

Master of Business Administration (MBA) –Syllabus 2019 Pattern (revised)

2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern

MBA I effective from AY 2022-23

MBA II effective from AY 2022-23

1.0 Preamble: The revised MBA Curriculum 2022 finetunes the MBA 2019 Pattern which was built upon the Choice Based Credit System (CBCS) and Grading System and the Outcome Based Education. The MBA Curriculum 2022 also incorporates several aspects of NEP.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation¹).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

- a) Disciplinary knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

2.1.8 Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning

2.1.10 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.1.11 Rubric (Assessment Rubric): A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

2.2 Academic credit: An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instructions required per week

¹ Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g., BA, BE etc.



Sueada
Director
Ashoka Business School

2.2.1 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

- a) *every ONE hour session per week of L amounts to 1 credit per semester*
- b) *every TWO hour tutorial per week of L amounts to 1 credit per semester*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.2.2 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.2.3 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.2.4 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.*
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making and exhibit value centered leadership.*
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.*
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.*

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that Institutes define the PSOs for each specialization / major-minor combination. PSOs shall also vary based upon the customized combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Formative Assessment (FA) Marks	Summative Evaluation (SE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						

1	Enrichment Courses (ENR)	1	Elective	25	0	25
2	Foundation Courses (FOU)	1	Elective	25	0	25
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

- 4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.
- 4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.3 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.4 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives). These are also known as Soft Core Courses.
- 4.1.5 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
 - Supportive to the discipline of study
 - Providing an extended scope
 - Enabling an exposure to some other discipline/domain
 - Nurturing candidate's proficiency/skills.
- 4.1.6 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.
- 4.1.7 **Generic Elective – University Level:** These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation (Summative Evaluation).
- 4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.
- 4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.
- 4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).
- 4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.
- 4.1.13 **Massive Open Online Courses (MOOCs)²:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

² AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	FA Marks	SE Marks
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)												
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14	66 Credits	1050	1050	
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15				
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5				
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6				
	5	GC - 5	5	SC - 1	5	SC - 4						
	6	GC - 6	6	SC - 2								
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL												
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10	22 Credits	0	550	
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11				
	9	GE UL - 3	9	GE UL - 6	8	GE UL – 9						
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL												
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6	22 Credits	550	0	
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7				
	12	GE IL - 3	12	SE IL -2	11	SE IL -5						
										110	1600	1600
										43	Credits	FA SE
FOUNDATION COURSES (OPTIONAL)												
D	FOUNDATION 1		FOUNDATION 7						0 to 10 Credits			
	FOUNDATION 2		FOUNDATION 8									
	FOUNDATION 3		FOUNDATION 9									
	FOUNDATION 4		FOUNDATION 10									
	FOUNDATION 5											
	FOUNDATION 6											
ENRICHMENT COURSES (OPTIONAL)												
E	ENRICHMENT 1		ENRICHMENT 7		ENRICHMENT 11		ENRICHMENT 13		0 to 14 Credits			
	ENRICHMENT 2		ENRICHMENT 8		ENRICHMENT 12		ENRICHMENT 14					
	ENRICHMENT 3		ENRICHMENT 9									
	ENRICHMENT 4		ENRICHMENT 10									
	ENRICHMENT 5											
	ENRICHMENT 6											
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)												
F	ASCC 1		ASCC 4		ASCC 7		ASCC 10		0 to 22 Credits			
	ASCC 2		ASCC 5		ASCC 8		ASCC 11					
	ASCC 3		ASCC 6		ASCC 9							

Note:

1. The basic programme structure comprises of Block A, B & C above.
2. Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

LEGEND:

#	Block	FA - SA(Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	110	43	
OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)						
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 -10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0- 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 -22	0 -11	ELECTIVES

5.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)
4. International Business Management (IB)

Note:

1. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
3. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

5.1 Open Elective(s):

1. Learners who intend to learn specific courses from other specialization(s) can opt for Subject Elective (SE - IL) courses from other specializations in lieu of the Subject Elective (SE - IL) courses from their native specialization.
2. These open electives MAY BE from two different specializations.
3. Open Electives can be opted for only in Sem III and Sem IV.
4. Students can opt for maximum 1 Subject Elective (SE - IL) course in Sem III and Sem IV each. i.e. Students can opt for maximum 2 Open Electives (total 4 credits).

5.2 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**
 - a) Major Specialization – Courses: Total 9 (4 Subject Core courses and 5 Subject Elective courses)
 - b) Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)
2. For a **Major + Minor Specialization combination** the learner shall **earn**
 - a) Major Specialization – Credits: Total 22 (12 Credits from Subject Core + Minimum 10 Credits from Subject Electives)
 - b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)
3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.
4. The Major + Minor specialization combination is OPTIONAL.
5. Students shall be permitted to opt for **ANY Major + ANY Minor** specialization combination, subject to institutional norms and guidelines, issued from time to time.

