PROGRAM PROJECT REPORT

NCDOE/PPR/MBA/110 : Master of Business Administration

1	Degree Awarding body	SVKM's Narsee Monjee Institute of Management Studies - NMIMS (Deemed to be University)
2	Teaching institution	SVKM's Narsee Monjee Institute of Management Studies - NMIMS (Deemed to be University)
3	Name of the Program (specified by UGC / AICTE etc.)	Master of Business Administration (MBA)
4	Minimum duration of the program (yrs.) as per UGC norms	2 Years
5	Minimum eligibility for admission	Bachelor's Degree (10+2+3) in any discipline from recognised University or an equivalent degree recognised by Association of Indian Universities (AIU) with minimum 50% marks at Graduation Level (45% for SC/ST/OBC/PwD).
6	Program Credit	102
7	Program Level	Master
8	Nature of Target Group of Learners	Students / Management Aspirants/ Professional Learners / Experienced Professionals
9	Date of commencement	July 2024
10	Type of Program	Online

a) About NMIMS - NCDOE

History

In 1981, Shri Vile Parle Kelavani Mandal (SVKM) established Narsee Monjee Institute of Management Studies (NMIMS) to meet the growing demand for management education. The consistent academic quality, research focus, faculty from top national and global institutes and strong industry linkages at NMIMS have placed it amongst the nation's prime centers of educational excellence and research. In 2003, NMIMS was declared a deemed-to-be university under section 3 of the UGC Act 1956 and was accorded Category-I in Graded Autonomy Regulation, 2018 by UGC/MHRD in 2018. With the legacy of 41 years, NMIMS has grown to being not only one of the top 10 B-Schools in India but also emerged as a multi-disciplinary University with eight campuses at Mumbai, Navi Mumbai, Indore, Shirpur, Dhule, Bengaluru, Hyderabad and Chandigarh and seventeen constituent schools that include Management, Family Business, Engineering & Technology Management, Pharmacy, Architecture, Commerce,

Economics, Law, Science, Liberal Arts, Design, Performing Arts, Mathematical Science, Agricultural Science, Hospitality Management, Branding and Advertising and Distance and Online Learning. In addition, we have 12 Centres of Excellence as well at the University. Today more than 17000+ full-time students and 750+ full time faculty members are part of India's most sought after academic community i.e. NMIMS.

Vision

Globally admired academic and research university of excellence. Best in India and yearning to be the best in the world distinguished by innovation, student accomplishments, faculty scholarship, alignment with industry and community needs and contribution to the transformation of the Indian Higher Education.

Mission

We are committed to prepare students to fulfil corporate demands in a globalised world.This we shall achieve by providing support of technologically enhanced teaching-learning opportunities and using multiple modes of course delivery. We will reach out to a community of learners by creating an environment characterised by quality, convenience, timeliness and accuracy.

Through our values we will create a climate of high expectations for the success of our students and corporate associates.

Institutional Goals

- Understand and align with students' aspirations and professional goals, designing programs that precisely meet the competencies required for success.
- Foster the development of world-class professionals by delivering management education and business skills that are relevant and directly applicable to the dynamic demands of the industry.
- Implement a flexible education delivery system that adapts to the unique needs and workload of students, ensuring accessibility and convenience in their learning experience.
- Utilize cutting-edge technology to facilitate an anytime, anywhere learning approach, empowering students to engage with educational content seamlessly and efficiently.
- Provide continuous mentorship and guidance to students throughout their learning tenure, enhancing their educational journey and ensuring a supportive and enriching experience.
- Extend educational opportunities to learners who lack access to quality, outcome-based education, thereby reaching and impacting those who are traditionally underserved or unreached in the pursuit of knowledge and skill development.

b) **Program's mission & objectives**

Our MBA program spans over two years, designed to provide an extensive exploration of theoretical principles and functional domains within the field of Management. The curriculum comprises a varied range of courses that facilitate a thorough examination of fundamental concepts, established practices, and emerging trends within the designated subject area.

