

*** ACADEMIC REGULATIONS FOR MASTER OF BUSINESS ADMINISTRATION (FAMILY BUSINESS AND ENTREPRENEURSHIP) UNDER FACULTY OF MANAGEMENT**

DEFINITIONS

- Programme** - A system of education
Course - A constituent subject of the Programme
Term - A portion of an academic year. It is generally of 12 weeks.
Registration - Procedure for enrolment in a course
Credit - A numerical value representing academic load of a course

SHORT FORMS

- The Institute** - Institute of Management
The Director General - The Director General, Institute of Management
Faculty - Faculty of Management
The Dean - The Dean, Faculty of Management

PREAMBLE

The economies of the world are dominated by family businesses. Most large organisations have evolved from small and medium size family owned organisations. Family business owner-manager and entrepreneurs contribute substantially to wealth and employment generation. Family business organizations, however, are known to face serious challenges in sustaining themselves. The reasons behind their decline are several. One of them is lack of professional management education. Usually, most owner-managers neither opt formal management education nor they have decided B-schools to meet their unique needs. Much of their management education rather takes place on the job as they pick up the reins of business from family elders. The absence of formal management education increases the incidence of learning through mistakes, which in turn impacts business growth and organization systems and processes. Secondly, the sustenance also depends upon how successfully relationships are managed within family and how insulated the business processes can be kept from these relationships. A continuous process of collaboration and negotiation is involved. Notwithstanding such pressures, the owner-manager of a family business has to maintain the entrepreneurial zeal and innovation to grow. This programme aims to develop future owner-managers with a view to equip them with modern management knowledge and skills, family business management techniques and entrepreneurial approach.

THE PROGRAMME

The Post Graduate Degree Programme in Management, leading to the degree of Master of Business Administration (Family Business and Entrepreneurship) shall be offered by Institute of Management, Nirma University of Science and Technology. The programme is full-time, residential, and of two year duration.

^A R. MBAFB.1 ELIGIBILITY FOR ADMISSION

The minimum eligibility criteria is a three-year's Bachelor's degree or its equivalent in any discipline recognised by the Nirma University of Science and Technology.

* Published vide Notification no. NU-99 dated 6.5.2004, BoG mtg.-31.3.2004, reso.-4(c)

^A Amended by substitution vide Notification no. NU-886 dated 10.3.2005, BoG mtg.-5.2.2005, reso.-4(a)

However, the admissions will be determined on the basis of the Entrance Test and merits of the admissions will be decided as per the provisions made in sub-point 1.2 as under:

- 1.1 The applicants will be required to appear in Common Admission Test (CAT) conducted by the IIMs or proposed National Common Management Admission Test or a National Test conducted by the Institute of Management. The Academic Council will decide one of the above-mentioned options. Foreigners and Persons of Indian Origin can be considered for admission on the basis of their GMAT scores.
- ^B1.2 Applicants short listed on the basis of their performance in the test will be called for group discussions and personal interview, which will be held at different centres in the country. The final selection will be based on candidates' performance in the written test, group discussion and personal interview. The following weightage shall be given for each component of the selection criteria:

Written Test	: 70%
Personal Interview	: 20%
Group Discussion	: 10%

R. MBAFB.2 THE ADMISSION COMMITTEE

The Admission committee shall oversee the admission process, including short-listing of candidates on the basis of written examination, conduct of group discussion and interview, and final preparation of list of the selected students. The admission committee consists of the following members:

- Director General (Ex-officio Chairman)
- Vice President or his nominee
- Director General (NU) or his nominee
- Two faculty members of the Institute of Management nominated by the Director General
- Deputy Registrar, Institute of Management (Member Secretary)

R. MBAFB.3 CHAIRPERSON, MBA (FB)

The Director General shall appoint Chairperson, MBA (FB) from time to time to co-ordinate all matters related to the conduct of and assessment in the programme. She/he shall be supported by the MBA Office in administrative and assessment matters.

R. MBAFB.4 POST-GRADUATE REGISTRATION

- 4.1 The Institute of Management will offer admission to a student. The student shall also apply for registration with prescribed fee to the university.
- 4.2 All newly admitted students are also required to register with the Institute on the registration day. They have to register for all the courses offered in Term I. All first year students in the 2nd term/3rd Term will be required to register on the first day of each Term for all the courses offered in respective Terms.
- 4.3 The second year students shall register for the courses four weeks before the beginning of each term and finalise the number of electives they wish to take in each term. However, a student will be allowed to drop or change maximum of one course within one week of the commencement of the term. A second year student who fails to register on or before the specified date notified by the MBA Office will be deemed to have left the programme, and would be allowed to register only after he has obtained special permission from the Chairperson, MBA (FB).

