

*** ACADEMIC RULES AND REGULATIONS FOR MASTER OF BUSINESS ADMINISTRATION (PART-TIME) 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 is a course
CREDIT - A numerical value representing academic load of a course

Short Forms

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

PREAMBLE

The economic development of any country is dependent on effective utilisation of scarce resources by business enterprises. Professional managerial skills are essential to ensure effective utilisation of such resources by these organisations. The Institute would like to contribute to the economic development of the country by developing competent, creative, and committed business managers. The programme intends to equip working executives and entrepreneurs of the state of Gujarat with requisite knowledge, skills, and attitudes in them to meet the challenges of the corporate world. The endeavour of the programme will be to develop integrated learning in the participants. It also intends to instil leadership and entrepreneurship qualities in them. The programme will equally focus on theoretical and practical aspects of management and promote an attitude of life-long learning among them.

THE PROGRAMME

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

^A R. MBAPT.1 ELIGIBILITY FOR ADMISSION

The minimum eligibility criteria is a 3 years Bachelor's Degree or its equivalent in any discipline recognized by the Nirma University of Science and Technology with a minimum of two years work experience at managerial level. Only post-degree (graduation) work experience will be considered for deciding the work experience criterion for admission. Work experience will be counted from the date of issue of final year graduation mark sheet.

However, the admissions will be determined on the basis of the entrance test and the merit of admissions will be decided as per the provisions made in sub point 1.2 as under:

* Published vide Notification no. NU-100 dated 6.5.2004, BoG mtg.-31.3.2004, reso-4(b)

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

- 1.1 The applicants for MBA (Part-time) will be required to appear in written test conducted by the Institute.
- 1.2 Applicants short listed on the basis of their performance in the test will be called for personal interview, which will be held at the campus. The final selection will be based on candidates' performance in the written test and personal interview. The following weightage shall be given for each component of the selection criteria:

Written Test : 70%
Personal Interview: 30%

Note: If it is decided that admissions are to be given on the basis of qualifying graduation examinations only then the minimum percentage required will be decided by the Academic Council.

R. MBAPT.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 interview, and final preparation of list of the selected students. The admission committee consists of the following members:

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

R. MBAPT.3 CHAIRPERSON, MBA (PART-TIME)

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

R. MBAPT.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 Second year students are required to register on the first day of Term IV, V, and VI, respectively, for all the courses offered in respective Terms. Unless permitted by the Chairperson, MBA (Part-time), a second year student who fails to register on the specified date will be deemed to have left the programme, and would be allowed to register only after she/he has obtained special permission from the Chairperson, MBA (Part-time).

- 4.4 Third year students shall register a day before the commencement of Term VII, VIII, and IX, respectively, for courses, offered by the Institute. However, a student will be allowed to drop or change maximum of one course within one week of the commencement of the term. Unless permitted by the Chairperson, MBA (Part-time), a third year student who fails to register on the specified date will be deemed to have left the programme, and would be allowed to register only after she/he has obtained special permission from the Chairperson, MBA (Part-time). Third year students must pre-register for the electives about 4 weeks before the beginning of each term and finalize the number of electives they wish to take in each term.
- 4.5 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.
- 4.6 Every student will apply in the prescribed form for registration and re-registration, as applicable. The decision of the Institute to offer an elective will be based on the availability of elective courses, total number of registrations for an elective course, etc. and applicable regulations. The Chairperson, MBA (Part-time) will issue appropriate orders regarding the elective courses.

^B4.7 Repeat Programme Registration (RPR)

A student who fails to get promotion from first year to second year / second year to third year or fails to fulfil the criteria of award of MBA (PT) 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.

^B 4.8.1 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 assignment will be the balance after reducing the weightage of Mid-term and End-term examinations.

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

b) The student will be allowed to repeat 3 courses (maximum 7.5 credits).

^c 4.8.2 Repeat Course Registration for final year students.

As per the regulations, a third year student of the Programme who fails to meet the academic requirements of the final year but meet 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 3 courses (maximum 7.5 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 shall 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

^c 4.9 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 (NU).

