses or is associated with someone who possesses any of the characteristics outlined in our policy. This ensures a comprehensive commitment to a harassment-free environment for everyone at RCU.

Prohibited harassment includes, but is not limited to, the following behavior:

- Verbal or written conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
- Visual displays such as derogatory and/or sexually-oriented posters, photography, cartoons, drawings, or gestures;
- Physical conduct, including assault, unwanted touching, intentionally blocking normal movement, or interfering with work because of sex, race, or any other protected basis;
- Retaliation for reporting or threatening to report harassment.

## **Non-retaliation Policy**

At RCU, we are deeply committed to upholding the highest standards of integrity while fostering learning and working environments free from discrimination and harassment. We maintain a zero-tolerance policy for retaliation, which includes any action, statement, or behavior intended to punish or intimidate an individual for filing a discrimination or harassment complaint, participating in an investigation, appeal, or grievance, or reporting non-compliance with RCU policies. Retaliation is a serious violation and is strictly prohibited. RCU stands firm in protecting the rights and dignity of all members of our community.

Students who experience or become aware of retaliation are encouraged to report the incident immediately to the CAO, who will assist in filing a formal complaint. Violations of this policy will be addressed through disciplinary proceedings as outlined in the Code of Conduct and may result in sanctions such as probation, suspension, or termination. Additionally, students who knowingly submit false reports will face disciplinary action, which may include, but is not limited to, probation, suspension, or termination. RCU is dedicated to ensuring a fair, respectful, and accountable community for all.

## **Probation, Suspensions, Academic and Non-Academic Dismissal**

Students who have been found to be in violation of any part of RCU's Code of Conduct are subject to disciplinary action, including probation, suspension, and dismissal.

Students found in violation of the Code of Conduct will be notified via email, followed by a formal notification letter detailing the violation and the corresponding consequences, once all investigations and hearings are concluded.

During probation, students may continue their studies, but their behavior will be closely monitored for any further violations of the Code of Conduct, as specified in the notification letter. If no additional violations occur during the probation period, the student will be reinstated to good standing. However, students who commit further violations may face suspension or dismissal from RCU.

During a suspension, students are prohibited from continuing their program for one (1) to two (2) terms, as specified in the notification letter. After the suspension period, students will return to the program on probation, with their behavior closely monitored for any further violations of the Code of Conduct. If no additional violations occur, the student will be restored to good standing. However, students who commit further violations may face dismissal from RCU.

Certain violations, due to their severity, may result in immediate dismissal. While this list is not exhaustive, students found guilty of cheating, harassing others, or engaging in illegal activities may be terminated from RCU without delay. Students expelled for these offences will not be readmitted. All disciplinary actions are subject to an appeal.

Please see the appeals section for policy details.

## **Appeals and Re-admittance**

### **Appeals**

A student has ten (10) days from the date of receiving notice of probation, suspension, or dismissal—whether academic or non-academic—by RCU to submit a written appeal to the CAO. The appeal will be reviewed by the CAO and the student will be notified of the decision within ten (10) days of its submission.

If the appeal is denied, or if the CAO does not respond within ten (10) days after receiving the appeal, the student may appeal directly to the CEO. The CEO shall render a final decision within ten (10) days of the receipt of the appeal.

### **Re-admittance**

A student who has withdrawn from RCU or been dismissed must submit a new application and undergo the admissions evaluation process to re-enroll. The program requirements in effect at the time of re-enrollment will apply.

RCU will carefully consider the student's past academic records, any remedial work completed since withdrawal or dismissal, and other extenuating circumstances when evaluating re-admission. A student previously academically dismissed may, at the discretion of the CAO, be readmitted on probation. The probationary period will last through one evaluation period (one course). If the student demonstrates no academic or non-academic violations during this time, they will return to good standing. However, if a violation occurs during the probation period, the student will be terminated and barred from future enrollment at RCU for at least three (3) years.

### **Complaint and Grievance Procedure**

RCU fosters an environment in which students are treated fairly and with respect. The university encourages students to express concerns or complaints without fear of retaliation and has established clear procedures to ensure that grievances are handled promptly, consistently, and confidentially.

## A. Informal Complaint Process

RCU encourages students to resolve concerns informally when possible. Informal complaints allow issues to be addressed quickly, directly, and without the need for escalation.

### Steps to File an Informal Complaint

#### 1. Identify the Concern

The student should first identify the issue or concern related to academic (grading, teaching quality, etc.), discrimination, harassment, faculty, staff, students, or university procedures.

#### 2. Direct Communication

The student is encouraged to address the issue directly with the individual concerned (such as a faculty member, staff, or fellow student) through respectful and prompt communication.

#### 3. Reach Out for Support (If necessary)

If a student feels uncomfortable addressing the issue independently, they can seek help from the CAO, AF, or Program Manager, who can act as a mediator.

#### 4. Timeframe

Informal complaints should be initiated as soon as possible and ideally within ten (10) working days of the incident or concern.

#### 5. Documentation

Although informal complaints do not require formal documentation, it is advisable for students to maintain notes for their own reference should the situation require further escalation.

*If a satisfactory resolution is not achieved informally, students are encouraged to proceed with the formal complaint process.*

## B. Formal Complaint Process

If a student has a complaint, appeal, grievance, or dispute with RCU regarding procedures, decisions, or judgments that cannot be resolved through informal channels, a complaint related to academic (grading, teaching quality, etc.), discrimination, harassment, adjunct faculty, staff, students, or university procedures, the student has a right to seek a satisfactory resolution through the formal avenues of appeal and redress as follows:

### Steps to File a Formal Complaint

#### Step 1: Notification

The student must notify the Complaints and Grievance Officer (CGO) by sending a written complaint via email no later than ten (10) working days after the occurrence.

#### Required Information

- Student's full name and contact information
- Date of the occurrence
- Name(s) of person(s) involved
- Detailed description of the issue
- Steps taken to resolve the matter informally (if applicable)
- Requested remedy or resolution
- Supporting documentation (e.g., emails, screenshots, communications)

CGO's Email: [complaints@rcu.education](mailto:complaints@rcu.education)

#### Response Timeline

The CGO will respond with a decision in writing via email within five (5) working days of receiving the complaint.

#### Step 2: Appeal to the CAO

If the remedy requested is denied, or if the student does not receive a response regarding the decision within five (5) working days after the notification of Step 1 has been sent, the student may appeal in

writing via email directly to the CAO within an additional ten (10) working day period.

The CAO, in collaboration with the CGO, will review the grievance and render a decision within five (5) working days of receipt of the student's appeal.

If the CAO is the subject of the complaint, the student should bypass Step 2 and submit the appeal directly to the CEO (as outlined in Step 3), who will assume full responsibility for the review process at this stage.

CAO's Email: [shuhel@rcu.education](mailto:shuhel@rcu.education)

*Failure to appeal within the ten (10) working day timeframe indicates that the student accepts the Step 1 decision as final and that the matter is closed.*

## **Response Timeline**

The CAO will respond with a decision in writing via email within five (5) working days of receiving the student's appeal.

## **Step 3: Appeal to the CEO**

If the remedy requested is denied or if the student does not receive a response regarding the decision within five (5) working days after the Step 2 notice has been sent, the student may appeal in writing via email directly to the CEO within an additional ten (10) working day period.

The CEO, in consultation with the CGO and concerned individual(s), will conduct a final investigation and issue a final decision in writing via email within five (5) working days of receipt of the student's appeal. The CEO's decision shall be final.

CEO's Email: [bala@rcu.education](mailto:bala@rcu.education)

*Failure to initiate a Step 3 appeal within ten (10) days indicates that the student accepts the Step 2 decision as final and that the matter is treated as resolved.*

## **Response Timeline**

The CEO will respond with a decision in writing via email within five (5) working days of receiving the student's appeal.