6. A student opting for Major + Minor specialization combination shall opt for Foundation Courses / Enrichment Courses / Alternative Study Credit Courses **ONLY in lieu of Generic Elective (GE - IL) Courses.**
7. Institutes may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

5.3 Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 5 choices)
2. Students can opt for a two specializations (i.e. Major + Minor Combination – 1(Major) + 8(Minor) choices)
3. Specializations which are offered **ONLY** as MINOR shall be offered in **SECOND YEAR ONLY**. (4 choices)
8. Courses for the Minor specialization shall be taken up in the second year **ONLY** (in either Sem III or Sem IV or in a combination of Sem III and IV). **Courses Listed in a specific semester shall be available only in that semester. i.e. Courses listed in Semester III cannot be taken up in Semester IV or Semester II and like wise.**
4. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Sem II.
5. All courses (Subject Core (SC) courses and the Subject Elective (SE - IL) courses) chosen in Sem II shall belong to the same specialization.
6. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 7 Subject Elective courses (2, 3, 2 each in semester II, III, IV respectively). In this case he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
7. The learners shall complete 4 Subject Core courses and 5 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

5.4 Foundation Courses:

1. All the Foundation Courses shall be of 1 credit each.
2. Maximum credits for Foundation Courses **shall not exceed 10 (Ten) Credits.**
3. Foundation Courses can be opted for **ONLY IN LIEU** of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses.³
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) **ONLY**.
5. Foundation Courses **CANNOT** be opted for in Sem III and in Sem IV.
6. It is **NOT MANDATORY** for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student.
7. Foundation Courses shall be offered **ONLY** to those students who lack the basic competencies in the specific course. The institute shall conduct a methodical assessment of the relevant competencies of the student. to identify the learners who need to take up foundation courses. Records of the evaluation shall be preserved.
8. Institutes may stipulate additional criteria for students desirous to take up Foundation Courses.
9. Foundation Courses shall be taught by the course teacher in workshop mode / project mode.
10. The course teacher shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
11. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially **SKILL** based.
12. Best of the two assessments shall be treated as the final evaluation.
13. The list of Foundation Courses is mentioned in Annexure I.

5.5 Enrichment Courses:

1. All the Enrichment Courses shall be of 1 credit each.
2. Maximum credits for Enrichment Courses **shall not exceed 14 (Fourteen) Credits.**
3. Enrichment Courses can be opted for, **ONLY IN LIEU** of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁴.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) or Semester III (minimum zero Credits – maximum two credits) or Semester IV (minimum zero Credits – maximum two credits).

³ Except for a learner who opts for Major + Minor Specialization combination

⁴ Except for a learner who opts for Major + Minor Specialization combination

5. It is NOT MANDATORY for a learner to opt for Enrichment Courses. However, Faculty members may advise a student to enroll for Enrichment Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Enrichment Courses.
7. Enrichment Courses shall be executed as **Course of Independent Study (CIS)** in guided self study mode.
8. A faculty guide shall be assigned for such courses. The learner shall select the Enrichment Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
9. Since enrichment course is a guided self study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
10. The learners shall document and submit details such as questionnaires, interview schedules, interview transcripts, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.
11. Enrichment Courses can be carried out in the campus library / in the campus IT lab / in a local community setting / in a start-up / in a government undertaking / in a NGO / in a cooperative / in a corporate entity.
12. The Enrichment Courses are organized in different Proficiency Tracks. Learners shall normally opt for enrichment courses from **NOT MORE THAN 3 Proficiency Tracks**.
13. **Enrichment Courses are of the following types:**
 - a) **Seminar** - Involves Desk Research of distributed learning material and information resources and submission and presentation of an analytical report. Maximum credits for Enrichment Courses of Seminar type shall not exceed 10 (Ten) Credits.
 - b) **Review** – Involves Desk Research of a small set of specific published reports/ databases and submission and presentation of an analytical report. Maximum credits for **Enrichment Courses of Seminar type** shall not exceed 10 (Ten) Credits.
 - c) **Case Study Development and Presentation** – Involves desk research and field work leading to the development, presenting and publishing of a case study. Maximum credits for **Enrichment Courses of Case Study Development and Presentation type** shall not exceed 10 (Ten) Credits.
 - d) **Project** – Involves field work leading to presentation of a comprehensive report based on the experiential learning. Maximum credits for **Enrichment Courses of Project type** shall not exceed 10 (Ten) Credits.
 - e) **Lab / Workshop** - Involves experiential learning through focused skill building activity. Maximum credits for **Enrichment Courses of Lab / Workshop type** shall not exceed 10 (Ten) Credits.
 - f) **Clinic / Fest** – Involves experiential learning through organizing an event / campaign. Maximum credits for **Enrichment Courses of Clinic / Fest type** shall not exceed 4 (Four) Credits.
 - g) **Personal Interest Course** - Involves experiential learning through club activities at the Institute Level. Maximum credits for **Enrichment Courses of Personal Interest Course type** shall not exceed 4 (Four) Credits.
14. A well documented and comprehensive spiral bound report / publication, with appropriate referencing, is essential for all the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report.
15. The Evaluation for the Enrichment Courses shall be as follows –
 - a) Proposal and Scope of Work – 5 Marks
 - b) Report – 10 Marks
 - c) Presentation – 5 Marks
 - d) Viva Voce – 5 Marks
16. The presentation shall be similar to an open defence. The Viva Voce shall be carried out by minimum two faculty members including the guide.
17. The sum total of the number of Foundation Courses and the number of Enrichment Courses opted by a student in a particular semester should generally be an even number.
18. The list of Enrichment Courses is provided in Annexure I.

