



KIM UNIVERSITY

**QUALITY MANAGEMENT SYSTEMS BASED ON
ISO 9001:2015**

ACADEMIC POLICY DOCUMENT

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PREAMBLE

This document is the supreme policy document that consolidates Kigali Institute of Management (KIM) Senate's decisions that have been made into policies over the years. It contains various policy statements that guide the design and implementation of academic programmes at KIM.

SENATE APPROVED

INTERPRETATION AND DEFINITION OF TERMS

Statement 1: The interpretation of this Policy document shall rest with the Senate subject to appeal to the Institute's Board of Directors whose decision is final.

Statement 2: In this Policy document, unless the context otherwise requires, the following terms are hereby defined:

“Academic Credit” A value allocated to a course unit to describe the student workload required to complete the course. It is a reflection of the quality of work each course requires in relation to the total quantity of work required to complete a full year of academic study at the institution such as lectures, practical work, seminars, tutorials, laboratory and/or library work, examination and other assessment activities. Credits can also be allocated to practical placement and to thesis/dissertation preparations when these activities are assessed as an integral part of the official programme.

“Academic Department” means a line administrative academic entity associated with a particular discipline within the Institute or School.

“Academic Dress” means regalia, which must be worn by all graduands who are attending a university graduation ceremony. This consists of the gown, hood and cap (mortar board).

“Academic year” means such period of twelve calendar months or equivalent in contact hours and usually consisting of two semesters or as the Institute's Board of Directors may from time to time prescribe;

“Administrative Department” means a segment of a division of performing specialized professional and staff functions so as to achieve strategic and operational objectives of the Institute.

“Alumni” mean former students of KIM;

“Chancellor” means the Minister of Education in charge of Higher education who is the titular and ceremonial head of every institution of higher learning in Rwanda and presides over all graduation ceremonies.

“Convocation” means a ceremony held by the Institute when students receive degrees, diplomas or certificates after successfully completing prescribed course of study;

“Course of study” means a period of study at the Institute that leads to an examination or a qualification;

“Course” means the structure for a certificate, diploma, degree or other academic qualifications and the subjects of study in that course;

“Dean” means the Administrative head of a faculty.

“Degree” means a qualification based on a structured course in a given discipline attained after full cycle of secondary school education or its equivalent and structured according to the provisions of the Rwanda National Qualifications Framework.

“Diploma” means a qualification based on a structured course in a given discipline attained after full cycle of secondary school education or its equivalent and structured according to the provisions of the Rwanda National Qualifications Framework.

“Executive Council” means the Executive council of KIM established under article 33 of the KIM Statute document.

“Faculty” means a faculty of the Institute established under article 42 of KIM Statute document

“Financial Year” means the financial year of the Institute as provided for under article 78 of the KIM Statute document

“Graduate” means a person upon whom a degree or other academic qualification has been conferred by the Institute

“Institute” means a tertiary institution or an institution of higher learning duly recognized by the Laws of the Republic of Rwanda, whose object is the provision of higher education offering courses of study leading

to the award of certificates, diplomas and degrees in its own right and conducting research and publishing;

“Lecturer” means a member of staff of the institute who, is in terms of appointment, a professor, Associate professor, senior lecturer, lecturer, assistant lecturer or tutorial assistant or a person who holds any other teaching position which the Board of Directors have recognized as a post having academic status in the Institute.

“Librarian” means the person appointed by the Board of Directors to be the librarian of KIM

Internal Moderator: An academic member of staff of KIM at the rank of senior lecturer and above who has been nominated by a department/faculty, centre or school from any relevant department/faculty, centre or school of the Institute and approved by senate to moderate examinations. A moderator is expected not to have taught the students being examined in that academic year.

“Officer of the Institute” means a duly authorized member of staff involved in specific administrative and managerial responsibilities for specific functions of the Institute;

“NCHE” means the Rwanda National Council for Higher Educations.

“Quality” means all policies, system, and processes directed at ensuring the maintenance and enhancement of the quality of educational provision within an institution with specific reference to the standards sets out in *Rwanda Quality Framework*

“Rector” means the CEO and Administrative Head of the Institute

“Semester” means a period of study consisting of 15 study weeks or equivalent in contact hours or as may be prescribed by Senate of KIM

“Senate” means the Academic Senate of KIM Article 34 – 37 of KIM Statute Document.

“Statutes document” means that document prepared and sanctioned by the Institute’s Board of Directors binding all Institute’s officers and

setting the authority, responsibilities, structures, operational units, and mode of operations of the Institute to ensure that the Institute meets the requirements and standards of academic excellence set in the Rwanda National Qualifications Framework and under the strict guidance of the Rwanda National Council for Higher Education.

“Student” means a person who is studying at the Institute or University;

“Vice Rector” means any appropriately appointed officer who deputizes the rector for specific functions defined in his or her job description

CURRICULUM DESIGN AND REVIEW

Statement 3: All KIM curricula must be designed and developed to meet the needs of the local market as well as regional and global labour force. Emphasis is placed on both employability and job creation through entrepreneurial creativity.

Statement 4: Any programme to be designed begins with a discussion and proposal from the Department concerned. A Department level validation workshop is held to ensure that the proposed programme is relevant and needed by the market. The proposed programme is then forwarded to the Vice Rector Academic and then to the Senate for validation. It is then approved or rejected by Senate. Senate then recommends approved programmes to the Board of Directors for Final approval. Not until this approval is obtained can any addition or change be effected. Before inclusion of a new program, care is taken to be sure of sufficient student enrolment and tuition or some subsidy. In case of uncertainty, the additional programme is postponed.

Statement 5: In consultation with different stakeholders, constant evaluation of current programs is effected to determine where updating is required. Proposals for review of programmes may come from different sources: KIM administration, teaching faculty, students, and government authorities, leaders in non-governmental organizations, the private sector and industry.

Statement 6: Review of programmes are done after every three years or when it is determined that specific market related demands or corrections identified need to be attended to urgently or whichever is first.

SENATE APPROVED

APPLICATION, ADMISSION AND REGISTRATION POLICIES

Minimum Admissions Requirements

Statement 7: A candidate for a certificate, diploma or degree, in any Department, Faculty, School, or Centre must comply with the conditions and meet the selection criteria set out by the National Council for Higher Education and in the Institute's admissions policy approved by Senate.

Statement 8: KIM admits onto its bachelor degree programme only Senior Six students who have obtained at least a minimum of ***two principal passes*** obtained in the same sitting.

Equal Opportunity Admissions

Statement 9: KIM pursues equal opportunity enrolment to all potential candidates based on merit. Male, female and disable applicants are given equal opportunity to be admitted at KIM. The Admission's Board, however, has the right to refuse or revoke admission to any student should it consider that such admissions is detrimental to the interests and mission of the Institute.

Statement 10: The Institute reserves the right to review or change the admission regulations and set higher thresholds of minimum requirements without giving prior notice.