The two-year MBA program is meticulously designed to provide students with an in-depth and well-rounded education in business administration. The curriculum is strategically organized across various semesters, covering foundational, core, and elective courses to equip students with a comprehensive skill set and a nuanced understanding of emerging trend and business dynamics allowing them to navigate the complex global business landscape.

The program begins with foundational courses aimed at establishing a strong understanding of essential business concepts. Students establish a strong foundation with essential courses, including Business Communication,

Financial Accounting, Micro Economics & Macro Economics, Organizational Behavior, Marketing Management, and Quantitative Methods – I. These courses collectively lay the groundwork for fundamental business concepts.

Building on the foundational knowledge, the program introduces advanced topics such as Cost & Management Accounting, Human Resource Management, Strategic Management, Business Analytics, Legal Aspect of Business, and Operations Management. This phase enhances students' understanding of core business functions.

The MBA program offers a diverse range of electives, allowing students to specialize in their area of interest. There are five electives available for selection: Business, Marketing, Finance, Human Resource, Operation & Data Science.

The program focuses on specialization, featuring courses in Corporate Finance, Business Research Methodology, International Business and seven elective courses over two semesters. Students have the opportunity to tailor their education to specific interests, choosing from a range of elective options in business, finance, human resources, operations, or marketing.

Lastly, the program emphasizes on ethical considerations with courses in Indian Ethos & Ethics and Corporate Sustainability. It also includes a practical application component through submission of Industry aligned Project Work.

Program Objectives

The program aims to:

- Foster a robust understanding of concepts and principles among students, enabling them to adeptly navigate the latest developments at contemporary, national, and global levels.
- Deliver a well-rounded and in-depth education in business administration, covering foundational, core, and specialized knowledge across various functional areas.
- Infuse a global perspective throughout the program, preparing students to navigate the challenges and opportunities in the international business landscape.
- Commit to continuous adaptation to industry trends, ensuring the curriculum remains relevant and students are well-prepared for the evolving demands of the business environment.
- Deliver content and instruction that are attuned to the expectations, needs, and practical realities of corporate environments, ensuring students are well-prepared for professional challenges.
- Offer state-of-the-art IT infrastructure to students, providing essential support for their career paths in managerial, administrative, or entrepreneurial pursuits.
- Provide students with skills-based learning initiatives, affording them a competitive edge in the job market and bolstering their employability in diverse professional settings.

c) **Relevance of the program with HEI's Mission and Goals :**

NMIMS, as a Deemed University, is committed to the mission of cultivating lifelong learners through its MBA Program. Embracing online and distance, NMIMS aims to make quality education accessible to a diverse range of learners aspiring to develop skills and knowledge for enhanced productivity and employability in their chosen industries. This online program addresses the needs of individuals who face challenges in pursuing higher education due to work commitments, family responsibilities, or geographical constraints. The platform facilitates research through online resources, virtual collaboration, and access to a global knowledge base.

NMIMS has a strong alumni network across various industry sectors. The MBA Program leverages this network by providing students with opportunities to learn from industry experts through online classes. The online platform

serves as a conduit for connecting students with professionals, fostering learning from real-world experiences and expanding their understanding of diverse business functions.

NMIMS emphasizes holistic education, with the belief that Online and Open and Distance Learning can effectively incorporate both technical and soft skills. Virtual classrooms within online and distance serve as interactive spaces for sessions, discussions, and activities that not only enhance technical expertise but also promote the development of essential soft skills, facilitating a balanced intellectual growth.

NMIMS – Center for Distance and Online Education (NCDOE) at NMIMS is dedicated to providing the best in class online management education, aligning seamlessly with the institution's overarching goals. The MBA program, under the aegis of NCDOE, aims to nurture well-rounded individuals who excel not only as professionals in respective specialization but also embody a profound understanding of human values, cultural heritage, and ethical principles.

d) **Nature of prospective target group of learners**

- The MBA Program is tailored to cater to a diverse and dynamic target group of learners, comprising individuals seeking to enhance their managerial skills and carve out a career in the management field. This group includes not only fresh graduates aspiring to enter the business world equipped with comprehensive management knowledge but also working professionals keen on accelerating their career trajectory within the challenging domains.
- The program is also well-suited for seasoned executives currently employed across various industries, offering them a unique opportunity to refine their managerial prowess and stay abreast of the latest industry trends.
- Whether individuals are embarking on their initial professional journey or seeking to elevate their existing roles, the program is designed to meet the multifaceted needs of a broad spectrum of learners.