5.6 Alternative Study Credit Courses:

1. All the ASCC shall be of 2 credits each.
2. Maximum credits for ASCC **shall not exceed 22 (Twenty two) Credits**.
3. Alternative Study Credit Courses (ASCC) can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁵.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum six credits) or Semester III (minimum zero Credits – maximum six credits) or Semester IV (minimum zero Credits – maximum four credits). i.e. a learner may skip Generic Elective (GE - IL) courses all together and earn the required 22 credits entirely through ASCC.

⁵ Except for a learner who opts for Major + Minor Specialization combination

5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 "Professional Certification Programs" and earn 22 credits or complete 11 MOOCs and earn 22 Credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

- e) Generic Elective (GE - IL) courses
- f) Subject Elective (SE - IL) courses
- g) Open Elective Courses
- h) Major + Minor specialization combination
- i) Foundation Courses
- j) Enrichment Courses
- k) Alternative Study Credit Courses

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional orientation.**

SIP can be carried out in a

1. Corporate Entity
2. NGO
3. SME
4. Government Undertaking
5. Cooperative Sector.

SIP may be

1. a research project – based on primary / secondary data
2. may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry.

It is expected that the SIP shall sensitize the students to the demands of the workplace and apply conceptual knowledge in practice..

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The Internal & the External viva-voce shall evaluate the SIP based on:

1. **Clear and concise objectives**
2. **Clear methodology, articulated using technical terms indicating all steps and tools**
3. **Citation of substantial current and good quality literature**
4. **Application of concepts learned in Sem I and II**
5. **Understanding of the organization and business environment**
6. **Benchmarks used / Assumptions made**
7. **Technical Writing & Documentation Skills**
8. **Interpretation of results and justification thereof and validity of the results presented**
9. **Utility of the project to the organization**
10. **Comprehensiveness and stakeholder relevance of the learning experience**

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

7.0 Formative Assessment (FA) / Concurrent Assessment (CA):

1. The course teacher shall prepare the scheme of Formative Assessment before commencement of the term. The scheme of Formative Assessment shall explicitly state the linkages of each Formative Assessment Item with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment with or without modifications.
3. The course teacher shall display, on the notice board, the approved Formative Assessment scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each Formative Assessment item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three Formative Assessment items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two Formative Assessment items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one Formative Assessment item.
8. Formative Assessment shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each Formative Assessment shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed Formative Assessment *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial Formative Assessment items at its discretion.
12. At the end of the term aggregate Formative Assessment scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Formative Assessment Methods: Student assessment should be as comprehensive as possible and provide meaningful and constructive feedback to faculty and student about the teaching-learning process. Over-use of question-answers may be discouraged for formative assessments. Course teachers shall opt for a combination of one or more FORMATIVE ASSESSMENT methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. MCQs with multiple correct answers
2. Class Test
3. Open Book Test
4. Written Home Assignment
5. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

6. Case Study
7. Caselet
8. Situation Analysis
9. Presentations

Group C (Group Assessment) – Not more than 1 per course

10. Field Visit / Study tour and report of the same
11. Small Group Project & Internal Viva-Voce
12. Model Development
13. Role Play
14. Story Telling
15. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

16. Learning Diary
17. Scrap Book / Story of the week / Story of the month
18. Creating a Quiz
19. Designing comic strips / Cartoon strips
20. Drama scripts
21. Creating Brochures / Bumper Stickers / Fliers
22. Creating Crossword Puzzles
23. Creating and Presenting Posters
24. Writing an Advice Column
25. Library Magazines based assessment
26. Peer assessment

27. Autobiography/Biography
28. Writing a Memo
29. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

30. Book Review
31. Drafting a Policy Brief
32. Drafting an Executive Summary
33. Literature Review
34. Term Paper
35. Thematic Presentation
36. Publishing a Research Paper
37. Annotated Bibliography
38. Creating Taxonomy
39. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

40. E-portfolios
41. Digital stories
42. eNewsletter, eMagazine
43. Recorded interviews of stakeholders posted on You Tube
44. Simulation Exercises
45. Gamification Exercises
46. Presentation based on Google Alerts
47. Webinar based assessment
48. Creating Webpage / Website / Blog
49. Creating infographics / infomercial
50. Creating podcasts / Newscast
51. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each Formative Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the Formative Assessment to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of Formative Assessment: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of Formative Assessment Documents: Records of FORMATIVE ASSESSMENT shall be retained for 3 years from the completion of the Academic Year. i.e., Current Academic Year (CAY) + 3 years. Likewise records of assessments to decide the learning needs of students for opting for Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 Summative Evaluation (End Semester Evaluation):



Swale
Director
 Ashoka Business School

**Ashoka Education Foundation's
Ashoka Business School
Concurrent evaluation Audit Record
MBA- Semester-I and III December-2023 A.Y. 2023-24**