^B Amended by deletion of last para vide Notification no. NU-100 dated 13.4.07, BoG mtg.-31.3.2007, Reso. 3(b)

- 4.4 The students are also required to pay all the prescribed fees and advances of each term on or before the first day of the term. A student who fails to pay the fees and advances within the specified date will be charged a late registration fee as prescribed by the university from time to time. A student may be permitted to pay the fee on a later date under special circumstances.
- 4.5 Every student will apply in the prescribed form for registration and re-registration, as applicable. The decision on the electives will be based on the availability of courses, total number of registration for a course, etc. and applicable regulations. The Chairperson, MBA (FB) will issue appropriate orders regarding the elective courses.
- ^c 4.6 Repeat Programme Registration (RPR)
- A student who fails to get promotion from first year to second year or fails to fulfil the criteria of award of MBA (FB) degree and asked to repeat the entire year in which he/she has not met the minimum academic requirements is required to register for the year again. In such case, he/she is required to repeat all courses and meet the academic requirements as per the regulations of the Programme. He/she is also required to pay all fees as per the University regulations.
- ^c 4.7.1 Repeat Course Registration (RCR)
- a) A student who has been given conditional promotion is required to register for permitted number of courses in which he/she obtained letter grades 'C or below' and repeat them for meeting the academic requirements for promotion. Such students should not attend the classes and the courses will have the following assessment components:
- Mid-term and End-term examinations
 - Individual Project Assignment
- The Mid-term and End-term examinations will be conducted along with the regular students in the subsequent batch and the weightage of components for Mid-term and End-term examinations will be the same as applicable for the batch. The weightage of individual project will be the balance after reducing the weightage of Mid-term and End-term examinations.
- b) The student will be allowed to repeat 4 courses (maximum 10.5 credits).
- ^c 4.7.2 Repeat Course Registration for final year students.
- As per the regulations, a second year student of the Programme who fails to meet the academic requirements of the final year but who meets the following conditions will be allowed to repeat certain number of courses in the following year so as to meet the minimum academic requirements for award of degree:
- a) Grade Point Average of the final year should be at least 2.00 with not more than maximum permissible Ds and Fs for promotion.
 - b) Maximum 1F and 3Ds or 5Ds with not less than minimum grade point required for promotion (2.165) with respect to the final year.

The procedures for repeating the courses are:

- a) The student will be allowed to repeat maximum 4 courses (maximum 10.5 credits).
- b) The course will be assessed based on the following components.
 1. Mid-term examination
 2. End-term examination and
 3. Individual project.

The Mid-term and End-term examinations will be conducted along with the regular students of the subsequent year, i.e., the students registering for such repeat courses will be treated as 'Ex-student' and he/she will be required to take Mid-term and End-term examination along with the subsequent batch of the regular students. The weightage of the Mid-term and End-term examinations will be same as the weightage of the Mid-term and End-term examinations of the regular batch for which the examinations are conducted. The project component will have the remaining weightage. A student will not be allowed to continue the Programme in case he/she fails to meet the minimum academic requirements for award of degree in this attempt.

^D4.8 A student will be allowed to take a break for one academic year during the Programme due to justified reason with the approval of the Director General (NU).

R. MBAFB.5 TEACHING SCHEME

Learning Outcomes

After going through the programme, the students should be able to:

- Operate as effective family business owner-managers,
- Develop themselves as effective entrepreneurs,
- Use relevant conceptual frameworks and best management practices,
- Act as the leaders of people, and,
- Conduct themselves as socially responsible businessmen.

^E Programme Structure

Duration	:	2 Years
Credit Requirement	:	Total 107 Credit Hours
One Credit Hour	:	9 sessions (11.25 contact hours) of 75 minutes each
Summer Project Duration	:	8-10 Weeks

Course Structure

Most courses shall be of 3 credit hours, while a few courses shall be of 1.5 credit hours. There can be deviation of 10% sessions in a course with consent of the Chairperson, MBA (FB).