e) Appropriateness of program to be conducted in Online Learning mode to acquire specific skills and competence :

NMIMS – Center for Distance and Online Education (NCDOE) is committed to providing outcome-based education with a curriculum that is meticulously crafted to align with industry standards. This educational approach empowers students to not only meet their academic requirements but also to pursue their aspirations, offering them opportunities for enriched learning experiences. The curriculum, pedagogy, and assessment processes are intricately designed to align with the desired educational outcomes. Embracing an outcome-based education model ensures a high level of learning for all students, as it facilitates the achievement of outcomes tailored to each learner's developmental level. This steadfast commitment to outcome-based education reflects NCDOE's dedication to delivering a comprehensive and tailored learning experience for every student.

In addition, our pedagogical tools encompass a range of modern techniques, including recorded videos, synchronous sessions, case study discussion forums in the learning portal, presentations, and application-based assignments. These tools are delivered through a state-of-the-art technological platform that not only engages students actively but also fosters an environment conducive to discussion and debate.

This program is strategically crafted to empower learners with the following objectives:

- Acquire comprehensive training in key principles and applications essential for effective business management.

- Develop a nuanced understanding of business theories coupled with practical implementation, fostering the acquisition of real-time business management and decision-making skills.
- Gain in-depth knowledge that will influence the broader business management domain.
- Evaluate and appreciate the strategic implications of local and global changes in business, and the economy, fostering a holistic perspective on business dynamics and environments.

The Program provides holistic learning experience through the use of Case Studies Methodology, inclusion of Industry Practitioner sessions for real life inputs and providing Technology and platform for better learning experience.

Through the impartation of domain-specific knowledge and the cultivation of globally-relevant skills, the program significantly contributes to both academic enrichment and professional advancement. This well-rounded educational approach seamlessly integrates theoretical knowledge, practical expertise, and effective communication skills — qualities highly esteemed in today's global, multicultural work environments. Graduates emerge equipped to explore a myriad of career opportunities in diverse sectors, spanning private and public organizations. These may include Fast-Moving Consumer Goods (FMCG), service-based entities like investment banks and audit firms, government departments across various industries, financial services, insurance, infrastructure, banking, and IT & ITES.

Program Learning Outcomes

After successfully completing the requirements of this programme, the learners should be able to:

- Demonstrate a lucid understanding of fundamental concepts in business, specializing in chosen areas, and across various functional domains.
- Establish a robust foundation in business management subjects, progressively building expertise in their chosen stream of specialization.
- Exhibit critical thinking skills, enabling the adept analysis of complex business problems.
- Apply a heightened sensitivity to social, sustainable, and ethical dimensions, actively incorporating nuances for responsible business conduct in the contemporary business landscape.
- Demonstrate an in-depth comprehension of domain specialization selected. This knowledge equips students with a competitive edge to effectively address real-world business challenges.
- Showcase advanced knowledge in their respective specilization, empowering students to excel in their professional careers and make valuable contributions to their respective fields.

f) **Instructional Design :**

Learning materials are prepared for the courses as per UGC guidelines – the four quadrant approach. Every course has recorded videos covering the syllabus, recording of synchronous sessions that are scheduled for the semester, digital learning materials that students can refer to for learning, discussion forums where faculty can interact with students and clarify their doubts, and self-assessment quizzes. All the materials are created by HEI faculty. The student learning materials are created, reviewed and edited by the subject matter experts.

The students will get the following elements of learning in our online programme.

1. Course Content (Recorded videos and Digital study materials)
2. Access to Student Portal that includes learning management system and student administrative system

3. Live lectures: Teaching Sessions, Doubt Clearing Sessions, Industry Experts' sessions, Session Podcast, Case study discussion sessions, Masterclasses from experts across the globe
4. Access to the Digital Library of the University
5. Support : Call, Ticket & Chat support with Course Co-ordinator; Faculty connect through Post a query and access to session recordings.