Sr.No	Name of Faculty	Subjects	Concurrent-I method and its status	Concurrent-II method and its status	Concurrent-III- End Term and its status (Evaluation)	Additional concurrent if any	Signature of the Faculty	
1	Dr.Sarita Dhawale	102 Organizational Behaviour (SC)	Assignment	Presentation	✓ List submit		<i>Sarita</i>	
		312 HR Talent Management (SE)	Assignment	Poster Presentation	Case Study pres.		<i>Sarita</i>	
2	Dr. Vaibhav Bhalerao	104 Business Research Methods (SC)	Class Test	MCA & Res. assignment	Completed		<i>V</i>	
		304-MKT -Services Marketing (SC)	Class Test	MCA & 2 Qns. assignment	Completed	PPT & Case study	<i>V</i>	
		312 MKT-Business to Business Marketing (SE)	Written Test	MCA	PPT		<i>V</i>	
		192 Introduction to Cyber Security-I		MCA (ISM)	-	-	-	<i>V</i>
		392 Introduction to Cyber Security-III		MCA (ISM)	-	-	-	<i>V</i>
3	Dr. Mahesh Wagh	111 Legal Aspects of Business (UL)	NA	NA	Selected subject consulted	- rest checking in process	<i>MW</i>	
		115 Selling & Negotiation Skills Lab (SE)	Assignment	Indept viva.	-	-	<i>MW</i>	
		305 MKT-Sales & Distribution Management (SC)	Assignment	Indept vsva.	Checked	-	<i>MW</i>	
		319 HR Change Management (SE)	Poster	Indept viva.	-	-	<i>MW</i>	
		315 HR -International HR (LG+MW) (SE)	Research paper	Indept viva.	<i>Sarita</i>	DIRECTOR	<i>MW</i>	

DIRECTOR
Ashoka Business School
Nashik



COORDINATOR

Internal Quality Assurance Cell
Ashoka Business School, Nashik

Ashoka Business School
Nashik

4	Dr. Leena Gorhe	107-Management Fundamentals (UL)	NA	NA	70 Completed	Assigned	By
		304 HR- Strategic Human Resource Management (SC)	Written assignment	Role Play & PPT	Completed		By
		305 HR - HR Operations (SC)	Written assignment	PPT	Completed		By
		309 Knowledge Management (UL)	NA	NA	—	—	By
		315 HR -International HR (LG+MW)	Research Paper	viva	Completed		By
		Human Rights-I	MCG	—	Completed		By
		395-Introduction to Constitution	MCG	—	Completed		By
5	Dr. Vrushali Ahire	106 Digital Business (SC)	presentation	Infographics	Completed		CAH
		305 BA-Machine Learning & Cognitive Int. using Python (SC)	Assignment	presentation	—		3 CAHiz
		317 BA-E- Commerce Analytics Part I (SE)	Assignment	presentation	— (T/A)		
		312 BA-Social Media, Web & Text Analytics (SE)	Assignment	presentation	— (T/A)		
6	Dr. Pooja Gholap	101 Managerial Accounting (SC)	(A) Role Play (B) Short test	(A) Assignment (B) Assignment	Completed	—	Gholap
		304 FIN-Advance Financial Management(SC)	Quiz	Assignment	Completed	Case Studies.	Gholap
		305 FIN- International Finance (SC)	Presentation	Assignment	Completed	Book	Gholap



7	Ms. Pooja Kushare	103 Economic Analysis for Business Decisions (SC)	Assignment	Presentation	End Term		<u>Pf.</u>
		307 International Business Environment (UL)	NA	NA			
		313 FIN Technical Analysis	Presentation	Assignment	-		<u>Pf.</u>
		316 FIN Corporate Financial Restructuring (SE)	Case Study	Assignment	-		<u>Pf.</u>
8	Ms. Vishakha Shah	116 MS Excel (SE)	Assignment		-	-	<u>Qiz</u>
		302 Decision Science (SC)	Assignment	Casestds of Numericals	Rec Done	-	<u>Qiz</u>
		310 Corporate Governance (UL)	NA	NA	NA	NA Presentations	<u>Qiz</u>
		315 FIN-Indirect Taxation (VS+PK)	Case Study	Assignment	-		<u>Pf.</u>
9	Dr. Nainesh Mutha	113 Verbal Communication Lab (SE)	Written Assignment	Presentation	-	-	<u>NMutha</u>
		301 Strategic Management (SC)	Presentation	Assignment	Done	-	<u>NMutha</u>
		304 BA -Advance Statistical Methods (SC)	Assignment	Presentation of Cosings	End Term complete	-	<u>NMutha</u>
		313 BA- Industrial internet of Things (SE)	Poster	Presentation	.		<u>NMutha</u>
		Skill Development -I	Quiz			<u>Seeth</u>	<u>NMutha</u>



COORDINATOR

Internal Quality Assurance Cell
Ashoka Business School, Nashik

DIRECTOR

Ashoka Business School
Nashik

10	Dr. Hemant Wanjare	105 Basics of Marketing (SC)	Fieldwork	Practical	Completed		Good
		109 Entrepreneurship Development (UL)	NA	NA	Papers		Good
		313 MKT-International Marketing (SE)	Presentation	Viva	-	mcq	Good
		314 MKT Digital Marketing II (SE)	Presentation	Viva	-	mcq	Good

Note-

- i) Each Formative Assessment item shall be of minimum 25 marks.
- ii) For a 3 Credit Course there shall be a MINIMUM of three Formative Assessment items. The final scores shall be converted to 50, using an average or best two out of three formula.
- iii) For 2 Credit Courses there shall be a MINIMUM of two Formative Assessment items. The final scores shall be converted to 50.

