

Student Manual of Policies

Post Graduate Degree Courses

(Effective from July, 2021)



XIM University

Bhubaneswar

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Scope and Applicability

This Manual of Policies comes into effect from July 2021 and is applicable to all students who have registered and are pursuing postgraduate programs under XIM University. These policies are without prejudice to any actions or decisions already taken in the previous Academic Year and without prejudice to any special rules framed or to be framed about hostel, placement, library, computer center, disciplinary actions or any other matter as deemed fit by the appropriate authority of the University.

Every student must secure a copy of the ‘Manual of Policies for Students’ and carefully go through the prescribed rules and policies. Onus of ignorance will be on the student and will not be a ground for any consideration under any circumstances.

Disclaimer: The statements made in this Student Manual of Policies and all other information, contained herein are believed to be correct at the time of publication. However, the University solely reserves the right to make changes in and additions to the policies and regulations, conditions governing the conduct of students, requirements for degree, fees and any other information or statements contained in this Manual from time to time as deemed fit. No responsibility will be accepted by the University for hardship or expense encountered by its students or any other person for such changes, additions, omissions or errors, no matter how they are caused.

Registrar
XIM University

SECTION-1: GENERAL INFORMATION

1.1 XIM UNIVERSITY

A Digital University, A Research University, A Jesuit University, An Innovative University, A Jesuit University with a Vision.

XIM University was earlier Xavier University. Xavier University was established on 6th July 2013 vide The Xavier University, Odisha Act, 2013. With the passage of time and based on the experience acquired over the past seven years, the management and Board of Governors of Xavier University, Bhubaneswar, were convinced that the name 'Xavier University,' should be replaced with 'XIM' University, to keep the 'XIM' brand name, which had been known in the country and around the world for 34 years since its inception in 1987. Students who receive a certificate bearing the 'XIM' brand name will find better career prospects in the country and abroad. The business, corporations, transformation leaders, and the growth sectors all recognize this brand. XIM has brought laurels, prestige, and honour to the state of Odisha and has served the state and the nation through its extensive network and relationships. Therefore, the state government of Odisha agreed to the proposal to establish the XIM University.

On 3rd April 2021, the Xavier University, Odisha Act, 2013 was amended vide The Xavier University Odisha (Amendment) Act 2021, renaming Xavier University as XIM University. The same was officially notified in The Odisha State Gazette on 11th May 2021.

As per the provisions of the new University, it has its main campus at Nijigada Kurki, Harirajpur, in Puri District, and an additional campus at Xavier Square, Bhubaneswar, where the Xavier Institute of Management functions.

The XIM University inherits the legacy of more than three-decade old XIM (Xavier Institute of Management), one of the country's premier, world-class B-School. Our faculty, staff, and students represent diverse faiths and identities, but we all aspire to be men and women for and with others. Our students are taught the value of experience, curiosity, global experiences, and 'cura personalis', which translates to 'care for the whole person'. There is a strong intention to be the first to respond to society's needs and encourage sustainable societies that motivate the state and country's futures, acting as a change agent. Education for moral character, adaptability, world affirmation and faith that serves justice are all hallmarks of this philosophy.

1.2 VISION, MISSION AND VALUES

VISION

"To be a leading global Jesuit university, innovative in academia, grooming compassionate and resilient leaders to lead organizations for a just, equitable and sustainable society".

MISSION

In the spirit of Magis, XIM University strives to:

- Promote innovation in learning and the total ecosystem

- Nurture multidisciplinary thinking and lead next practice research
- Serve society by empowering all sections of society
- Lead digital thinking in social and developmental issues
- Establish trust in the higher education arena

VALUES

- Integrity
- Excellence
- Inclusiveness
- Compassion
- Sustainability

1.3 ACADEMIC PROGRAMS

The University offers the following two-year PG Programs

- Master of Business Administration(MBA)-Business Management
- Executive MBA-Business Management
- MBA-Human Resource Management
- MBA-Rural Management
- MBA-Urban Management And Governance
- MBA-Sustainability Management
- Master of Urban And Regional Planning(MURP)
- Master of Business Finance(MBF)
- Master of Arts (MA) - Mass Communication
- Master of Arts(MA) - Public Policy and Governance
- Master of Science(MSc)- Economics
- Master Of Technology(M.Tech) - Data Science And Analytics

1.4 PROGRAM OVERVIEW

All the PG Programs of XIM University are full-time residential programs. Regular classes happen inside the campus. However, if a force majeure event such as typhoon, cyclone, epidemic, pandemic or any other act of God which cannot be foreseen, the classes and examinations may happen in on-line mode.

The PG Programs are organized into two years-First year and Second year. In the 1st year, there are compulsory core courses that are offered. At the end of the 1st year, all students will have to undergo Summer Internship Program for 8-10 weeks with an industrial, business or service organization by taking up a project study. No students will be entitled to receive the degree without completing the Summer Internship Program satisfactorily. During Second year, in addition to compulsory core courses and Summer Internship Program, a student shall have to choose a set of elective courses for their study.

A course in the PG Programs may be of one, two, three or of four credits. One credit is equivalent to 10 teaching/contact hours. In most cases any course will have two scheduled sessions/classes per week. Exceptions are made to accommodate visiting faculty or other exigencies.

1.5 TRIMESTER / SEMESTER SYSTEM

MBA Programs of the XIM University follow the trimester system and Master's programs follow the semester system. The trimester system comprises of six trimesters in two years i.e., three trimesters in each year. The semester system has four semesters in two years i.e., two in each year.

1.6 REGISTRATION

- 1.6.1 Students are required to register in person on the day notified for registration in the admission call letter, and thereafter on the first day of each subsequent Term as indicated in the Academic Calendar or as notified by the Dean's Office of the School.
- 1.6.2 The Dean's Office shall notify all new students to submit their original certificates for verification. If the original certificates are not available on the date for submission of original certificates, provisional certificates will have to be shown. **No color photocopies shall be accepted under any circumstances.**
- 1.6.3 Those students who are unable to submit their final year graduation mark sheets and their qualifying degree from their respective universities by the day of the verification, are required to submit them positively by the Registration Day of Term II. *Failing this, a student's registration may be cancelled.* Exceptions will be granted only under extenuating circumstances, with specific approval from the Dean.
- 1.6.4 In exceptional circumstances, the last date for submission of certificates in support of the qualifying degree can be extended by the Dean for an appropriate period, in consultation with the Academic Committee of the School/the Controller of Examinations / Registrar.
- 1.6.5 Under all circumstances, the qualifying graduation examination of minimum 3-year duration should have been completed without any pending backlogs *before the date of admission registration at the University.*
- 1.6.6 After joining the Program, those who fail to register for each Term on the specified date notified in the Academic Calendar, or by subsequent notice to the students, will be deemed to have left the University *unless prior written permission* for delayed registration is obtained from the Dean with proper prior application and documentary support.
- 1.6.7 If the Dean permits, to register after the date notified for the purpose, the student will have to pay a late registration fee of **INR 500/-** (Rupees five hundred) per day after the due date, subject to a

maximum allowance of 10 days for late registration. *The late registration fee is payable irrespective of the reason or circumstances for the delay in seeking registration.*

- 1.6.8 A student is not permitted to pursue any other course under any other University or Institute, while s/he is registered as a student in the MBA/PG Program of XIM University.

1.7 WITHDRAWAL FROM ADMISSION

After the payment of the first-year fees (in part or full), if a student wants to withdraw his/her acceptance of the admission offer, **with the letter of withdrawal reaching the admissions office, on or before the date as stipulated by the Admissions Office**, s/he will be entitled to a refund of the fees paid ***less a processing fee of INR 3000/-***. If s/he decides to leave the program, any day **after completing the registration**, appropriate deductions will be made before refund. The students withdrawing after registration will have to contact the respective Dean-Academics for approval, clearance, register and exit interview.

1.8 FEES AND REFUND

The fees of the XIM University are usually announced in the Admission Bulletin or Admissions Call letters. However, the fee structure is liable for changes as and when necessary, through appropriate notification. Fees for each academic year must be paid by the due date specified in the Academic Calendar. A late payment fee of INR 500/- per day is charged in case of a payment made after the due date subject to a total of maximum INR 5,000/-. All fees are to be paid by bank draft or online transfer (RTGS/NEFT) only in favor of “XIM University” [South Indian Bank, XIM University Branch] unless otherwise notified. Cheques are not accepted for the payment.

A student doing extra credit-elective(s), beyond 113 credits, will be required to pay a fee of INR 5000/- per three credits course. A late payment fine will be chargeable in case of payment made after the due date. The applicable fee shall be deposited in the account “XIM University” [South Indian Bank, XIM University Branch] through bank challans only unless otherwise notified.

Caution deposit will be released only after clearance of all dues, viz. tuition fees, extra credit course fees if any, hostel fees, mess/ canteen dues, library dues, any other dues and fines, if any, and receipt of completed No Dues Certificate (NDC) as per the procedure prescribed above.

Irrespective of the reasons for withdrawal of the student from the University’s rolls before completion of the program, voluntary or otherwise, no other fees deposited with the University except the caution deposit are refundable. The fees/charges stipulated in this para- may be revised by the University without notice and consultation with anyone.

1.9 LATE FEE PAYMENT

A student will not be allowed to register for the term / semester if s/he has not paid the fees for the academic year and/or the up-to-date mess dues.

No certificate of any kind or Degree will be issued to a student who has not cleared her/his dues. A NDC form can be obtained from the Accounts Office and the clearance is to be obtained in written endorsement thereupon, from Library, Mess/ Canteen, Hostel Warden, Reception, Students’ Cooperative and Accounts. The duly completed NDC is to be submitted to the COE / Dean’s Office of respective program, before the

student leaves the Campus after the completion of the sixth term / fourth semester examinations. Clearance certificate form of the student for fees/dues can be obtained from Accounts Office.

1.10 LOANS

Study loans are available from banks and other agencies. Information can be obtained from XIM University Admissions or Accounts Office.

1.11 RAILWAY CONCESSION

Student's railway concession certificates are issued by the Dean's Office to full time students (who in age are not older than 24 years and are not wage-earners or housewives) only for going home or for summer placement training during vacations. Concession orders will be issued only during the vacation of the University. The outward journey on the student's concession order is not to be undertaken before the vacation commences.

The term 'home' denotes – "The place where the parent (or if no parent is alive, the student's guardian) normally resides. When the parent is alive, the question of using the concession for visiting the 'guardian' does not arise."

1.12 AIR TRAVEL CONCESSION

Concession forms may be obtained from the Indian Airlines Office and submitted to the Dean's Office for certification, after affixing a passport size photograph of the applicant. Eligibility rules for air concessions are the same as for Railway Concessions mentioned above.

1.13 STUDENT COMMITTEES

The Students Executive Council (SEC) in the University act an apex students' body. It oversees the functioning of the various committees of students and acts as a bridge between the student and the administrative authorities of the University. The SEC is headed by the General Secretary and consists of the Treasurer, Cultural Secretary, Coordinators of the core, functional and interest committees, resident secretaries, the class representatives, and the cultural representatives. The SEC is the forum for discussion with the Vice Chancellor, Dean (Academics) of respective PG Programs, Dean (Administration) on issues affecting the student body in general. The primary function of the SEC is to facilitate the smooth functioning of all the student activities of the University.

There are three Committees i.e., CORE, FUNCTIONAL and INTEREST Committee which help the SEC to organize and smooth conducting of various activities of students of the University.

All the members of the Student Executive Council and members of other committees are elected by students in a democratic pattern.

1.14 CAREER ADVISORY SERVICES (CAS)

Functioning and Governance of CAS

The XIM University CAS is designed to provide suitable cooperation and coordination to PG students to match their learned professional skills with recruiting organization's requirements. To achieve this, the CAS is primarily run by the student's peer – students committee – with support of university administration and faculty members.

SUMMER INTERNSHIP PROGRAM (SIP)

- (a) The Summer Internship Program is a mandatory and an integral part of most of the postgraduate programs offered by this University. The Career Advisory Services (CAS) Office, the Dean (Academics) of respective PG Programs and Associate Dean of CAS will assist the students in finding a suitable summer internship. The Summer internships authorized by the CAS only will be recognized for Summer Internship.
- (b) Students who do not complete their summer internship will not be promoted to the second year.
- (c) The duration of the summer internship is at least eight weeks and up to ten weeks.

FINAL CAREER ADVISORY SERVICE

- (a) The CAS Office assists the students in planning their career and facilitates their entry into jobs which match their interest. It serves as a channel of communication between students and organizations to recruit students on the campus.
- (b) Although the University shall make every attempt to facilitate the process of getting each student jobs which match their interest, it cannot be taken as a matter of right.
- (c) As a matter of policy, the academic work of the students will take precedence over other activities.
- (d) Students appearing for CAS activities must ensure that they inform the Dean's Office of respective PG Programs through CAS Office well in advance of CAS activities or processes about their official absence from course sessions, failing which appropriate disciplinary action may be taken against the defaulting student by the Dean of respective PG Programs.