Review by Board of Studies: NCDOE has an eminent Board of Studies (BOS), comprising of members from the Academic and Corporate community. The course is presented and reviewed by BOS. Recommendations/Suggestions of BOS members are considered for updations and represented for approval before submitting the same to Academic Council. The review is inclusive of the programme report and teaching scheme where policy and processes are checked and approved.

Approval by Academic Council: The proogramme with the BoS approval minutes is further submitted to the Academic Council of the University for Final Approval.

Programs are offered on a semester basis. A modular approach towards pursuing a long term degree Program is implemented.

Programme Structure

SEMESTER	SUBJECT	SUBJECT CREDIT
1st	Business Communication	4 Credits
	Financial Accounting	4 Credits
	Micro Economics & Macro Economics	4 Credits
	Organizational Behavior	4 Credits
	Marketing Management	4 Credits
	Quantitative Methods – I	4 Credits
2nd	Cost & Management Accounting	4 Credits
	Human Resource Management	4 Credits
	Strategic Management	4 Credits
	Business Analytics	4 Credits
	Legal Aspect of Business	4 Credits
	Operations Management	4 Credits
3rd	Corporate Finance	4 Credits
	Research Methodology	4 Credits
	Project Part I	2 Credits
	Elective 1	4 Credits
	Elective 2	4 Credits
	Elective 3	4 Credits
	Elective 4	4 Credits
4th	Indian Ethos & Ethics	4 Credits
	Corporate Sustainability	4 Credits
	International Business	4 Credits
	Project Part II	4 Credits
	Elective 5	4 Credits

	Elective 6	4 Credits
	Elective 7	4 Credits

The electives in each of the specialisation is as follows :

Specialisations

Specialisations	
Finance	1) Capital Market and Portfolio Management
	2) Business Valuation
	3) Financial Derivatives
	3) Strategic Cost Management
	5) Corporate Tax Planning
	6) Investment Banking
	7) International Finance
Human Resources	1) Compensation & Benefits
	2) Industrial Relations & Labour Laws
	3) Manpower Planning, Recruitment and Selection
	4) Organizational Development & Change
	5) Performance Management System
	6) Learning & Development
	7) Emotional Intelligence
Operations & Data Sciences	1) Supply Chain Management
	2) Project Management
	3) Operations Analytics
	4) Strategic sourcing and E-procurement
	5) Total Quality Management
	6) EDA and Data Visualization
	7) Strategic Applications of IoT and Big Data
Marketing	1) Brand Management
	2) Consumer Behaviour
	3) Integrated Marketing Communications
	4) Sales Management
	5) International Marketing
	6) Services Marketing
	7) Digital Marketing
Business Management	1) Information Systems for Management
	2) Consumer Behaviour
	3) Organisational Theory, Structure and Design
	4) Supply Chain Management
	5) Digital Marketing
	6) Entrepreneurship and Venture Capital Management

	7) Project Management

Finance specialization includes courses such as Capital Market and Portfolio Management, Business Valuation, Financial Derivatives, Strategic Cost Management, Corporate Tax Planning, Investment Banking, and International Finance, offering students a deep understanding of financial markets and strategic financial decision-making.

Human Resources specialization provides courses like Compensation & Benefits, Industrial Relations & Labour Laws, Manpower Planning, Recruitment & Selection, Organizational Development & Change, Performance Management System, Learning & Development, and Emotional Intelligence, empowering students with skills to manage and optimize human capital, fostering organizational growth.

Operations & Data Sciences specialization encompasses courses such as Quantitative Methods – II, Supply Chain Management, Project Management, Service Operations, Total Quality Management, Six Sigma, and Strategic sourcing and E-procurement, equipping students with skills vital for efficient and streamlined business operations.

Marketing specialization offers courses in Brand Management, Consumer Behaviour, Integrated Marketing Communications, Sales Management, International Marketing, Services Marketing and Digital Marketing, enabling students to develop strong marketing strategies, understand consumer behavior, and leverage digital platforms, crucial for successful market positioning.