## **Documentation and Tracking of Complaints**

### **Retention of Records**

The Academic Department will keep a comprehensive record (electronic copies) of official complaints for up to five (5) years after final disposition:

- The date of the complaint
- The student associated with the complaint
- Characteristics of the complaint
- The university official who dealt with the complaint and the steps taken to resolve it
- The final decision or resolution
- Any external actions that were taken by the complainant

Records of the conclusion of all formal complaints will also be maintained in the student's electronic file in a centralized database. The CGO shall conduct an annual evaluation of complaints to identify any persistent tendencies and, if such patterns exist, to establish a method to resolve them.

### **Complaint Withdrawal**

A student may withdraw a complaint at any point during the resolution process. To initiate a withdrawal, the student must submit a written notification via email to the CGO. Upon receipt, the complaint will be recorded as resolved and classified as withdrawn.

The CGO is responsible for informing all parties involved in the complaint. Withdrawal of a complaint does not preclude the CGO, in consultation with the CAO, from initiating corrective action if deemed necessary.

## **Notification to State Authorities**

If a student has exhausted the complaint and grievance procedure at RCU and still feels that the issue has not been satisfactorily remedied, the student may file a complaint about this institution with the Louisiana Attorney General's Consumer Protection Section, following the Louisiana Board of Regents procedure.

### **The Consumer Protection Section of the Louisiana Attorney General:**

PHONE: 225-326-6465 or 800-351-4889

FAX: 225-326-6499

EMAIL: [ConsumerInfo@ag.louisiana.gov](mailto:ConsumerInfo@ag.louisiana.gov)

## **Protection from Retaliation**

RCU prohibits retaliation against any student who submits a complaint in good faith or participates in an investigation. The university is committed to maintaining a safe environment where students can freely raise concerns.

## **Student Services**

### **Academic Guidance and Advising**

RCU considers academic guidance essential to student success and encourages all students to participate in advising sessions via Zoom to enhance their experience.

Faculty are committed to supporting students throughout their studies, with the CAO providing personalized assistance in academic planning and clarifying university policies to ensure students understand their academic pathway towards completing the RCU MBA.

### **New Student Orientation**

To support student success, all students must complete a non-credit orientation session before starting their first course at RCU. This session covers essential topics, including navigating the LMS, accessing the Digital Library, and using academic tools and resources. It also provides an overview of key policies,

academic writing guidelines, and available support services. A recording of the session is available on the LMS for future reference.

## **Change of Contact Information**

It is the responsibility of the students to ensure that their contact information is both current and accurate. If, during their enrollment at RCU, a student's address, phone number, and/or email address changes, the onus is on the student to update his/her contact information immediately in the Student Portal.

If a student's name changes (for example: marriage, divorce, etc.), the student must contact RCU to make an update to the student's account. Proof of the name change must be provided by the student.

## **Academic Policies**

### **Technology Requirements**

Robert Cavalier University (RCU) is a fully online institution. As such, all academic instruction, student services, and official communications are delivered electronically. To ensure full access to instructional materials, learning activities, assessments, and institutional services, students must have reliable access to appropriate technology and meet the minimum requirements outlined below.

### **Official Electronic Communication**

Electronic communication is the primary and official means of communication between RCU and its students. All students are required to maintain an active email account capable of sending and receiving messages with file attachments. Official university communications including course announcements, academic notices, policy updates, and administrative correspondence are delivered electronically. Students are responsible for monitoring their email accounts regularly and ensuring adequate storage capacity.

### **Computer and Device Access**

Because RCU operates entirely online, students must have consistent access to a functional computer or laptop throughout their enrollment.

## **Required/Recommended Devices**

- A desktop or laptop computer (Windows or macOS) is required
- Tablet devices may be used for limited viewing purposes but are not recommended as a primary device
- Mobile phones may be used for limited viewing purposes using the Moodle App, but are not suitable for completing coursework.

Students are responsible for ensuring that their device is capable of accessing the learning management system (LMS), completing written assignments, participating in online discussions, and submitting assessments.

## **Operating System Requirements**

To maintain compatibility, security, and accessibility, students should use devices running currently supported operating systems. At a minimum, the following are recommended:

### **Windows**

- Windows 10 (latest supported version) or Windows 11

### **macOS**

- macOS Sonoma (version 14) or later supported versions

### **Mobile Operating Systems (limited functionality)**

- iOS (latest supported version)
- Android (latest supported version)

Students are responsible for installing system updates and security patches as provided by the operating system manufacturer.

## **Internet Browser Requirements**

RCU's LMS and online resources require a modern, standards-compliant web browser. Students should use the most recent version, or at a minimum one of the two most recent supported versions, of the following browsers:

## Supported Browsers

- Google Chrome (Windows and macOS)
- Mozilla Firefox (Windows and macOS)
- Microsoft Edge (Windows and macOS)
- Apple Safari (macOS only)

Use of outdated or unsupported browsers may result in limited functionality, access issues, or display errors within the LMS.

## Internet Connectivity

Students must have access to a reliable high-speed Internet connection for the duration of their studies. A broadband connection (such as cable, DSL, fiber, or equivalent) is strongly recommended. Unstable or limited connectivity may affect a student's ability to participate in instructional activities, submit coursework, complete examinations, or access required resources.

## Software and Document Access

RCU provides instructional materials and official documents in standard digital formats. Students must have access to appropriate software, including Adobe Acrobat Reader for viewing PDF documents (available at no cost from Adobe).

Additional software or tools may be recommended for specific courses. Any course-specific technology requirements will be clearly disclosed prior to or at the start of the course.

## System Security and Virus Protection

RCU employs current virus detection and security measures on all university-owned systems. However, the university cannot ensure the prevention of all malicious software transmission.

Students are strongly encouraged to:

- Install reputable antivirus and anti-malware software on all personal devices
- Enable automatic updates where available
- Regularly scan their systems and install security updates no less frequently than once per month

## **Student Responsibility and Readiness**

As a fully online institution, RCU requires students to assume responsibility for maintaining the technology necessary to participate in distance education. Students are expected to ensure ongoing access to required hardware, software, and Internet connectivity. Inadequate technology access does not exempt students from academic requirements, deadlines, or participation expectations.

## **Proctoring**

All RCU students are required to complete four (4) proctored examinations as part of selected courses throughout the program. These courses are:

- Human Resource Management
- Finance for Managerial Decision Making
- Business Innovation and Creativity
- Capstone Project-Presentation

Students taking a course that has a proctored examination must complete the examination to pass the course. Information regarding proctoring, including the technical requirements and scheduling a Live Proctored Examination, will be provided to students in the courses where it is required.

## **Attendance Policy**

To achieve academic success, students at RCU are expected to attend online lectures and participate in class activities.

In the online learning environment, attendance is defined as:

- Logging into the online learning environment at least once per week.
- Completing academic engagement activities as defined on the syllabus (e.g., quizzes, assignments, multiple choice questions, and discussion forums).
- Checking email regularly for notices.

- Making quality or well-structured contributions to online discussion forums, engaging actively with both faculty members and peers.

Specific attendance policies are included in each course syllabus, as applicable.

## **Academic Credit Policy**

Semester credit hours at RCU are equivalent to commonly accepted and traditionally defined units of academic measurement. Each course at RCU is measured by the achievement of established course learning outcomes and the amount of time a typical student should spend to accomplish these outcomes. Specifically, a one (1) semester credit hour requires a minimum of 45 hours of student work, with one-third of the time (15 hours) focused on academic engagement and two-thirds of the time (30 hours) focused on student preparation. For a three-semester credit hour course, a minimum of 135 hours of student work is required, divided between 45 hours of academic engagement and 90 hours of student preparation.

Academic engagement may include, but is not limited to, the following:

- Reviewing a class lecture
- Taking an examination
- An interactive tutorial
- Computer-assisted instruction
- Contributing to an online discussion
- Attending a study group assigned by the institution
- Initiating a course-related contact with a faculty member

Student preparation may include, but is not limited to, the following:

- Homework (including reading and study time)
- Completing an academic assignment
- Completing an academic project
- Academic Research

The estimated time for all activities within a course is stated in the syllabus.