XIM University reserves the right to set academic and other minimum criteria for students to avail of the CAS of the University.

1.15 EXTRA-CURRICULAR ACTIVITIES

As a policy, the University encourages students to develop citizenship qualities in addition to academic accomplishments. Enough scope exists in the Campus for extra-curricular pursuits such as sports, social service, book club, music, seminars, debates, quizzes and contests, etc. through area specific voluntary associations such as SEMINAR CLUB, MAXIM, X-FIN, X-OPS, X-SYS, X-KNOZ, XPRESSIONS, XAMBOREE SPIC-MACAY, etc. A brief on these associations is given in the Admission Bulletin.

1.16 RESERVATION OF RIGHTS

XIM University reserves the right to change the requirements for admissions or graduation, content of courses, fees charged, scholarships, awards and regulations affecting students, or make any other suitable amendments/modification, should they be deemed necessary in the interest of the students, the University or the profession.

SECTION-2: CURRICULAR POLICIES

The Academic Year consists of three terms/two semesters for all PG programs, the details of which are reflected in the XIM University PG Academic Calendar. In the PG courses, each term of MBA program is approximately of three months duration and each semester of other PG courses is approximately of six months duration. The MBA program is spread over six terms and other PG courses are spread over four semesters. The academic year commences with an Orientation Program for the newly admitted students. Attendance in all sessions during the orientation program is compulsory for all the First-year students, failing which disciplinary action may be imposed by the respective Deans of the Schools. Regular classes begin immediately after the orientation program. The Academic Calendar specifies the Terms/Semesters, teaching schedule, examinations, events, etc. Students of the MBA/PG Program must complete all the requirements of the curriculum, including courses duly completed, co-curricular activities, Immersion Courses, Summer Internship Programs, and other stipulated components to receive the degree.

2.1 CURRICULUM REQUIREMENT

All the PG Program of the XIM University is a two-year full time residential program and the regular classes happen inside the campus. However, if a force majeure event such as typhoon, cyclone, epidemic, pandemic, or any other act of God, which cannot be foreseen, the classes, examinations and academic events may happen in on-line mode.

A course of PG program can be of 1, 1.5, 2, 3, 4 or 5 credits. One credit is equivalent to 10 teaching/contact hours plus another 20 hours of academic work to be utilized by the student outside the classroom in reading, research, assignments and/or activities related to the course, as specified by the faculty. In most cases, any course will have two (2) scheduled sessions per week. Exceptions are made to accommodate visiting faculty or other exigencies. A course will be deemed to be “incomplete” if either the student has less than 75% attendance of the total course or has failed to submit/ take any of the evaluation components of that course, including the opportunity for a make-up exam for that component or a supplementary exam of that course. Completion of two other non-credited components, i.e., the Summer Internship Program and two Immersion Courses is a mandatory requirement for graduation and obtaining the degree.

Credit Requirement

<i>Sl. No.</i>	<i>Program</i>	<i>Minimum Credit Requirement</i>
1	MBA (Business Management)	110.5
2	Executive MBA (Business Management)	86
3	MBA (Human Resource Management)	109
4	MBA (Rural Management)	112
5	MBA (Urban Management and Governance)	113

6	MBA (Sustainability Management)	106
7	Masters (Urban and Regional Planning)	111
8	Masters (Business Finance)	106
9	Masters (Mass Communication)	101
10	Masters (Public Policy and Governance)	105
11	Master in Science (Economics)	96
12	MTech (Data Science and Analytics)	89

2.2 COURSE WORKLOAD

The PG Program is designed to prepare the students for the rigors of professional life, occupying about 60-70 working hours per week. Credit distributions across terms/semesters are accordingly decided, taking into account the co-curricular and extra-curricular activities planned for the term/semester. Normally, the workload of a student should not exceed eight courses of three credits in any term or as decided by the Academic Committee before the commencement of the academic year. On an average, a student is expected to devote two hours of self-study for every contact class in the University.

A student may be permitted by the respective Deans of the School to register for electives beyond the minimum required, Grade(s) secured in an extra credit course will be included in computing QPI and CQPI and once opted for the course, it cannot be dropped later. Students taking extra course(s) beyond the minimum credits are required to pay INR 5000/- per 3 credit courses.

2.3 SCHEDULING OF CLASSES

It may so happen that the number of electives offered/opted in a particular term / semester may be much more than the number of sessions that can be scheduled per week. This may require the University to take into account the convenience of faculty and the interests of students while scheduling the sessions. A few electives may clash with one another because of a concurrent schedule, i.e., in the same slot. Such an eventuality is likely to cause problems, particularly, where a student opts for both/all the electives so scheduled in the same slot. Should a situation of this kind arise, students affected by such slotting will be directed to opt for anyone/other elective(s), for a particular class slot.

2.4 CHOICE OF ELECTIVES

The students completing 2 years PG program at XIM University will be required to complete minimum required electives in second year terms/semesters respectively. The students are required to give their choice of list of electives for second year terms/semesters towards the end of the first year before leaving the University in April for the Summer Internship Program. Choice of electives may be exercised in view of their academic interests subject to concurrence of the faculty concerned.

The criteria for admission of students to the different elective courses are determined by the instructors concerned in consultation with the Dean of the School/s and the area coordinator/s.

Electives will be offered in groups for each of the second-year students in their respective term/semester. Students must complete the course registration by going through the course outlines and other related information available in the University's academic bulletin / web. If necessary, students are advised to discuss the details about the electives with respective faculty, to help finalize their choice. No change would be permitted after the registration for electives are completed.

For an elective course to be offered, there should be a minimum registration failing which, the elective will be dropped. In the event of an elective being dropped, the students will be given the option in advance to register for another elective.

2.5 WAIVER OF CORE COURSES

2.5.1 A student may be granted a waiver in respect of a Core course, provided the faculty teaching the course and the Dean are satisfied that s/he has adequate knowledge of the course. In such an event, a student stands exempted from attending the classes in that course. However, in some of the Programs, there is no provision for waiver of core courses.

2.5.2 To be granted a Core course waiver, a student must:

- (a) Request the Dean in writing at the beginning of the Term / Semester in which the course is offered, with an endorsement by the course Faculty.
- (b) Take a written qualifying test set by the faculty teaching the course, designed to ascertain the knowledge of the topics covered in that course, and/or submit written assignment(s) as prescribed by the course faculty.
- (c) The grade for the course will be determined on the basis of the performance of the student in the qualifying test and/or written assignments.

2.6 INDEPENDENT RESEARCH PROJECT (IRP)

The Independent Research Project (IRP), as applicable to certain programmes (Business Management, - Human Resource Management, Rural Management and Communications) is intended to enable the student to study through research, real situations, aspects and issues in an organizational context, and thus to deepen their understanding on that specific topic/ issue beyond the course work. It is expected that the research will further the understanding of that topic and perhaps lead to a publishable paper. IRP is meant to augment the existing elective courses and provide the student an opportunity to learn beyond course work. The student is given the opportunity to apply management knowledge over a longer time span in a rigorous manner. It is expected that the findings of the report are useful for organizations and perhaps lead to a publishable paper. The IRP will be offered in the second year and required to complete before the last term/semester. In exceptional cases, the IRP can span over two terms. No IRP will be offered in the last term/semester. To be eligible for an IRP, the student has to have a minimum CQPI of 6.5 at the end of the first year. A student can opt for only one IRP in the academic year. The student will have to choose a main guide and no IRP will be allowed without guidance from faculty members. Those interested in doing IRP can write a research proposal on the topic of interest and discuss the same with the potential guide(s). The finalized IRP proposal along with signatures of the guide on the title page may be submitted to the Dean's Office before the deadline given for the term. An IRP will be deemed complete after submission of the evaluated report duly signed by the Guide and the student at Dean's Office. The grade for an IRP

will be awarded based on the performance of the student on various evaluation criteria. In similar lines school specific research-oriented course module have been developed like, Capstone project, dissertation etc. Further details of these modules are to be shared to the students via respective Dean office with the students. [Please see Section 2.8 for other Program specific academic modules].

2.7 SUMMER INTERNSHIP PROGRAM (SIP)

At the end of the first year, during the summer, a student is required to undergo ‘Summer Internship Program’ (SIP) in an organisation for 8 to 10 weeks. The objective of the SIP is to help the student to relate the classroom learning to the actual functioning of organizations in the real world and learn the practicality of reality. During this time, the student must work on a specific project given to her/him by the host organisation. The objective of the SIP is to expose the student to the practical aspects of classroom learning and enable him/her to study specific challenges in the organisation. This unique exposure to the real world (like with government agencies, business organisation, development organisation, consultancies, donor agencies etc.) allows students an opportunity to relate the classroom learning. SIP investigates some significant aspects of a real-world problem. It gives students an opportunity to observe an organization in operation and to sharpen their knowledge and skills by putting them to use. Besides providing an opportunity to enhance their understanding of potential challenges, summer projects also give students practical experience that will help them to plan their careers. SIP for students is arranged through CAS. The student would have an executive guide/mentor in the host organisation taking him/her for the SIP.

On completion of the SIP, a student is required to submit the report to the executive guide/mentor for evaluation and to the Dean's Office of the respective PG Programs. For the Dean's Office however, the report should be submitted in both hard and soft copies. The contents of the report should include project title, project objectives, defining the problem, methodology used, data analysis, findings, conclusions and recommendations. In case the internship program work is considered confidential by the organisation, all steps should be taken to maintain confidentiality. In such cases, the student will be exempted from submitting the complete report. However, an appropriate letter from the concerned organisation must be submitted to the Dean's Office, along with a summary report of the internship program. This must be submitted within 15 days after the commencement of the 4th term / 3rd semester. The summary report should also contain the project title, project objectives, methodology followed, the key findings and recommendations, and report should be of a minimum of 10-12 typed pages (in 1.5 line spacing), excluding the cover page. The cover page must have the information about the organisation, topic of the SIP, purpose of the SIP, name of the student with roll number, the name of the School and University where the student is presently studying. The final report which are not under NDA should be of a minimum of 50-60 typed pages, in 1.5 line spacing, excluding the cover page. The cover page should have the same information as mentioned above.

No students will be entitled to receive the Degree without completing the SIP satisfactorily. A student, who does not complete the SIP satisfactorily, and who does not comply with the requirements, will have to do another SIP, before becoming eligible to receive the Degree. Students, who receive adverse comments from their host organization and do any act which brings disrepute to the University, will be liable for disciplinary action, which may result in expulsion from the University.

2.8 PROGRAMME SPECIFIC ACADEMIC MODULE

Conferring to the requirement of specificity and unique requirements of each courses the XIM University provides scope of best of learning for the students through programme specific academic module. Brief

about these details is shared below and will be updated from time to time. Details of same will be shared to the students by the respective school's Dean Office.

- a. All students of MBA-HRM participate in a 4-day Outbound Learning program that is organized by the Tata Steel Adventure Foundation, Jamshedpur. This is held towards the end of the first year of the program. In this exciting program students go through a series of outbound experiences that engage them both mentally and physically. It enables students to hone their leadership and team working skills while they work in an unfamiliar environment.
- b. For the MBA-Rural Management programme students must go through the Rural Living and Learning Experience (RLLE) that is scheduled in the second half of Term II, for a total of 45 days / nights. Students are required to spend the days / nights specified for RLLE in the Academic Calendar in the village where they are placed, as per the details provided in the RLLE Guidelines.
- c. MA Mass Communication program offered by the School of Communication comprises theory, studio and software-related courses along with the Summer Internship Program at the end of the first year. In the second year, Dissertation, Final Internship, Capstone Project along with domain-specific specialization courses should be completed to be eligible for the award of the degree of MA in Mass Communication.
- d. For the MBA-Sustainability Management programme students must go through the Sustainability Discovery Programme (SDP) that is scheduled in the second half of Term II, for a total of 30 days / nights. Students are required to spend the days / nights specified for SDP in the Academic Calendar in the field organization where they are placed, as per the SDP Manual.

For all above modules the rule of allocation, evaluation, attendance and deliverables will be shared by the respective school Dean office. Based on the dynamic requirement of courses the faculty members and Dean office of school can update these modules for students best learning outcome.

2.9 CO-CURRICULAR COMPONENT

As a policy, the University encourages students to develop citizenship qualities in addition to academic accomplishments. Enough scope exists in the Campus for co-curricular pursuits such as sports, social service, book club, music, seminars, debates, quizzes, contests, etc. through area specific voluntary associations. Practitioners from all walks of life are invited to address and interact with the students during the Leadership talks. These interactions are organized to give students a glimpse of actual organizational practice from across different segments of society. It is mandatory for all students to attend the Leadership talks.