R. MBAPT.5 TEACHING SCHEME

Learning Outcomes

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

- a) scan socio-economic-technical-legal environment at national and global levels affecting organizations;
- b) build a managerial perspective on issues and problems in the different functional areas of management;

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

- c) model real life situations using various conceptual frameworks in order to optimise the achievement of objectives amidst constraints;
- d) explore feasible alternatives for effective decision-making;
- e) deal effectively with subordinates, peers, superiors, suppliers, customers and other stakeholders using leadership, team working and entrepreneurial/intrapreneurial skills;
- f) act as socially responsible and ethically sound management professionals; and,
- g) learn how to learn.

^D Programme Structure

Duration:	3 Years
Credit Hours Requirement:	Total 107 Credit Hours
One Credit Hour:	9 sessions (11.25 contact hours) of 75 minutes each
Course Load:	3 & 1.5 Credit Hours
Major Specialization:	At least 18 credit hours of electives

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 (PT).

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. The first and second years consist of Core Courses which are compulsory for all students.

Elective Courses

Elective Courses shall be offered in the third 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.

Dissertation

A Research oriented activity in the area of special interest of the student leading to a dissertation thesis. It is a compulsory offering continuing through sixth to ninth terms.

^D Amended by substitution of course code vide Notification no. NU-26 dated 4.4.2007, AC mtg-28.2.2007, reso.-5(c)

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 (PT). 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 mentioned in the transcript, subject to satisfying the attendance requirements.

Teaching Scheme
First Year Courses [Compulsory Courses]

Term I

Course Code	Course	Credit Hours
EC551	Managerial Economics	3.0
OB551	Organizational Behaviour-I	3.0
QM551	Quantitative Techniques in Management – I	3.0
^D BC551	Written Analysis and Communication	3.0
Total:		12.0

Term II

Course Code	Course	Credit Hours
EC552	Macro Economics	3.0
QM552	Quantitative Techniques in Management-II	3.0
^D IT551	Management Information Systems	3.0
OB552	Organizational Behaviour – II	1.5
^D OM551	Operations Management-I	1.5
Total:		12.0

Term III

Course Code	Course	Credit Hours
MM551	Marketing Management – I	3.0
MA551	Managerial Accounting-I	3.0
^D EC503	Indian Economy in Global Context	3.0
^D OM552	Operations Management-II	3.0
Total:		12.0

Second Year Courses [Compulsory Courses]

Term IV

Course Code	Course	Credit Hours
MM552	Marketing Management – II	3.0
MA552	Managerial Accounting – II	3.0
^D GM501	Research Methodology	3.0
SM551	Strategic Management – I	1.5
Total:		10.5

Term V

Course Code	Course	Credit Hours
SM552	Strategic Management-II	3.0
FM551	Financial Management-I	3.0
^E BC552	Human Resource Management	3.0
^E GM651	Business Laws	3.0
	Total:	12.0

Term VI

Course Code	Course	Credit Hours
FM552	Financial Management-II	3.0
-	^E Elective course	3.0
-	^E Elective course	3.0
GM652	Dissertation (Proposal finalization)	1.5
^E MM553/ EC 554/ IT 552/ HR 552	Marketing Research/ Business Forecasting / Data Mining/ Psychometric Testing	1.5
^E GM 552	Business Ethics	1.5
	Total:	13.5

Specialisation

There shall be six specialisations in the areas of Marketing, Finance, Human Resource Management, Information Technology, Operations Management and International Business. The actual number of specialisations offered in the programme shall depend on registration.

Third Year Courses Compulsory Course

Course Code	Course	Credit Hours
GM652	Dissertation (Execution)	4.5

^E The students are required to take a minimum of 36.5 credit hours of Elective Courses in the various areas of Management in order to complete the credit requirements of the Programme.

Elective Courses

Given below is the list of elective courses. The actual number of courses depends on registration.

