

EXECUTIVE MASTERS OF BUSINESS ADMINISTRATION (eMBA)



**STUDENT MANUAL 2025-27
(Batch 5)
(Starting January 2025)**



Indian Institute of Management Raipur
Atal Nagar, Naya Raipur- 493661

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Please note that the information, rules, regulations, and procedures contained in this manual are liable to change at the discretion of the Institute at any time and whenever it is deemed necessary to do so, without any prior notice.

1. ABOUT IIM RAIPUR:

The Indian Institute of Management (IIM) brand has now become synonymous with innovation, talent, and zeal for success and contribution to management. The Government of India set up IIM Raipur in 2010 to meet the growing demand for top-quality professionals. It is situated at Raipur in the state of Chhattisgarh-one of the fastest growing states of India, with its rich mineral, forest, natural and local resources. The Post-Graduate Program in Management (PGP) was started in 2010 whereas Fellow Program in Management (FPM) and Post-Graduate Program in Management for Working Executive (PGPMWE) was started in 2012 & Executive Fellow Program in Management (EFPM) was started in 2013. Executive Post-Graduate Program (eMBA) was started in 2021. Indian Institute of Management Raipur is one of the premier business schools in India.

IIM Raipur has grown and improved in quality as evidenced by the NIRF ranking of management institutes, which moves up from 18th in 2016 to **11th in 2023**.

IIM Raipur offers top-notch management education on its 200-acre, state-of-the-art well-equipped lecture rooms, a library, a simulation lab, and a pleasant lodging campus in Atal Nagar, Naya Raipur. With the goal of becoming a highly regarded business school worldwide, IIM Raipur has partnered with numerous business schools in Europe, South America, Australia, New Zealand, and the United States for faculty and student exchange Programs.

2. Vision & Mission Statement:

Vision Statement

“To become a premier management institution that inspires thought leadership through scholarship and teaching by incorporating an ethos of inquiry, consciousness, and innovation.”

Mission Statement

“To create future leaders by providing a learning-centric environment that nurtures management thought through research & practice.”

Right from its inception, the Institute focuses on contributing to the growth and development of the Nation, region, and society at large. As such, it gives importance to courses and managerial training that are molded in a way true to the culture and unique requirements of the state and organizations here. Ethical practices in management and grooming socially responsible leaders for today and tomorrow are also the primary goals of the Institute. IIM, Raipur provides the following Programs with the above objectives in mind.

2.1. Doctoral Programs:

- a) Fellow Program in Management (FPM)
- b) Executive Fellow Program in Management (EFPM)

2.2. Post-Graduate Programs:

- a) Post-Graduate Program in Management (PGP)
- b) Executive Post-Graduate Program in Management (eMBA)
- c) Executive Post-Graduate Program in Human Resource Management (eMBA-HRM)

2.3. Executive Education:

- a) e-Learning Programs
- b) Management Development Program (Open)
- c) Customized Management Development Program (In-company)

3. PROGRAM OVERVIEW:

The Executive Post Graduate Program in Management (eMBA) is designed in such a way that it minimizes disruption to work and personal pursuits. The Program is spread over twenty - four months. The main objective of the Program is to prepare participants for an advanced career in management by giving them a solid foundation in various management topics that are essential for building capabilities to take on the new forms of competition. The Program offers a blend of various general management theories, soft skills, and analytical methods with real-world business scenario cases. It has 1125 hours of content delivery (including 1005 hours of teaching) such that it is spread across six terms (3.5-4 months each) and a mini-term which includes a Mini Dissertation Project and Integrated Business Simulation. The selection process is designed to ensure significant diversity in academic, business, and cultural backgrounds. During this Program, interaction with peers and faculty will augment many skills, appreciation of differing perspectives, effective communication, conflict management, negotiation, and mobilizing individuals towards common goals-all essential ingredients of effective management practices. The overall goal of the Program is to broaden core leadership competencies to further enhance the professional growth of participants.

The specific objectives of the Program are:

- To develop an ability to integrate decisions and solutions across disciplines in complex decision-making environments.
- To appreciate the influence of macro and micro business environmental factors.
- To incorporate a clear framework for ethical and value-based decision-making supported by unyielding personal integrity.
- To have a professional presence and the ability to articulate a vision is needed to motivate others and lead diverse teams of people.

- To develop values and proactive attitudes for societal well-being.

4. ACADEMIC CALENDAR

The Academic Calendar (2025-27) of the Executive Post Graduate Program (eMBA) is given in Appendix – I.

Term – I to III: Core Courses

Term – IV: Advanced Core Courses

Term V & VI: Elective Courses to be selected by students.

Term VII (Mini Term): Mini Dissertation and Integrated Business Simulation.

5. REGISTRATION

The guidelines for registration are as follows:

- 5.1** The registration for the eMBA Program at IIM Raipur will be provisional and subject to verification of certificates and testimonials and receipt of all the relevant documents required for submission and as intimated by the Admissions office.
- 5.2** The students will be required to register a few days before the start of each term. The registration process will be completed only after payment of the required fees. The eMBA office will announce details regarding the date, venue, and other details of registration, including the deadline for fee payment for each term.
- 5.3** The registration for the second year (Term IV onwards) will be provisional and will be confirmed, subject to meeting the academic performance criteria of the previous terms and upon submission of the following documents:
 - a) Submission of Registration forms duly filled in.
 - b) Payment of term fees (the fee of each term needs to be paid prior to the start of that term). The Program office would communicate the deadline for fee payment for each term.
 - c) Return of the books due to Program Office and Library (if any)
 - d) Return of any other institute belongings borrowed by the student (if any)

“The payment of the registration fee does not mean that you have earned the degree /certification (as stated in the brochure).”