Immersion courses are compact modules offered to students to provide exposure to specialized and emerging topics not covered in the regular course curriculum. Each Immersion Course is spread over a maximum of six sessions of 90 minutes each, and are typically taught by Guest or Visiting Faculty with special competence in that topic. These courses are offered during the 2nd year of PG program. Each student must take at least two Immersion Courses and attend all sessions of it to qualify for award of the degree and also fulfill the course requirement. The topics on which courses will be offered and the name of the Guest/ Visiting Faculty are finalized by the respective Deans of the school in consultation with Area Coordinators and student representatives. Attendance is mandatory in Immersion courses.

Business Conclave is an initiative to enhance engagement with the industry to build perspective about current topics in the management arena. It includes panel discussions on topics identified by the various interest committees spanning different functional domains. It is mandatory for all the students to attend this event.

2.10 STUDENT EXCHANGE PROGRAM

The University has tie-ups with several international business schools in Europe, Africa and America. The details are provided on the University website. The students can also interact with the Students International Relations Centre (IRC) members or seek information. The University reserves the right to allow or disallow a student to undertake an exchange program without providing any explanation of the same. The student cannot claim an exchange program as a matter of right. Student exchange programs are allowed under the following conditions:

It is for only one academic term. The student must have a valid Indian Passport at the time of application to the foreign University. The student does not miss any core courses for the academic terms at XIM University. Students are willing to bear all expenses towards the exchange program. Students must meet the credit requirements as per XIM University norms, (1 credit is equivalent to 10 hours of teaching) and not as per the norms of the partner international business school. Students must submit a list of courses undertaken along with the credits awarded for each with the Dean's Office and the IRC Office after completion of the exchange program. The Grades awarded to the student in the partner institute would be recalculated as per XIM University grading pattern and awarded the recalculated grade.

The procedure for undertaking an international exchange program is as follows:

The student must apply in hard copy to the International Relations Center (IRC) of the University stating interest and name of the business school where he/she intends to undertake the exchange program. This application must be submitted by 28th February of the year in which the student desires to undertake the exchange program. The student needs to attach copies of all his/her mark sheets and pass certificates with the application. The IRC would then forward the applications to the coordinator for screening and according permission. The list of students permitted by the coordinator would be forwarded to the Deans of the school for information and formal acceptance. The permitted students would be intimated by 31st March. The students would then proceed for availing scholarships and/or student loans or for securing financial resources in undertaking the exchange program.

Documentation required in facilitating the student would be supported by the University. The IRC would undertake the process of availing formal acceptance/invitation letters for the students from the respective foreign partner Universities. The partner Universities may or may not accept/invite a student without giving any specific explanation. The student must abide by the same. The student cannot withdraw from the exchange program once his/her acceptance/invitation letter is received from the foreign partner University.

2.11 SOCIAL ENGAGEMENT

As part of rich legacy to serve the society, the XIM University has unique social engagement initiative for the PG students. This outreach undertaking mandate student engagement with community and villagers outside the University campus. Student body are given all support to plan, design and engage with community in activities like civic support events, cultural exchange, learning life lessons from community leaders etc. The University mandate that all student in their two years resident at campus must engage for minimum fifty hours (50) hours with community as a part of 'social engagement'. This is a mandatory requirement for acquiring the post graduate degree. Students will be awarded 2 credits for the social engagement program.

SECTION-3: STUDENT'S ATTENDANCE

3.1 ATTENDANCE REQUIREMENT

The University attaches great importance to punctual and regular attendance of all class sessions. A student in her/his own interest must attend all classes without fail.

The guidelines mentioned below will be followed in all courses.

However, in very unusual circumstances and due to the nature of a particular course, the faculty may follow a suitable attendance policy, which may deviate from the following guidelines. But in all such cases, the policy shall be announced to the students at the beginning of the course, be fully explained in the course outline, and communicated to the Dean's Office by the faculty concerned. The detailed policy shall be communicated to the Dean by the faculty concerned and communicated to the Academic Committee of the School.

- 3.1.1 Class participation, comprising both attendance and involvement in class discussions, is an important aspect of the pedagogy of the Program. The attendance policy is accordingly designed, and it is in the interest of the students to attend all classes and come prepared as directed by the faculty. Once a session starts a student shall not leave the classroom without the permission of the faculty concerned.
- 3.1.2 The attendance is marked in each class on the attendance register or online through the AIS by the course faculty, and the record is forwarded in the specified format to the Dean's Office one week before the End-term examinations, and on completion of the Course.
- 3.1.3 Absence from any sessions *without prior permission, for leave from the Dean* is a serious breach of discipline, and appropriate disciplinary action may be taken against the defaulting student by the Dean.
- 3.1.4 Exemption from attending classes is not permissible for reasons other than personal physical disability, grave personal tragedy and/or University assigned official work. A committee of the concerned faculty and/or Dean may, however, advise suitable relaxation in penalty for exceptionally deserving cases.
- 3.1.5 A student is also required to attend all Leadership Talks, Guest Speakers, Symposium, Kshitij, Conferences, and all other activities of the school as a part of the MBA program of this university. At the end of 1st Year, a student must have at least 80% attendance in all such out-of-classroom activities as assigned and notified by the Dean's Office. **Attendance on this ground falling short of 75% will attract a penalty as deemed appropriate by the Dean, for gross and willful violation of this attendance rule.**

3.2 ELIGIBILITY FOR END-TERM/SEMESTER EXAMINATIONS

- 3.2.1 A student will be allowed to appear for the end-term examination where s/he has minimum 75% attendance in the course. Absence in more than 25% of classes in a course *without proper prior application and approval of the leave from the Dean* will lead to an "F" grade in that course. The concerned course faculty should also be intimated about such leaves during the process of application.

For assessing the eligibility of a student in case of decimal number, the attendance will be converted to the nearest integer.

- 3.2.2 **Absence in more than 25 % of classes in any 3 courses during a term would require the student to discontinue and rejoin on the commencement of the same term in the next academic year.**

3.3 LEAVE OF ABSENCE

- 3.3.1 Under special circumstances as mentioned in 3.1.4 above, a student may be granted leave of absence. Such leave of absence will be granted as deemed fit by the Dean, on proper and prior application by the student, before going on leave, along with appropriate initial/ preliminary documentary evidence, for good and sufficient reasons. If the student is not medically fit to write an application, s/he may take the help of parents or guardians to send the application with medical prescription, GST medicine bills and copies of medical tests, if any, by email to the Dean and the Dean's Office without fail.

- 3.3.2 The application should be addressed to the Dean by email with attachments and submitted in the Office of the Dean, along with relevant documents before availing the leave. For absence on health grounds, the student must attach:

- (a) Doctor's prescription with registration number.
- (b) GST computerized medicine bill and GST computerized test bills
- (c) Copies of the medical tests reports, if any done
- (d) And a Fitness Certificate from the doctor for resuming classes.

All subsequent documents post-leave application date must be submitted **within one week** of resuming classes, failing which the leave will stand cancelled from the date of application. Applications on non-medical ground should also be submitted and permission taken from the Dean prior to going on leave without fail.

- 3.3.3 Faculty members are not responsible for any student losing any segment of evaluation because of leave availed by him/her, even if it is with prior permission. Make-up of class tests, quizzes or assignments is left entirely to the discretion of the faculty concerned and its due fulfilment is solely the student's responsibility.

SECTION-4: EVALUATION SYSTEM

4.1 EVALUATION SYSTEM

The faculty teaching a course will specify the evaluation components and weightages that will apply to their course through the course outline, following the pattern detailed here after.

- 4.1.1 There will be a common syllabus for a particular course across all sections of the class. However, teaching pedagogy, teaching materials and delivery could differ depending on the faculty teaching the course.

4.1.2 Evaluation Components:

The number of evaluation components in courses carrying different credits will be as follows –

<i>Course Credit</i>	<i>Minimum no. of components</i>
1	2
1.5	2
2	3
3	3

- 4.1.3 **Weightage for different Components for MBA Programs:** The recommended weightage for different components of evaluation in courses requiring a minimum of three components (i.e., courses with 2 or more credits) will be as follows. However, if required in specific courses, a different weightage may be assigned as per the approved course outline.

<i>Component</i>	<i>Range of weightage %</i>
Class Participation	5-15
Quiz and/or Assignment	15-30
Individual Project	15-25
Group Project	10-20
Midterm Examination	20-30
End term Examination	30-40

4.1.4 Weightage for different Components for other PG Programs

For Lecture based courses:

<i>Components</i>	<i>Suggested weightage %</i>
Assignment/Homework	15 – 20
Class participation/Quiz	10 – 15
Individual Project	15 – 25
Group Project	10 – 20
Mid-Semester Examination	20 – 30
End-Semester Examination	30 – 40

For courses with Labs:

<i>Components</i>	<i>Suggested weightage %</i>
Class participation/Quiz	5 - 10
Lab/Programming assignments	20 - 40
Individual Project	15 - 25
Group Project	10 - 20
Mid-Semester Examination	20 - 30
End-Semester Examination	30 – 40

- 4.1.5 The faculty concerned shall provide the details of the evaluation pattern for his/her course. For courses with less than 2 credits, no component should carry more than 60% weightage.
- 4.1.6 The end-term examination is **mandatory** for all courses except for Program components which are primarily fieldwork-based or in the Seminar format. Please refer to the Syllabus for details in this respect.
- 4.1.7 The decision of the Dean regarding grades or any segment of evaluation will be final. A student who needs clarification of her/his grades may discuss with the Dean's Office within a week of publishing the grades.
- 4.1.8 Faculty will give feedback to students periodically on their performance through written comments on answer sheets or through individual meetings at the school premises.
- 4.1.9 **Deadlines and Penalties:** Students are required to strictly adhere to the deadlines prescribed for the submission of all written assignments, projects, and reports. Late submission is liable to be visited with reduction in grade as indicated hereunder:

<i>Delay</i>	<i>Reduction</i>	<i>Example</i>
1 week or less	1 grade point	From B+ to B
2 weeks or less	2 grade points	From B+ to C+
3 weeks or less	3 grade points	From B+ to C

- 4.1.10 **Incomplete Grade:** If a written assignment is overdue for more than 3 weeks, the faculty may refuse to accept the assignment and award “zero” for that segment of evaluation. However, if the grades are submitted to the Dean’s Office with an ‘I’ (Incomplete) symbol in the assignment, the incomplete component shall be treated as zero marks, on expiry of two weeks from the date of submission of grades to the Dean’s Office or from the last date for submission of grades for the term, whichever is later.

4.2 GRADING PATTERNS AND NORMS

- 4.2.1 The University follows a **relative grading** system. The students are evaluated on a quality point **from 0 to 10** as well as classified into letter grade from F to O. The equivalence of quality point and letter grade is as follows:

<i>Grade</i>	<i>O</i>	<i>A+</i>	<i>A</i>	<i>B+</i>	<i>B</i>	<i>C+</i>	<i>C</i>	<i>D+</i>	<i>D</i>	<i>F</i>
Quality Point	9.50 - 10	8.75 - 9.49	8.00- 8.74	6.75- 7.99	5.50- 6.74	4.25- 5.49	3.00- 4.24	1.75- 2.99	0.50- 1.74	0.0. 49

The evaluation symbol “I”, is used for incomplete components / assignment, if any. The incomplete component other than the end term, which is mandatory, shall be awarded zero marks, after completion of the deadline, and the final grade will be calculated accordingly.

- 4.2.2 Use of grades including ‘F’ grade is for academic performance only as per the Manual of Policies for Students. ‘F’ grade can also be used for a proven malpractice in assignment/examination. Grade reduction is permissible as per the Manual for established misconduct for any course as reported by the faculty concerned, CoE Office or the Dean.
- 4.2.3 Grade reduction to any extent is permissible for established misconduct as per this Manual.

- 4.2.4 **Grading Norm:** The University has the following Grading Norms:

<i>% of students in a grade bracket</i>	<i>F</i>	<i>D and D+</i>	<i>C and C+</i>	<i>B and B+</i>	<i>A and A+</i>	<i>O</i>
Minimum	0	0	20	30	0	0
Maximum	10	10	50	70	10	5

The above norms are mandatory both for core and elective courses

4.2.5 Quality Point Index

The index of a student's term performance is the Quality Point Index or QPI. It is the weighted average of the total quality points secured by a student in a term, and relates to the maximum quality base of **ten**. The index of the student's performance in all the terms completed is the Cumulative Quality Point Index or CQPI. It is the weighted average of the quality points of all the courses and terms completed.

4.3 POLICY ON PLAGIARISM

- 4.3.1 **Definition:** Plagiarism is the passing off of the thoughts or works of another as one's own. Plagiarism involves giving the impression that the student has thought, written or produced something that has, in fact, been borrowed from another. This can be done in two ways, either by copying exactly what the writer has said or by summarizing or paraphrasing the ideas as your own. Copying the words or ideas of another in a piece of written work without acknowledgement of the original source, amounts to an attempt to claim them as one's own.