Core Courses

Core courses are the foundation courses of management education. They are compulsory for all students. Some courses provide perspective on management, while other courses focus on functional knowledge. Some courses, on the other hand, are related to self-development and skill building. A few core courses are offered in the second year also.

^D Amended by deletion of last para vide Notification no. NU-886 dated 10.3.05, BoG mtg.-5.2.2008, Reso. 4(a)

^E Amended vide Notification no. NU-25 dated 4.4.2007, AC mtg.-28.2.2007, reso.-5(b)

Elective Courses

Elective courses shall be offered in the second year of the programme. The Institute shall announce a list of elective courses every year after considering the career needs of the students. However, the listing of a course as an elective does not guarantee that it will necessarily always be available.

Field Courses

There are two field courses: Business Plan and Country Visit. Both are scheduled in the sixth term. These are individual projects.

Audit Courses

An audit course is not meant for earning academic credit. A student audits a course as a matter of personal interest and knowledge enhancement. Audit students are not entitled for assessment. An audit course by a student has to be approved by the Chairperson, MBA (FB). A student is required to pay fee for an audit course that will be decided by the University from time to time. An appropriate mention of audit course will be made in the transcript subject to satisfying the attendance requirements.

Teaching Scheme First Year Courses

Course Code	Course	Credit Hours
FB501	Entrepreneurship: Theory & Practice	3.0
FBEC501	Managerial Economics	3.0
FBMA501	Managerial Accounting-I	3.0
FBQM501	Business Statistics	3.0
FBBC501	Business Communication	3.0
^E FBOB501	Organizational Behaviour-I	3.0
Total:		18.0

Term II

Course Code	Course	Credit Hours
FBOM501	Operations Management	3.0
FBMM501	Marketing Management-I	3.0
^E FBHR501	Human Resource Management	3.0
FBEC502	Macroeconomics	1.5
FBFM501	Financial Management-I	1.5
FBMA502	Managerial Accounting-II	1.5
FBEC503	Indian Economic Environment	1.5
^E FBOB502	Organizational Behaviour-II	1.5
^E FBGM501	Business Ethics	1.5
Total:		18.0

^E Amended vide Notification no. NU-25 dated 4.4.2007, AC mtg.-28.2.2007, reso.-5(b)

Term III

Course Code	Course	Credit Hours
FBFM502	Financial Management-II	3.0
FBSM501	Strategic Management	3.0
FB503	Small Business Management	3.0
^F FBGM502	Business Laws	3.0
^E FBIT501	Management Information Systems	3.0
^F FB502	Family Business Management	3.0
^F FBMM502	Marketing Management-II	1.5
Total:		19.5

Summer Project/Internship

At the end of the third term, all students will have to do summer project/internship of 8-10 weeks with an industrial, business or service organisation. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student does summer project/internship. Each student shall be required to submit a project report to the Institute for the work undertaken by him/her during this period within two weeks of the commencement of the fourth term. He/she will also have to submit a copy of the report to the organisation guide. The report will be assessed by both organisation guide and internal advisor in terms of Satisfactory or Unsatisfactory.

Electives

Out of eight electives, each student shall be required to take at least four courses from family business and entrepreneurship stream. A student can take other electives from Marketing, Finance, Information Technology, Human Resource Management, International Business, Operations Management, Economics, Organisational Behaviour, and General Management Streams.

Second Year Compulsory Courses

Course Code	Course	Credit Hours
FBGM603	Business Plan	6.0
FBIB601	International Business	3.0
FBGM602	Business Tax Planning	3.0
^F FBGM604	Industrial Orientation	3.0
^F FB605	New Venture Creation	3.0
^F FB615	Entrepreneurial Finance	3.0
Total:		21.0

^F **The students are required to take a minimum of 30.5 credit hours of elective courses from the list of elective courses in the various areas of Management.**

^F Amended vide Notification no. NU-25 dated 4.4.2007, AC mtg.-28.2.2007, reso.-5(b)

Electives

Course Code	Courses in Family Business and Entrepreneurship	Credit Hours
FB601	Ethics for Entrepreneurs	3.0
FB602	Creativity and Innovation	3.0
FB603	Intrapreneurship	3.0
FB604	Managing a Growing Organisation	3.0
FB605	New Venture Creation	3.0
FB606	Social Entrepreneurship	3.0
FB607	Case Studies of Entrepreneurs	3.0
FB608	Entrepreneurial Motivation Lab	3.0
FB609	Entrepreneurial Marketing	3.0
FB610	Industry, Government And Society	3.0
FB611	High Technology Venture Creation	3.0
FB612	Communication and Conflict in Family Business	3.0
FB613	Technology Selection and Management	3.0
FB614	Leadership and Public Relations	3.0
FB615	Entrepreneurial Finance	3.0
FB616	Retailing and Franchising	3.0
FB617	Shadow Management	3.0
^F FB618	Competitive Advantage for Family Business	3.0