[Signature]

Internal Exam Coordinator

[Signature]
Academic Coordinator



[Signature]
IC/Director
DIRECTOR
Ashoka Business School
Nashik

**Ashoka Education Foundation's
Ashoka Business School**

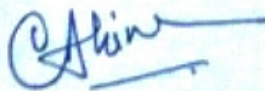
Date- 14 /06/2023

Internal Examination Notice

All MBA-I students are hereby informed that the End Term Exam- Class Test (50 Marks) for semester II is scheduled from 26th July 2023.

Detail schedule of the same is given below.

Day and Date	Time	Subject
Monday 26 th June 2023	10.00am to 12.00 pm	(GC) 201 Marketing Management
	2.00 pm-4.00pm	(IL) 217 MKT /217 FIN/221 HR/217 OSCM/220 BA
Tuesday 27 th June 2023	3.00 pm-5.00pm	(IL) 220 MKT/219 FIN/222 HR/218 OSCM/221 BA
Wednesday 28 th June 2023	10.00am to 12.00 pm	(GC) 202 Financial Management
	2.00 pm-4.00pm	(GC) 203 Human Resource Management
Thursday 29 th June 2023	10.00am to 12.00 pm	208 (UL)Geopolitics & World Economic Systems
	2.00 pm-4.00pm	(GC) 204 Operation and Supply Chain Management
Friday 30 th June 2023	10.00am to 12.00 pm	209 (UL)Start Up and New Venture Management
	2.00 pm-4.00pm	211 (UL)Business, Government & Society
Saturday 1 st July 2023	10.00am to 12.00 pm	205 MKT/205 FIN/205 HR/205 OSCM/205 BA
	2.00 pm-4.00pm	206MKT/206 FIN/206 HR/206 OSCM/206 BA



Internal Exam Coordinator



CEO



I/C Director



COORDINATOR

Internal Quality Assurance Cell
Ashoka Business School, Nashik

**Ashoka Education Foundation's
Ashoka Business School**

Date- 30 /06/2023

Internal Examination Notice

All faculty members are hereby informed that from 4th July 2023 to 8th of July 2023 all must have to complete the assessment of internal exam papers. The checked papers are expected to be discussed with the students and solve the students' queries if any at the earliest. This process is vital in ensuring transparency, fairness, and academic excellence within our institute.

To facilitate this process smoothly, we have outlined the following steps:

➤ **Internal Exam Paper Assessment:**

Each faculty member is required to assess the internal exam papers assigned to them promptly and diligently. Please adhere to the marking scheme and evaluation criteria provided for each exam.

➤ **Review Sessions with Students:**

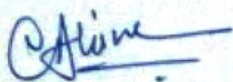
After completing the assessment, faculty members are requested to **schedule review sessions with their respective classes**. During these sessions, provide constructive feedback to students on their performance in the exam. Address any queries or concerns raised by students regarding their scores or understanding of the course material.

➤ **Timely Submission of Grades:**

Faculty members are reminded to submit the grades for internal exams promptly as per the evaluation sheet provided. Please ensure accuracy and completeness in grade submission to avoid any discrepancies or delays in academic record-keeping.

➤ **Maintaining Confidentiality:**

It is imperative to maintain the confidentiality and security of exam papers and student grades at all times. Ensure that exam question papers are securely stored after the assessment process is completed.



Internal Exam Coordinator



CEO

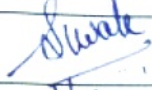





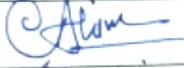




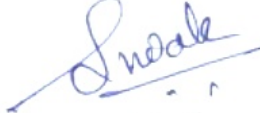
I/C Director



COORDINATOR

Internal Quality Assurance Cell
Ashoka Business School, Nashik

Sr.No	Name of Faculty member	Signature
1	Dr. Sarita Dhawale	
2	Dr. Vaibhav Bhalerao	
3	Dr. Pooja Gholap	
4	Dr Leena Gorhe	
5	Ms. Pooja Kushare	
6	Dr. Mahesh Wagh	
7	Dr. Vrushali Ahire	
8	Dr. Hemant Wanjare	
9	Dr. Nainesh Mutha	
10	Mrs. Vishakha Shah	

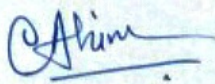


**Ashoka Education Foundation's
Ashoka Business School**

Date- 3/07/2023

Important Examination Notice

After the completion of examination, the students are encouraged to attend the paper discussion sessions by respective faculties in the classroom and raise the queries related to the marks or answers if any. In case a paper related query is not addressed by the faculty within 3 working days, the concerned student may approach the Examination department/Director. Late queries will not be entertained once the mark sheets are finalised.