## **Leave of Absence Policy**

Students can request a Leave of Absence (LOA) between courses for personal or professional reasons. Each individual LOA can be requested for up to two (2) consecutive 3-credit courses. A student may not take more than 6 months (24 weeks) or ½ of the program length, whichever is shorter, as an LOA in a calendar year.

All LOA requests must be submitted in writing to the CAO and must include the start date, return date, and reason for the LOA. Student Support reviews the request and notifies the student of the decision in writing via email within seven (7) calendar days.

Students who fail to return to RCU, as indicated on the return date, will be terminated from the program. RCU does not permit students to take a leave of absence during a course session.

## **Makeup Work**

All assignments are due on the date specified in the course syllabus.

A student who anticipates an absence due to a legitimate reason (e.g., military service, medical issues, work travel, or family emergency) and cannot complete coursework on time must notify their adjunct faculty or the CAO in writing via email at least seven (7) working days in advance unless prevented by an emergency. Documentation should be submitted to the CAO before the absence when possible. The CAO will verify the legitimacy of the absence and, if approved, work with the student to develop a plan for making up missed work.

If a student misses an assignment deadline due to an absence and has not contacted the CAO in advance (unless extenuating circumstances apply), they cannot make up the missed work.

For absences unrelated to approved reasons, students must complete all work before the absence, as make-up work will not be permitted.

## Grading

At RCU, letter grades are awarded following each student's demonstration of the prescribed learning objectives and outcomes of each course as follows:

Score	Letter Grade	GPA Points
90-100	A	4.0
80-89	B	3.0
70-79	C	2.0
60-69	D	1.0
0-59	F	0.0

Students may also receive the following designations, as appropriate, which do not receive any GPA points:

- **W (Withdrawal):** Students who withdraw from a course receive a grade of "W." This grade is excluded from the calculation of the Cumulative Grade Point Average (CGPA), but the course counts toward credit attempted in satisfactory academic progress evaluations.
- **TC (Transfer Credit):** Semester credit granted for semester credits accepted in transfer from other institutions.
- **R (Repeated Course):** Students may retake a course to improve an unsatisfactory grade. Once a grade is recorded for the repeated course, the original grade is replaced with an "R" and excluded from the GPA calculation. The new grade points will apply to the cumulative GPA. A maximum of two courses may be repeated for a better grade, though improvement is not guaranteed.
- **I (Incomplete Grade):** Students may receive an Incomplete Grade ("I") in a course if extenuating circumstances (e.g., critical illness/injury, severe family emergency, incarceration) arise during the term that prevent the student from completing the final coursework or final examinations for the class. Documentation must be provided supporting the request for the Incomplete Grade. All requests for an Incomplete Grade must be submitted to and approved by the CAO. Any student receiving an "I" must complete the required coursework to receive a final grade in the course during the following term or by the date specified by the adjunct

faculty. If the incomplete coursework has not been completed by the end of the following term, or the date determined by the faculty, the grade of "I" will automatically be changed to the grade earned by the student. No credit will be awarded for missing assignments, coursework, or examinations, and the student's final grade in the course will be determined according to the grade structure set forth in the course syllabus. If the final grade is not of passing quality, the student will be required to retake the course at the student's expense. A course that is required to be repeated will count toward total credits attempted for the student's program.

## **Course Extensions**

In the event of a personal or family emergency, students may request a course extension of up to seven calendar days. To do so, they must submit a written request to the CAO, clearly stating the reason for the extension and including any relevant supporting documentation. The CAO will review the request and decide whether to grant the extension. If approved, the student will have the duration of the extension to complete and submit all remaining coursework. A final grade will be assigned after the submitted work is evaluated or at the end of the extension period if the work is not completed. Only one extension is permitted per course.

## **Grade Reporting**

Faculty will report final grades within 14 days of the end of a term. Grades will be reported in the LMS. Students can access their grade reports by using their login ID and password.

## **Grade Appeals**

Students who believe they have been graded unfairly may appeal their final course grades. The burden of proof in appealing a grade rests with the students. For a change in grade to be recommended, students must show that the grade originally given was unjustly or unfairly awarded.

1. To appeal a grade, students must contact the CAO within five (5) days of final course grades being reported in the LMS. The appeal must explain why the grade received was incorrect and

- include relevant supporting evidence.
2. The CAO will review the appeal and discuss the appeal with the course faculty within five (5) days. The adjunct faculty will make a recommendation to the CAO on whether or not the grade should be changed.
  3. The CAO will review and may approve or suggest an alternative to the adjunct faculty's recommendation. If an alternative is suggested, the CAO and adjunct faculty will discuss and agree on a final recommendation. This review will be completed within five (5) days.
  4. The final recommendation, approved by the course adjunct faculty and the CAO, will be communicated to Student Support. The student will be appropriately notified by email of the final decision by the CAO, and the final grade will be reflected in the LMS.

If a grade change is recommended, Student Support will change the student's grade and place a record of the appeal and final recommendation in the student's academic file.

## **Proctoring requirements**

RCU's MBA program ensures the integrity of its assessments by utilizing online proctoring for designated exams. The Moodle Proctoring Pro platform monitors students through webcam and screen activity, using features like facial recognition and activity detection to prevent academic dishonesty. Students must verify their identity before starting the exam, set up their environment in a quiet, well-lit room, and ensure their technical setup meets the required specifications. Continuous monitoring is done throughout the exam to detect unauthorized actions. Technical support is available in case of issues. This system maintains fairness and transparency in assessments.

Failure to comply with the online proctoring requirements will result in immediate disqualification from the exam. In addition, students may face academic misconduct penalties, such as receiving a failing grade for the exam or course. These measures ensure that all students are held to the same high standards of integrity and fairness.

## Assignment and Assessment Structure

The RCU MBA program emphasizes a student-centric approach, blending academic rigor with practical applications. Assignments and assessments are designed to develop critical business skills, including strategic thinking, leadership, and adaptability to industry demands. Key components include:

### Types of Assignments

- **Coursework Assignments:** These may include case studies, business reports, strategic analyses, and reflective essays that align with course learning objectives. Assignments focus on real-world business applications, such as marketing plans, financial analyses, or operational strategies.
- **Discussion Forums:** Online discussion boards encourage collaboration and critical thinking. Students are expected to engage with peers and adjunct faculty, contributing to discussions on course topics.
- **Capstone Project:** A significant component of the MBA program, the capstone project involves a consultancy-style project for a real or simulated client organization. This project integrates knowledge from multiple courses and demonstrates practical application.
- **Examinations/Quizzes:** Some courses include timed quizzes and proctored exams to assess theoretical knowledge. These are facilitated through RCU's learning management system (LMS).

### Late Assessment Submission

RCU is committed to maintaining academic integrity and ensuring that all students have the opportunity to submit their work in a timely manner. To support both individual responsibility and fairness across all students, the following policy has been established for late submissions of assignments, quizzes, discussion forums, and proctored exams.

#### 1. Late Submission Penalties for Assignments, Quizzes, Tests, and Exams

- **Within 7 Days After Due Date:** Any assignment, quiz, test, or exam submitted late, but within 7 days after the original due date, will incur a 10% penalty on the total points available for that assessment. The penalty will be applied to the total score of the submission.

- **8 to 14 Days After Due Date:** Submissions made between 8 and 14 days after the due date will incur a 20% penalty on the total points available. Late submissions beyond 7 days will result in a higher deduction to reflect the increased delay.
- **15 or More Days After Due Date:** Assignments, quizzes, tests, and exams submitted 15 days or more after the due date will not be accepted under any circumstances. No credit or partial credit will be awarded for work submitted beyond this timeframe.