Application Procedures

Statement 11: Applicants are required to fill in the KIM application form enclosing certified copies of academic testimonials, copy of the National identity card, notarized copy of the passport in lieu of the national identity card and recent two passport size photographs. All applications are subject to a selection process. Applicants will be notified upon submission of their application of whether or not they meet the minimum admission requirements. Where necessary, KIM deserves the right to interview the applicant.

Selection for Admissions

Statement 12: Applications are analyzed by the admissions officer and referred to the Registrar for further analysis and issuing of provisional admissions letters. The KIM Admissions Board sits at the beginning of each academic year to ratify the admissions.

Statement 13: The Admissions Board may refuse to admit any student to a course of study in any subject if the standard of proficiency which the student had previously attained is not, in the opinion of the Board, sufficiently high.

Statement 14: Registered students of another Rwandan or internationally recognized Higher Learning Institution who desire to be admitted to the Institute may be admitted based on the credibility of documents presented and the accreditation status of the said HLI, subject to the approval of the Admissions Board.

Statement 15: Students may not be admitted to any course in any subject until their curricula have been approved by the Senate.

Registration

Statement 16: Registration shall be done two weeks before the commencement of the academic year and at most not later than two weeks after commencement of the academic year for applicants on the supplementary list. Students failing to register before the deadline will forfeit their place of admission. To register, new students must bring along the admission letter. KIM management may demand for the original copies of the Academic and other important documents.

Statement 17: At the beginning of each Semester each student is required to renew his/her registration to enable tracking of active students and those who have deferred studies, provided that students may be refused permission to renew their registration for any period of study if they fail to satisfy the prescribed minimum requirements of study. Students who defer studies are required to fill-in the requisite deferment forms.

Statement 18: To register, students must show evidence from the Accounts Office that he/she has paid registration fees, caution money (for the new students), Student ID fees and at least 30% of the tuition fees.

Statement 19: Tuition fees for each academic year is payable in advance, that is, it is paid at the beginning of each semester. No student will be allowed in class without having paid at least 30% of the tuition fees. Instalment payments may be negotiated and obtained from Director of Finance and the beneficiary must sign the contractual agreement and must abide by it.

Statement 20: All payments must be done through bank account using officially designated KIM Bank Account Numbers. The Finance Office shall publish details of such accounts at the beginning of each academic year and notify students of any change thereof. Original copy of the bank slip must be presented to the Accountant to obtain a receipt for proof of fees payment. Under no circumstance, shall tuition fees paid be refunded.

Statement 21: All registered students will be issued with KIM Identify Cards (IDs), valid for one academic year. No student shall be allowed in the campus without a valid ID card. No student is allowed to attend lectures, do any practical work or sit for any examination or use any of the institute facility/property unless he/she is a registered student.

Statement 22: Cases of falsification of documents or giving any false or incomplete information shall lead to the automatic cancellation of admission/registration. Legal actions may also be taken against the culprit. A student found to have presented falsified documents shall lose his/her place in the Institute (shall be dismissed) any time it is discovered and shall automatically lose all achievements (awards) attained to date of the discovery.

Statement 23: The Senate may refuse students permission to renew registration in any Department, Faculty, School, or Centre if they are deemed to be unable to profit from further study, or if they have:

- (a) failed 75% or more of the courses (modules) for which they have been registered for two consecutive years, irrespective of the number of credits so far obtained towards the certificate or diploma or degree.
- (b) Failed to complete their studies within seven years since registering for the programme for the first time

Statement 24: The Senate may, after the semester examinations in any academic year, cancel students' registrations for the remainder of that academic year, and may refuse students permission to renew registration in any Department, Faculty, School, or Centre if the students are unable to satisfy, by the end of the academic year, the minimum requirements of study prescribed by the Department, Faculty, School, or Centre in which they are registered, and if they are not completing, will not be registered for more than one course in the semester following the semester examinations.

Statement 25: Except with the special permission of the Senate, a student who has been excluded on account of failure to satisfy the minimum requirements of study prescribed for in one Department or Institute or School may not be admitted to any other Department, Faculty, School, or Centre of the Institute.

A student may not be registered for more than one certificate or diploma or degree at the same time, or be registered as a student of another Institute, without the permission of the Senate.

ACADEMIC CALENDAR, TIME TABLING AND LECTURE ATTENDANCE

Statement 26: There shall be an academic calendar prepared by the registrar and approved by Senate, which shall define the duration and major activities of the Institute in a year and in line with the requirements of the National Council for Higher Education (NCHE).

Statement 27: Annual Calendars must be prepared at least two years in advance, but may be modified as required by specific needs.

Statement 28: There shall be a Study time table prepared by the Head(s) of Department(s) in close collaboration with the Registrar. Time tables must be published at least two weeks before the beginning of a semester.

Statement 29: Students are responsible for ensuring that there are no timetable clashes in their proposed curricula.

Statement 30: A candidate for a certificate, diploma or degree must attend the courses, perform the work and pass the examinations which are prescribed for that certificate, diploma or degree.

Statement 31: Subject to any exceptions approved by the Senate, students are not deemed to have attended the Institute in any academic year or any semester unless they have attended for at least 80% of that year or that semester. For the purpose of this policy document “academic year” and “semester” are defined in the Institute Academic Calendar.

Statement 32: Candidates may be required to devote to the curriculum for a certificate or diploma or degree normal period specified in the academic policy and curriculum document. The distribution of the modules / courses in the curriculum under the semester system follows a minimum of 4 and a maximum of 6 courses / modules.

COMPLETION OF COURSES/MODULES

Statement 33: Candidates for a certificate, diploma or degree must comply with all the requirements which the Senate has approved for each subject taken by them. These requirements are defined in each programme curriculum and detailed syllabus.

Statement 34: In line with the Rwanda National Qualifications Framework a Certificate programme consists of not less than 1200 Credit Hours, a Diploma 2400 Credit Hours, Advanced diploma 3000 Credit Hours, Ordinary Bachelor Degree 3600 Credit Hours, Honours Bachelor Degree is 4800 Credit, Postgraduate Certificate is 5400 Credit Hours, Postgraduate Diploma and Masters is 6000 Credit Hours.

Statement 35: Learning Hours and Course works are subdivided into lectures, seminars and workshops, laboratory (practical work), structured exercises, set reading, self-directed study, and assignments preparation and writing. The specific number of hours for each learning activity is defined in each module description form. Lecture hours vary between a minimum of 24 hours and 48 hours depending on the whether a module / course is 10 or 15 credit.

Statement 36: All learning activities in 34 above may be evaluated as part of continuing assessments totalling to 40% of total evaluation. The proportion assigned to each learning activity as percentage of total marks may be varied depending on the nature of the course/module.

Statement 37: All students must participate in continuous assessment which at the minimum shall include at least Continuous Assessment Tests and Assignments per course/module per semester. All students are obliged to respect written Continuous Assessment Tests (CAT) and final examinations instructions, failure to respect such instructions may lead to the disqualification of the students. Such participation must be certified.