Business Management specialization includes courses such as Information Systems for Management, Consumer Behaviour, Organisational Theory, Structure and Design, Supply Chain Management, Digital Marketing, Entrepreneurship and Venture Capital Management and Project Management equipping students with skills vital for efficient and streamlined business management.

Student Support and Services

Student Support and Services is integral part of NCDOE delivery system. In order to manage and support student queries, concerns, grievances and/or issues in a timely manner NCDOE has set up the following systems and processes

- An online ticketing based system for students to raise, track and get their concerns and issues resolved in a timely manner
- Apart from the online, ticketing system students can connect to various people within the University through the following tools
    - Live Chats to talk to Academic counselors, mentors and Student support team
    - Post my Query to ask questions to faculty in an asynchronous mode
    - Dial a toll free no to speak to counselors, support team members and/or mentors
- Apart from the above, various Service Requests can be made online through the student portal for marksheets, books, i-cards, certificates, etc
- The University has a Grievance Redressal committee chaired by Pro-VC of the University which can take all cases which have been escalated by the students in case they were not satisfied with the responses or resolutions given

All Queries and Services provided have a defined timeline for resolution

g) Procedure for admissions, curriculum transaction and evaluation

Eligibility Criteria for admission

Bachelor's Degree (10+2+3) in any discipline from recognised University or an equivalent degree recognised by Association of Indian Universities (AIU) with minimum 50% marks at Graduation Level (45% for SC/ST/OBC/PwD).

Admission Process

1. The university will declare the admission dates on their website along with the Eligibility criteria and fee structure.
2. The Candidates will fill up the Online Registration Form to register for the program available on NCDOE website online.nmims.edu
3. The Candidate will be issued a Registration Number after filling up the Registration Form.
4. Candidates can pay the Admission Processing Fees and Program Fees via different modes of payment available and depending upon the mode of payment selected the Transaction Advice will be generated for the student.
5. Modes of payment available with the student for paying the Admission Processing Fee and Program Fee are mentioned below:
    - Online
    - Offline (Student submits the Demand Draft)
6. If the candidate wants to pay via Demand Draft he / she will have to either visit the University or courier the same to the University.
7. The Candidate will scan the recent passport size photograph and submit it in the online form. The same photograph will be printed on the Final Certificate.
8. The Candidate will submit the softcopies of the photocopies attested by Gazetter Officer of the mandatory documents as per the eligibility criteria selected by them.
9. The documents will then be verified by the University and updated on the system to indicate whether the documents are approved or marked Incorrect. In case of documents which are marked incorrect the mail will be forwarded to the student with the list of documents marked incorrect along with the reason.
10. For Candidates whose documents are marked incorrect they will be allowed to re-submit the proper/correct documents and these documents will be again checked and verified by the University.
11. For Candidates whose documents are approved the mail will be forwarded along with the status of their document approval.
12. Once the candidate receives the document approval mail, the candidate can pay the Program Fees if not paid earlier via different modes of payment available, depending upon the mode of payment selected the Transaction Advice will be generated for the candidate.
13. As soon as the documents are approved and payment is complete, student will have to complete Audio/Video verification.
14. Once the Email, Mobile and Audio/Video verification is completed, the candidate will get the mail confirming the admission.

15. A Welcome letter will be mailed to the student giving details about the Student Kit which will be issued to them by the University along with their Portal Login details.

Fee structure

- Tution Fee

Particulars	MBA
Semester fee	55000/-
Annual fee	105000/-
Full fee	196000/-

- Reg Fee – 1200/-
- Exam fee – 800/- per subject
- Note : For additional services that student demand during the program, there is a separate fee table.
  - SR Fee Table as reference

Scholarship Policy

Discount of 20% on Program fees each semester to the Defence Personnel and their immediate family.

Evaluation Policy

This online programme's examination evaluation mechanism has mainly two components:

- Internal Assignment (IA) 30 % Weightage
- Term End Examination (TEE) 70 % Weightage

Both the above components are mandatory in nature. To be declared as 'Pass' in each subject, a student needs to necessarily submit the Internal Assignment and appear for the Term End Examination and obtain passing criterion.