Where plagiarism is detected in a piece of submitted work it may be considered as academic misconduct. However, appropriate quotations and due acknowledgements of original sources that have been used as references may enhance a student's written work.

- 4.3.2 **Responsibility:** It is the responsibility of the students to ensure that their work is completely free of plagiarism as defined in 4.3.1 above. Each faculty member shall develop guidelines for the presentation of assignments, reports and theses, incorporating information on the matter of plagiarism for the courses he is teaching in addition to the general guidelines provided in the Manual of Policies for Students. These are to be communicated to the students at the beginning of each course, preferably, in the Course Outline.

- 4.3.3 **Allegations of Plagiarism:** Plagiarism may result from poor technique or more serious causes such as copying the work of another person, submitting the work of another person, or closely paraphrasing a piece of work without due acknowledgment. The circumstances relating to an allegation of plagiarism shall be assessed to determine which of the following should apply:

- (a) Minor matters of plagiarism may be dealt with by the faculty member;
- (b) More serious matters including multiple allegations may be referred to the Student Disciplinary Committee at the Dean's discretion.

- 4.3.4 **Penalty:** Each case shall be treated on its merits. The first minor infringements may be corrected by counseling or by the imposition of a penalty, as appropriate. Depending on the gravity of the matter, the penalty imposed may include a warning, resubmission, loss of marks, failure on a particular task or in a subject, or a charge of misconduct to be dealt with by the Student Disciplinary Committee.

- 4.3.5 Where a penalty is imposed, a file note of the matter shall be placed on the student's central file and a copy of the file note provided to the student. Before imposing a penalty for plagiarism, the student's file should be checked to determine whether the offence is a first or a subsequent one. For a subsequent offence, the penalty shall be more severe.

- 4.3.6 ***Appeal: In matters of sufficient gravity, a student may appeal within one week of punishment, to the Vice Chancellor for review. The decision of the Vice Chancellor is final and binding to the student***

4.4 CODE OF CONDUCT DURING EXAMINATION

- 4.4.1 Students should report at the examination venue at least 15 minutes before the scheduled time. Students will **not be permitted** into the examination venue after 10 minutes of commencement of the examination.
- 4.4.2 Examinees are expected to bring their writing equipment/aids including ruler, calculator, etc., into the examination hall, as permitted by the Instructor. Exchanging/borrowing of writing equipment/aids from other examinees is not permissible.

Mobile Phones or any network enabled/handheld electronic gadgets like smart watch, programmable calculator etc. are strictly not permitted inside the examination hall. If any student is found to possess any of the above, then s/he shall not be allowed to take the examination by the invigilators and the exam shall be treated as incomplete and F Grade awarded and no make-up/supplementary exams will be allowed.

- 4.4.3 Students must fill in the cover page of the answer booklet before proceeding to attempt any question. The same must be done with every additional booklet used.
- 4.4.4 No student shall be allowed to go to the washroom within the first 60 minutes of the examination. Not more than one examinee shall be allowed to leave the examination hall at a time during the examination.
- 4.4.5 No paper, books, or notes are allowed into the examination hall, except when the test is declared to be “open-book” by the faculty to the CoE Office. All tests are, therefore, “closed book” unless explicitly specified otherwise by the Course Faculty/examiner with prior intimation to the Controller of Examination’s (CoE) Office. A student must not refer to any book, paper or other notes, nor write from such materials in the examination unless it is an open book examination. Except for open-book examinations, all books and study material must be left outside the examination venue. The University will not be held responsible for the loss or theft of any material from within or outside the examination venue. Students are, therefore, advised to refrain from carrying important books, papers or other belongings to the examination venue to avoid the risk of losing them.
- 4.4.6 Unless specifically permitted by the Examiner/Invigilator, use of pencil for writing answers is not desirable. Answers should be legible and all answer-sheets must be properly page-numbered and tagged/ stapled. Failure to follow the instructions contained herein as well as those given in writing or verbally during the examination shall attract penalty as deemed appropriate by the Authority.
- 4.4.7 Any exchange of remarks, notes, gestures, or glances at another student’s paper in the examination hall will be considered as an attempt to cheat and will be treated as a malpractice. The invigilator can take away the answer paper immediately from the concerned student caught indulging in a malpractice during the examination and prevent her/him from completing the examination. Such an action of the invigilator may be authenticated by the co-invigilator present on duty. The Dean’s

Office is to be informed immediately of the incident by the CoE Office. A student deliberately facilitating a malpractice for another examinee is also to be considered guilty of the malpractice and appropriate disciplinary action may be initiated.

- 4.4.8 No examinee will be allowed to leave the examination hall before submitting the answer paper personally to the invigilator.
- 4.4.9 Except for essential communication with the invigilator, a student is not permitted to communicate in any form with anyone during the examination. Passing or receiving information in any form or peeping into the answer books of others during the examination constitutes misconduct and is strictly prohibited. A student, who assists or abets giving or passing of information, in any form whatsoever, will be considered as guilty and punishable as the one receiving it.
- 4.4.10 Students must stop writing, as soon as the invigilator signals the end of the time allotted for the examination.
- 4.4.11 Answer books should be personally handed over to the invigilator once the student finishes the examination. It is the sole responsibility of the student to ensure that her/his answer book is promptly handed-over to the invigilator once the time allotted for the examination is over.
- 4.4.12 Unless otherwise specified by the instructor, collaboration in any form with others in writing of the home assignments is treated as a malpractice. In other words, the answers as presented to the instructor should be the independent work of each student. Students are advised that they should not, in their own interest, communicate their written analysis or answers in a take-home assignment to other students.
- 4.4.13 If a student is not in a position to take an examination for reasons beyond her/his control, s/he should inform, in writing, to the Dean, CoE's Office and the faculty concerned beforehand and obtain their clearance, failing which s/he will be awarded an "I" grade in respect of the course concerned. If the student obtains clearance from the Dean and the faculty, then the procedure mentioned in Para-31 will apply.
- 4.4.14 Any violation of the norms of examination will be considered a serious offence and an act of willful misconduct. In such an event, the student will be liable for forfeiture of the answer book and expulsion from the examination hall at once.
- 4.4.15 Any violation of examination norms will be brought to the notice of the Controller of Examinations (CoE) and the Dean concerned. The CoE may take suitable action or may constitute a committee comprising the CoE, the Dean of the concerned School and any other Dean to look into the matter and to suggest the quantum of punishment. If the gravity of the offence is so grave as to adversely affect the reputation of the University and/or the fair conduct of the examination and/or the general discipline in the campus, the student will be liable for expulsion from the University.
- 4.4.16 Any action to undermine the seriousness of examinations shall not be allowed. The examinee shall be debarred from appearing in the examination and/or may be subjected to a fine of up to **INR 5000/-**, if found violating this rule.
- 4.4.17 Penalties that may be Imposed:
 - (a) Warning by the invigilators.

- (b) Immediate change of seat
- (c) Deduction of marks up to 100%, for that component or that course by the faculty.
- (d) Monetary fine imposed by the Dean or the CoE
- (e) Informing the parents / guardians of the concerned student.

(A list of offences during examination and their punishment are provided in the Examination rule of XIM University)

4.4.18 *Appeal: In matters of sufficient gravity, a student may appeal within one week of punishment, to the Vice Chancellor for review. The decision of the Vice Chancellor is final and binding to the student and his representatives.*

4.5 SELF-INSPECTION OF ANSWER SCRIPTS

All students are required to check their evaluated mid-term and end-term exam answer papers as and when notified by the faculty concerned or the Dean's Office by the stipulated deadline. Students are not allowed to carry the answer papers outside the premises nor are permitted to take photographs of the answer papers. For any totaling errors of marks or omission of evaluation of any segment of the answer(s), they are required to leave a written note with the secretary showing the answer papers for reference/verification of the faculty concerned. There is no scope for alteration of marks at the stage of viewing the answer papers. The main purpose of allowing the students to see their answer papers is to enable them to obtain a feedback on his/her performance. However, unless the students check their evaluated answer papers within a maximum period of 5 days, then there will not be any opportunity given to check their answers papers thereafter.

4.6 FEEDBACK

4.6.1 Course Feedback

By Faculty - Mid-Course Feedback and Communication of Grades

- 4.6.1.1 Faculty will communicate to the students, the grades of quizzes and short-tests and other assignments normally within 10 (ten) days after the administration of the quiz or test or submission of assignment, as the case may be. In any case, mid-term feedback comprising at least 35% to 40% of the components will be given to the students at least 10 (ten) days before the commencement of the end-term.
- 4.6.1.2 The Dean's Office will announce the final grades through the AIS as and when received from faculty and the students concerned should promptly check their grades through the AIS. The CQPI of the top ten students will be displayed on the students' notice board/Intranet at the end of the academic year.
- 4.6.1.3 The grades of sponsored candidates, if any, may be communicated to the sponsoring organizations at the request of the student and/or of the sponsoring organisation. As a general rule, the grades of a student will not be communicated to any other person or organisation without the consent of the student concerned, except to parents/ legal guardian of the student under such circumstances as decided and deemed fit by the Dean. The Dean's Office will announce the final grades through the

AIS as and when received from faculty and the students concerned should promptly check their grades through the AIS. The CQPI of the top three students and medal winners will be displayed on the Notice Board/Intranet at the end of the Academic Year.

By Students

4.6.1.4 Students are required to provide their feedback on different courses as and when notified by the Dean's Office, failing which they will not be able to see their grades on the AIS.

4.6.1.5 Noncompliance to para-4.6.1.4 will invite a monetary penalty up to INR 5,000/- or a deduction of 0.2 grade points or any other penalty as may be deemed fit by the Dean (Academics) in the concerned course.

4.6.2 Feedback from other Stakeholders

The XIM University engages in regular feedback from key stakeholders to improve upon with changing time. This includes the feedback from students, faculty, parents, host organization, recruiters, alumni etc. The XIM University uses different modes and platforms to gather feedback and then collate and analyze to further improve upon.

The student's feedback is a regular (taken after end of term / semester) and mandatory process of course pedagogy. The feedback is shared with course faculty to take appropriate steps and improve upon further.

To engage the parent and gather their feedback XIM University provides an open forum. During the induction program of new students' parents are also invited in one session to deliberate with faculty members. Also, parents are updated about students' life on campus as and when required.

Host organizations play an important role by engaging PG students for field-based learning (like SIP, RLLE, OL, SDP, ULP, etc.), that are compulsory components of pedagogy. The feedback from the host organization is part of students' evaluation and completion of degree.

The XIM University keeps an open feedback system from recruiters to learn on how to improve upon the student's learning. During the final placement process the recruiters are given with a form with the names and profiles of the shortlisted students. Once the recruitment process is over, the recruiters fill in the feedback form with the list of the selected students with other necessary details (e.g. CTC / Annum, etc.) and share their comments on the students. These comments are used as feedback for the other students/batches to follow or improve their performance, as advised by them.

The alumni play an important role as a bridge to engage XIM University with the external world. With these mandate alumni are engaged in various ways (like Alumni Connect etc.) to provide an overall feedback on envisioning the University's mission and vision.

4.7 PERFORMANCE COUNSELING

4.7.1 Each student shall be placed under the guidance of a Faculty Advisor. The Advisor can counsel the student on various curricular and co-curricular matters, on procedures and norms of the Program and on living in the campus. Students may also seek advice/guidance of their Faculty Advisors as and when they feel the need for such counsel.

4.7.2 Students experiencing difficulties in performing well may seek guidance from the concerned faculty and/or their Faculty Advisor, on ways to improve their performance.

- 4.7.3 The Dean's Office shall periodically communicate the performance/ conduct of the students concerned to respective Faculty Advisors, who in turn shall appropriately act on the feedback and render counsel/guidance as necessary.