Statement 38: Except as provided for in terms, a candidate obtains credit for a course on meeting the requirements set for that course. In the modular system

adopted by KIM and as recommended by NCHE credits range between 10 and 15 per course/module undertaken

Statement 39: Except where otherwise provided for in a Department, Faculty, School, or Centre or where in exceptional circumstances the Senate waives this requirement, students may not

- (a) Undertake a second or subsequent course/module unless they have obtained credit for the prerequisite of that course/module; or
- (b) Take examinations in more than one programme of study in the same semester.

Statement 40: Subject to any exceptions approved by the Senate, a student must have obtained a minimum number of credits in a lower level of before progressing to the next level.

ACADEMIC FREEDOM

Statement 41: The Institute believes in promotion of academic freedom. Academic freedom involves freedom in teaching and discussion, freedom in carrying out research without commercial or political interference; freedom to disseminate and publish one's research findings; freedom from institutional censorship, including the right to express one's opinion publicly about the institution or the education system in which one works; and freedom to participate in professional and representative academic bodies.

Statement 42: Staff and students must exercise Academic freedom in a manner that meets a faculty member's professional and ethical obligations to students, to the University and its reputation and to the general public good. This is more so as genuine academic freedom also comes with the responsibility to respect the democratic rights and freedoms of others.

Statement 43: The faculty member is a member of a learned profession, a member of the community, and a representative of the Institute. When faculty members speak or write as members of the community, they are free from

institutional censorship or discipline, but, they are expected to remember that the public may judge the profession and Institution by their utterances.

EXAMINATIONS POLICIES

THE RATIONALE

Statement 44: The purpose of this Section of the Academic policy and procedures is to achieve coordinated and consistent examination practices in the Institute. It sets out the principles underpinning the management of examinations which is a key pillar in the realization of university started objectives. The integrity of assessment process is central to both quality of learning experience and integrity of the process .This requires properly structured examination management procedures which are clearly spelt out as to leave no benefit of doubt.

THE POLICY FRAMEWORK

Statement 45: The framework of the examination policy rests with examination process principle which encompasses

- a) Managing the examination process, which is inherently stressful in such a way as to minimize extraneous sources of confusion and uncertainty
- b) Creating a conducive examination environment in which students are able to concentrate, reflect, and generally demonstrate what they have learned, with minimum disruption and distraction.
- c) Willingness of everyone involved to respect some basic rules of conduct and to accept certain responsibilities, and do so in a consistent manner.

SETTING AND MODERATION OF EXAMINATIONS

Statement 46: The setting of examinations shall be done by an Internal Examiner (IE) for the course/module who shall be a full-time or part-time member of staff who has taken part in the teaching of the course being examined, and who is involved in the examination process for the course.

Statement 47: The internal examiner must set an examination that is standard and in which:

- (a) The syllabus is adequately covered
- (b) The questions are comparably challenging especially in cases where candidates make a choice
- (c) All different mental abilities of knowledge, application, analysis, , synthesis, critical evaluation and transferability of knowledge have been tested
- (d) All the questions are relevant and appropriate for the level
- (e) The question can be answered within the time allowed for the paper
- (f) The marking scheme tallies with the question paper and the weighting of each question is fair.

Statement 48: The Examination papers, including marking schemes shall be set within the first week of the beginning of the course or module.

Statement 49: Each department, faculty, school or centre shall have an examination coordinator appointed by the Vice Rector Academics upon recommendation of the Head of department, Deans of faculty or school or centre.

Statement 50: Examinations question papers shall be submitted directly to the Assistant Registrar in charge of examinations where sufficient security measures shall be put in place to prevent unauthorized access to the examinations.

Statement 51: the Assistant Registrar in charge of examinations shall receive the examinations on behalf of the Registrar by opening a black book where the

examinations are recorded and signed by both parties (one submitting and one receiving)

Statement 52: The submitted examinations question paper shall be accompanied with designed proofreading certificates to show evidence of proofreading having been properly done. The certificates shall be distributed to the departments, faculties and schools by the office of the Registrar.

Statement 53: The Assistant Registrar in charge of examinations shall arrange for internal moderation of the examinations by subject or module experts duly approved by the Vice Rector Academics, before they are sent to the Registrar for moderation by external examiners. In the case of examinations done at the end of each module it may be construed that the moderation by the faculty subject experts moderation team is adequate.

Statement 54: The Assistant registrar Examinations shall submit internally moderated examinations questions papers to the Registrar who shall in person or through reliable courier services deliver them to the external examiner.

Statement 55: External examiners shall moderate the examinations and make their comments through written report or on the question papers both of which must be signed by them. Upon receipt of the External Examiners reports, the Assistant Registrar Examinations shall call Examiners Board meetings to discuss the reports and make the necessary corrections.

Statement 56: In the event that time does not allow for moderation of examinations questions papers by the external examiner the Registrar shall in writing request the Examiners Board to moderate the said question paper(s) provided that a satisfactory explanation is given as to why external moderation is not possible.

Statement 57: The corrected question papers together with the moderated question papers with External Examiners comments/reports and soft copies shall be in the custody of the Registrar at least five days before the beginning of examinations for safekeeping and processing. Other copies of the same

examinations shall immediately be permanently destroyed and soft copies double deleted.

THE PROCESSING OF EXAMINATIONS

Statement 58: The processing of examination in terms of printing, collating, stapling and packaging shall be done in the examinations office under the direct supervision of the Assistant Registrar examination officer and overall supervision by registrar.

Statement 59: Printing of examinations shall be done at least two days before the start of examinations. The examinations officer shall ensure that examinations are printed in sufficient numbers, the security of examination papers until the examination time and availability of examination papers on the day of examinations. All the unprinted and printed examination papers shall be put under key and lock at all times.

Statement 60: All Institute printed examinations should bear secret marks to differentiate them from the Department's, faculty's, schools' or centres examinations or tests.

Statement 61: All the papers spoilt during the printing should be shredded and burnt. The computer containing the examination should not be connected to the internet and examination folders are protected by the use of password.

ADMISSION TO EXAMINATIONS

Statement 62: Subject to any exceptions approved by the Senate, the student may not be admitted to any examination in any course unless the Head of the Department, Faculty, School, or Centre concerned has certified that the student has satisfactorily attended at least 80% of the class meetings and activities for the course/module under examination, and has satisfactorily performed the learning activities of the class.

Statement 63: Certification of attendance and participation in learning activities specified in 34 above shall involve the Heads of Departments notifying and certifying to the Registrar immediately after the last class meeting for the course/module that the student has successfully completed the minimum requirements of the course/module.

Statement 64: Subject to any exceptions approved by the Senate, certification/notification of satisfactory completion of the minimum requirements of the course/module is valid only for the examination of the semester in which it was issued. In the case of students who do not return to the Department, Faculty, School, or Centre in any year for reasons of sickness, accidents or financial constraints the Head of Department may extend the certification/notification accordingly, provided the interruptions of study does not exceed one academic year.

Statement 65: A student, before being admitted to an examination or certificate, or diploma or degree shall pay such fees as may be prescribed in each case.

Statement 66: The Executive Council may refuse to admit to any examination or certificate, or diploma or degree a student who has failed to pay any fees due to the Institute.