## 2. Late Submission of Discussion Forum

- Discussion Forum is an integral component of weekly participation and engagement. These activities are due by the end of the respective week and cannot be submitted late.

## 3. Special Circumstances

- If a student is unable to submit an assessment on time due to an extenuating circumstance (e.g., illness, family emergency), the student is encouraged to contact the faculty as soon as possible. The faculty may consider providing an extension or alternative arrangements, depending on the situation, but this must be approved before the due date.
- Students who anticipate needing accommodations for an assessment should communicate their needs to the adjunct faculty or the CAO in writing via email ahead of time to ensure appropriate arrangements are made.

## 4. Responsibility for Managing Deadlines

- It is the student's responsibility to keep track of deadlines for all assessments. While the university will provide ample reminders and resources, students are encouraged to plan ahead and manage their time effectively to avoid late submissions.

## Satisfactory Academic Progress

The Satisfactory Academic Progress (SAP) policy at RCU applies to all students enrolled in the MBA program. At each Progress Evaluation point, RCU will make sure the following criteria have been met:

- **Grade Point Average (Qualitative):** Grades from all RCU and transfer coursework will be used to determine cumulative grade point average (CGPA). All students must maintain a minimum

cumulative grade point average (CGPA) of 3.0 to be considered in academic good standing. All students are also required to achieve a CGPA of 3.0, which is consistent with their program requirements for graduation.

- Pace of Completion (Quantitative):** Students must remain on track to complete their academic programs within the designated time frame. This progress is measured by the pace at which they complete the required coursework. To evaluate whether a student meets this standard, the total cumulative earned credit hours at RCU, along with any accepted transfer of credit hours, are calculated and divided by the total cumulative attempted credit hours, which includes both RCU and accepted transfer credits. To fulfill this requirement, students must complete at least sixty-seven percent (67%) of all coursework undertaken at RCU and any accepted transfer credits.

Description	Example Value
Total Earned Credit Hours at RCU	18
Accepted Transfer of Credit Hours	12
Total Cumulative Earned Credit Hours (RCU + Transfer of Credits)	30
Total Attempted Credit Hours (RCU + Transfer of Credits)	36
Completion Rate (%)	83.33%

**Formula:**

**Completion Rate (%)** = (Total Cumulative Earned Credit Hours ÷ Total Cumulative Attempted Credit Hours) × 100

- Maximum Time Frame (MTF):** The student must complete his or her program within 150% of the scheduled timeframe for completion as published in the Catalog.

Students are given a maximum time frame of 150% of the published program length to complete their declared degree program. The RCU MBA program has a standard duration of twelve (12) months, with a maximum allowable completion time of eighteen (18) months.

**MTF** = Published Program Length (in months) × 150%

Published Program Length	12 months
MTF Calculation	$12 \times 150\% = 18$ months
Maximum Timeframe (MTF)	18 months

## Academic Warning and Continued Warning

Students who do not meet either of the above criteria at any evaluation point will be considered to be making unsatisfactory academic progress and will not be in Good Standing.

### Academic Warning

Students not in Good Standing will be placed on warning status and notified by email. This status will last one term (Eight Weeks), during which they will follow an academic improvement plan initiated by the CAO to work toward regaining Good Standing. If progress is shown but Good Standing is not achieved by the end of the Warning period, the student will be placed on Continued Warning.

Progress toward regaining good academic standing is demonstrated by students improving their Cumulative Grade Point Average (CGPA) toward the required minimum of 3.0 and by showing satisfactory progress toward completing the program within the maximum timeframe of 150%. The MBA program has a standard duration of twelve (12) months, and the maximum allowable timeframe for completion is eighteen (18) months.

Both components of progress toward good standing must be met for a student to qualify for a Continued Warning. In the event of failing to return a good academic standard, a Continued Warning notification will be sent via email in the following term. A continued warning will last for another term (eight weeks).

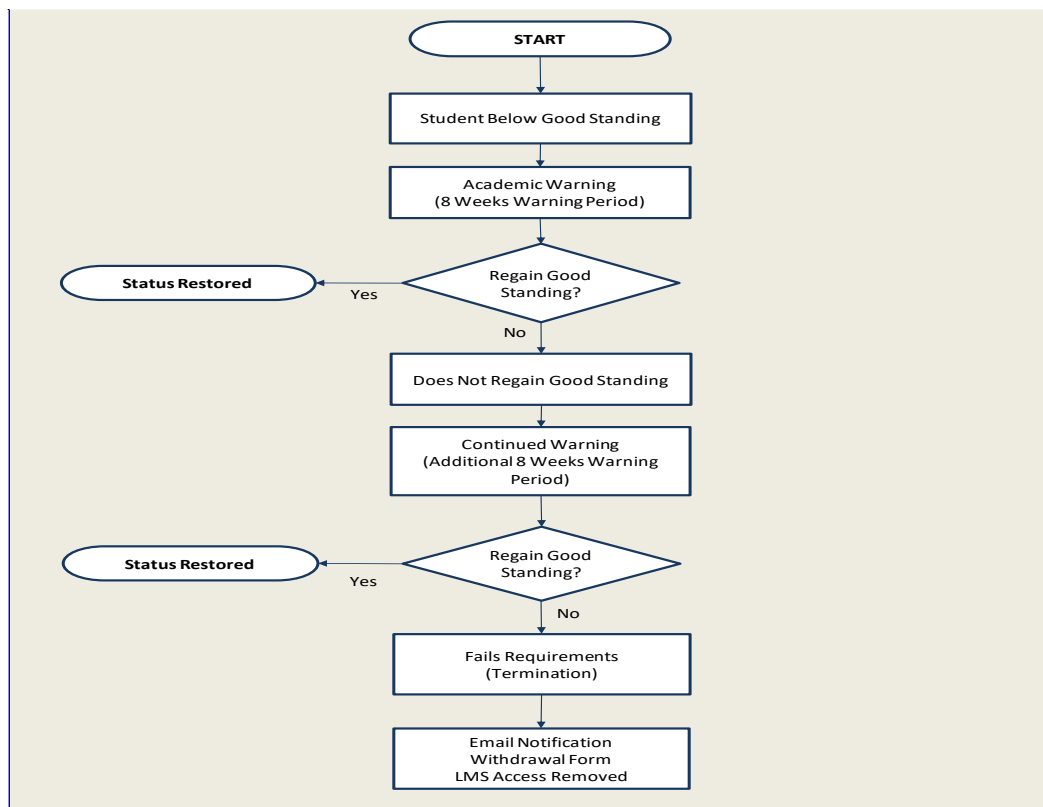
## Continued Warning

Students on Warning status who show progress but do not regain Good Standing may be granted one additional term, called Continued Warning, to continue their improvement plan. If Good Standing is not achieved by the end, the student will be terminated from the program. A continued warning letter will be issued and emailed to the student.

## Termination

Students who do not regain Good Standing by the end of the Warning period and are not eligible for Continued Warning, or who fail to regain Good Standing by the end of the Continued Warning period, will be terminated from RCU. Terminated students will receive an official notice of Academic Termination and a withdrawal form via email, and their access to the LMS will be revoked.

### Academic Standing and Termination Process



## **Appeals**

Students wishing to appeal against the Academic Termination determination must do so in writing via email within ten (10) working days of receipt of the Academic Termination email notification.

Appeals should be directed to the CAO. All appeals should be made in writing via email and include appropriate documentation (e.g., a physician's statement, accident report, evidence of grade miscalculation, etc.) showing that the failure to obtain Good Standing was beyond the student's control. The CAO will notify students of the decision within five (5) working days of receiving the appeal. The CAO's decision is final.

## **Probation**

In cases where an appeal is accepted, that student is placed on Probation status for the next evaluation period (academic term) through the next evaluation point. During this time, students will be provided with a comprehensive academic improvement plan by the CAO to regain Good Standing by the end of the Probation period. Students not achieving Good Standing at the end of the Probation period will be terminated from RCU. Termination following Probation cannot be appealed.