4.8 MAKE-UP EXAMINATION AND NUMBER OF CHANCES

- 4.8.1 If a student has missed a mid-term or an end-term examination due to **absence with prior permission** from the Dean, s/he should report his/her presence to the Dean and Controller of Examinations within one week of returning to the campus for the purpose of make-up examination. Necessary arrangements shall be made by the CoE Office to conduct a make-up examination within two weeks of her/his re-joining.
- 4.8.2 In such an event, the student is responsible for ensuring that the grade is submitted to the Dean's Office by the faculty without undue delay. The student's transcript will carry an Incomplete grade until and unless the Dean's Office receives the final grade from the faculty by the deadline specified for this purpose.
- 4.8.3 Unauthorized absence for the end-term examination will fetch 'F' grade in that course. The Dean may however, sanction a make-up examination for the missed end-term examination *if satisfied about the sufficiency of the cause of absence*, but with a disadvantage of *one grade point reduction from the total grade obtained in the course*.
- 4.8.4 Students who appear for make-up examinations for missed end-term/ end semester examinations for *any* reason shall deposit the prescribed fee for the same as notified by the Dean's Office, and furnish the receipt to the CoE Office.
- 4.8.5 If, for any reason, the student who had missed the End-Term examination *with permission* fails to avail himself/herself of the opportunity to make-up the missed examination(s), s/he will be finally awarded 0 marks for that segment, *and no second opportunity for a make-up examination or a re-test will be given. The final grade for such a course will comprise of the marks that have been attained by the student in other availed evaluation components/segments of the course*. If the absence was due to unauthorized leave and the student was later permitted to take the make-up examination on compassionate grounds under para-4.8.1 but fails to avail the make-up opportunity, s/he shall be awarded an "F" grade for the full course and cease to have any further opportunity for re-appearing in the end term exam for that course.
- 4.8.6 A student, who has left any segment of a course incomplete, should complete the requirements of the course in the same academic year. If the course is in Term-VI, all requirements must be completed within a week of the completion of Term-VI. Failing this, the 'I' component marks shall be treated as zero and the total grade would be calculated taking the "I" component as zero. *It should be clearly understood that the student will not be entitled to receive the degree until s/he completes the requirements stipulated herein-before for program completion.*

SECTION-5: AWARD OF DEGREE

5.1 QUALIFYING STANDARDS FOR AWARD OF DEGREE

5.1.1 CQPI to be achieved by a student for award of the Degree

- (a) The minimum qualifying CQPI to be achieved by a student for successful completion of the two-year MBA program and award of the Degree is **5.5**.
- (b) First year students securing a CQPI of 5 or more would only be promoted to the second year. Students with CQPI below 5 at the end of first year will either repeat the first year or withdraw from the Program.

5.1.2 In addition, a student must not secure/accumulate the following **disqualifying grades or less at any time during the two-year Program:**

An equivalent of F grade in total six (6) credits or more where a D / D+ in any given number of credits will be considered as F in half the number of credits. In other words, a student must not get D/D+ in a total 12 credits to prevent disqualification. For illustrative purposes, two situations are described to explain the disqualifying combination:

- (a) A student securing an F grade in three (3) credits and a D grade in nine (9) credits will mean a total of F in 7.5 credits and **amount to a disqualification**.
- (b) A student securing F grade in 1.5 credits and D in six (6) credits will mean securing F in 4.5 credits and this will not amount to a disqualification.
- (c) The students will be allowed to take supplementary examination to remove disqualification norms in a maximum of two courses after each Term in the first year subject to a total of four courses in all the three Terms in the entire year provided the student achieves the minimum stipulated attendance of 75%. (Refer Para-2.4). This will be a comprehensive examination for the entire paper (of 100 marks for the entire course), which will replace all the components of the previous evaluation in that course. If a student fails to remove the disqualifying combination after taking the supplementary examination to attain qualification norms as per 5.1.1(b), then the student would be asked to discontinue the program immediately.

5.2 DISQUALIFICATION FOR AWARD OF DEGREE

- 5.2.1 If a student does not meet the qualifying criteria as per the norms vide Para-5.1 at the end of 1st/2nd year, s/he will repeat the entire first/second year as the case may be, **excluding** the courses wherein s/he received a Quality Point of 6.25 or above.
- 5.2.2 A student failing vide Para-5.1.2 in the first year but securing the minimum prescribed or higher CQPI at the end of the first year, can be promoted to the 2nd year with a condition that the student will have to take a supplementary examination in a maximum of four courses at least a week before the commencement Term-IV. Such students appearing for the supplementary examination can register for Term-IV only with a written and signed undertaking that if the disqualifying combination could not be overcome even after the retest then they will be governed by Para-5.1.1(b).

However, such an opportunity will not be granted to a student who has already repeated a year vide Sec-5.2.1 or 5.2.2. In other words, the provision of 5.2 will not be applicable to a student who is already repeating a year.

- 5.2.3 In a “supplementary examination” under 5.2.2, a student is permitted to score a grade point not higher than 6.74 or ‘B’ Grade. If s/he does not improve to qualify for promotion on retest under 5.5.2, allowed only once as above, the student will be required to repeat the first year.
- 5.2.4 If a student is not able to meet the prescribed minimum CQPI of 5.5 at the end of the sixth term, or either two Immersion courses are incomplete or the SIP is incomplete, **s/he will not be allowed to graduate**. However, the student will be given an option to appear for a retest in subjects where s/he has secured less than CQPI of 6.25 within a month of the Convocation. The students will be permitted to appear for supplementary examination by paying a fee of INR 20,000 per course in which s/he wants to take a supplementary examination. In case of incomplete Immersion courses or the SIP, s/he will be required to complete it with the junior batch, before s/he is eligible for graduation.
- 5.2.5 The supplementary examination as per 5.2.4 will also be a comprehensive examination for the entire paper. The result of the retest will be announced within 2 weeks from the day the examination has been taken. The decision to allow for supplementary examination will be with the approval of the Dean. The student can apply for permission for supplementary examination for one or more than one paper only once. If the student is not able to meet the prescribed minimum CQPI even after taking supplementary examinations, s/he will be required to repeat the second year as per para-5.2.1.

If the student meets the requirements prescribed in para- 5.1.1 and 5.1.2 after availing supplementary examination, s/he will be deemed to have completed the MBA Program in the same batch and may be provided a provisional Program completion certificate till the issue of final degree certificate.

However, the student will be permitted to participate in the next year’s Convocation to receive the degree.

- 5.2.6 If a student is not able to complete the program for not meeting the prescribed minimum CQPI of 5.5 at the end of the sixth term because of taking courses beyond the prescribed minimum, s/he will not be allowed to drop those courses. However, s/he will be given a chance to repeat courses as per the Para-5.2.4.

If a student has disqualifying grades as per 5.1.2 and also does not get the minimum required CQPI at the end of the second year, then 5.2.4 will be applicable. The student should be able to remove the disqualifying combination of grades as well as meet the minimum required CQPI by taking a supplementary examination. Inability to address any one or both the requirements will make 5.1 applicable to the student.

5.3 DEGREE AND TRANSCRIPTS

- 5.3.1 At the end of the second year “**Master’s degree**” will be awarded to those students who have fulfilled all the conditions and requirements for the Degree, and who have been approved by the Faculty Council of the School, the University’s Academic Council and Board of Governors for award of the Degree. The Academic Dean of the School will place the result of successful students before the Faculty Council of the respective School. After it is passed by the Faculty Council, the

result will be submitted to the Academic Council and thereafter will be sent for approval to the Board of Governors of XIM University, Bhubaneswar.

- 5.3.2 If a graduating student does not collect her/his degree certificate from the University, it will be dispatched to him / her by registered post/courier service and School and/or the University shall not be held responsible for the same thereafter.
- 5.3.3 A student must have cleared all the dues of the University before the issue of Degree certificates and final transcripts. The award of Degree shall be withheld for non-payment of dues and non-settlement of accounts with the University or any establishment functioning under the University.
- 5.3.4 Provisional Certificate may be issued to a student who applies for it by the Controller of Examinations, after the declaration of results but before the issue of the final degree certificate.
- 5.3.5 The Degree Certificate will be awarded by XIM University, Bhubaneswar.
- 5.3.6 The Degrees are conferred at the University's Annual Convocation that is normally held in the month of March/April every year. All students who qualify for the Degree are expected to attend the Convocation as a mandatory requirement.
- 5.3.7 **Duplicate Transcript/Degree:** In case of loss of original Degree / Transcript, a duplicate copy can be obtained on submission of a court affidavit and on payment of fees as applicable at the time of application. The application is to be addressed to the Controller of Examinations.
- 5.3.8 Extra copies of transcripts can be obtained on application for the same addressed to the Controller of Examinations and on payment of fees as applicable.

5.4 MEDALS OF ACADEMIC EXCELLENCE

For outstanding academic performance, medals are presented at the time of the Convocation, subject to the condition that the award-winning student has qualified for the Degree and has not violated the academic discipline of the program at any time during her/his tenure at the University.

SECTION-6: DISCIPLINARY PROCEDURES

6.1 DISCIPLINE

6.1.1 **Conduct:** The University attaches utmost importance to personal integrity, honesty and discipline. A sense of responsibility and a high degree of maturity is expected of all students inside and outside the campus, as befits future managers and as students of XIM University. The University strives to achieve this standard in every aspect of campus life. Each student of the University shall consciously strive to excel in her/his personal as well as academic conduct. A proven case of violation of the aforesaid behavioural norms can expose the student to deprivation of the Degree, a place in the merit list, award of medal, disqualification from participating in Convocation and other such penalties as deemed fit by the appropriate authority of the University.

6.1.2 **Misconduct:** The following are considered serious breaches of discipline and will attract the penalty of immediate expulsion from the University:

- (a) **Ragging:** Any disorderly conduct whether by verbal or written words or by an act which has the effect of teasing, treating or handling with rudeness any other student(s), indulging in rowdy or undisciplined activities which causes or is likely to cause annoyance, hardship or physical harm or to raise fear or apprehension thereof in fresher(s) or junior student(s) or any other student(s), asking the student(s) to do any act or perform something which such student(s) will not in the ordinary course and which has the effect of causing or generating a sense of shame or embarrassment so as to adversely affect the physique or psyche of such student(s). Ragging is a cognizable offence and will be reported to the Police. Thereafter, the law will take its own course of action.
- (b) Indulging in or aiding/abetting acts of violence, hostage of person or property, gherao, blockage or blockade of person or property or creating any kind of obstruction hampering free flow of person or materials, riotous or disorderly behavior of any kind, moral turpitude, directed at a fellow- student or a faculty or any other employee of the University/ hostel mess, etc.
- (c) Fraud, dishonesty, misappropriation of university funds or funds of Students' Organisation, misuse of Rail/Air concessions, and complicity in other financial irregularities in connection with studentship of the University.
- (d) Involvement in serious academic malpractice, including plagiarism as per Para-6 of the Manual of Policies for Students.
- (e) Reporting of fictitious data in an empirical study, as and when detected and established.
- (f) Indulging in the violation of community and organisational norms, practices and values during Summer Internship or any other external academic or non-academic activity leading to physical and psychological harm to individuals and groups in the community and organisation.
- (g) Misuse of the Information Technology (I.T.) infrastructure of the XIM University through software, hardware, internet, intranet, applications, systems or processes.

- i. Indulging in anonymous slander, deception, harassment, and the like using information technology or any other electronic or non-electronic communication device;
 - ii. Violation of any software copyrights.
 - iii. Unsolicited communication by group email.
- (h) Impersonation or proxy submission of assignments, reports and other documents to the faculty.
- (i) Leveling false and baseless allegations against any faculty member or officer or employee of the XIM University;
- (j) Doing or causing to do any act, which is likely to adversely affect the relations of the University with its stakeholders' partners and collaborators, including alumni, current and prospective students, client organizations and institutions;
- (k) Indulging in any act or acts of individual or group or mob violence inside the University premises, such as, defacing, discoloring, burning, rampaging, holding hostage, shouting, rapping or otherwise damaging any banner, fascia, festoons or property or equipment of a company, erected by any School or by an Association of the University, commemorating an event organized or sponsored by any School, or company at the University; or resorting to any acts of physical violence in any form on person or property of the University whether within or outside the premises of the University.
- (l) Indulging in any act subversive of general discipline (the word "discipline" being used here in its generic sense and in its widest amplitude), inside or outside the campus, and/or is detrimental to the reputation, image or standing of the University;
- (m) Indulging in dissemination of unsolicited and/or malicious correspondences either electronically or through hard copies within the University and outside which distorts the image or disturbs the collegiate atmosphere of the University;
- (n) Absence without prior permission from the Dean and the Faculty; and/or mass absence from classes where mass absence would mean more than or equal to 25% of the strength of the class section;
- (o) Drinking and Drunkenness within or outside the University premises, including drug and narcotics substance abuse of any means and form;
- (p) Entering the restricted areas like the Examination Hall, Administrative Offices, Offices of the Vice Chancellor, Registrar, Finance Director, Controller of Examinations, Deans of any School, and such other places without the express permission of the concerned authority;
- (q) Theft, fraud, dishonesty, bribing or attempt to bribe any person within or outside the University;
- (r) Copying in any form in the assignments, projects or in any examination;
- (s) Permitting, whether willfully or otherwise, a co-student to copy from one's own answer book or document or material;

- (t) Smoking in the campus area;
- (u) Communication of written analyses or answers, in any manner whatsoever, to other student(s) in respect of home assignments or projects of individual nature;
- (v) Whispering or communicating with one another by means of signs, symbols or gestures or in any other body language in the examination hall;
- (w) Any other act of indiscipline, which is herein unspecified and deemed at the time of offence as an inappropriate behaviour and conduct by the Disciplinary Committee of XIM University and/or the management or the appropriate authority of the University.