Additional Electives

Course Code	Courses in Marketing	Credit Hours
MM601	Advertising and Sales Promotion	3.0
MM602	Business-to-Business Marketing	3.0
MM603	Consumer Behaviour	3.0
MM604	International Marketing	3.0
MM605	Product and Brand Management	3.0
MM606	Retail Marketing	3.0
MM607	Sales and Distribution Management	3.0
MM608	Services Marketing	3.0
MM609	Strategic Marketing	3.0
MM610	Managing Corporate Relations	3.0
MM611	Direct Marketing	3.0
MM612	Rural Marketing	3.0
MM613	Internet Marketing	3.0
MM614	Customer Relationship Management	3.0
MM615	Marketing of Innovation	3.0
MM616	Advanced Marketing Research	3.0

Course Code	Courses in Finance	Credit Hours
FM601	Bank Management	3.0
FM603	Management of Financial Services	3.0
FM604	Insurance	3.0
FM605	International Finance	3.0
FM606	Management Control Systems	3.0

FM608	Strategic Cost Management	3.0
FM609	Working Capital Management	3.0
FM611	Investment and Portfolio Management	3.0
FM613	Mergers and Acquisitions	3.0
FM614	Investment Banking	3.0
FM615	Stochastic Calculus in Finance	3.0
FM616	Economic Analysis of Asset Prices	1.5
FM617	Economics of Bond and Derivatives Markets	1.5

Course Code	Courses in Human Resource Management	CreditHours
HR601	Compensation Management	3.0
HR602	Industrial Relations & Labour Laws	3.0
HR603	International Human Resource Management	3.0
HR604	Organisation Development & Change Mgmt.	3.0
HR605	Performance Management	3.0
HR606	Recrutement and Selection	3.0
HR607	Strategic Human Resource Management	3.0
HR608	Training and Development	3.0
HR609	Human Resource Development	3.0

Course Code	Courses in Information Technology	Credit Hours
IT601	Client Server Application Management	3.0
IT602	Data Warehousing and Data Mining	3.0
IT603	Enterprise Resource Planning	3.0
IT604	Information Technology Strategy for Business	3.0
IT605	Managing Electronic Business	3.0
IT606	Relational Database Management Systems	3.0
IT607	Software Project Management	3.0
IT608	Telecommunication and Networking for Business	3.0
IT609	Multi-Media Management	3.0
IT610	Security and Control of Information Systems	3.0
IT611	Business Process Reengineering	3.0
IT612	Knowledge Management	3.0

Course Code	Courses in International Business	Credit Hours
IB601	Export- Import Management	3.0
IB602	Export- Import Policy, Procedures and Documentation	3.0
IB604	International Business Laws	3.0
IB605	International Market Research	3.0
IB606	International Organisations, Regional Blocks, and WTO	3.0
IB607	International Technology Transfer / Multinational Corporations	3.0
IB608	International Trade	3.0
IB609	Global Management	3.0

Course Code	Courses in Operations Management	Credit Hours
OM601	Logistics Management	3.0

OM602	Operations Management in Services	3.0
OM603	Supply Chain Management	3.0
OM604	Total Quality Management	3.0
OM605	World Class Manufacturing	3.0
OM606	Project Management	3.0
OM607	Technology Management	3.0
OM608	Management of Business Process Outsourcing (BPO) Organisations	3.0
^G OM609	Statistical Techniques in Quality Control	3.00

Course Code	Courses in General Management	Credit Hours
GM603	Management Consulting	3.0
GM605	Environment Management	3.0

Course Code	Courses in Organisational Behaviour	Credit Hours
OB601	People Management and Leadership	3.0
OB602	Negotiation Skills	3.0
OB603	Personality Development and Business Etiquette	3.0
OB604	Coaching and Counselling	3.0
OB605	Management of Co-operation and Conflict	3.0
OB606	Personal Growth Laboratory	3.0