## **Transfer and Readmitted Students**

Transfer students from outside the institution will be evaluated qualitatively only on the work completed at RCU. The maximum time frame is reduced for transfer students based on the remaining length of the program upon enrollment.

## **Incomplete Courses**

RCU does not issue incomplete grades.

## **Remedial Courses**

RCU does not offer any remedial courses.

## Course Repeat Policy

A failed course may be repeated in an attempt to earn a passing grade. Each attempt counts as attempted credit hours toward the Maximum Time Frame. Only the highest grade earned will be included in the computation of the cumulative grade point average (cGPA). The student transcript will list each course in which a student has enrolled and earned a grade. The failing grade will be changed to a grade of R on the transcript, indicating that a particular course has been repeated.

## Re-admittance

Students whose enrollment at RCU is terminated due to academic reasons will be eligible for re-enrollment after a waiting period of six (6) months. These students may be eligible to receive credit for courses previously completed at RCU per the transfer of credit policy.

## Graduation Requirements

To graduate from RCU and be awarded a Master of Business Administration (MBA), students must:

- Successfully complete all required courses;
- To complete a minimum of 30 credit hours (including capstone) in the program at RCU;
- Be in academic good standing; and
- Have a cumulative GPA of at least 3.0 or higher

Once graduation requirements have been verified, the student will be notified via email, and the degree will be made available.

## Evaluation

At the end of each course, students are encouraged to complete an end-of-course survey. These surveys are anonymous, so students can submit suggestions and feedback freely. Findings from these surveys are used to improve course content, quality of online learning materials, teaching and learning, ease of use of technology, and the overall student experience at RCU.

## **Counseling/Placement**

RCU, as a newly established university, currently does not offer dedicated counseling and placement services. However, plans are in place to introduce these services as part of our comprehensive Student Support Services once we achieve DEAC accreditation and reach a significant milestone in student enrollment. At that point, a dedicated team of professional counselors and career advisors will be brought on board to assist students with academic guidance, career planning, and job placement opportunities. This initiative aligns with RCU's mission to empower students with the tools and resources they need to succeed academically and professionally.

## **Curriculum Offerings**

### **Master of Business Administration (MBA) Program**

Total Credits: 30 Semester Credit Hours

#### **Length:**

12 months

- Students begin a new course at each start date, completing two courses at a time.

#### **Description:**

The Master of Business Administration (MBA) program equips students with essential skills in business innovation and creativity, economics, finance, marketing and capstone projects, blending foundational theories with practical applications. Focused on strategic thinking and adaptability, the curriculum addresses current challenges and models, empowering students to lead and drive change in today's dynamic business landscape. Ideal for those seeking advanced leadership capabilities, the program fosters impactful, practical insights for personal and professional growth.

## Program Learning Outcomes

Upon completion of the program, participants will be able to:

- **Strategic Decision-Making.** Formulate and justify strategic decisions that align organizational resources with long-term competitive advantage in complex and dynamic business environments.
- **Leadership and Organizational Effectiveness.** Design adaptive leadership strategies that foster collaboration, resolve organizational challenges, and drive innovation within diverse and high-performance teams.
- **Advanced Business Analysis.** Critically evaluate complex business problems using advanced quantitative and qualitative analytical frameworks to generate evidence-based strategic solutions.
- **Managerial Communication.** Construct and deliver persuasive professional communications that effectively translate complex business information for diverse stakeholders in written, oral, and digital formats.
- **Data-Driven Decision Making.** Synthesize and evaluate diverse data sources, business intelligence tools, and emerging technologies to support informed managerial and strategic decision-making.
- **Ethical and Responsible Management.** Evaluate ethical dilemmas in organizational contexts and design responsible business solutions that promote integrity, accountability, and corporate social responsibility.
- **Global Business Strategy.** Assess global market dynamics, cultural considerations, and regulatory environments to design strategic initiatives that support international business operations and competitiveness.

## Program Structure

The rigorous and dynamic curriculum of the MBA is designed to afford students mastery in the academic disciplines and applied functional areas critical for business success today. The program is made up of ten (10) courses, incorporating nine (9) core courses, and one (1) Capstone Project as shown in the following diagram.

# ACADEMIC CATALOG



MBA COURSES		SEMESTER CREDIT HOURS
1	Strategic Management [MBA 610]	3
2	Marketing Management [MBA 620]	3
3	Cross-Cultural Management [MBA 630]	3
4	Finance for Managerial Decision Making [MBA 640]	3
5	Project Management [MBA 650]	3
6	Human Resource Management [MBA 660]	3
7	Business Innovation and Creativity [MBA 670]	3
8	Business Ethics and Corporate Governance [MBA 680]	3
9	Business Research Methodology [MBA 690]	3
10	Capstone Project [MBA 695]	3
<b>TOTAL CREDIT HOURS</b>		<b>30</b>

## Course Descriptions

Students must complete all ten (10) courses to earn the RCU MBA degree.

### **MBA 610 - Strategic Management (3 semester credits)**

This course cultivates strategic judgment and integrative decision-making excellence by enabling students to critically evaluate, formulate, and implement business- and corporate-level strategies in dynamic, competitive, and global environments.

Students will systematically analyze and assess internal and external environments, evaluate organizational resources and capabilities, and design evidence-based strategies that create and sustain competitive advantage. The course emphasizes the integration of business-level, corporate-level, and international strategies, requiring students to critically assess strategic alternatives and justify strategic choices within complex and uncertain contexts.

In response to evolving expectations of business in society, students will also evaluate the ethical, social, and stakeholder implications of strategic decisions, moving beyond traditional shareholder-centric models toward sustainable and responsible value creation.

Through applied case analysis, strategic simulations, and decision-making exercises, students will develop, defend, and refine innovative strategic solutions, demonstrating high-level managerial judgment, cross-functional integration, and strategic leadership capability.

## Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Critically evaluate the strategic alignment of a multinational corporation by conducting a comprehensive strategic audit of its mission, vision, and resource deployment.
2. Integrate and synthesize diverse strategic frameworks (e.g., Porter's Generic Strategies, PESTEL, Balanced Scorecard) to develop and justify a holistic assessment of an organization's internal and external competitive position.
3. Critically assess the effectiveness of human resource management practices and organizational design in enabling the successful implementation of corporate-level strategies.
4. Develop and defend data-driven strategic recommendations that address complex business challenges and capitalize on identified global opportunities.
5. Justify and defend strategic analyses and proposed improvements through formal presentation, demonstrating advanced mastery and application of strategic management theories.
6. Design and formulate a comprehensive strategic roadmap that incorporates evolving societal expectations, sustainability principles, and long-term value creation.

## MBA 620 - Marketing Management (3 semester credits)

The Marketing Management course critically evaluates marketing as a strategic function responsible for creating, delivering, and communicating customer value to achieve sustainable competitive advantage in dynamic and complex business environments. The course requires students to assess and justify how organizations identify and prioritize market opportunities, critically evaluate consumer and

organizational buying behavior, and appraise the effectiveness of market research and data-driven marketing decisions.

Students will design, integrate, and defend advanced segmentation, targeting, and positioning (STP) strategies, incorporating digital marketing, marketing analytics, and emerging technologies to address contemporary marketing challenges. Emphasis is placed on the critical evaluation of alternative marketing strategies, the synthesis of cross-functional insights, and the formulation of innovative, evidence-based solutions.

Through the development and presentation of a comprehensive strategic marketing plan, students will create, justify, and defend strategic marketing decisions, demonstrating the ability to formulate high-impact marketing strategies that enhance organizational performance, competitive positioning, and long-term value creation in global and competitive markets.