(x) **Sexual Harassment:**

- (i) Any act of physical abuse including all variants of it: sexual abuse, homosexual assaults, stripping, forcing obscene and lewd acts, gestures, causing bodily harm or any other danger to health or person.
- (ii) Any act of physical or mental abuse (including bullying and exclusion) targeted at another student (fresher or otherwise) on the ground of colour, race, religion, caste, ethnicity, gender (including transgender), sexual orientation, appearance, nationality, regional origins, linguistic identity, place of birth, place of residence or economic background.
- (iii) The University is committed to ensure the rights and dignity of LGBT/Alternative sexuality in its Campus. Therefore, any act, comments, gestures either digitally or physically intending to violate the right/dignity of LGBT/Alternate Sexuality in its Campus would be dealt with appropriately which may lead to suspension imposition of fine, reduction in academic grade and cancellation of studentship.

6.1.3 Notwithstanding any of the above-mentioned aspects, the University can immediately expel the student(s) if it deems any action of the student as an act of indiscipline or take any form of immediate punitive action against such perpetrators. The decision of the University would be final and binding on such students and by accepting admission in this University, the student on her/his part also accepts this para- in full without any prejudice.

6.1.4 **Classroom Conduct**

All students are required to maintain high standards of classroom interaction quality and conduct. Any behaviour considered to be indecent or intolerable by the concerned faculty or staff will lead to strict disciplinary action by School against the student. **The classroom is a "No Mobile Phone Area"**. Therefore, using cell phones is not permitted unless the faculty concerned has given permission to use it for classroom or academic purposes. Should a student carry a cell phone in person, s/he shall keep it switched off failing which the concerned course faculty may expel the defaulting student from that session and may further debar such students from attending the concerned course.

6.2 DISCIPLINARY PROCEDURES

- 6.2.1 For minor acts of indiscipline, relating to Courses, such as conduct of classes, assignments, quizzes and class examinations the Faculty/Evaluator shall be the sole disciplinary authority acting on her/his own judgment. A Faculty can award penalties mentioned in 6.2.5(a) and 6.2.5(b) listed below.
- 6.2.2 For major acts of indiscipline the Registrar shall be the disciplinary authority, acting on her/his own judgment and/or in consultation with the Student Disciplinary Committee/ Academic Committee/Academic Council at her/his discretion. The Registrar can award one or more penalties listed in 6.2.5 below.
- 6.2.3 All major allegations brought to the notice of the Registrar can be referred to the Student Disciplinary Committee and the Registrar shall act based on the report of the Committee. However, in cases of exigencies with time constraints and/or in cases of extreme gravity, the Registrar may award a penalty deemed appropriate in consultation with the Faculty concerned and/or the Faculty Council of the School. In matters of extreme gravity and/or if the matter pertains to other Schools of University in addition to the School concerned, the Registrar of the University, may refer the matter to a Special Committee set up for the purpose. The Registrar, upon recommendation of the Special Committee or the Student Disciplinary Committee, as the case may be, if necessary, award additional and separate punitive action as deemed fit.
- 6.2.4 Before imposition of any penalty, the explanation of the student concerned and her/his record of past misconduct, similar or otherwise shall be taken into consideration. Repeat of any misconduct and number of incidents of misconduct shall add to the gravity of the offence and invite higher penalty or may result in expulsion from the University.
- 6.2.5 **Penalty:** One or more of the penalties listed below can be awarded to a student for breach of discipline amounting to misconduct:
- (a) Warning;
 - (b) Reduction of marks/quality points/grade in a particular component of a Course;
 - (c) Reduction of marks/quality points/grade for the whole Course;
 - (d) A fine as decided by the Disciplinary Committee.
 - (e) Repeating a course of the first/second year as the case may be, along with the next batch;
 - (f) In cases where a student is awarded an “I” grade in a course as a penalty for malpractice during examinations, the student may remove the “I” grade by taking the course the next time it is offered during the next year, concurrently with the other courses that she/he has to take during that particular term.
 - (g) Suspension of studentship for a year;
 - (h) Suspension from attending and participating in Convocation of the University
 - (i) Debarred from availing Career Advisory Services of the University;

- (j) Expulsion from the University with immediate effect.
- (k) Cancellation or withdrawal of any Academic honors – Certificate of Merit, Diploma, Medallion, Scholarship, etc.;

Notwithstanding any of the above-mentioned aspects, the University can immediately expel or take any other appropriate punitive and/or corrective action against the student if it deems any action of the student as an act of indiscipline. The decision of the University would be final and binding and by accepting admission in this University, the student on her/his part and his/her representative also accepts this para- in full without any prejudice.

6.3 ALCOHOL ABUSE AND NARCOTICS DETERRENCE POLICY

The University has zero tolerance for possession, solicitation, distribution, sale or use of alcohol and other psychotropic and/or narcotic substances of any form, kind and manner on campus by the students. The students engaging in any of these shall be expelled from the University, which includes all the schools and other units under the University.

This policy applies to all students in any time and any place on or outside the campus. By this policy, the student may receive dismissal notice for the following offences:

- (a) Alcohol or other psychotropic and/or narcotic substances of any form, kind and manner use or possession on campus, or in person, within or outside University premises.
- (b) Alcohol or other psychotropic and/or narcotic of any form, kind and manner substance use off campus which discredits the School and the University,

In such cases the student will not be awarded a Degree or Diploma Certificate, without paying a penalty of INR **1,00,000/-**.

On dismissal from the school, the student may apply for readmission by paying penalty of INR **1,00,000/-** and providing sufficient and necessary information on the steps that the student has taken to undergo de-addiction treatment for alcohol or other psychotropic and/or narcotic of any form, kind and manner substance abuse. Student's readmission request must accompany Doctor's certification as proof of sufficient treatment for reducing alcohol dependency and other above-mentioned abuse.

The readmission request of the student shall be made formally by an application along with INR **1,00,000/-** and upon receipt of this application, the students readmission request shall be decided by the following committee:

- 1.Registrar
- 2.Dean, Academics of the School
- 3.Coordinator/ Chair, Student Disciplinary Committee
- 4.Student Counsellor or Coordinator, Counselling Committee
- 5.Coordinator/ Chair, Prevention of Sexual Harassment Committee

6.4 GRIEVANCES – APPEALS AND REDRESSALS

6.4.1 **Grievance Appeal:** In matters of sufficient gravity, a student may appeal within one week of award of the punishment, to the Vice Chancellor for review. The Vice Chancellor's decision shall be final and binding on the student and his representatives.

6.4.2 Grievance Resolution

- (a) All grievances should be addressed by the student in a peaceful and civilized manner.
- (b) Any student, having a grievance, may submit a written application to the Registrar setting out all the circumstances and/or details therein clearly. The grievance application should be signed by the student concerned.
- (c) Anonymous applications/petitions/letters will not be entertained or attended to under any circumstances.
- (d) If a student, having obtained grade "D" or grade "F" in any course, feels that he has been unfairly discriminated against in evaluation/grading or has become a victim of subjectivity or internal inequity, he can make a representation to the Dean within seven days after receiving the grade. No grievance shall be considered, if the student has obtained any grade above "C".
- (e) The representation should set out all the circumstances and grounds, and should be accompanied by all the relevant documents in support of the allegation. If the Dean is satisfied that the representation is not frivolous or vexatious, and that there is a *prima facie* case, s/he may constitute a committee in consultation with the area concerned and get the papers/issue re-examined.
- (f) In all such cases, however, the onus of proving such discrimination, subjectivity or internal inequity, as the case may be, lies entirely on the student concerned. If, at any time during investigation, it is found that the allegations are *mala fide* or fictitious or without substance, the student concerned will expose herself/himself to the risk of extreme punishment or expulsion from the University as provided herein.
- (g) Misconduct related to residential rules will be dealt by the Hostel Prefect and the Registrar, as per the Hostel Administration Rules of XIM University.

Appendix

(1) Faculty List, Contact Number and Email IDs.

Xavier Institute of Management

<i>S.No.</i>	<i>Name</i>	<i>Designation</i>	<i>Email ID</i>	<i>Phone No.</i>
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School of Human Resource Management

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LIST OF ABBREVIATIONS

MBA-BM	Master of Business Administration-Business Management
EMBA	Executive MBA-Business Management
MBA-HRM	Master of Business Administration-Human Resource Management
MBA-RM	Master of Business Administration-Rural Management
MBA-UMG	Master of Business Administration-Urban Management and Governance
MBA-SM	Master of Business Administration-Sustainability Management
MURP	Master of Urban & Regional Planning
MBF	Master of Business Finance
MCOMM	Master of Mass Communication
MPPG	Master of Public Policy & Governance
ME	Master of Economics
M.Tech DSA	Master of Technology (Data Science and Analytics)
AIS	Academic Information System
QPI	Quality Point Index
CQPI	Cumulative Quality Point Index
F	Failure
I	Incomplete
NDC	No Dues Certificate
XIM	Xavier Institute of Management
SIP	Summer Internship Program
MAXIM	The Marketing Association
X-FIN	The Finance Association
X-SYS	The Systems Association
X-OPS	The Operations Association
XIMHR	The HR Association
RMAX	The Rural Managers Association of XUB

XKNOZ	XIMB Knowledge Zone
ILLUMINATIX	Media and PR
SCAI	Student Club for Augmenting Innovation
XPRESSIONS	The Annual Inter-B-School Meet
SRC	Social Responsibility Cell
SPICMACAY	Society for Promotion of Indian Classical Music and Culture Among Youth

(3) Program Wise Core and Elective Courses

APPENDIX-3.1

CORE COURSES: MBA-BM

<i>Term</i>	<i>Course</i>
Term-I	1. Financial Institutions and Markets (2 credit) 2. Financial Management-I(1.5 credit) 3. Financial Reporting 4. Microeconomics for Managers 5. Managerial Computing 6. Marketing-I (2 credit) 7. Business Statistics 8. Communication-I 9. Business Law (2 credit)
Term-II	1. Accounting for Decision Making 2. Financial Statement & Analysis (1.5 credit) 3. Macroeconomic Analysis and Policy 4. Marketing-II (2 credit) 5. Human Resource Management 6. Organisational Behaviour 7. Operations Research (2 credit) 8. Operations Management-I (2 credit) 9. Social Research Methods 10. Cross Functional Analysis of Firms (Non-credit, core)
Term-III	1. Financial Management-II 2. Communication-II (2 credit) 3. Economic Environment of Business (2 credit) 4. Marketing-III (2 credit) 5. Organisational Structure and Design (2 credit) 6. Business Information System 7. Operations Management-II (2 credit) 8. Strategic Management 9. Design Thinking for Managers (1.5 Credit) 10. Business Ethics (2 credit)

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

ELECTIVE COURSES: MBA-BM

<i>Term</i>	<i>Course</i>
Term-IV	1. Strategic Management-II (Capstone Project) (Core course, 1.5 credit) 2. Transition Strategy for Sustainability (Core course, 1.0 credit) 3. Commercial Banking 4. Security Analysis & Portfolio Management 5. Financial Services 6. Valuation and Investment Banking 7. Enterprise Resource Planning 8. IT Strategy Design & Implementation 9. Services Marketing 10. B2B Marketing 11. Sales and Distribution Management 12. Consumer Behaviour 13. Marketing Analytics (2-credits) 14. Project Management 15. Services Operations Management 16. Industry and Competitive Analysis 17. Firms, Markets & Global Dynamics 18. Intellectual Property Strategy for Knowledge Organizations 19. Advanced Methods of Data Analysis
Term-V	1. Options, Futures & Swap 2. Quantitative Finance & R 3. Banking Risk Management 4. Project Appraisal & WCM 5. Fixed Income Securities & Markets 6. Public Financial Management 7. Corporate Misconduct (1.5 credit) 8. Corporate Restructuring 9. Managing Productivity in Business 10. Business Process Reengineering & Automation 11. Business Transformation using Artificial Intelligence 12. IT Governance (1.5 credit) 13. Planning IT Enabled Organisation (1.5 credit) 14. Integrated Marketing Communication 15. Product and Brand Management 16. Customer Relationship Management 17. Public Policy and Marketing 18. Sustainability Marketing (2 credits) 19. Supply Chain Management 20. IOT and Other Emerging Technologies for Managing Operations 21. Strategic Quality Management and Six Sigma 22. Business Analytics with R 23. Management Consulting 24. System Thinking and Business Dynamics 25. Behavioral Economics for Decision Making 26. Economics of Strategy 27. Contemporary Issues in Strategic Management

Term-VI	1. ALM in Commercial Banks 2. Financial Analysis with Modeling in Excel 3. International Finance 4. Economics of Strategy 5. Behavioral Economics 6. Dynamics of International Trade 7. Knowledge Mgmt. Strategy Design and Implementation (1.5 credit) 8. Technology in Innovation Management (1.5 credit) 9. IT Risk Management 10. Pricing Management 11. Marketing to Consumers at the BoP 12. Retail Management 13. Strategic Marketing 14. Selling and Negotiation 15. Global Sourcing and Lean Materials Management 16. Advanced Supply Chain Management 17. Quantitative Methods for Business Decisions 18. Business Simulation 19. Corporate Image Building 20. Digital Cultures, People and Businesses 21. Management of Technology and Innovation 22. Models and Frameworks in Strategic Management 23. International Business 24. International Business Ethics
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All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