^E Amended by substitution of course code vide Notification no. NU-26 dated 4.4.2007, AC mtg-28.2.2007, reso.-5(c)

Specialisation Elective Courses

Course Code	Courses in Marketing	Credit Hours
MM651	^F Integrated Marketing Communication	3.0
MM652	Business-to-Business Marketing	3.0
MM653	Consumer Behaviour	3.0
MM654	International Marketing	3.0
MM655	Product and Brand Management	3.0
MM656	Retail Marketing	3.0
MM657	^F Sales Management	3.0
MM658	Services Marketing	3.0
MM659	Strategic Marketing	3.0
MM660	Managing Corporate Relations	3.0
MM661	Direct Marketing	3.0
MM662	Rural Marketing	3.0
MM663	Internet Marketing	3.0
MM664	Customer Relationship Management	3.0
MM665	Marketing of Innovation	3.0
MM666	Advanced Marketing Research	3.0
^F MM667	New Product Development	1.5
^F MM668	Marketing Channel Management	3.0
^F MM669	Marketing of High-tech Products	1.5
Course Code	Courses in Finance	Credit Hours
FM651	Bank Management	3.0
FM652	Management of Direct and Indirect Taxes	3.0
FM653	Management of Financial Services	3.0
FM654	Insurance	3.0
FM655	International Finance	3.0
FM656	Management Control Systems	3.0
FM657	Project Planning and Control	3.0
FM658	Strategic Cost Management	3.0
FM659	Working Capital Management	3.0
FM660	Investment and Portfolio Management	3.0
FM661	Derivatives and Risk Management	3.0
FM662	Mergers and Acquisitions	3.0
FM663	Econometrics for Finance	3.0
^G FM664	Investment Banking	3.0
^G FM665	Stochastic Calculus in Finance	3.0
^G FM666	Economic Analysis of Asset Prices	1.5
^G FM667	Economics of Bond and Derivatives Markets	1.5
^F FM668	Wealth Management	1.5
^F FM669	Valuation	1.5
^F FM670	Strategic Financial Management	3.0
^F EC654	Economics of Business Strategy	3.0
^F EC656	Applied Welfare Economics & Public Policy	1.5

^F Amended by substitution of course code vide Notification no. NU-26 dated 4.4.2007, AC mtg.-28.2.2007, reso.-5(c)

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

Course Code	Courses in Human Resource Management	Credit
HR651	Compensation Management	3.0
HR652	Industrial Relations & Labour Laws	3.0
HR653	International Human Resource Management	3.0
HR654	Organization Development & Change Management	3.0
HR655	Performance Management	3.0
HR656	Recruitment and Selection	3.0
HR657	Strategic Human Resource Management	3.0
HR658	Training and Development	3.0
HR659	Human Resource Development	3.0

Code	Courses in Information Technology	Credit
IT651	Client Server Application Management	3.0
IT652	Data Warehousing and Data Mining	3.0
IT653	Enterprise Resource Planning	3.0
IT654	Information Technology Strategy for Business	3.0
IT655	Managing Electronic Business	3.0
IT656	Relational Database Management Systems	3.0
IT657	Software Project Management	3.0
IT658	Telecommunication and Networking for Business	3.0
IT659	Multi-Media Management	3.0
IT660	Security and Control of Information Systems	3.0
IT661	Business Process Reengineering	3.0
IT662	Knowledge Management	3.0

Course Code	Courses in International Business	Credit Hours
IB651	Export- Import Management	3.0
IB652	Export- Import Policy, Procedures and Documentation	3.0
IB653	International Business	3.0
IB654	International Business Laws	3.0
IB655	International Market Research	3.0
IB656	International Organisations, Regional Blocks, and WTO	3.0
IB657	International Technology Transfer / Multinational Corporations	3.0
IB658	International Trade	3.0
IB659	Global Management	3.0

Course Code	Courses in Operations Management	Credit Hours
OM651	Logistics Management	3.0
OM652	Operations Management in Services	3.0

OM653	Supply Chain Management	3.0
OM654	Total Quality Management	3.0
OM655	World Class Manufacturing	3.0
OM656	Project Management	3.0
OM657	Technology Management	3.0
OM658	Management of Business Process Outsourcing (BPO) Organisations	3.0
-	^H Statistical Techniques in Quality Control	3.0