Course Code	Courses in Economics	Credit Hours
EC601	Economic and Business Forecasting	3.0
EC603	Information Economics	3.0
^H EC604	International Economics & Trade Policy Analysis	3.00

R. MBAFB. 6 ATTENDANCE

- 6.1 The Institute shall require regular attendance and punctuality in all classes. The students under extraordinary circumstances may request for leave of absence under the following rules and procedures:
- 6.2 Prior permission of the Chairperson, MBA (FB) shall be obtained for availing of leave. Leave applications must be submitted normally prior to the commencement of the class. Leave applications on the ground of sickness must be accompanied by a medical certificate. In case, a student has not taken prior leave, she/he shall inform Chairperson, MBA (FB) within 48 hours about his/her absence. Grant of the leave, however, shall remain the prerogative of the Chairperson.
- 6.3 The Institute will not be responsible for the student losing any component of assessment on account of his leave. Substitute quizzes or tests or examinations may be given to the student only if the student was on leave with the prior permission of the concerned Chairperson, MBA (FB).

^G Amended by addition vide Notification no. NU-209 dated 14.3.2006, AC mtg.-28.2.2006, reso.-3(b)

^H Amended by addition vide Notification no. NU-712 dated 9.11.2005, AC mtg.-16.2.2005, reso.-6(a)

- 6.4 Absence without leave will be considered a serious breach of discipline and the Institute of Management will take appropriate action in such cases.
- 6.5 The Chairperson, MBA (FB) can grant the leave of maximum 20% in a course or courses in a Term. Notwithstanding anything contained above on account of bonafide illness or any other reason deemed sufficient by the Director General, the Director General can condone the absence upto another 10% in the course or courses. For beyond 30% in any genuine cases, the decision to condone the absence will be taken by the Director General (NU) on merits.
- ^I 6.6 If the Competent Authority does not condone the absence of the student in a course, he/she will be awarded 'I' (incomplete) in that particular course and the student has to repeat all the components of the course under the arrangement to be made by the Director General.

R. MBAFB.7 ASSESSMENT

^J 7.1 Assessment Load

- 7.1.1 Three credit hour courses shall have maximum five assessment components. Mid-term and End-term examinations are compulsory for a three credit hour compulsory courses.
- 7.1.2 One and half credit hour course shall have maximum four assessment components. End-term examination is compulsory.

7.2 Assessment Tools

Students shall be assessed on the following components:

Quizzes/ tests; exercises; **class assignments**; case study analysis; Library/web assignment; Field project; Class participation; Mid-term examination; End-term examination; Any other technique (As specified by an instructor).

^J 7.3 Assignment of Weightage to Different Components

Table 1. Different Components and their range for weightage
(For a 3 Credit Course)

Assessment Component	Min. Weightage	Max. Weightage
Mid-term examination	30%	40%
End-term examination	30%	40%
Quizzes/Tests; Exercises; Class Assignments	^K 10%	^K 30%
Class participation	5%	10%
Field/ project assignment	10 %	20%
Case/Written assignment submission	^J 10%	^J 30%

Notes:

- a) ^K Total weightage of mid-term and end-term examinations shall fall between 60% -80% for compulsory and elective courses. The weightage shall be equal, unless the end-term examination is cumulative
- b) Only end-term examination shall be mandatory in elective courses. In such a case, weightage of end-term examination shall be at least 50%. Mid-term examination can be substituted only by a project assignment to be completed by an individual student. The weightage for such project shall not be more than 30%.
- c) The weightage of different components shall be decided by the instructor/s.

^I Amended by addition vide Notification no. NU-886 dated 10.3.2005, BoG mtg.-5.2.2005, reso.-4(a)

^J Amended by substitution vide Notification no. NU-48 dated 9.4.2005, BoG mtg.-31.3.2005, reso.-4

^K Amended by substitution vide Notification No. NU-112 dated 19.11.2008, BoG mtg.-24.10.2008, reso.-4(d)

Table 2. Different Components and their Range for Weightage
(For a 1.5 Credit Course)

Assessment Component	Minimum Weightage	Maximum Weightage
End-term examination	^L 60%	^L 80%
Quizzes/Tests; Exercises; Class Assignments	^L 10%	20%
Field/ project assignment	10%	20%
Class participation	5%	10%