APPENDIX-3.2

CORE COURSES: Executive MBA-BM

<i>Term</i>	<i>Course</i>
Term-I	1. Financial Reporting and Analysis 2. Marketing Management 3. Organisational Behaviour 4. Enterprise Information Systems 5. Micro Economics for Managers 6. Communication 7. Design Thinking for Managers 8. Business Statistics
Term-II	1. Business Ethics 2. Cost and Management Accounting 3. Financial Management 4. Strategic Management 5. Operations Management 6. Human Resource Management 7. Business Law 8. Macro Economics and Policy

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

ELECTIVE COURSES: Executive MBA-BM (Accounting & Finance Area)

<i>Term</i>	<i>Course</i>
Term-III	Each elective is 1.5 credits unless specified. 1. Strategic Management Accounting (3 crdt.) 2. Financial Markets 3. Corporate Restructuring 4. Corporate Taxation & Strategy (3 crdt.) 5. Valuation 6. Security Analysis & Portfolio Management (3 crdt.) 7. Risk Management 8. Commercial Banking 9. International Finance

(Marketing Management Area)

<i>Term</i>	<i>Course</i>
Term-III	Each elective is 2 credits unless specified. 1.Consumer Behavior 2.Product and Brand Management 3.Sales and Distribution Management 4.Services Marketing 5.Business to Business Marketing 6.Marketing Research 7.Strategic Marketing 8.Integrated Marketing Communication 9.Sustainability Marketing

(Operations Management & Decision Sciences Area)

<i>Term</i>	<i>Course</i>
Term-IV	Each elective is 3 credits unless specified 1. Quality Management 2. Project Management 3. Quantitative Methods for Business decisions 4. Supply Chain Management 5. Strategies for Manufacturing Services 6. Business Analytics

(HR & OB Area)

<i>Term</i>	<i>Course</i>
Term-IV	Each elective is 2 credits unless specified 1.Industrial Relations (1.5 crdt.) 2.Employment Relations (1.5 crdt.) 3.HRP & Talent Acquisition 4.Learning & Development 5.Compensation & Reward Management (1.5 crdt.) 6.Performance Management 7.Organisational Structure and Design 8.HRDI and Psychometric Testing 9.HR Analytics (1.5 crdt.) 10.Fundamentals of Labour Laws

(General Management & Strategic Management Area)

<i>Term</i>	<i>Course</i>
Term-IV	Each elective is 3 credits unless specified 1.Exploring Groups & Individuals (Core Course-2.0 credits) 2.Transition Strategies for Sustainability 3.International Business (1.5 credits) 4.Strategy Simulation (1.5 credits) 5. Corporate Governance 6.Enterprise Resource Planning 7.Business Process Management 8.Knowledge Management Strategy Design and Implementation

Note: Participants are allowed to take electives from only one Area as their Specialised courses and cannot take a mix of courses from different Areas, which are offered in Term-III and Term-IV.

APPENDIX-3.3

CORE COURSES: MBA-HRM

<i>Term</i>	<i>Course</i>
Term-I	1. Introduction to HRM (2-credit) 2. Communication Skills for Managers 3. Microeconomics for Managers 4. Introduction to Indian Legal System for Business Managers (1 credit) 5. Legislation for Business (LL-I) 6. Human Resource Planning 7. Employment Relations for Managers & Professionals 8. Managerial Computing (1 credit) 9. Individuals in Organisation (OB-I)
Term-II	1. Financial Reporting & Analysis 2. Macroeconomics Analysis & Policy 3. Compensation & Reward Management 4. Staffing for Organizations 5. Legislation for Industrial Relations (LL-II) 6. Marketing Management 7. Group Dynamics & Team Building (OB-II) 8. Quantitative Methods
Term-III	1. Financial Management 2. Social Research Methods 3. Industrial Relations 4. Performance Management 5. Legislation for Social Security (LL-III) 6. Learning & Development 7. Human Resource Information Systems 8. Organisation Structure & Design (OB-III) [2-credits] 9. Operations Management

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

ELECTIVE COURSES: MBA-HRM

<i>Term</i>	<i>Course</i>
Term-IV	1. Business Ethics & Corporate Social Responsibility (Core) 2. Strategic Management (Core) 3. International Business 4. International HRM 5. Compensation & Reward Management 6. HRD Instruments 7. Competency Mapping & Assessment Centre 8. Managing Diversity & Inclusion 9. Personal Identity & Career Management 10. HR Analytics (1.5 credits) 11. Design Thinking in HR 12. Project Management
Term-V	1. Economics of Strategy 2. Corporate Image Building 3. Strategic HRM 4. Talent Management 5. Social Legislation for Indian Managers 6. Strategic Training Design & Delivery 7. Planning IT Enabled Organisations 8. Dynamics of Personal Growth & Development 9. Neuroscience of Leadership 10. Proacting OB
Term-VI	1. Employee Counseling & Employee Happiness 2. HR Audit and HC Accounting (2.0 credits) 3. Sales Force Management 4. Organizational Change & Development 5. New Age Leadership 6. Negotiation Skills (1.5 credits) 7. Leadership Coaching (1.5 credits)

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

APPENDIX-3.4

CORE COURSES: MBA-RM

<i>Term</i>	<i>Course</i>
Term-I	1. Quantitative Techniques 2. Financial Reporting & Analysis 3. Organization Structure & Development 4. Managerial Analysis (1.5 credits) 5. Managerial Economics 6. Societal Analysis & Development Action 7. Rural Production & Livelihood Systems 8. Basics of Agriculture & Allied Practices 9. Fundamentals of Quantitative Techniques (0.0 credit)
Term-II	1. Social Research Methods 2. Development Administration and Policy 3. Micro Planning (2.0 credits) 4. Participatory Rural Appraisal (0.0 credit) 5. Marketing Management 6. Cost & Management Accounting (2.0 credits) 7. Rural Living & Learning Experience [RLLE] (9.0 credits)
Term-III	1. Macroeconomics & Financial Markets 2. Development Project Management 3. Management Information Systems 4. Financial Management 5. Rural and Inclusive Marketing 6. Social Mobilization and Institution Building (2.0 credits) 7. Individual & Group Behaviour (2.0 credits) 8. Human Resources Management (2.0 credits) 9. Operations Management 10. National Colloquium in RM [T- 1-3] (1.5 credits)

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

ELECTIVE COURSES: MBA-RM

<i>Term</i>	<i>Course</i>
Term-IV	1. Communication (Orgnl/ Bus) [Core] 2. Strategic Management [Core] 3. Legal Environment for Development Organizations [2.0 credits] [Core] 4. Natural Resource Management [Core] 5. Cooperatives & Collectives Management 6. Agriculture and Food Marketing 7. Micro Finance Management 8. Qualitative Research Methods 9. Insurance and Risk Management 10. Advanced Method of Data Analysis 11. Disaster Risk Reduction & Management 12. Marketing Research & Analytics
Term-V	1. Development Ethics Seminar [Core] 2. Social Entrepreneurship [Core] [2.0 credits] 3. Managing NGOs and Rural Development Funding 4. Commercial Banking for Rural Management 5. Supply Chain Management 6. Globalisation & Development 7. Sales & Distribution Management 8. Integrated Marketing Communication 9. Consulting for Sustainable Development 10. Public Policy & Analysis 11. Independent Research Project
Term-VI	1. Gender, Space & Development 2. Financing Agri Value Chains 3. Consumer Behaviour 4. Digital Innovations for Development & Governance 5. Corporate & Social Responsibility 6. Strategic Issues in Development Organizations 7. Commodity Markets & Derivatives 8. Development Training 9. Social Norms & WASH 10. Transformational Leadership

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

APPENDIX-3.5

CORE COURSES: MBA-UMG

<i>Term</i>	<i>Course</i>
Term-I	1. Managerial Skills & Communication (3.0 credits) 2. Quantitative Techniques (3.0 credits) 3. Managerial Analysis & Decision Modelling (3.0 credits) 4. Managerial Economics (3.0 credits) 5. Settlement Systems and GIS Studio (5.0 credits) 6. Financial Reporting & Analysis (3.0 credits) 7. Theoretical Foundations of Sustainable Urban Planning and Management (3.0 credits)
Term-II	1. Urban Research Methods (3.0 credits) 2. Land Management & Development Regulation (3.0 credits) 3. Marketing Management (3.0 credits) 4. Operations Management (3.0 credits) 5. Human Resource Management (2.0 credits) 6. Urban Policies and Institutions (2.0 credits) 7. Design Thinking Workshop (1.0 credit)
Term-III	1. Macroeconomic Analysis (2.0 credits) 2. Accounting for Decision-Making (2.0 credits) 3. Management Information Systems (3.0 credits) 4. Project Management (2.0 credits) 5. Financial Management (3.0 credits) 6. Micro & Participatory Planning (2.0 credits) 7. Organizations, Teams and Leadership (3.0 credits) 8. Public Ethics Seminar (1.0 credits)
Term-IV	1. Strategic Management (3.0 credits) 2. Legal Environment & Contracts (3.0 credits) 3. Project Development & Financing (3.0 credits) 4. Urban Networks & Services (Studio) (3.0 credits) 5. Urban Informality (Studio) (3.0 credits) 6. Urban Analytics (3.0 credits) 7. Sectoral Systems (3.0 credits) 8. Qualitative Research Methods (3.0 credits) [Elective] 9. Policy Analysis and Evaluation (3.0 credits) [Elective] 10. Spatial Justice and Inclusive Strategies (3.0 credits) [Elective] 11. Green Urbanism & Renewability (3.0 credits) [Elective]

Term-V	1.Local Governance and Development (2.0 credits) 2.Urban Economy & Livelihoods (2.0 credits) 3.Climate Change & Risk Resilience (2.0 credits) 4.Housing Development and Finance (4.0 credits) [Core Elective] 5.Urban Mobility (4.0 credits) [Core Elective] 6.Waste & Water Management (4.0 credits) [Core Elective] 7.Real Estate Management (3.0 credits) [Elective] 8.Financial Modelling / Simulation (3.0 credits) [Elective] 9.Capstone Project Development/Proposal (1.0 credits) [Elective]
Term-VI	1.Public Ethics Seminar (1.0 credits) 2.Gender, Space & Development (3.0 credits) [Elective] 3.Capstone Project (Contd. from Term V) (7.0 credits) [Core Elective]

APPENDIX-3.6

CORE COURSES: MBA-SM

<i>Term</i>	<i>Course</i>
Term-I	1. Financial Reporting and Analysis (2.0 credits) 2. Managerial Skills and Communication 3. Quantitative Techniques 4. Managerial Analysis and Decision Modelling 5. Managerial Economics 6. Ethics, Sustainability and Technology (2.0 credits) 7. Climate Change & Natural Resource Management 8. Human and Sustainable Development 9. Geo-Spatial Application for Sustainability (2.0 credits)
Term-II	1. Operations Management 2. Financial Management (2.0 credits) 3. Sustainability Behaviour and Team Building (2.0 credits) 4. Sustainable Energy Systems 5. Designing Organizations for Sustainability 6. Social Research Methods 7. Sustainability Discovery Program 8. Greenhouse Gas Accounting (1.5 credits)
Term-III	1. Human Resource Management 2. Sustainability Reporting and Compliance (1.5 credits) 3. Renewable Energy Resources and Technologies 4. Environment and Social Impact Assessment (1.5 credits) 5. Environmental Laws, Policies, and Institutions 6. Corporate Social Responsibility 7. Social Entrepreneurship and Leadership (1.5 credits) 8. Marketing Management 9. SIP (0.0 credit)

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

ELECTIVE COURSES: MBA-SM

<i>Term</i>	<i>Courses</i>
Term-IV	1.Consumer Behaviour 2.Integrated Marketing Communication 3.Total Quality Management & Six Sigma for Sustainable Business 4.Project Management 5.Natural Resource Economics (2.0 credits) 6.Environmental Risk Management 7.Business Analytics (2.0 credits)
Term-V	1.Supply Chain Management 2.Lean Materials Management 3.B2B Marketing 4.Sustainability and Stakeholder Marketing 5.Environmental Management System 6.Circular Models and Sustainable Design 7.Independent Research Project / Capstone Project (4.0 credits)
Term-VI	1.Occupational Health Safety and Process Sustainability 2.Climate Modelling and LCA 3.Marketing Analytics 4.Operations Strategy

All other courses are of 3.0 credits each, except where otherwise mentioned. This is an indicative list only.