## **Course Learning Outcomes**

Upon completion of this course, students will be able to:

1. Critically evaluate and justify the strategic role of marketing in shaping organizational performance, competitive advantage, and societal impact within complex business environments.
2. Evaluate, compare, and defend consumer and organizational buying behavior models and theoretical frameworks to support advanced strategic marketing decision-making.
3. Critically evaluate and recommend the optimal use of marketing channels, integrated marketing communications, and digital engagement strategies in delivering customer value and achieving organizational objectives.
4. Design, justify, and defend segmentation, targeting, and positioning (STP) strategies based on comprehensive market analysis, customer insights, and competitive dynamics.
5. Evaluate, justify, and integrate market research methods, marketing intelligence systems, and marketing analytics tools to support robust, evidence-based managerial decision-making.
6. Design, develop, and present a comprehensive strategic marketing plan that integrates digital marketing strategies, marketing analytics, and performance metrics aligned with organizational goals.

## **MBA 630 - Cross-Cultural Management (3 semester credits)**

The Cross-Cultural Management course critically evaluates the role of culture in shaping managerial behavior, organizational practices, leadership styles, negotiation processes, and international business strategies within complex global environments. The course requires students to assess, compare, and justify cross-cultural theories and frameworks, and to evaluate their impact on organizational effectiveness, leadership decision-making, and strategic outcomes.

Students will design, integrate, and defend global leadership approaches, intercultural communication strategies, and multicultural workforce management practices that address cultural diversity and organizational challenges in an increasingly interconnected and digital global economy. Emphasis is placed on the critical evaluation of cultural dynamics, the synthesis of cross-cultural insights, and the formulation of innovative, evidence-based solutions.

Through applied learning, students will formulate, justify, and present strategic responses to real-world cross-cultural management challenges, demonstrating the ability to create effective, culturally responsive strategies that enhance organizational performance, global collaboration, and sustainable competitive advantage.

### **Course Learning Outcomes**

Upon completion of this course, students will be able to:

1. Critically evaluate and justify the influence of cultural values, dimensions, and theoretical frameworks on international business practices and managerial decision-making.
2. Evaluate, compare, and defend cultural differences in organizational behavior, leadership styles, and workplace communication across diverse global contexts.
3. Critically evaluate cross-cultural communication barriers and design, justify, and defend strategies to enhance communication effectiveness in multicultural business environments.
4. Evaluate, justify, and defend negotiation strategies and conflict management approaches in culturally diverse business settings.

5. Design, develop, and defend culturally intelligent leadership and management strategies for leading global teams and organizations.
6. Formulate, justify, and present innovative, evidence-based solutions to complex cross-cultural management challenges to enhance organizational effectiveness and global collaboration.

## **MBA 640 - Finance for Managerial Decision Making (3 semester credits)**

This course develops advanced financial competencies required for effective managerial decision-making, positioning finance as a strategic function within organizations. It emphasizes the critical evaluation and application of corporate finance theories and principles to analyze, interpret, and resolve complex financial management challenges.

Students will critically evaluate financial statements, forecasting techniques, and cash flow dynamics to assess organizational performance and inform strategic decisions. The course requires learners to analyze and appraise financial instruments, including equities, securities markets, derivatives, and hedging strategies, to manage financial risk and optimize value creation.

In addition, students will design and justify financial strategies related to stock valuation, dividend policy, and capital allocation decisions. Emphasis is placed on evaluating risk–return trade-offs and synthesizing financial data to support evidence-based managerial judgments in both domestic and global contexts.

The course further enables students to design and optimize working capital management strategies, as well as critically evaluate the strategic motives, financial implications, and value outcomes of mergers and acquisitions. Through applied and analytical learning, students will develop integrated financial solutions that demonstrate strategic alignment, analytical rigor, and practical relevance to contemporary business environments.

## Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Critically evaluate and justify the roles, structures, and interrelationships of financial institutions, markets, and instruments in supporting and optimizing corporate financial decision-making.
2. Critically analyze and evaluate corporate financial performance and position using financial statements, advanced ratio analysis, value-based performance measures, and forecasting techniques to support strategic decision-making.
3. Design and justify integrated financial strategies for capital budgeting, capital structure, and dividend policy decisions, aligned with organizational objectives and value maximization.
4. Critically evaluate risk–return trade-offs using asset pricing models and develop evidence-based recommendations for corporate investment and portfolio management decisions.
5. Design and optimize working capital management and risk management strategies to enhance firm value, liquidity, and operational efficiency.
6. Critically evaluate and synthesize international financial management decisions, including exchange rate management, cross-border capital budgeting, and mergers and acquisitions, to support global strategic positioning.

## MBA 650 - Project Management (3 semester credits)

The Project Management course introduces students to the concepts and skills of managing projects successfully. In every organization, the need for handling projects occurs though the frequency of taking up projects might vary depending upon the nature of the organization. For business managers, project management knowledge and skills will contribute significantly to their competencies and performance in the context of managing and leading organizations. The course will expose students to the fundamentals of Project Management, including Project Planning, Scheduling, Appraisal, Execution, Monitoring, etc. The course will equip the students to critically examine projects, the tools and techniques to be used during the different phases, and the risk mitigation strategies to achieve the desired outcomes. The entire process from the project conceptualization stage until the project closure stage including documentation will be covered in this course. In every topic, applications of AI tools are discussed to make the course more relevant for present.

## Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Critically evaluate project feasibility using integrated technical, financial, economic, and strategic appraisal frameworks.
2. Design and justify optimized project schedules and network models under dynamic constraints (time, cost, risk).
3. Develop and defend comprehensive risk management strategies incorporating predictive and AI-enabled approaches.
4. Design and evaluate high-performance project teams and leadership strategies for complex project environments.
5. Develop and optimize resource allocation and cost management strategies using advanced project control techniques.
6. Design integrated project management systems, including documentation, monitoring, and closure frameworks.
7. Critically evaluate and implement AI-driven decision-making frameworks in project management contexts.

## **MBA 660 - Human Resource Management (3 semester credits)**

The Human Resource Management (HRM) course critically evaluates the evolution of HRM from a transactional, administrative function to a strategic driver of organizational agility, innovation, and sustained competitive advantage within complex and dynamic business environments. The course requires students to assess, justify, and defend the strategic role of HRM in organizational decision-making, corporate governance, and long-term value creation.

Students will critically evaluate and synthesize contemporary HRM theories, models, and practices within a global business context, with emphasis on the design, optimization, and justification of talent acquisition strategies, performance management systems, and workforce retention frameworks. Particular focus is placed on evaluating the strategic contribution of human capital to organizational effectiveness, resilience, and competitive positioning.

The course further requires students to design, integrate, and defend comprehensive HR strategies across the employee lifecycle, including strategic workforce planning, advanced learning and development systems, total rewards architecture, industrial relations management, and workplace health and safety frameworks. Through applied and evidence-based learning, students will formulate, justify, and present innovative HR solutions that enhance organizational performance, support ethical leadership, and align human capital strategies with broader business objectives in a global environment.

## Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Design, justify, and critically evaluate strategic human capital plans that align workforce capabilities with organizational goals in dynamic and complex business environments.
2. Critically evaluate, design, and defend inclusive workplace strategies that promote diversity, equity, and multicultural effectiveness in global organizational contexts.
3. Design, implement, justify, and evaluate comprehensive recruitment and selection strategies that optimize talent acquisition and organizational fit.
4. Formulate, implement, justify, and critically evaluate evidence-based retention and motivation strategies that enhance employee engagement, performance, and organizational commitment.
5. Design, develop, justify, and critically evaluate integrated compensation and benefits systems aligned with organizational strategy, market conditions, and employee value propositions.
6. Design, implement, justify, and evaluate strategic learning and development frameworks that foster continuous professional growth and organizational capability building.
7. Design, integrate, justify, and critically evaluate workplace health, safety, and well-being strategies that ensure regulatory compliance and support sustainable organizational performance.