7.4 Examination Committee

The Examination Committee shall oversee the general administration of various examinations. It shall also investigate the cases of academic dishonesty and examination malpractices. It shall be appointed by the Director General (NU) from time to time. The Examination Committee shall also examine the overall term and year wise grades before the declaration of the same and shall make appropriate recommendations to the Director General (NU), if necessary. The Committee shall consist of the following members:

- Dean, Faculty of Management (Chairman)
- Vice President or his nominee
- Chief Operating Officer or his nominee
- Executive Registrar or his nominee
- Director General, Institute of Management
- MBA Chairpersons
- Area Chairpersons
- One member from academia nominated by Director General (NU)
- Dy. Registrar, Institute of Management (Member Secretary)

Note: When the Vice President attends the meeting he will chair the committee.

The grades of Mid-Term and End-Term examinations shall be discussed within a group of instructors teaching in the concerned Term with a purpose of sharing, mutual learning, and consistency of grades across courses. Resettlement of grades, if any, will be done in this meeting under the Chairmanship of MBA (FB) Chairperson. The Examination Committee will then examine the overall term grades before declaration of the same and will make appropriate recommendations to the Director General (NU) if a glaring abnormal situation is detected.

7.5 Dates of Examination

Two weeks prior to commencement of each term examination, the Institute of Management shall prepare and publish a schedule of examinations for each and every course conducted by it.

^M 7.6 (deleted)

7.7 Feedback and Fairness

7.7.1 The instructor shall show all answer sheets to students without fail and also inform them their marks.

^L Amended by substitution vide Notification No. NU-112 dated 19.11.2008, BoG mtg.-24.10.2008, reso.-4(d)

^M Deleted words 'Academic Dishonesty' vide noti. No. NU-56 dated 9.4.05, BG mtg.-31.3.05, reso.-10

7.7.2 The grievance of a student shall be taken sympathetically and the student shall be given a fair chance to state his viewpoint. If the grievance is genuine, it must be redressed immediately. If an instructor feels he needs time to reconsider his decision, the student must be informed accordingly.

7.7.3 Any grievance related to the assessment is to be reported orally to the course instructor by the aggrieved student. It is expected that most grievances shall be redressed at this level. The duration of grievance redressal at this stage is one week. In case the student is not satisfied with the response forwarded by the course instructor, he then reports the matter in writing to the Chairperson, MBA (FB), who then shall mediate and speak to the concerned instructor. It is expected that the rest of grievances shall be redressed at this stage. The duration of grievance redressal at this stage is one week. If the issue is not resolved to the satisfaction of the student even at this stage, he/she can approach the Director General and give the grievance in writing. The Director General shall respond to it within two weeks in writing. His/her decision in the matter will be final.

7.8 Assessment Procedures

7.8.1 The answer sheets of mid-term and end-term examinations shall be returned to the MBA Office after showing them to the students, which shall maintain it for a period of one year for second year students and for a period of two years for first year students. The student shall have the responsibility to preserve other assessed work.

7.8.2 If a student does not appear in an examination or a test, extrapolation of grade shall not be done.

7.9 Declaration of Results

7.9.1 The Institute shall strive to announce the course grades and GPA of every term within 15 working days from the date of the completion of the end-term examinations and shall in any case declare them latest within 30 days thereof. In case of a failure, the reasons for non-declaration of results will be informed to the Director General (NU).

7.9.2 The grades of Mid-Term and End-Term examinations shall be discussed within a group of instructors teaching in the concerned Term with a purpose of sharing, mutual learning, and consistency of grades across courses. Resettlement of grades, if any, will be done in this meeting under the Chairmanship of Chairperson, MBA (FBE).¹ The Mid-Term grades discussed and finalized in the instructors' meeting will be notified to the students as 'Mid-Term Examination Grades' by the Dy. Registrar (IM). The Examination Committee will then examine the overall term grades before declaration of the same and will make appropriate recommendations to the Director General (NU), if a glaring abnormal situation in the results is detected, otherwise on the clearance from this committee the results can be declared by the Dy. Registrar (IM).

7.9.3 At the end of each Term, a certificate of Academic Performance of that Term will be given to the students concerned by the Institute of Management.

7.9.4 At the end of the programme the University will declare the results and issue to the student an official transcript of his/her performance.

^N 7.9.5 The Director General (NU) may allow the students to appear in the Examination provisionally under the following circumstances:

a) In case of any disciplinary action pending against the student.