APPENDIX-3.7

CORE COURSES: MASTER'S-URBAN AND REGIONAL PLANNING

<i>Term</i>	<i>Course</i>
Term-I	1.Urban Networks and Services (3.0 credits) 2.Quantitative Techniques (3.0 credits) 3.Housing & Environmental Planning (3.0 credits) 4.Socio-economic Basis for Planning-I [Economics] (3.0 credits) 5.Studio-I: Settlement Systems and GIS (5.0 credits) 6.Planning Techniques (3.0 credits) 7.Theoretical Foundations of Sustainable Urban Planning and Management (3.0 credits)
Term-II	1.Urban Research Methods (3.0 credits) 2.Land Management & Development Regulation (3.0 credits) 3.Mobility Planning (3.0 credits) 4.Regional Planning (3.0 credits) 5.Socio-economic Basis for Planning II (Urban Sociology) (2.0 credits) 6.Urban Policies and Institutions (2.0 credits) 7.Urban Innovations Workshop (1.0 credits)
Term-III	1.Macroeconomic Analysis (2.0 credits) 2.Property Systems and Markets (2.0 credits) 3.Urban Renewal and Heritage (3.0 credits) 4.Project Management (3.0 credits) 5.Studio-III: Participatory Planning & Renewal (5.0 credits) 6.Micro & Participatory Planning (2.0 credits) 7.Planning Ethics Seminar (1.0 credit) 8.Habitat Practice Colloquium (1.0 credit)
Term-IV	1.Strategic Planning (3.0 credits) 2.Legal Issues and Professional Practice (2.0 credits) 3.Project Development & Financing (3.0 credits) 4. Studio IV – Urban Development Planning (5.0 credits) 5. Urban Informality (3.0 credits) 6.Urban Analytics (3.0 credits) 7.Dissertation Programming/ Proposal (1.0 credit) 8.Qualitative Research Methods (3.0 credits) [Elective] 9.Policy Analysis and Evaluation (3.0 credits) [Elective] 10.Spatial Justice and Inclusive Strategies (3.0 credits) [Elective] 11.Green Urbanism & Renewability (3.0 credits) [Elective]
Term-V	1.Local Governance and Development (2.0 credits) 2.Urban Economy & Livelihoods (2.0 credits) 3.Resilience Planning (2.0 credits) 4.Advanced Planning Techniques (3.0 credits) [Elective] 5.Tourism Planning (3.0 credits) [Elective] 6.Dissertation (6.0 credits)
Term-VI	1.Gender, Space & Development (3.0 credits) 2.Dissertation (6.0 credits)

APPENDIX-3.8
CORE COURSES: MASTER OF BUSINESS FINANCE

<i>Semester</i>	<i>Course</i>
Semester-I	1.Financial Accounting (4.0 credits) 2.Financial Institutions & Markets (2.0 credits) 3.Financial Management (4.0 credits) 4.Fundamentals of Management (2.0 credits) 5.Organizational Behaviour (4.0 credits) 6.Business Economics (Micro & Policy Perspective) (4.0 credits) 7.Business Statistics & Quantitative Techniques (4.0 credits) 8.Corporate Laws (4.0 credits)
Semester-II	1.Financial Statement and Analysis (2.0 credits) 2.Business Communication (2.0 credits) 3.Business Sustainability (2.0 credits) 4.Cost & Management Accounting (4.0 credits) 5.Security Analysis & Portfolio Management (4.0 credits) 6.Corporate Finance (2.0 credits) 7.Business Valuation (2.0 credits) 8.Management Information Systems (2.0 credits) 9.Multivariate Data Analysis (4.0 credits)
Semester-III	1.Business Analytics (4.0 credits) 2.Options, Futures & Swaps (4.0 credits) 3.Corporate Taxation (4.0 credits) 4.Behavioral Finance (2.0 credits) 5.Commercial Banking (4.0 credits) 6.Project Planning, Appraisal and Finance (4.0 credits) 7.Financial Modelling Using Excel (4.0 credits) 8.Evaluation of Programs and Projects (4.0 credits)
Semester-IV	1.Corporate Restructuring (4.0 credits) 2.Fixed Income Securities (2.0 credits) 3.Assets Liabilities Management (2.0 credits) 4.International Finance (4.0 credits) 5.Risk Management (2.0 credits) 6.Treasury and Forex Management (2.0 credits) 7.Insurance and Risk Management (2.0 credits) 8.Financial Services (2.0 credits) 9.Business Ethics and Corporate Governance (4.0 credits)

APPENDIX-3.9

COURSES: MA- MASS COMMUNICATION

<i>Semester</i>	<i>Course</i>
Semester-I	1.Introduction to Media & Communication (3.0 credits; CC) 2.Media Law & Ethics (3.0 credits; CC) 3.Communication Models, Theories & Practices (3.0 credits; CC) 4.Journalism Studies (3.0 credits; CC) 5.Design & Graphic Studies (3.0 credits; GE) 6.Audio Engineering & Radio Production (4.0 credits; SDC) 7.Digital Still Photography & Cinematography (4.0 credits; DSE)
Semester-II	1.Media & Communication Research (4.0 credits; CC) 3.Introduction to Advertising & Public Relations (3.0 credits; CC) 4.Social media & Digital Networking (3.0 credits; CC) 5.Writing for Media (3.0 credits; GE) 6.Multimedia Graphics & Designing (4.0 credits; GE) 7.Television Production (5.0 credits; SDC) 8.Digital Video Editing (3.0 credits; SDC) 9.Summer Internship Program (6.0 credits; DSE)
Semester-III	1.Environment & Development Communication (3.0 credits; GE) 2.Dissertation (6.0 credits; CC) 3.Advertising & Marketing Communication (3.0 credits; CC) 4.Advanced Advertising & Brand Management (3.0 credits; CC) 5.Digital Advertising (4.0 credits; DSE) 6.Effective Writing for Advertisements (4.0 credits; DSE) 7.Promotions & Campaigns (3.0 credits; DSE) 8.Corporate Communication - Concepts & Practice (3.0 credits; CC) 9.Online Reputation Management (3.0 credits; CC) 10.Public Relations Management & Client Servicing (4.0 credits; DSE) 11.Crisis Communication, PR & Media Relations (3.0 credits; DSE) 12.Effective Writing for PR (4.0 credits; DSE) 13.Convergence Journalism (3.0 credits; CC) 14.Covering Stories (3.0 credits; CC) 15.Journalism Ethics & Legal issues (3.0 credits; DSE) 16.Reporting and Writing (4.0 credits; DSE) 17. Online Reporting, Anchoring & Editing (4.0 credits; DSE)
Semester-IV	1.Final Internship (12.0 credits; DSE) 2.Capstone Project (6.0 credits; DSE) 3.Comprehensive Studies (3.0 credits; CC)

Note:

1. CC: Core Course
2. GE: General Elective
3. SDC: Skill Development Course
4. DSE: Discipline Specific Elective

APPENDIX-3.10

CORE COURSES: MA- PUBLIC POLICY AND GOVERNANCE

<i>Semester</i>	<i>Course</i>
Semester-I	1.Introduction to Government, Business and Society: The policy making process (5.0 credits) 2.Philosophical Foundations of Public Policy (5.0 credits) 3.Theories of Development (5.0 credits) 4.Quantitative Techniques (3.0 credits) 5.Social Research Methods (Qual & Quant) (3.0 credits) 6.Microeconomic Theory and Public Policy (3.0 credits) 7.Accounting for Policy Making (3.0 credits) 8.Management Information Systems and Digital Governance (4.0 credits)
Semester-II	1.Organizational Behaviour and Leadership for Policy Managers (5.0 credits) 2.Public Policy Analysis Framework (5.0 credits) 3.Constitution, Law and Government (5.0 credits) 4.Macroeconomics for Public Policy (3.0 credits) 5.Public Finance (3.0 credits) 6.Local Government Immersion Program [Field Project] (2.0 credits)
Semester-III	1.Strategic Management and Public Policy (3.0 credits) 2.Moral and Ethical Foundations of Public Policy (4.0 credits) 3.Introduction to Marketing (3.0 credits) 4.Human Rights, Corruption, Transparency and Justice in Developing Societies (5.0 credits) 5.Sustainability Management and Governance (4.0 credits) 6.Public Management and Policy Implementation (5.0 credits) 7.Dissertation (Will commence in Semester-III)
Semester-IV	1.Marketing for Public Policy and Services (3.0 credits) 2.Negotiation and Communication in Public Policy Context (4.0 credits) 3.Citizenship and International Policy (5.0 credits) 4.Civil Society Organizations: Structure, Function and Role in Public Policy Making (5.0 credits) 5.Capstone Project (5.0 credits) 6.Dissertation (5.0 credits)

APPENDIX-3.11

CORE COURSES: M.SC - ECONOMICS

<i>Semester</i>	<i>Course</i>
Semester-I	1. Microeconomics I (6.0 credits) 2. Macroeconomics I (6.0 credits) 3. Mathematical Methods in Economics (6.0 credits) 4. Statistical Methods (6.0 credits)
Semester-II	1. Microeconomics II (6.0 credits) 2. Macroeconomics II (6.0 credits) 3. Econometrics (6.0 credits) 4. Indian Economy (6.0 credits)
Semester-III	1. Development Economics (6.0 credits) 2. Optional Course I (6.0 credits) 3. Optional Course II (6.0 credits) 4. M.Sc. Dissertation or Optional Course III (6.0 credits)
Semester-IV	1. Optional Course IV (6.0 credits) 2. Optional Course V (6.0 credits) 3. Optional Course VI (6.0 credits) 4. M.Sc. Dissertation or Optional Course VII (6.0 credits)

CORE COURSES

<i>S.No.</i>	<i>Name of the Course</i>
1	Microeconomics I
2	Macroeconomics I
3	Microeconomics II
4	Macroeconomics II
5	Mathematical Methods in Economics
6	Statistical Methods
7	Econometrics
8	Indian Economy
9	Development Economics

ELECTIVE/OPTIONAL COURSES

S.No	<i>Optional Course</i>		S.No.	<i>Optional Course</i>
1	Applied Microeconomics		14	History of Economics Thoughts
2	Corporate Finance		15	Human Development
3	Data Envelope Analysis		16	Incentives and Organization
4	Issues in Development Economics		17	International Trade
5	Topics in Macroeconomics		18	Labor Economics
6	Economics of Education and Health		19	Law and Economics
7	Poverty, Inequality and Development		20	Political Economy
8	Environmental Economics and Sustainable Development		21	Financial Econometrics
9	Econometric Methods and Applications (various extensions and concentrations)		22	Monetary macroeconomics: Theory and Policy
10	Advanced Game Theory		23	Public Economics & Finance
11	Behavioral Economics and zTree		24	Behavioral Game Theory
12	Growth Theory		25	Gender Economics
13	Social Choice Theory		26	Study of Economic Behavior

This is a suggestive list. This can be reviewed depending on the situation:

Students will be given two options in Year II:

<i>Option-1</i>	Dissertation route:	Write a dissertation and complete 5 optional courses. The dissertation is equivalent to 2 optional courses
<i>Option-2</i>	Non-dissertation route:	Complete 7 optional courses

APPENDIX-3.12

M.TECH. IN DATA SCIENCE & ANALYTICS

CORE COURSES

<i>Semester</i>	<i>Course</i>
Semester-I	1.Linear Algebra for Machine Learning (5.0 credits) 2.Introduction to Probability and Statistics (5.0 credits) 3.Data Structure and Data Management for Data Sciences (5.0 credits) 4.Programming for Data Scientists (5.0 credits) 5.Data Mining and Exploration (5.0 credits)
Semester-II	1.Big Data Management and Platforms (5.0 credits) 2.Text Analytics (4.0 credits) 3.Machine Learning and Predictive Analytics (5.0 credits) 4.Elective-I (4.0 credits) 5.Elective-II (4.0 credits)
Semester-III	1.Deep Learning (5.0 credits) 2.Causal Inference in Statistics (4.0 credits) 3.Natural Language Processing (4.0 credits) 4.Elective-III (4.0 credits) 5.Capstone Project (5.0 credits)
Semester-IV	1.Elective-IV/Seminar (4.0 credits) 2.Thesis (16.0 credits)

NOTE: In Semester-4, Elective-IV (For candidate doing in-house thesis) and Seminar (for candidate doing Thesis outside)

Elective Courses		
<i>S. No.</i>	<i>Subject</i>	<i>Credits</i>
1	Digital Marketing Analytics	4
2	HR Analytics	4
3	Media Analytics	4
4	Real Time Analytics	4
5	Supply Chain Analytics	4
6	Financial Analytics	4
7	Ethical and Legal Considerations in Analytics	4
8	Healthcare Analytics	4
9	Social Network Analysis	4
10	Data Visualization	4
11	Software Design for Data Science	4
12	Advanced Operation Research	4
13	Artificial Intelligence	4