Internal Exam Coordinator


CEO




I/C Director


COORDINATOR
Internal Quality Assurance Cell
Ashoka Business School, Nashik

**Ashoka Education Foundation's
Ashoka Business School, Nashik**

Date- 09 /11/2023

Internal Examination Notice

All MBA first year students are hereby informed that the **End term exam –Class Test (50 Marks)** for semester I is scheduled from 28th of November 2023.


Detail schedule of the same is given below.

MBA-I Semester-I

Day and Date	Time	Subject
Tuesday 28 th of November 2023	10.00 am to 12.30 pm	101-(SC) Accounting for Business Decisions
Wednesday 29 th of November 2023	10.00 am to 12.30 pm	102-(SC) Organizational Behaviour
Thursday 30 th November 2023	10.00 am to 12.30 pm	103- (SC) Economic Analysis for Business Decisions
Friday 1 st December 2023	10.00 am to 12.30 pm	104-(SC) Business Research Methods
Saturday 2 nd December 2023	10.00 am to 12.30 pm	105-(SC) Basics of Marketing
Monday 4 th December 2023	10.00 am to 12.30 pm	106- (SC) Digital Business
Tuesday 5 th December 2023	10.00 am to 12.00 pm	107 (UL) Management Fundamentals
Wednesday 6 th December 2023	10.00 am to 12.00 pm	109 (UL) Entrepreneurship Development
	02.00 pm to 04.00 pm	111- (UL) Legal aspects of Business

NB: Students are advised to attend the paper discussion sessions in the class by respective faculties and raise the paper related queries if any on the same day to the concerned faculty.


Internal Exam Coordinator


CEO

COORDINATOR
Internal Quality Assurance Cell
Ashoka Business School, Nashik



I/C Director

Ashoka Education Foundation's
Ashoka Business School, Nashik

Date- 22 /11/2023


Internal Examination Notice

All MBA –II year students are hereby informed that the End term exam –Class Test (50 Marks) for semester III is scheduled from 30th of November 2023.

Detail schedule of the same is given below.

MBA-II Semester-III

Day and Date	Time	Subject
Thursday 30 th November 2023	10.00 am to 12.30 pm	301 Strategic Management
Friday 1 st December 2023	10.00 am to 12.30 pm	302 Decision Science
Saturday 2 nd December 2023	10.00 am to 12.30 pm	304(MKT)/ 304(FIN)/ 304(HRM)/304 BA
Monday 4 th December 2023	10.00 am to 12.30 pm	305(MKT)/ 305(FIN)/ 305(HRM)/ 305BA/305 OSCM
Tuesday 5 th December 2023	10.00 am to 12.00 pm	307 International Business Environment
Wednesday 6 th December 2023	10.00 am to 12.00 pm	309 Knowledge Management
	2.00 pm-4.00pm	310 Corporate Governance


Internal Exam Coordinator


CEO


VC Director


COORDINATOR

Internal Quality Assurance Cell
Ashoka Business School, Nashik

**Ashoka Education Foundation's
Ashoka Business School**

Date- 03 /12/2023

Internal Examination Notice

All faculty members are hereby informed that from 4th December 2023 to 08th December 2023 all must have to complete the assessment of internal exam papers. The checked papers are expected to be discussed with the students and solve the students' queries if any at the earliest. This process is vital in ensuring transparency, fairness, and academic excellence within our institute.

To facilitate this process smoothly, we have outlined the following steps:

➤ **Internal Exam Paper Assessment:**

Each faculty member is required to assess the internal exam papers assigned to them promptly and diligently. Please adhere to the marking scheme and evaluation criteria provided for each exam.

➤ **Review Sessions with Students:**

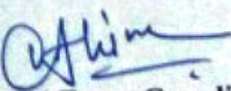
After completing the assessment, faculty members are requested to **schedule review sessions with their respective classes**. During these sessions, provide constructive feedback to students on their performance in the exam. Address any queries or concerns raised by students regarding their scores or understanding of the course material.

➤ **Timely Submission of Grades:**

Faculty members are reminded to submit the grades for internal exams promptly as per the evaluation sheet provided. Please ensure accuracy and completeness in grade submission to avoid any discrepancies or delays in academic record-keeping.

➤ **Maintaining Confidentiality:**

It is imperative to maintain the confidentiality and security of exam papers and student grades at all times. Ensure that exam question papers are securely stored after the assessment process is completed.



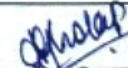

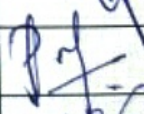
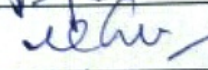
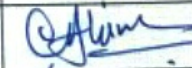
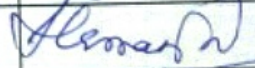
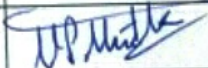

Internal Exam Coordinator


CEO




I/C Director


COORDINATOR
Internal Quality Assurance Cell
Ashoka Business School, Nashik

Sr.No	Name of Faculty member	Signature
1	Dr. Sarita Dhawale	
2	Dr. Vikas Gaundare	
3	Dr. Vaibhav Bhalerao	
4	Ms. Pooja Gholap	
5	Dr Leena Gorhe	
6	Ms. Pooja Kushare	
7	Dr.Mahesh Wagh	
8	Dr.Vrushali Ahire	
9	Dr.Hemant Wanjare	
10	Dr.Nainesh Mutha	
11	Mrs.Vishakha Shah	