Statement 67: The Heads of Department or Faculty or School or Centre in which the course/module under examination is taught shall, ex officio, act as chief examiner; provided that they may, with the permission of the Senate,

delegate their examining duties to any member of the staff of their Department, Faculty, School, or Centre.

Statement 68: A candidate whose work or progress is considered unsatisfactory may be required by the Institute Senate or the board of the appropriate Department, Faculty, School, or Centre to withdraw from the Institute or to repeat any part of the course before admission to an examination. Failure in an examination, including a session or semester examination may be regarded as evidence of unsatisfactory progress.

THE CONDUCT OF EXAMINATIONS

Statement 69: The Senate shall be the final authority in deciding the result of an examination. It may delegate this responsibility to the Examiner's Board that receives and analyzes results for presentation to Senate.

Statement 70: The conduct of examination shall start with the examination office issuing the chief invigilator with all examination papers and related materials from the registrar at least half an hour before the start of all respective examination. The following documents shall be issued:

- (a) Examination booklets. There shall be a register for recording issuance of examinations booklets to Invigilators
- (b) Form NO.KIM/EXAM/ECR 01: The Examinations Collection Register to be signed by the invigilators while collecting examinations
- (c) Form NO.KIM/EXAM/IAR 02: The Invigilators Attendances Register
- (d) Form NO.KIM/EXAM/ IRF 03: Incidence Recording Form for recording incidences during examinations.
- (e) Form NO.KIM /EXAM/CAR 04: Candidates Attendance Registers to be signed IN and OUT by candidates present during the examinations
- (f) Form No. KIM/EXAM/ERF 05: Examinations Return Form to record the return of required items back to examinations office

(g) Form No. KIM/EXAM/ICI 05: Instructions to Candidates and Invigilators which shall be published at the beginning of each semester by the Registrar and read to candidates at the beginning of each examination. All the above documents shall be returned to the Assistant Registrar Examinations at the end of the examination.

Statement 71: The Vice Rector Academics shall ensure the uniformity in colour and appropriate stamping of examination answer booklets.

Statement 72: Invigilators who are normally academic member of staff shall be appointed and briefed by the Head of department, dean of faculty, school or centre, who is the chief internal examiner for his/her academic unit.

Statement 73: Names of all invigilators for various examination papers and examinations-time-tables shall be prepared by the Head of Department in close collaboration with the Assistant Registrar Examinations and submitted to the Registrar copied to the Vice Rector academics one month before the start of the examinations.

Statement 74: A minimum of two invigilators shall be allocated to each examination room and at least four invigilators shall be allocated to each large class. One of these shall be the chief invigilator. The chief invigilator shall be the one who set the examination paper being done. Where an academic unit cannot provide sufficient invigilators, this is to be drawn to the attention of the Registrar well before the examination period commences. If the Registrar is unable to resolve such a shortfall, it will be drawn to the attention of the Vice Rector Academics.

Statement 75: The chief invigilator shall ensure that all examinations start and end on time. The chief invigilator shall ensure that all the unused examination booklets and other examination materials are returned to the Registrar, normally not later than 30 minutes after the examination.

Statement 76: Invigilators under the direction of the chief invigilator shall be responsible for security and laying out of examination papers and such other duties specified in the instructions to invigilators.

Statement 77: The duration of examinations shall be 3 hours.

Statement 78: Examinations may be scheduled any day of the week, from Monday to Sunday, including public holidays.

TYPES OF EXAMINATIONS

Statement 79: Unless the contrary should appear from the context of the provisions of this policy document, an examination shall consist of such written, oral or other form of test as the Senate may prescribe in each case.

Statement 80: The examiners may require students to present themselves for viva voce questioning, in addition to the tests prescribed by the Senate under 47 above. The percentages of the total marks awarded for **written, practical** and **oral examinations** in any subject or course shall be determined by the Senate or, in that behalf, by the board or academic committee of a Department, Faculty, School, or Centre as case may be.

Statement 81: Except as may otherwise be prescribed in this policy document **ordinary examinations** shall be held only at the end of each modules or semester as may be prescribed from time to time.

Statement 82: The **Pass mark** for all KIM's examinations is 50% consisting of both continuous assessment and final examination. Students scoring less than 50% in any subject shall be regarded to have failed that subject.

Statement 83: In exceptional cases the Senate through the Examiners' Board may grant permission to a student who has missed examinations as may be the case, to sit for **Special examinations** in that semester when they are offered. Special examinations may only be permitted under the following strict conditions:

- (a) The full cost of such examination is paid by the candidate.
- (b) The has a genuine and grave cause that made him/her unable to present himself/herself in the ordinary examinations.

Statement 84: Candidates for Special Examination shall wait when the course/module in question is being offered to another group/cohort and then join that cohort to undertake the examination.

Statement 85: A student who fails a course/module shall undertake a **Retake examination** in that course. A retake means the student must attend lectures, obtain new continuous assessment marks and final examination in that course/module. The student shall pay specific amount for the retaken paper to cover administrative costs of the examination.

Statement 86: Students who retake an examination are required to register for the retake at the beginning of the semester using the retake form

Statement 87: The pass mark for the **languages** (English and French) is 50%. The Languages are not assigned credits but are compulsory audit modules that must be passed before a student may graduate. To qualify to sit for the English Language examinations, Students must have at least 70% attendance in the course of English Language in that semester.

Statement 88: A student who undertakes only one of the two (continuous assessment or final examination) assessments shall be considered to have failed the said examination even if he obtains scores above 50%

Statement 89: A student who qualifies for a retake examination must wait when the course/module in question is being offered to another group/cohort and then join that cohort to undertake the examination.

Statement 90: The results of the retake examinations shall be calculated by taking into account the same component elements as those used for the ordinary examinations.

Statement 91: Students who fail most of their courses/modules in a year may be allowed to progress shall be issued with caution/warning letters by the Academic Registrar, provided that if the papers failed pre-requisites they are not allowed to study and be examined in modules/course that require that pre-requisite

RESULTS

Approval of Results

Statement 92: The Assistant Registrar in charge of Examinations shall direct all departments, faculties, centres, schools or any such relevant academic unit to hold a departmental, faculty, school or centre examinations board to deliberate and approve, at their level, the results of examinations of particular semester and submit detailed report and minutes to Senate for further analysis and approval.

Statement 93: Senate is the supreme body that approves all results of the Institute and authorises their publication as the official results. Senate reserves the right to reject the results submitted to it by the lower boards if it deems it appropriate to do so on the basis of the depth and as well as the satisfactory analysis or lack thereof. Such rejected presentation of results must be re-submitted to Senate within a week for further analysis and approvals.

Publication of Results

Statement 94: Subject to any exceptions approved by the Senate, the results of examinations for all courses/modules, arranged in a manner as prescribed by the Senate or in that behalf, shall be published by Academic Registrar and or Assistant registrar in charge of Examinations and Results or as may be decided by the Senate at most one day after Senate approval is obtained. All duly published results shall be sealed appropriately by the Registrar as Institute's official results.