The examination and evaluation is governed by the following policies:

1. Term End Examination Credence is 70%.
2. Students enrolled have proctored Computer based Term End Examination which shall be conducted twice in a year, in June and December. In addition to this, proctored computer based Re-Sit Term End Exams shall be conducted twice in a year in April and September for students who have not succeeded in clearing their Term End Exams earlier. (i.e. Four exam cycles)

Passing Criteria For MBA students

To be eligible for being declared as "Pass" in any course/subject students must adhere to the following conditions:

- Student is required to obtain 50% marks on the aggregate of marks obtained in the Internal Assignment and Term End Examination taken together.
- If Internal Assignment submitted is identified under Plagiarism (within same exam cycle or latest exam cycle), student would not be declared as Pass - even if the total score (assignment plus term end) for that subject calculated is 50 % marks and above.

- A student enrolled in the respective program (as applicable) will be declared 'Pass' after he/she fulfils the above passing criteria for all the subjects of all the semesters of the program.

Academic Calendar

Academic Tasks	January	April	July	October
Admissions	3rd week January, 3rd week of March		3rd week July, 3rd week of September	
Orientations	4th week of January, 4th week of March		4th week of July, 4th week of September	
Academic Sessions	1st week of February, Mid week of November		1st week of August, Mid week of May	
Internal Assignments	During academic sessions	During academic sessions	During academic sessions	During academic sessions
Term End Assessments	During academic sessions, June	*	During academic sessions, December	*

***Four Term end exam cycles – June, September, December and April

Note: Academic calender is updated in student portal

h) Requirement of the laboratory support and Library Resources:

Our learning resources include a host of self-learning materials that help the learners in gaining knowledge through multiple modes. This way retention and application of knowledge become simple and easy. The components of our learning package are as follows:

Students are provided Digital Library (EBSCO Host) Business Source Premier is the industry's most used business research database, providing a rich collection of online resources is the highlight of the resources centre. It has 35 online databases, offering its members a vast knowledge base. The e-resources comprise 2,30,000+ e-books, 87,000+ e-journals, and an enormous collection of data and reports. Library are automated with Koha library automation software.

Additionally, the University provides a Library and Resource Center in the cities of Mumbai, Bengaluru, Hyderabad, Indore and Chandigarh.

The Mumbai Resource Centre is fully automated with RFID Technology and Koha software for library operations. It has a diverse collection of more than 52,000+ books covering all aspects of business and management, including areas related to Economics, Behavioral Sciences, IT, Law, Finance, etc. This includes 80+ National and International periodicals and journals carefully archived with back-dated issues.

The Centre provides a dedicated digital library with 30 machines where students can access databases and A-V material. Along with this, the NMIMS Resource Centre is also equipped with a Bloomberg lab of 12 terminals for researchers in finance and marketing. A dedicated section of the research methodology collection is available to the researchers to learn and engage in research activities.

i) Quality assurance mechanism and expected Program outcomes :

In adherence to the guidelines set by the University Grants Commission (UGC) 2020 for online programs in India, NCDOE has implemented a robust Quality Assurance Process for our online programmes. The objective is to ensure the continual enhancement of the teaching-learning process and the delivery of high-quality education to our learners.

Internal Audits and Continuous Improvement:
The cornerstone of our quality assurance mechanism is the **monthly academic review and annual internal audit** conducted on the academic unit of the NCDOE. This process serves as a comprehensive evaluation, identifying areas for improvement and ensuring the ongoing enhancement of our operations.
Dynamic Course Content Review:
Our commitment to excellence is exemplified through the constant review and updating of course content. The **Academic Review Committee** conducts regular assessments, ensuring that our courses remain relevant, up-to-date, and aligned with industry standards.