Non-Specialization Elective Courses

Course Code	Courses in General Management	Credit Hours
GM653	Management Consulting	3.0
GM654	Business Ethics & Corporate Governance	3.0
GM655	Environment Management	3.0
QM656	Multivariate Data Analysis	3.0
QM657	Business History	3.0
^I GM658	Research Project	3.0

Course Code	Courses in Organisational Behaviour	Credit Hours
OB651	People Management and Leadership	3.0
OB652	Negotiation Skills	^I 1.5
OB653	Personality Development and Business Etiquette	3.0
OB654	Coaching and Counselling	3.0
OB655	Management of Co-operation and Conflict	3.0
OB656	Personal Growth Laboratory	3.0
OB657	Transactional Analysis	3.0

Course Code	Courses in Economics	Credit Hours
EC651	Economic and Business Forecasting	3.0
EC652	Contemporary Issues in Economics	3.0
EC653	Information Economics	3.0

Course Code	Courses in Family Business and Entrepreneurship	Credit Hours
FB651	Social Entrepreneurship	3.0
FB652	Creativity and Innovation for Entrepreneurs	3.0
FB653	Intrapreneurship	3.0
FB654	Managing A Growing Organisation	3.0
FB655	New Venture Creation	3.0
FB656	Case Studies of Entrepreneurs	3.0

^H Amended by addition vide Notification no. NU-712 dated 9.11.2005, AC mtg.-16.9.2005, reso.-6(a)

^I Amended by substitution of course code vide Notification no. NU-26 dated 4.4.2007, AC mtg-28.2.2007, reso.-5(c)

The following elective courses would be considered electives under more than one specialisation area as given below:

Course Code	Course Name	Area of Specialization	Additional Area of Specialization
MM654	International Marketing	Marketing	International Business
FM655	International Finance	Finance	International Business
HR653	International Human Resource Management	HRM	International Business
IT653	Enterprise Resource Planning	Information Technology	Operations Management
IT661	Business Process Re-engineering	Information Technology	Operations Management
IB655	International Market Research	International Business	Marketing

R. MBAPT.6 ATTENDANCE

- 6.1 The Institute shall require regular 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 (PT) must 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 (PT) within 48 hours about his/her absence. Grant of the leave, however, shall remain the prerogative of the Chairperson.
- 6.3 The students shall abstain from a class only for a justifiable serious problem. The responsibility of providing justification for absence is solely on the student. The Institute will not be responsible for the student losing any component of assessment on account of her/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 Chairperson, MBA (PT).
- 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 (PT) can grant the leave for a maximum of 20% of total sessions per course in a Term. Notwithstanding anything contained above on account of bonafide illness or any other reason deemed sufficient by the Director, the Director can condone the absence up to 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 (NU) on merits.
- ^J6.6 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.

^J Amended by addition vide NU-886 dated 10.3.2005, BG-5.2.2005, reso.-4(a)

R. MBAPT.7 ASSESSMENT

7.1^K 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

^K 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)

7.3 ^K Assignment of weightage to different components

Table 1. Different Components and Their Range For Weightage
(For a 3 Credit Course)

Assessment Component	Minimum Weightage	Maximum Weightage
Mid-term examination	30%	40%
End-term examination	30%	40%
Quizzes/Tests; Exercises; Class Assignments	^L 10%	^L 30%
Class participation	5%	10%
Field/ project assignment	10 %	20%
Case/Written assignment submission	^L 10%	^L 30%

Notes:

- a) ^L 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.

^K Amended by substitution vide Notification no. NU-48 dated 9.4.2005, BoG mtg-31.3..2005, reso.-4

^L 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	^M 60%	^M 80%
Quizzes/Tests; Exercises; Class Assignments	^M 10%	20%
Field/ project assignment	10%	20%
Class participation	5%	10%

7.4 The 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 (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 (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
- Director, Institute of Management
- Executive Registrar or his nominee
- Director, Institute of Management
- MBA Chairpersons
- Area Chairpersons
- One member from academia nominated by Director (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 (PT) Chairperson. The Examination Committee will then examine the overall term grades before declaration of the same and will make appropriate recommendations to the Director (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 under it.