## **MBA 670 - Business Innovation and Creativity (3 semester credits)**

This course critically evaluates how innovation and creativity drive real-world organizational change, sustainable growth, and competitive advantage in dynamic business environments. Students assess the effectiveness of innovation strategies, entrepreneurial processes, and change initiatives across industries, using evidence from contemporary case studies and global practices.

Learners synthesize interdisciplinary concepts to design and justify innovative solutions, business models, and change strategies that respond to complex market and societal challenges. Emphasis is placed on evaluating leadership, organizational culture, and resource alignment in enabling innovation, and on creating actionable strategies that generate measurable business impact.

### **Course Learning Outcomes**

Upon completion of this course, students will be able to:

1. Critically evaluate, synthesize, and justify the impact of creativity and innovation on organizational performance, competitive positioning, and long-term value creation across diverse business contexts.
2. Assess, justify, and defend the strategic role of creativity and innovation in fostering sustainable organizational development, integrating ethical, economic, and societal considerations.
3. Design, integrate, justify, and defend advanced criteria, models, and strategic frameworks required to build, manage, and sustain innovation-driven organizations.
4. Design, develop, implement, and critically evaluate innovative work practices, systems, and organizational processes that enhance creativity, collaboration, and innovation outcomes.
5. Formulate, design, justify, and defend high-impact strategic initiatives, business models, and transformation strategies that strengthen organizational innovation capabilities in complex and dynamic environments.

## **MBA 680 - Business Ethics and Corporate Governance (3 semester credits)**

This course critically evaluates ethical issues and organizational responses to evolving social demands and expectations regarding responsible business behavior within complex and dynamic global

environments. Students are required to assess, compare, and justify contemporary debates, dilemmas, and emerging trends in corporate responsibility, regulation, and corporate governance, drawing on global frameworks and real-world cases.

The course emphasizes the critical evaluation of changing regulatory landscapes and societal expectations surrounding the role and purpose of the modern corporation. Students will analyze and defend alternative perspectives on corporate purpose, including stakeholder-oriented and sustainability-driven approaches, and assess their implications for organizational strategy and performance.

Learners will design, justify, and defend strategic frameworks and governance mechanisms that align organizational objectives with societal expectations, ethical standards, and regulatory requirements. Through applied and evidence-based learning, students will formulate and present innovative, responsible business strategies that enhance organizational accountability, sustainability, and long-term value creation.

## Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Critically evaluate, compare, and justify major ethical theories and justify their application to complex business decision-making and corporate governance challenges.
2. Critically evaluate and justify the relationship between corporate governance, legal frameworks, and corporate social responsibility, and defend their implications for organizational strategy and accountability.
3. Critically evaluate, compare, and recommend corporate social responsibility (CSR) strategies that effectively address stakeholder expectations and societal impacts.
4. Critically evaluate and substantiate responses to ethical challenges faced by organizations in implementing responsible business practices across diverse global contexts.
5. Design, develop, justify, and defend governance and ethical leadership strategies that promote accountability, transparency, and sustainable organizational performance.

## **MBA 690 - Business Research Methodology (3 credits)**

This course develops advanced competencies in business research methodology, positioning research as a strategic tool for evaluating and resolving complex organizational challenges. It emphasizes the critical evaluation, design, and application of rigorous research approaches to support evidence-based managerial decision-making in dynamic business environments.

Students will critically evaluate and justify research problems, methodological choices, and data analysis techniques by integrating theoretical frameworks with empirical evidence. The course requires learners to assess the validity, reliability, and applicability of diverse research designs, while synthesizing scholarly literature to construct well-founded arguments and identify research gaps.

In addition, students will evaluate ethical considerations and governance frameworks in business research, ensuring that proposed studies meet professional, academic, and regulatory standards. Emphasis is placed on the ability to design innovative, methodologically sound research processes that address contemporary business issues with analytical depth and practical relevance.

Through applied, inquiry-driven learning, students will create, develop, and defend a comprehensive business research proposal that demonstrates originality, methodological rigor, critical synthesis, and strategic relevance to managerial decision-making.

### **Course Learning Outcomes**

Upon completion of this course, students will be able to:

1. Critically evaluate and justify the selection and application of research methodologies, techniques, and processes, assessing their appropriateness and limitations across diverse business research contexts.
2. Formulate and design a clearly defined and researchable problem, developing a coherent research framework grounded in relevant scholarly literature and advanced methodological approaches.
3. Critically analyze, evaluate, and interpret qualitative and quantitative data using appropriate analytical techniques to generate valid, reliable, and actionable research insights.

4. Synthesize and critically appraise research findings and theoretical perspectives to develop well-substantiated conclusions, strategic recommendations, and informed managerial judgments.
5. Design, develop, and defend a comprehensive business research proposal that demonstrates originality.

## **MBA 695 - Capstone Project (3 credits)**

The Capstone Research Project is an advanced, integrative research experience designed to enable MBA students to critically evaluate, synthesize, and create solutions to complex, real-world organizational challenges. Over an 8-week period, students undertake a rigorous, staged research process that requires them to formulate, justify, and defend a research proposal; critically evaluate and synthesize scholarly literature; design and justify a methodologically robust research framework; and systematically collect, analyze, and interpret data to generate valid, reliable, and actionable insights.

Each stage of the project is explicitly aligned with the achievement of program learning outcomes, with a strong emphasis on higher-order competencies, including critical evaluation, strategic analysis, ethical judgment, and professional communication. Students are required to critically appraise the validity, reliability, and applicability of their research design, methods, and findings, ensuring methodological rigor, ethical integrity, and practical relevance.

Working independently under faculty supervision, students will design, develop, justify, and defend a comprehensive research report and professional presentation that demonstrates originality, analytical depth, and meaningful contribution to business management practice. The project requires students to formulate and present evidence-based conclusions and strategic recommendations that address complex organizational issues and support informed decision-making.

The Capstone Research Project represents the culmination of the academic and intellectual experience at Robert Cavalier University's MBA program. It requires students to integrate, evaluate, and apply interdisciplinary knowledge, advanced strategic thinking, and leadership capabilities to

design, justify, and deliver innovative, evidence-based solutions that enhance organizational performance, sustainability, and long-term value creation.

## Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Critically evaluate complex business problems and contextual factors to define a clear, researchable issue and justify its strategic relevance using appropriate theoretical and empirical evidence.
2. Synthesize and critically appraise interdisciplinary literature and theoretical frameworks to construct a robust conceptual foundation and identify research gaps.
3. Design and justify a rigorous and appropriate research methodology, including research design, data collection methods, and analytical techniques aligned with the research objectives.
4. Critically analyze and interpret qualitative and/or quantitative data using appropriate tools and techniques to generate valid, reliable, and actionable insights.
5. Synthesize research findings to develop well-substantiated conclusions and formulate strategic, evidence-based recommendations that address the identified business problem.
6. Critically evaluate ethical considerations, limitations, and implications of the research, ensuring alignment with professional, academic, and regulatory standards.
7. Design, develop, and defend a comprehensive Capstone research report and professional presentation that demonstrate originality, methodological rigor, analytical depth, and practical relevance.

## Financial Information

### Tuition and Fees

#### Master of Business Administration (MBA)

Tuition and Other Fees	Amount (USD)
Tuition Fees for All Courses in the MBA Program	\$5,400
Tuition (per 3 credit hour course)	\$540/course
Textbooks (Optional), Materials (Optional) and library fees	NIL

*Tuition and fees are listed in U.S. dollars (USD).*

*\* Required books and materials may be purchased through the student's preferred third-party bookseller. RCU does not provide books and materials to students or operate a bookstore.*

*\* The university does not charge any library fees.*

#### Payment Schedule:

- Tuition is due upon enrollment. Students may pay in full via credit card or Wise.
- Alternatively, the student may arrange an installment payment plan with RCU.
  - Charges indicated in the Enrollment Agreement Annex 1 Schedule of Fees are due per the specified terms.