Examinations Results Verification and Re-Marking

Statement 95: The Senate may permit a student to have a re-count and re-check of all marks, calculations and transcriptions of marks in respect of the examination in any particular course, on payment of the prescribed fee. Reasons for such a request must be clearly stated in the Results Complaints Form.

Statement 96: In exceptional situations Senate may permit students to have their scripts re-examined on payment of prescribed fees. In exceptional situations, Senate may permit relaxation of this rule.

Statement 97: The result of the re-examination and / or re-count shall supersede the result of the original examination. Thus a student who applies for a re-examination may be awarded a lower mark and thereby forfeit any advantage (e.g. permission to write a supplementary examination) accruing from the original mark.

Statement 98: Re-examination of scripts and/or re-count and re-check in supplementary or repeat examinations is not permitted.

Statement 99: Institute examinations shall be conducted under the control of the Registrar or such other officer of the Institute as the Registrar may appoint.

Statement 100: The examiners for Institute examinations shall be appointed by the Senate, in the manner it shall prescribe.

Statement 101: Every Institute Examination shall be conducted by a Board of examiners headed by the Vice Rector Academics, which shall consist of one or more examiners appointed from outside the Institute, in conjunction with one or more of the teachers of the candidates in the subjects under examination; except that, in the case of the re-examination of candidates who have failed in the ordinary Institute examination, all the examiners may be appointed from within the Institute, provided that at least one of them had no part in teaching the candidates the subject or subjects under examination.

Statement 102: External examiners shall be entitled to such honoraria as the Institute Board of Directors shall prescribe.

Statement 103: The Registrar shall have power to issue such instructions, notes or guidelines to candidates, invigilators and examiners of Institute examinations as he/she shall deem appropriate for the proper, efficient and effective conduct of such examinations.

Statement 104: The instructions, notes, guidelines issued by the Registrar under statement 71 shall form part of and be as binding as those already spelt out in this policy document.

Statement 105: A candidate who deliberately absents himself/herself from an examination or examinations without compelling reasons may at the discretion of Senate be discontinued from the Institute.

LOSS OF SCRIPT

Statement 106: The Loss of scripts shall apply to situations in which scripts, which have been certified as having been handed in by the candidates at the end of an examinations paper, are misplaced or found to be missing at the time of processing the examinations.

Statement 107: The chief internal examiner in the affected examination shall report cases of loss of scripts to the Academic Registrar immediately the loss is noticed. The Examiners Board shall investigate such loss of scripts and report to the Senate. Senate shall then decide how to determine assessment of candidates whose marks are missing as results of lost scripts and to determine the nature of action to be taken against those found to be responsible for the loss of the scripts.

THE ROLES OF THE REGISTRAR

Statement 108: The Registrar shall be the Chief Internal Examination Officer of the Institute. As such, he/she will have the following responsibilities of:

- (a) Set Examinations Time table for the entire Institute;
- (b) Coordinating the setting and internal moderation of the examination questions.
- (c) Identification, obtaining the CVs of, recommending and presentation of the EE to Senate for approval and appointment.
- (d) Sending or taking the questions to the EE for moderation.
- (e) Reviewing the questions in line with the EE's comments and recommendations.
- (f) Getting the questions confidentially processed and produced in the necessary number of copies and sealed in readiness for the examination. This will be done with the help of the Heads of Coordinating the setting and internal moderation of the examination questions.
- (g) Coordination of conduct and invigilation of the examination.
- (h) Coordinating marking of the scripts by the internal examiners.
- (i) Coordinating compilation of marks.
- (j) Getting together all the scripts, marking schemes, mark recording sheets (including those for Continuous Assessments) and any other materials as may be required by the EE before EE's arrival.
- (k) Ensuring that the marking by the IEs has been as uniform as possible.
- (l) Facilitating the EE in his/her efforts to moderate the examination while in the Department, Faculty, School, or Centre as case may be.
- (m) Coordinating the evaluation process i.e. use of marks of various assessments from the Continuous Assessment and Finals Examinations to arrive at decisions, regarding pass or fail, in respect of each candidate.
- (n) Organizing for the Board of Examiners sessions to discuss and approve the results and enable the EE to sign them before he/she leaves the Department, Faculty, School, or Centre as case may be.

- (o) Arranging for facilities for the EE to have his/he report typed he/she so wishes before leaving the Department, Faculty, School, or Centre.
- (p) Ensuring that the EE's dues (honorarium etc) have been paid by the Institute, normally before the EE leaves the Institute after the Examinations.
- (q) Submitting a copy of the results signed by the EE to the Heads of Department, Faculty, School, or Centre who may be called upon to defend or explain the results.
- (r) Safely store the results signed by the EE for posterity and the students' scripts in accordance with the requirements by the Senate.

Statement 109: In carrying out all these responsibilities, the Registrar will be helped by the Department, Faculty, School, or Centre as case may be

APPOINTMENT AND ROLES OF EXTERNAL EXAMINERS

Appointments and Profiles of External Examiners

Statement 110: There shall be an External Examiner (EE) who is normally a renowned scholar at the level of a senior lecturer or above.

Statement 111: The Institute Academic Board shall appoint EE on the recommendation of the Department, Faculty, School, or Centre through the academic board of the particular Department, Faculty, School, or Centre.

Statement 112: Examiners shall be appointed within the first month of the first semester of each academic year, and shall be invited to moderate the end of year examinations unless otherwise approved by the Senate.

Statement 113: An EE shall not have taught the subject to the students to be examined whether as full-time or part-time staff members of the Institute during the last four (4) years.

Statement 114: The EE shall normally be appointed continually for not more than two (2) academic years, renewable annually.

Statement 115: If the current EE are being invited for the last time, Department, Faculty, School, or Centre shall start searching for new EE to ensure their appointment within the first month of the following academic year.

Moderation of Marking of Scripts

Statement 116: The EE shall moderate the marking of scripts by the Internal Examiners (IE) to ensure that marking has been fairly done and in accordance with an approved marking scheme. For this purpose, EE shall be provided with:

- (a) The examination questions done by the students.
- (b) A written, approved marking scheme (not model answer) for each question.
- (c) The students' scripts which are still as clean as they were when the students handed them in at the end of the examination i.e. IE should not write any remarks etc in the students' scripts except indicating the mark for each question at the appropriate position in the answer sheet/booklet.
- (d) Mark recording sheets indicating the candidates' marks and also incorporating Continuous Assessment Tests (CATs) and other course works assessments marks.

Statement 117: During the moderation of the marking of scripts, EE may indicate alternative marks, which may be higher or lower than those of IE. In such situations, the EE's marks shall be final i.e. will be the ones used in the evaluation process.

Statement 118: Where student numbers will not allow the EE to moderate the marking of all the scripts, the EE will be expected to review extreme cases plus a randomly selected group of candidates who have scored fail or distinction marks. The EE will then obtain his/her view of the general performance by reviewing a manageable number of scripts randomly selected from the rest of the candidates.

Statement 119: The EE may conduct oral examination in respect of all extreme cases plus a randomly selected group of candidates from the rest of the class to give him/her a balanced view of the performance of the class as whole.