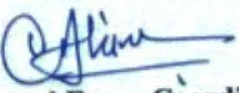

COORDINATOR
Internal Quality Assurance Cell
Ashoka Business School, Nashik

**Ashoka Education Foundation's
Ashoka Business School**

Date- 9/12/2023

Important Examination Notice

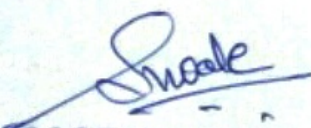
After the completion of examination, the students are encouraged to attend the paper discussion sessions by respective faculties in the classroom and raise the queries related to the marks or answers if any. In case a paper related query is not addressed by the faculty within 3 working days, the concerned student may approach the Examination department/Director. Late queries will not be entertained once the mark sheets are finalised.


Internal Exam Coordinator


CEO



I/C Director


COORDINATOR
Internal Quality Assurance Cell
Ashoka Business School, Nashik

Ashoka Education Foundation's Ashoka Business School

Screen Shots of Assignment Submission and Presentations uploaded

This screenshot shows the Google Classroom interface for the '304 Services Mktg Batch 2022-24' class. The 'Classwork' tab is active, displaying an assignment titled 'Presentation Topics for 304 Ser. Mktg.' posted on Nov 30, 2023. The assignment has no due date and lists three instructions: 1. Presentation should not be made using AI tools. 2. Should include Indian examples. 3. Last date to submit is Saturday, 9.12.2023. A 'Services Marking PPT CE... Excel' file is attached. The interface shows 4 items turned in and 24 assigned. A 'Review work' button is visible. The left sidebar lists other classes, and the bottom taskbar shows the Windows operating system.

This screenshot shows the 'Stream' tab of the same Google Classroom. The class code 'tukfcqj' is displayed. Under the 'Upcoming' section, it states 'No work due soon'. The 'People' section lists students: Honey Lokhande (MBA II (B), Roll no - 114, Services Marketing) and RAHUL SANAP (Roll no -117, Div - B). Under the 'Grades' section, two PDF files are shown: 'Services Marketing Case... PDF' and 'SERVQUAL Model Ppt.pdf PDF'. A comment box for 'Add class comment...' is present. The bottom taskbar shows the system time as 15:50 on 24-02-2024.

Photo from Dr. Vaibhav Bhalerao | Classroom for 205 MKTG RE... | Inbox (1,993) - vrbhalerao@... | NAAC | Organize PDF files online. Fr... | +

classroom.google.com/w/NTIyNTM3Mjc2MDI3/t/all

Classroom > 205 MKTG RESEARCH 2022-2024 MKTG

Home | Calendar | Teaching

To review

- 312 B2B Mktg. Mktg.
- 312 B2B Mktg batch 2022-24 B2B Mktg
- 304 Services Mktg Batch 2... Mktg
- 201 MM Div A Div A
- 201 MM Div B Div B
- 205 MKTG RESEARCH 202... MKTG**
- 412 Retail Mktg. Mktg
- 409 CRM - MKT Major MKT

Stream | **Classwork** | People | Grades

+ Create

205 MR Presentation topics Edited Jun 14, 2023

While uploading the ppt ensure u mention name, roll no, and topic details on the 1st slide. Name the ppt with ur name and no.
The last date to upload the same on classroom is 17.6.2023

IMG-20230612-WA0024....
Image

[View material](#)

Type here to search | 31°C Sunny | 15:52 24-02-2024

Photo from Dr. Vaibhav Bhalerao | 205 MKTG RESEARCH 2022-2024 | Inbox (1,993) - vrbhalerao@... | NAAC | Organize PDF files online. Fr... | +

classroom.google.com/c/NTIyNTM3Mjc2MDI3

Classroom > 205 MKTG RESEARCH 2022-2024 MKTG

Home | Calendar | Teaching

To review

- 312 B2B Mktg. Mktg.
- 312 B2B Mktg batch 2022-24 B2B Mktg
- 304 Services Mktg Batch 2... Mktg
- 201 MM Div A Div A
- 201 MM Div B Div B
- 205 MKTG RESEARCH 202... MKTG**
- 412 Retail Mktg. Mktg
- 409 CRM - MKT Major MKT

Stream | **Classwork** | People | Grades

205 MKTG RESEARCH 2022-2024 MKTG

Meet
[Generate link](#)

Class code
ucpmz7s

Upcoming
No work due soon
[View all](#)

Announce something to your class

Tanishq Sharma
Jul 21, 2023
Tanishq sharma
Roll no. 119
MBA 1 (B)

Advertising Research_Advertising...
PowerPoint

Advertising Research_Advertising...
PowerPoint

Add class comment...

Type here to search | 31°C Sunny | 15:51 24-02-2024

Ashoka Education Foundation's
Ashoka Business School, Nashik

Date- 22/03/2024

Internal Examination Notice

All MBA-I students are hereby informed that the End Term Exam- **Class Test (50 Marks)** for semester II is scheduled from 10th of April 2024 to 19th of April 2024.