#### Payment Schedule

Payment	Due Date	Amount Due (USD)
1	1st Month	\$ 1350
2	4th Month	\$ 1350
3	7th Month	\$ 1350
4	10th Month	\$ 1350

*\* The total tuition fee for the program is **USD 5400**.*

## Truth in Lending Act (TILA)

RCU is not a Private Education Lender and complies with all Truth in Lending Act (TILA) Regulation Z disclosures.

No interest rate or fees are charged for entering into the course-by-course tuition payment plan. There are no prepayment penalties for making early payments or for paying off the balance of a payment plan before its due date.

## Cancellation and Refund Policy

1. Students may cancel their enrollment at RCU at any time. A student's notification of cancellation may be conveyed to the institution by submitting a Withdrawal Request Form.
2. A student has five (5) calendar days after signing an enrollment agreement or similar contractual document to cancel enrollment and receive a full refund of all monies paid to the institution.
3. A student requesting cancellation more than five (5) calendar days after signing an enrollment agreement, but before beginning a course or program, is entitled to a refund of all monies paid.

Tuition will be refunded per the table below. Tuition for courses that have not been started will be refunded in full. There is no tuition refund for courses and/or terms that have been completed.

Length of Term	Tuition Refund Amount	
8 Weeks	After the 1 <sup>st</sup> Week	80%
	After the 2 <sup>nd</sup> Week	60%
	After the 3 <sup>rd</sup> Week	40%
	After the 4 <sup>th</sup> Week	20%
	After the 5 <sup>th</sup> Week	0%

Any refund due to a student will be paid in full within 30 days.

## Refund Calculation Example

### Scenario 1

The refund amount for a student (who pays for the first installment of \$ 1350 and withdraws from all courses of the MBA program after the 3rd week of the term) the calculation considers both the general installment and the tuition fees for the two courses. In this scenario, the student is eligible for a 40% refund of the \$1080 tuition fee (representing the cost of the two courses). In addition to this, the student will receive a balance from the initial \$1350 payment after the applicable portion of the tuition fee has been deducted. In this situation, the following calculation will apply:

RCU Retains	Amount (USD)
Tuition fee per term (2 courses @ \$540 per course)	\$1080
Portion of the tuition refund for the current course (Withdrawal after Week 3 of the 8-week term)	\$432 (1080 x 0.4 =432)
Total Amount Paid for the First Term	\$1350
Total Student Refund Amount for Two (2) Courses	\$702
Total Retained by RCU for Two (2) Courses	\$648

### Scenario 2

The refund amount for a student (who pays the full tuition fee of \$5400 and withdraws from all courses of the MBA program after the 3rd week of the term, the student would be eligible to receive a 40% refund of the term's tuition and a full refund of the tuition for the 2nd to 5th term (final term). In this situation, the following calculation will apply:

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RCU Retains	Amount (USD)
Tuition fee per term (2 courses @ \$540 per course)	\$1080
Portion of the tuition refund for the current course (Withdrawal after Week 3 of 8-week term)	\$432 (1080 x 0.4 =432)
Total Amount Paid	\$5400
Total Student Refund Amount	\$4752
Total Retained by RCU for the First Term (Two Courses)	\$648

Refunds on books and materials are subject to the terms of the retailer from which they were purchased (ex: Amazon).

Any and all money due to the student is refunded to the student within 30 days after the withdrawal.



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## **Addendum to the Academic Policies of Robert Cavalier University**

**Subject:** Changes to Satisfactory Academic Progress, Assessment Components, and Late Submission Penalty

**Effective Date:** October 2025

This addendum serves to inform all students, faculty, and staff of important updates to the academic policies at Robert Cavalier University (RCU). These changes, which take effect in October 2025, aim to enhance academic performance standards, improve assessment transparency, and ensure a fair and consistent approach to late submission penalties.

### **1. Satisfactory Academic Progress (SAP) Policy Update**

In order to promote academic success and ensure that students are meeting the expected standards, the following changes have been made to the Satisfactory Academic Progress (SAP) policy:

#### **Previous Policy**

Students were required to maintain a cumulative GPA of 2.5 to meet the minimum academic progress standards.

#### **Updated Policy (Effective October 2025)**

**GPA Requirement:** Students are now required to maintain a cumulative GPA of 3.0 for the MBA program.

### **2. Changes to Assessment Components**

To align with modern educational practices and ensure fairness in assessment, RCU has made the following adjustments to the types and weight of assessments in various courses:



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### **Previous Policy**

Assessment methods typically included a combination of final assignment (70%), discussion forum (20%), and final quiz (10%).

### **Updated Policy (Effective October 2025)**

Assessment methods typically included a combination of final assignment (50%), discussion forum (20%), presentation (20%), and final quiz (10%). This will be applicable for the courses of:

Business Ethics and Corporate Governance

Cross-Cultural Management

Marketing Management

Strategic Management

Project Management

### **3. Late Submission Penalty Update**

To encourage timely submission of coursework and promote academic integrity, RCU has updated the penalty for late submissions of assignments:

### **Updated Policy (Effective October 2025)**

#### **1. Late Submission Penalties for Assignments, Quizzes, Tests, and Exams**

- **Within 7 Days After Due Date.** Any assignment, quiz, test, or exam submitted late, but within 7 days after the original due date, will incur a 10% penalty on the total points available for that assessment. The penalty will be applied to the total score of the submission.
- **8 to 14 Days After Due Date.** Submissions made between 8 and 14 days after the due date will incur a 20% penalty on the total points available. Late submissions beyond 7 days will result in a higher deduction to reflect the increased delay.



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- **15 or More Days After Due Date.** Assignments, quizzes, tests, and exams submitted 15 days or more after the due date will not be accepted under any circumstances. No credit or partial credit will be awarded for work submitted beyond this timeframe.

## 2. Late Submission of Discussion Forum

- Discussion Forum is an integral component of weekly participation and engagement. These activities are due by the end of the respective week and cannot be submitted late.

## 3. Special Circumstances

- If a student is unable to submit an assessment on time due to an extenuating circumstance (e.g., illness, family emergency), the student is encouraged to contact the faculty as soon as possible. The faculty may consider providing an extension or alternative arrangements, depending on the situation, but this must be approved before the due date.
- Students who anticipate needing accommodations for an assessment should communicate their needs to the faculty or the CAO ahead of time to ensure appropriate arrangements are made.

## 4. Responsibility for Managing Deadlines

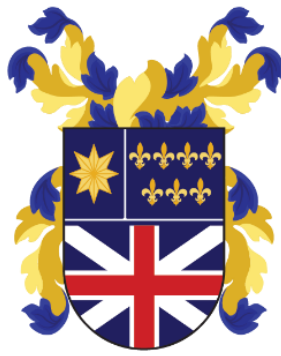
- It is the student's responsibility to keep track of deadlines for all assessments. While the university will provide ample reminders and resources, students are encouraged to plan ahead and manage their time effectively to avoid late submissions.

## 5. Student Integrity and Academic Honesty

### Updated Policy (Effective October 2025)

#### Similarity Index Guidelines

At RCU, all submitted academic work for the MBA program must maintain a similarity index of no more than 25% as determined by plagiarism detection software (e.g., Turnitin). The similarity index measures



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the percentage of text matching external sources, including properly cited material. Faculty will review reports to distinguish between legitimate citations and unattributed content.

If a submission exceeds the 25% threshold, students will be required to revise their work. This may involve correcting citations, rephrasing content, or removing unoriginal material. Repeated violations, or cases of serious plagiarism, may result in academic penalties, including grade reductions, probation, or dismissal from the program.

## 6. Implementation and Transition

These policy changes will be effective starting in **October 2025**. All students, faculty, and academic staff are expected to familiarize themselves with these updated guidelines.

**For Students:** It is strongly recommended that students review their program and course syllabi for any course-specific changes regarding assessments, deadlines, and grading.

**Dr Md Shuhel Miah**

Chief Academic Officer (CAO)

Robert Cavalier University