Statement 120: The EE may attend the Department, Faculty, School, or Centre Board of Examiners during which each candidate's performance shall be reviewed and decisions made in respect of each candidate as to whether the candidate has passed or failed the examination and at what level.

Statement 121: The EE shall sign the final mark sheet, which contains the final decisions made in respect of each candidate by the Examiners Board. Such list shall not contain the Registration Numbers and/or Names of any students whose marks were incomplete at the time of the Examiners Board meeting or who did not sit the examination.

Statement 122: The EE should take every chance while at the campus to look at the conditions in which the students are studying to enable him/her writes a meaningful report.

Statement 123: The EE shall, as soon as possible, submit a written report regarding the student's Performance in the examination he/she moderated, and how, in his/her opinion, such performance may improve. The report shall be confidential, addressed to the Rector and copied to the Head of Department, Faculty, School, or Centre For this purpose, facilities shall be made available to the EE within the Institute or Department, Faculty, School, or Centre, to enable the EE produce the report before leaving the Campus, if he/she so wishes.

Statement 124: The number of External Examiners to be invited per discipline shall be commensurate with workload of the discipline as dictated by the courses/modules the discipline teaches in the various curricula. The number should be such that it can fulfil the roles outlined above.

DISPOSAL OF EXAMINATIONS SCRIPTS

Statement 125: The Academic Registrar shall be custodian of examination scripts.

Statement 126: Examination scripts shall not be disposed off prior to the passing of normally four (4) years after the candidate completes the programme.

EXAMINATIONS IRREGULARITIES

Statement 127: All cases of alleged examination irregularities, including alleged authorization of absence from examination, possession of unauthorized material in the examination room, causing disturbance in or near any examination room and any form or kind of dishonesty, destruction or falsification of any evidence of irregularity or cheating in examination, shall be reported to the Senate Board Examiners. The Board of Examiners may refer the case to the students Disciplinary Committee, which shall have power to summon the students and members of staff of the Institute, as it deems necessary and make decisions, subject to ratification by Senate.

Statement 128: No unauthorized material shall be allowed into the examination room. Subject to confirmation by the Senate, any candidate found guilty of bringing unauthorized material into the examination room in any part of the examination process shall be deemed to have committed an examination irregularity and may be discontinued forthwith from studies in the Institute.

Statement 129: Any candidate found guilty of cheating in relation to any part of examination process shall be deemed to have committed an examination irregularity and may be discontinued from studies in the Institute, subject to confirmation by Senate.

Statement 130: Any candidate found guilty of causing disturbance in or near any examination room shall be deemed to have committed an examination irregularity and to have failed in the whole of the examination for that semester and may be discontinued from studies in the Institute, subject to confirmation by Board.

Statement 131: Any candidate found guilty of commission of an examination irregularity and is aggrieved by the decision may appeal to the Senate in accordance with the provisions of these policies.

Statement 132: In this policy document:

- (a) “Unauthorized material” includes any written or printed material that is generally or specifically prohibited from being brought into examination room, cellular or mobile phones, radios, radio cassette or other types of cassette players, computers, soft and alcoholic drinks and any other material as may be specified from time to time by the Chief Internal examiner, or Head of department, Faculty or Director of School or centre;
- (b) “Unauthorized absence from examination” includes going out of the examination room, temporarily or otherwise, or staying out of the examination room for unduly long period, without authorization or permission of the invigilator or one of the invigilators for examination in question.
- (c) “Cheating in examination” includes any form or kind of dishonesty or destruction or falsification of any evidence of irregularity. The Senate may impose such a lesser penalty on a candidate found guilty of commission of an examination irregularity, depending on the gravity of the facts or circumstances constituting the offence, as the Senate may deem appropriate.

Statement 117: Breach of Instructions or regulations, misconduct or dishonesty (cheating) in connection with KIM Examinations will lead to disciplinary action.

Statement 118: A candidate found involved in any irregularities may be barred from continuing with his/her examination and may be disqualified.

Statement 119: A Candidate found in violation of any rule or regulation concerning the taking of examinations may be barred from sitting any other Institute Examination.

Statement 120: The following are cases of malpractices that may lead to disqualification of results of a Candidate.

- (a) Smuggling of unauthorized material into the examination room
- (b) Copying answers from any person(s)
- (c) External assistance from any person(s)
- (d) Indicators of prior knowledge of the examination question.
- (e) Impersonation of a registered candidate and or attempting to take the place a valid student.
- (f) Improper behaviour e.g. noise making, disobeying supervisors, etc. or any other behaviour that tantamount to disruption of peace in and around the examination room.
- (g) Substitution of examination scripts.
- (h) Any irregularities e.g. starting before time or going beyond the stipulated time.
- (i) Tearing the answer booklet into loose sheets or folding scripts in any way.
- (j) Being possession of any messages on a cellular phone in an examination room.
- (k) Taking more than five minutes while easing oneself in the toilet
- (l) Writing on the question paper.
- (m) Possession of forged identification documents.
- (n) Any other form of examination malpractice(s) in and around the examination room.

Statement 121: Candidates should report directly to the Registrar/Chief examiner any person(s), lecturers, suspected to be indulging in malpractices. The Registrar/Chief examiner reserves the right to declare publicly candidates who have involved themselves Examination Malpractices.

Statement 122: A candidate caught engaging in examinations malpractices such as smuggling unauthorized materials, caught getting external assistance

from any person(s) in the examination room, shall be liable to any of the following penalties:

- (a) Disqualification from the paper which s/he has to repeat and pay tuition for.
- (b) Disqualification from the remaining examinations
- (c) Suspension
- (d) Discontinuation from the Institute

Statement 123: In an event of any indicators of prior knowledge of the examination questions, a candidate shall be liable to penalties as laid down in 1222 above.

Statement 124: A candidate caught impersonating and or attempting to take the place of a valid candidate shall be liable to any of the following penalties:

- (a) Immediate arrest of the culprit.
- (b) The impersonator shall be liable to discontinuation from the Institute.

Statement 125: A candidate caught involved in improper behaviour e.g. noise making disobeying supervisors or behaviour that tantamount to disruption of peace in and around the examination room, he/she shall be liable to any of the following penalties:

- (a) caution
- (b) discontinuation from the paper
- (c) immediate arrest
- (d) disqualification from the remaining papers
- (e) nullification of his or her examination results.

Statement 126: A candidate caught substituting scripts shall be liable to any of the following penalties;

- (a) Nullification of his or her examination results
- (b) Disqualification from the papers
- (c) Disqualification from the remaining papers
- (d) Discontinuation from the Institute

Statement 127: A candidate caught in any irregularities e.g. starting before or going beyond the stipulated time or using unauthorized aids, shall be liable to any of the following penalties.

- (a) Caution
- (b) Disqualification from the paper

Statement 128: A candidate caught tearing the answer booklets into loose sheets or folding scripts in any way shall be liable to any of the penalties as laid down above.

Statement 129: A candidate caught in possession of any messages on a cellular phone in an examination room shall be liable to any of the penalties as laid down above.