Detail schedule of the same is given below.

Day and Date	Time	Subject
Wednesday 10 th of April 2024	10.00am to 12.30 pm	201 Marketing Management
Friday 12 th of April 2024	10.00am to 12.30 pm	202 Financial Management
Saturday 13 th of April 2024	10.00am to 12.30 pm	203 Human Resource Management
Monday 15 th of April 2024	10.00am to 12.30 pm	204 Operation and Supply Chain Management
Tuesday 16 th of April 2024	10.00am to 12.30 pm	205 MKT/205 FIN/205 HR/205 OSCM/205 BA
Wednesday 17 th April 2024	10.00am to 12.00 pm	206MKT/206 FIN/206 HR/206 OSCM/206 BA
Thursday 18 th of April 2024	10.00am to 12.00 pm	208 (UL)Geopolitics & World Economic Systems
	1.00 pm-3.00pm	209 (UL)Start Up and New Venture Management
Friday 19 th of April 2024	10.00am to 12.00 pm	211 (UL)Business, Government & Society



Internal Exam Coordinator



CEO



22/3/24

I/C Director

DIRECTOR
Ashoka Business School
Nashik

**Ashoka Education Foundation's
Ashoka Business School**

Date- 22/03/2024

Important Examination Notice

After the completion of examination, the students are encouraged to attend the paper discussion sessions by respective faculties in the classroom and raise the queries related to the marks or answers if any. In case a paper related query is not addressed by the faculty within 3 working days, the concerned student may approach the Examination department/Director. Late queries will not be entertained once the mark sheets are finalised.



Internal Exam Coordinator



CEO



I/C Director

DIRECTOR
Ashoka Business School
Nashik

Ashoka Education Foundation's
Ashoka Business School, Nashik

Date- 22/03/2024

Internal Examination Notice

All MBA –II year students are hereby informed that the **End term exam –Class Test (50 Marks)** for semester III is scheduled from 10th of April 2024 to 17th of April 2024s

Detail schedule of the same is given below.

MBA-II Semester-III

Day and Date	Time	Subject
Wednesday 10 th of April 2024	10.00 am to 12.30 pm	401 Enterprise Performance Management
Friday 12 th of April 2024	10.00 am to 12.30 pm	402 Indian Ethos & Business Ethics
Saturday 13 th of April 2024	10.00 am to 12.30 pm	403(MKT) Marketing 4.0 / 403(FIN) Financial Laws / 403(HRM) Organizational Diagnosis & Development / 403BA Economics of Network Industries
Monday 15 th of April 2024	10.00 am to 12.30 pm	404(MKT) Marketing Strategy / 404(FIN) Current Trends & Cases in Finance / 404(HRM) Current Trends & Cases in HRM /404 BA AI in Business Applications
Tuesday 16 th of April 2024	10.00 am to 12.00 pm	407(UL) Cyber Laws
Wednesday 17 th of April 2024	10.00 am to 12.00 pm	408(UL) Corporate Social Responsibility & Sustainability



Internal Exam Coordinator



CEO



I/C Director

DIRECTOR
Ashoka Business School
Nashik

**Ashoka Education Foundation's
Ashoka Business School**

Date- 22/03/2024

Important Examination Notice

After the completion of examination, the students are encouraged to attend the paper discussion sessions by respective faculties in the classroom and raise the queries related to the marks or answers if any. In case a paper related query is not addressed by the faculty within 3 working days, the concerned student may approach the Examination department/Director. Late queries will not be entertained once the mark sheets are finalised.



Internal Exam Coordinator







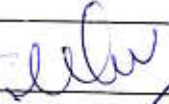
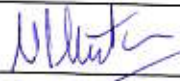
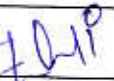
CEO



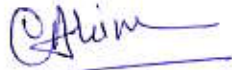
I/C Director

DIRECTOR
Ashoka Business School
Nashik

Ashoka Education Foundation's Ashoka Business School
Supervision Chart End Term Exam April-24 MBA Program

Date	Day	M-Morning E-Evening	Dr. Anjana Bhandari	Dr. Leena Gorhe	Dr. Pooja Gholap	Ms. Pooja Kushare	Dr. Hemant Wanjare	Dr. Mahesh Wagh	Dr. Nainesh Mutha	CA Wrushali Bhamare
10-04-2024	Wednesday	M	1	1	1	1	1	1	1	1
12-04-2024	Friday	M	1	1	1	1	1	1	1	1
13-04-2024	Saturday	M	1	1	1	1	1	1	1	1
15-04-2024	Monday	M	1	1	1	1	1	1	1	1
16-04-2024	Tuesday	M	1	1	1	1	1	1	1	1
17-04-2024	Wednesday	M	1	1	1	1	1	1	1	1
18-04-2024	Thursday	M	1	1	1	1				
19-04-2024	Friday	M					1	1	1	1
Total			7	7	7	7	7	7	7	7
Sign.										

Timing-10.00am-12.30pm



Internal Exam Coordinator



COORDINATOR

Internal Quality Assurance Cell
Ashoka Business School, Nashik



CEO

DIRECTOR
Ashoka Business School
Nashik



I/C Director