^N Amended by addition vide Notification no. NU-886 dated 10.3.2005, BoG mtg.-5.2.2005, reso.-4(a)

- b) In case the student has pending major components of the evaluation. Of any requirement, which he/she is supposed to complete before Term End Examination.
- c) When the student has fallen short of minimum requirement of attendance and he/she has requested to condone the absence to the competent authority at the end of term and the said request is under consideration.

Provided further that, in case the final conclusions on the above items are not arrived at due to some genuine reasons even at the time of declaration of result then the results of the student concerned may be withheld with the approval of the Director General (NU).

7.10 Audit of Assessment Tools

Every term the question papers used in different tests/examinations shall be submitted for the purpose of audit to the concerned Areas. They shall be submitted to the Faculty of Management once in a year.

7.11 ^O Grading System

The grading scale is as described below:

- A = Excellent
- B = Good
- C = Average
- D = Low Pass
- F = Fail

The Institute shall also use plus and minus grades.

All components, except project and class participation will be first awarded marks before assigning letter grades. While converting marks into grades for each component relative grading system shall be followed. Mean and Standard Deviation method shall be used with following guidelines to arrive class-interval of marks of **Mid-term and End-term examinations** for each sub-grades:

1. ^P The letter grade 'B-' shall be awarded for the mean marks of the class
2. **To decide the class interval of marks for every sub-grade, 0.5 Standard Deviation (Standard Deviation / 2) shall be used. However, the following conditions should be superimposed if necessary:**
 1. A student should be awarded letter grade 'A+' for 100% marks.
 2. ^P A student should be awarded letter grade 'F' for marks below 25% of total marks.
 3. If the population is less than 30, the mean and standard deviation method may not be used. In such case, the class interval should be selected in such a way that a minimum of 6 sub-grades should be awarded. While working out the class interval for sub-grades, the class interval shall be uniform.

If a unique situation arises, which cannot be handled/resolved by the above rules, **the office will work out the grades in consultation with the instructor, which shall be first discussed in the instructors' meeting and finally shall be approved by the Examination committee.**

O Amended by substitution vide Notification no. NU-48 dated 9.4.05, BoG mtg.-31.3.05, reso.-4

P Amended by substitution vide Notification no. NU-112 dated 19.11.2008, BoG mtg.-31.3.05, reso.-4

Q In case of Field Courses viz. Business Plan, New Venture Creation and Country Visit, the assessment shall be done by a Project Examination Committee consisting of three faculty members. (In case of New Venture Creation, the assessment is done by the faculty who is responsible for the course). The students shall be assessed based on the Defence of proposal (weightage 20%), first draft of report and its presentation (weightage 50%) and revision of the draft as per comments from faculty group (weightage 30%).

In course on Analysis of Cases and Written Communication, there shall be only End - term Examination (Weightage 40%). The rest weightage (60%) shall be equally divided among four assignments. **In case of course on Managerial Oral Communication, there should not be any written Mid-term & End-term examination. The assessment may be based on 2 to 4 individual assignments and or presentations.**

In case of Summer Projects Assessment, evaluation shall be done by the Faculty advisor (normally mentor) and a Faculty member. The Summer Projects Assessment will be graded as 'Excellent', 'Very Good', 'Satisfactory' or 'Unsatisfactory', as the case may be.

There shall also be 'I' grade, i.e., *Incomplete*. It is a temporary grade. The students shall satisfy all the requirements of the course to achieve an appropriate grade; otherwise, 'I' shall be converted into F. Au grade will be awarded for audit course.

7.12 Steps in Grading

7.12.1 Conversion of marks into grades shall be done using relative grading approach, as detailed in para 11.0.

7.12.2 Component-wise grades shall be converted into Quality Points using the values provided in Table 3.

Table 3. Component Grade and their Grade Values/Quality Points

Grade	Grade Value/Quality Point
A+	4.333
A	4.000
A-	3.667
B+	3.333
B	3.000
B-	2.667
C+	2.333
C	2.000
C-	1.667
D+	1.333
D	1.000
D-	0.667
F	0.000

Q Amended by substitution vide Notification no. NU-25 dated 4.4.07, AC mtg.-28.2.2007, reso.-5(b)

7.12.3 Course grade point shall be computed by adding the product of component grade values with corresponding weightage of components.

7.12.4 Course Letter Grade shall be computed on the basis of Weighted Component Quality Point Total (Course Grade Point), using Table 4.