Statement 130: A candidate is caught writing on the question paper in the examination room shall be liable to any of the following penalties,

- (a) Caution
- (b) Disqualification from the paper

Statement 131: A candidate who takes more than five minutes in a toilet shall be liable to any of the following penalties;

- (a) Caution
- (b) Disqualification from the paper

Statement 132: A candidate caught in possession of forged documents e.g. examination cards; answer booklets etc. in the examination room shall be liable to discontinuation from the Institute.

Statement 133: A candidate is caught in any other form of examination malpractice(s) in and around the examination room; any of the penalties above shall apply.

Statement 134: The invigilator is charged with enforcing examination rules and regulations as laid down by the senate. In carrying out his roles and duties, he is supposed to do the following;

- (a) Inspection of the examination materials
- (b) Checking the candidates
- (c) Distribution of examination materials

Statement 135: The Invigilator shall control and monitor the examination process by:

- (a) Observing and recording events
- (b) Taking any necessary and appropriate action e.g. confiscate examination materials from the candidate; confiscating, collecting and storing information and examination materials; stopping a candidate from continuing writing the examination paper, removing a candidate from the examination room, relocating a candidate to another seat; Causing immediate arrest of the candidate(s) and lastly reporting incidences in the examination room verbally or in writing to the chief examiner

EXAMINATIONS LEAKAGE

Definition

Statement 133: For the purpose of this document Examinations leakage is defined as any act which results in a candidate or a person having unauthorized access to or knowledge of examination questions or of any materials related to the examinations before the scheduled date and time of the examination.

Procedure to Be Followed in Cases of suspected Examinations Leakage

Statement 134: Any person suspecting leakage of an examination shall immediately report to the Academic Registrar who shall notify the Vice Rector Academics. The latter shall constitute an investigating committee to investigate circumstances surrounding the suspected leakage of examinations and notify senate accordingly. The investigating committee shall make a report of their findings to the Senate within two (2) weeks.

Statement 135: Where leakage has been established, the Senate shall cancel/withdraw the examination and order a fresh examination to be set and administered.

Statement 136: The Senate shall take appropriate disciplinary action against those found to be responsible for the leakage.

Appeals

Statement 136: Except where unfair marking, wrongful computation of marks or grades or other like irregularity committed in the conduct of any Institute examination is alleged, no appeal shall lie in respect of any such examination on any other ground.

Statement 137: Any student or candidate aggrieved by a decision of the Institute Board Examiners may appeal to the Senate for reversal or moderation of the decision of the board.

Statement 138: Any appeal made shall be lodged with the board of the appellant's department, institute or school. The department, institute or school shall forward the appeal to the Board with observations and recommendation of the Board.

Statement 139: Any member of the appellant's department, faculty or school Board who participated in the making of the decision against which the appeal is lodged shall not have a voting right in the board over such an appeal and may participate therein only in terms of presentation of findings and recommendation of the appellant's department, institute or school board, or answering queries, as the case may be, and shall otherwise be absent from the Board session considering any such appeal.

Statement 140: Appeals shall be lodged directly with the Registrar who is the Chief Examinations officer, who shall forward them to the Senate with observations and recommendations thereon.

Statement 141: Any person who has been involved at any stage in the processing of a case of alleged commission of an examination irregularity whether at first instance or in preparation for the appeal, shall be barred from participation in the making of a decision over such a case, except for purposes of making a presentation of findings and recommendations or answering queries, as the case may be, in respect thereof and shall otherwise be absent from the Board session considering any such appeal.

Statement 142: No appeal pertaining to the conduct of any Institute examination and making of scripts thereof shall be entertained unless and appeal is lodged with the appropriate Institute authorities in accordance with these regulations within two years from the date of publication of the results by or under the authority of the Senate.

Statement 143: In this policy, “the processing of a case” includes reporting or prosecuting of, or collecting evidence for, or giving evidence in, or making a decision on or in relation to the case.

Appeal Fee

Statement 144: All appeals shall be accompanied by an appeal fee decided by the Senate.

Statement 145: The fee shall be reimbursed to winning appellants but shall be forfeited in respect of those who partly or wholly lose their appeals: provided that the Senate may prescribe from time to time different rate of the fees.

Statement 146: The same rates or any other rates approved as relevant organs shall be charged or any further appeals or applications for review of appeal decisions.

ACTION BY THE SENATE

Statement 147: The chief examiner (Registrar) who is the secretary to the Senate shall give a report on management and administration of examinations to the Senate. S/he shall work closely with the Assistant Registrar Examinations to prepare the said report. The report shall highlight the following:

- (a) Setting moderating and submission of examinations.
- (b) Timetabling and implementation of examinations
- (c) How examinations were conducted, e.g.
 - (i) Performance in invigilators.
 - (ii) Problem cases arising from the conduct of examinations.

- (d) In regard to problem cases, the chief examiner (Registrar) shall facilitate the Senate with adequate details for Senate's action.
- (e) The Chief examiner shall present a report before Senate in good time (by the end of the semester)

EXEMPTIONS

Internal Exemptions

Statement 148: Subject to approval by Senate a student may transfer his studies from one Department, Faculty, School, or Centre of KIM to another, in which case the student may be exempted from re-doing the same course/module in the second department.

Statement 149: Subject to the conditions in 125 above, any course passed, for which exemption is not granted for the certificate, or diploma or degree in the second Department, Faculty, School, or Centre of KIM, may not be taken again as a course for the certificate, or diploma or degree in the second Department, Faculty, School, or Centre of KIM.

Credit Transfers

Statement 150: Students entering the Institute from another HLI as transfer students cannot transfer the grades they achieved elsewhere..

Statement 151: Any course accepted for transfer credit can be considered by the Head of Department, Faculty, School, or Centre as a waiver request for a required corresponding course/module in the student's programmes. An evaluation is then made of each course and a determination arrived at by the Head of Department, Faculty, School, or Centre based on clearly articulated standards (Transfer Equation). **No more than half of the credits required for graduation at KIM may be taken at another HLI. No credit may be transferred for modules in third and fourth years of study.**

Statement 152: If a course requirement is waived, another course must be substituted. A course waiver does not reduce the overall total credit hours

required for an academic programme. The Academic Head or Director of the programme in which the student is seeking admission completes official evaluation of all transfer credit and information.

Statement 153: Once admitted, transfer students shall be subject to the same regulations, rules and policies governing all students at KIM, and shall be accorded the same class standing and other privileges as all other students on the basis of the number of credits earned.

STUDENTS PROGRESSION

Statement 154: Examinations Candidates are required to accumulate at least 120 Credits before proceeding to the following level or year of study. KIM operates on a semester system but depending on consultation with stakeholders conduct three semesters in a year to fast track students progress by utilizing the holiday period, provide the rules of prerequisites are respected. When a student fails a paper, he/she has to wait until it is offered again before s/he is allowed to progress provided s/he has not accumulated the required number of credits.