Student Feedback Loop:
Feedback from our students is a vital component of our quality assurance process. We have established an efficient feedback loop wherein student input is systematically collected and communicated to faculty members. This allows us to promptly identify areas of improvement and respond to the evolving needs of our learners. The feedback is taken for following parameters on a 7-point Likert scale:

- Subject matter covered
- Course material in today session
- Audio quality
- Video quality
- Faculty preparation
- Faculty communication
- Faculty responsiveness
- Learning process

Comprehensive Alumni Satisfaction Surveys:
To gauge the satisfaction levels of our alumni, we conduct thorough surveys that cover various aspects of their learning experience. These surveys delve into the alignment of the program with professional goals, the quality and relevance of course content, responsiveness of the support team, effectiveness of examination systems, appropriateness of technology, and overall satisfaction as online and distance learners.

Audit Process of Academic Delivery:
NCDOE initiated the audit process for the faculty who will be conducting the sessions for the first time. The audit is done as per the following parameters

- Session material for Content Quality (PPTs/Readings/Videos/Cases/Working files etc.)
- Session recordings (Feedback to be shared within 15 hours since the session gets over)
- Internal assessment (IA) questions and synoptic (rubrics)
- Term end exam (TEE) Questions and synoptic
- Evaluations (15 % of submissions)

Audit feedback rating for all the components in the first sessions is expected to be 6 and above in a 7-point scale.

Question Bank / Question Paper Audit

Every Question Bank (QB) / Question paper (QP) is reviewed for the typo, grammar appropriateness and completeness of the questions as per the format. by examination team before uploading it into the portal. Queries raised by students on TEE – are verified and validated by Faculty and QB is corrected or replaced based on their approvals.

- Projects/TEE evaluated/revaluated are checked by examination team for appropriate and detailed remarks, marks in all sections, maintaining bell curve, analysis of evaluation based on Standard deviation/ average marks given
- Project evaluation has two level of moderation, scores are reviewed and then results are declared.
- Unfair means (UFM) cases – audit and verification: TEE team conducts audit of the UFM cases reported and then processes the UFM decision before results declaration.

Internal Assessment Audit:

- For every exam cycle, an internal audit process of checking the QP with last five years' exam cycles so check if any question/sub question is getting repeated in upcoming exam cycle
- Check for typo, grammar, incompleteness of question is also done. If any question needs to be changed, the domain-specific faculty is asked to change the question set/particular question
- The answers sheets also are audited after initial evaluation, as per process below:
    - Internal examination team checks for checking marks/remarks/incomplete or partial grading. If there are cases, then feedback is shared with concerned grading faculty to check and timely update.
    - Normalization process is done for unbiased grading curve where multiple faculty are involved in subjects.
    - Only in certain applicable cases : retaining of faculty score as per question weightage solved by the student and not as per normalization.

Continuous Improvement Based on Feedback:

Our commitment to excellence is reflected in the regular feedback loop, which ensures that our programs consistently meet and exceed the expectations of our learners. Based on the feedback received and internal program reviews, content relevancy of student learning material (SLMs) and asynchronous content (recorded videos, discussion forums etc) is systematically assessed every year. This process guarantees academic excellence and the practical applicability of our programs in the dynamic industry landscape.

Learner Empowerment:

Our programs are designed to empower learners with practical skills and knowledge. These programs aim to empower students in following:

1. Real-time Business Management Skills: Provide a blend of business theories and practical implementation for effective decision-making.
2. Administrative Proficiency: Develop the ability to manage administrative functions, including planning, organizing, staffing, and controlling.

3. Holistic Knowledge Base: Offer insights into law, information systems, and other influential areas related to the subject.
4. Global Awareness: Enable learners to appreciate the strategic implications of local and global changes in trade, business, and the economy.
5. Domain-Specific Expertise: Imbibe specialized knowledge and cultivate globally-relevant skills for academic and professional growth.
6. Integrated Skill Development: Combine theoretical understanding, practical expertise, and communication skills for a well-rounded educational experience.

In conclusion, our Center for Internal Quality Assurance (CIQA) committee meets twice a year to discuss the various feedback reports and also recommend best practices. The team is commited to delivering education that empowers learners for success in their chosen fields. Through continuous improvement, feedback loops, and dynamic content reviews, we strive to uphold the highest standards of academic excellence in online education.