Table 4. Conversion from Weighted Component Point Total to Course Grade

Range of Grade Points	Course Grade
4.167 and Above	A+
3.833 to 4.166	A
3.500 to 3.832	A-
3.167 to 3.499	B+
2.833 to 3.166	B
2.500 to 2.832	B-
2.167 to 2.499	C+
1.833 to 2.166	C
1.500 to 1.832	C-
1.167 to 1.499	D+
0.833 to 1.166	D
0.500 to 0.832	D-
Less than 0.500	F

7.12.5 Grade Point Average (GPA) of a term shall be computed by multiplying the earned Course Grade Points by the corresponding course credit hours and the resultant value shall be divided by the total credit hours of the term. Similarly, GPA for the year and Cumulative Grade Point Average (CGPA) shall also be computed.

7.13 Academic/Passing Standards

7.13.1 To qualify for promotion to the second year, the Grade Point Average (GPA) of a first year student shall be at least 2.165. In addition, a student shall fulfil the following conditions in respect of the first year courses:

- She/he should not obtain "F" in more than one course.
- She/he should not obtain "D" in more than three courses, provided that she/he does not obtain "F" in any course.
- If she/he obtains "F" in one course, she/he should not obtain "D" in more than one course.

7.13.2 To qualify for the award of degree, the GPA for the second year shall be at least 2.165. The Cumulative Grade Point Average (CGPA) of the two years shall also be at least 2.165. In addition, a student shall fulfil the following conditions in respect of the second year courses:

- She/he should not obtain "F" in more than one course.
- She/he should not obtain "D" in more than three courses provided that she/he does not obtain "F" in any course. If she/he obtains "F" in one course, she/he should not obtain "D" in more than one course.

For purposes of promotion/graduation, a "D" or an "F" in a subject will be treated a full "D" or full "F" irrespective of the subject credit hours. Similarly, the letter grade "D" includes D⁺ and D⁻ for this purpose.

7.13.3 The student shall also complete 102 credit hours besides Summer Project requirement.

- ^R 7.13.4 The student shall complete the summer project with a minimum grade 'satisfactory'. A student is required to repeat the summer project in case he/she gets 'unsatisfactory' grade

7.14 Failure and Conditional Promotion

7.14.1 A student who fails to qualify for promotion or for the award of degree may be allowed maximum one additional year provided she/he pays all fees.

- ^S The student, who fails to qualify for promotion or for award of degree due to non-compliance of academic requirements within the stipulated time, can appeal to the Appeal Committee. The Committee may grant an extension upto two additional terms in deserving cases, provided the student gives a viable assurance to make up the short-fall within that period.

7.14.2 If a student is unable to meet academic standards at the end of the first year, she/he can be given conditional promotion to the second year provided he/she meets one of the following conditions:

1. The minimum grade point required for promotion (2.165) with maximum "1F and 3 Ds" or "5 Ds".
2. Within maximum permissible 'D's and 'F's for promotion ("1F & 1D" or "3Ds") with GPA of at least 2.000.

7.14.3 Such promotion is allowed to a student on the condition that he/she shall repeat required number of courses in which she/he has got grades 'C' or below and meet minimum academic requirements for promotion by the end of the second year.

- ^T If 'I' is awarded in any course due to shortage of attendance, the GPA/CGPA should be calculated considering the numerical value of 'I' as '0'. If a student meets the condition for conditional promotion after such GPA/CGPA calculation, he shall be promoted to the subsequent year and the courses in which 'I' was awarded, would need to be repeated as per the existing regulations. Similarly, if a second year student meets the same condition as far as the second year courses are concerned as a result of receiving the letter grade 'I', he/ she will be allowed to repeat the courses in which he/she received 'I' in the following year as per the regulation so as to meet the academic requirements for the award of the degree.

7.14.4 If a student fails to meet overall academic standards at the end of the programme and meets one of the conditions stated above, she/he may be allowed to repeat required number of courses in the following year so as to meet the minimum academic requirements for award of the degree.

^R Amended by substitution vide Notification no. NU-48 dated 9.4.05, BoG mtg.-31.3.05, reso.-4

^S Amended by addition vide Notification no. NU-136 dated 20.4.2007, BoG mtg.-31.3.2007, reso.-6(b)

^T Amended by addition vide Notification no. NU-1864H dated 8.11.2007, BG mtg.-30.10.2007, reso.-5(a)