7.6 (^N deleted)

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

^N Deleted words 'Academic dishonesty' vide noti. No. NU-56 dated 9.4.2005, BoG mtg.-31.3.2005, res.-10

7.7 Feedback and fairness

- 7.7.1 The instructor must show all answer sheets to students without fail and also inform them their marks.
- 7.7.2 The grievance of a student should be taken sympathetically and the student should be given a fair chance to state her/his viewpoint. If the grievance is genuine, it must be redressed immediately. If an instructor feels s/he needs time to reconsider her/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 would 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, s/he then reports the matter in writing to the Chairperson, MBA (PT), who then shall mediate and speak to the concerned instructor. It is expected that the rest of grievances would 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, she/he can approach the Director and give the grievance in writing. The Director would 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 examination 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 In case a student has not appeared 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 end-term examinations and shall in any case declare them latest within 30 days thereof. In case of a failure, the reasons for non-publication of results will be informed to the Director (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 (PT). ^N 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

^N Amended by substitution vide Notification no. NU-1864H dated 8.11.2007, BoG mtg.-30.10.07, reso.-5(a)

term grades before declaration of the same and will make appropriate recommendations to the Director (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.
- °7.9.5 The Director (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.
 - 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 (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 ^P 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:

^O Amended by addition vide NU-886 dated 10.3.2005, BG-5.2.2005, reso.-4(a)

^P Amended by addition vide NU-48 dated 9.4.2005, BG-31.3.2005, reso.-4

1. ^Q 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. ^Q A student should be awarded letter grade 'F' for marks below 25% of total marks.

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.
 3. 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.

In case of dissertation, the assessment shall be done by the faculty guide as well as one more faculty member. The students shall be assessed based on the Dissertation Proposal (weightage 25%), Final Dissertation Thesis (weightage 50%) and Presentation (weightage 25%).

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.**

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 awarded for audit course.

7.12 Steps in grading

- 7.12.1 Conversion of marks into grades using relative grading approach as detailed in para 7.11.
- 7.12.2 Component-wise grades shall be converted into Quality Points using the values provided in Table 3.

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

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

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

- 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/third year, the Grade Point Average (GPA) of a first/second year student shall be atleast 2.165. In addition, a student should fulfil the following conditions in respect of

the first and second years for promotion to second and third years respectively:

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

7.13.2 To qualify for the award of Degree, the grade point average (GPA) for the third year shall be at least 2.165. In addition, a student shall fulfil the following conditions in respect of the final year courses:

- She/he should not obtain "F" in more than one course.
- She/he should not obtain "D" in more than two 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 course will be treated a full "D" or full "F" irrespective of the course 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.

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.

^R 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 the academic standards at the end of first/second year, she/he can be given conditional promotion to the second/third year provided she/he meets one of the following conditions:

1. The minimum grade point required for promotion (2.165) with maximum "1F and 2 Ds" or "4 Ds".
2. Within maximum permissible 'D's and 'F's for promotion ("1F & 1D" or "2Ds") with GPA of at least 2.000.

^R Amendment by addition vide noti. No. NU-136 dated 20.4.2007, BG mtg.-31.3.2007, reso.-6(b)

- 7.14.3 Such promotion is allowed to a student on the condition that She/he has to re-register himself for required number of courses in which she/he has got grades 'C' or below in the preceding year, in order to meet minimum academic requirements for promotion by the end of the succeeding year by taking the mid-term (50% weightage) and end-term examinations (50% weightage), without the requirement of attending classes.
- ^s 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.
- ^s7.14.5 A second year student who has been granted conditional promotion from the first year to the second year will not be promoted to the third year of the Programme in case he/she does not meet the academic requirements of the first year as well as the second year. In such case, he/she will be asked to repeat required number of courses as 'Ex-student' and meet the academic requirements of the first year and the second year within the subsequent academic year.