Statement 155: Except with special permission or approval of the senate upon recommendation of the academic board of the Department, Faculty, School, or Centre, no candidate shall be allowed to repeat any year of study on grounds:

Provided that:

- (a) A candidate who has not accumulated all the Credit Units failed less than five course/modules in the year, but only once, may be allowed to carry over into the next level or academic year such number of failed courses/modules;
- (b) When internal Department, Faculty, School, or Centre examination regulations permit or require, a candidate who has failed in a prerequisite semester course or courses may be allowed to repeat such a course(s) during the academic year to enable him/her to proceed with the rest of the programme in that year.

Statement 156: To qualify for an award, the cumulative total number of Credits – as defined by the Rwanda National Qualifications Framework and reiterated in 33 above - must be achieved.

SENATE APPROVED

CLASSIFICATION OF DEGREES

Statement 157: For purposes of the final classification of awards and where applicable, a five-point system shall be used in averaging the final grades.

Statement 158: The letter grades will be assigned points as follows (See table below):

Letter Grade	Score	Standards	Guideline Grade Descriptions
A	80 – 100	Excellent	Work of distinguished quality which is based on a very extensive reading and which demonstrates an authoritative grasp of the concepts, methodology and content appropriate to the subject and to the assessed task. There is clear evidence of originality of thought and the ability to synthesize complex material, think analytically and to synthesize material effectively
B	70-79.9	Very Good	Work which demonstrates and above average level of understanding of concepts, methodology and content appropriate to the subject and which draws on a wide range of referenced resources. There is clear evidence of critical judgment in selecting, ordering and analyzing content. Demonstrates some ability to synthesize material and to construct responses which reveal insight and may offer some occasional originality
C	60 – 69.9	Satisfactory	Work derived from a good basis of reading and which demonstrates a grasp of relevant materials and key concepts and the ability to structure and organize arguments. The performance in assessment may be mundane or routine but the work will be accurate, clearly presented and written and include some critical analysis and a modest degree of original insight. There will be no serious omissions or irrelevancies.
D	50 – 59.9	Pass	Work which covers the basic subject matter adequately and which is appropriately organized and presented but which is too descriptive and insufficiently analytical. There may be some evidence of limited understanding of key concepts and limitations in the ability to select relevant material so that the work may be flawed by some omissions or irrelevant materials
E	Below 50	Fail	Work which fails in significant respects to meet the criteria for a D grade, often seriously flawed on one aspect of organization and presentation, evidence of lack of understanding of some key concepts, omission of important material, or flawed by some omissions or irrelevant.

Statement 159: The scores in all courses taken are averaged out at the end of the programme and the final average used to determine the class of the Degree.

Statement 160: The final classification for Bachelor Degrees shall be as follows:

First Class	80 - 100
Second Class Upper Division	70 – 79
Second Class Lower Division	60 - 69
Pass	50 - 59

Statement 161: The final classification for Diplomas shall be as follows

Distinction	80 - 100
Credit	70 – 79
Merit	60 - 69
Pass	50 - 59

CERTIFICATES AND TRANSCRIPTS

Statement 162: Official transcripts and Certificates are issued by the Registrars' office. Transcripts are issued only at the written request of the student.

Statement 163: Certificates bear the seal of the Institute and the signatures of the Rector and Vice Rector Academics.

Statement 164: Official transcripts bear the seal and the signature of Academic Registrar and the Vice Rector Academics. Transcripts and Certificates may be withheld if the student has an unresolved obligation to the Institute.

Statement 165: All KIM certificates and Transcripts shall bear serial numbers coded to provide extra security.

REQUIREMENTS FOR GRADUATION

Statement 166: students for shall qualify for the award of a certificate, diploma or degree only after accumulating the required number of credits specified in the Rwanda National Qualifications Framework.

Statement 167: Candidates who fulfil all the requirements for the graduation shall be conferred with their degrees at an official graduation ceremony. A candidate shall be deemed eligible for the award of a graduation certificate if there is evidence of:

- a) Admission To The Program
- b) Regular enrolment and attendance in the program

- c) Attaining the required satisfactory performance in the required examinations
- d) Discharge of all obligations owed to the Institute including payment of fees return of library books, etc.

Statement 168: The graduation Candidates names shall be published in the official university college graduation book released on the graduation day. Only candidates whose names appear in the graduation book shall be awarded certificates. To collect a certificate, a graduate, a graduate will be required to present to the registrar, Academic affairs, a duly filled and signed clearance form

Statement 169: Original copies of the certificates and transcripts shall be made available for collection from the registrar, Academic affairs, by individual graduands, after graduation.

RESCINDING OF A DEGREE

Statement 170: The Institute may rescind any Degree, Diploma, or certificate awarded to a graduate who, while registered in a particular programme, committed an academic offence which if it had been detected before graduation, would have resulted in expulsion. Notification Of A Rescinded Degree Or Diploma Shall Be Communicated To All Relevant Parties.

GRADUATION CEREMONY

Preparation of Graduation List

Statement 171: The list of students whose names have been approved by senate from different schools/Institutes for the conferment of degrees and award of diplomas are compiled by the academic and published in graduation booklets.

Statement 172: The head of departments, dean of faculties, schools or centres are called upon to proofread the draft to ensure that all the graduands' names and details are correctly spelt out and have been inserted in their relevant degree/diploma/certificate places and on the transcripts. When all the proofreading is done, the registrar organizes for the production of the graduation booklet. These are issued to graduands on graduation day.

Hire of Academic Dress

Statement 173: All the graduands who intend to attend the graduation ceremony must pay for hire of academic dress from the Institute at a fee that shall be determined or varied by the finance office as the situation may require.

The Convocation

Statement 174: The Convocation or Graduation ceremony shall be held at KIM main campus or at any such venue as may be determined by Senate in consultation with the Board of Directors.

Statement 175: All graduands are required to pay a compulsory graduation/convocation to be determined by the Senate from time to time

Statement 176: Rehearsals for all graduands are conducted at KIM main campus one day prior to the graduation ceremony. During the rehearsal, all graduands must be formally dressed and in full academic dress. Seats for all the graduands are arranged labelled and reserved by respective departments, faculties, Schools or centres.

Statement 177: On Graduation Day all graduands are required to be seated by the specified time. No person shall be allowed into or out of the graduation square when the ceremony is in progress until the end of the ceremony. Movement and photography by graduands and guests are prohibited during the ceremony. Each graduand must stand (or come forward) when the respective Dean reads his/her name.

Statement 178: The chancellor of the Institute performs the conferment of degrees and award of Diplomas.

INTERPRETATION AND REVIEW OF KIM EXAMINATION POLICY AND PROCEDURES

Statement 179: The Senate shall be the final authority in the interpretation of the examination policy and procedures

Statement 180: The examination regulations are subjects to review by the Senate, from time to time, as may be directed by the Board of Directors. The Senate may alternatively seek authority from the Board of Directors to review the regulations, where it is deemed necessary. Any changes in examination regulations shall in all instances be effective upon approval by the Board of Directors.

REVIEW OF THIS POLICY DOCUMENT

Statement 181: The policy provisions in this document may be amended and improved as and when Senate deems appropriate subject to the approval of Board of Directors and in line with the most recent developments by the regulatory authority the National Council for Higher Education and or its successors or assigns.