5.4 Late Registration/Payment of Fee: In exceptional circumstances, the eMBA Chairperson may allow a maximum of two weeks for late registration and fee payment, after which the student will

not be allowed to register. For late registration, a fine will be applicable as follows:

Payment within one week after the last date of fee payment: Rs 1000/-

- a) Payment during the second week after the last date: Rs 200/- per day (inclusive of Saturday/Sunday/holiday), post that if any student is defaulting, he/she shall be debarred from all academic activities/classes and their LMS access will be blocked.
- b) Beyond the third week, students will be terminated from the program.
- c) Payment of fees after the second week requires approval from the eMBA Chairperson. Please note that the late fee is applicable regardless of whether the payment is made directly or through a bank loan. A student will not be permitted to take the examination if the term fee is not paid.
- d) Learning access will be revoked after the due date. In case the candidate does not pay the applicable fees, including late fees, the candidate will be terminated from the Program.
- e) There will be no waiver in late fees.

5.5 No refund is admissible on any part of the term fees if a student withdraws voluntarily after registering for the term at any stage of the Program.

6. PROGRAM STRUCTURE:

The 24 months eMBA would have seven terms spread over two years. In addition to online sessions, the Program includes two campus immersions, with five days of each campus immersion. If, owing to exceptional circumstances, the campus immersion in the first term does not take place, it will be pushed to a subsequent term. Attending both campus immersions is mandatory from a Program requirement viewpoint. Payment for campus immersion is mandatory irrespective of whether a candidate attends the immersion or not. The remaining classes would be held in a live online mode. The Institute reserves the right to cancel the campus immersion.

Students are required to maintain disciplined conduct and follow all the instructions from the eMBA office during campus immersion. Attendance at all the events communicated by the eMBA office is compulsory. Disciplinary action will be taken against any deviation.

7. CURRICULUM:

Details of the course curriculum are shared in Appendix - II.

One credit course consists of 20 sessions of 90 minutes each, equivalent to 30 hours of classroom or online teaching.

8. ATTENDANCE:

It is mandatory for the students to be regular and punctual in all classes without any exceptions. The Institute insists on regular and prompt attendance in classes irrespective of the mode. Unauthorized absence from class/institute will be considered a breach of discipline and the Institute will be free to take appropriate action in such cases, to an extent up to rustication from the Program and from the institute. The Program is in synchronous mode. Candidates need to attend the classes only through the link received at their registered email ID. Attending the classes through links received by any other means will not be considered for attendance. Also, any other route of attending the online class is a serious offense, and any such case if identified, will be debarred for the entire term. Recording of sessions will be provided after the conduct of due diligence by the technology partner. The learning resource is the intellectual property of the institute, and any misuse by a student or technical partner is strictly prohibited.

- a) The faculty will be free to adopt any measure to regulate attendance & penalize absence to ensure smooth and undisturbed learning in the class. All candidates are expected to contribute towards creating and maintaining an enabling learning environment. In case of any deviation, the faculty can expel the student from the online/offline class.
- b) Individual faculty members may, at their discretion, assign some weightage to attendance and class participation in the evaluation of the course. In such an event, absenteeism on the part of the student may adversely affect both the components, namely, “attendance” and the consequential “class participation,” if any.
- c) Students must promptly submit a Medical Leave application to the relevant faculty and the eMBA office in the event of illness.
- d) Students should ensure that the attendance requirements, as stipulated in this section, are met, no matter whatever may be the other compulsions.
- e) Each student is expected to attend a minimum of 75% of classes in each course. The grade penalty will be imposed on all the students who do not meet the minimum attendance requirements in each course in the following manner:

S. No	Attendance Range	No. of Classes Attended (Out of 20 Classes)	Grade Reduction
1	75 - 100 %	≥ 15	No Grade Loss
2	65 - 74 %	13 ~ 14	Less one Grade Point
3	64 - 55 %	11 ~ 12	Less two Grade Point
4	50 - 54 %	10	Less three Grade Point
5	< 50%	9 or less	F grade

- f) The status of the candidate based on which the student is given admission cannot be altered throughout the respective program duration of the corresponding batch. In case of deferment too, the status of the candidate will not be changed.

9. Deferment:

- a) If any student applies for deferment, in such case, the eMBA Chairperson/Committee may recommend allowing the student to complete the remaining terms with the subsequent batches (subject to whether subsequent batches run). The student has to request the eMBA office with a copy to eMBA Chairperson, giving a reason with supporting evidence, if any. This provision is allowed only once.

10. LEAVE OF ABSENCE:

10.1 Students are expected to attend scheduled classes, orientation sessions, quizzes, and examinations during terms as indicated in the academic calendar/term timetable. Under the medical emergency with full documentation and as ascertained by Chairperson eMBA, a student may be given relaxation with respect to attendance. In case of medical exigency/death of close relatives, relaxation might be given as well. In case a student fails to meet the desired attendance criteria owing to work-related travel/exigencies, she/he may be given relaxation based on the validation from the student's HR/Admin department. **The requests for leave of absence, along with all the supporting documents, must be submitted before the end-term examination through the proper channel.** Students need to submit the documents before the end-term exams. The office can conduct cross-verification for the documents submitted. In case of any misrepresentation, eMBA Chairperson and/or the eMBA committee may take disciplinary action such as termination from the institute, an F grade in subject (s), or a written apology.

10.2 In any circumstance, the attendance must not be less than 50%, in which case, the student would be awarded an F grade in the pertinent course.

10.3 Any appeal for leave of absence after the declaration of the result for the end term will not be admissible.

11. ACADEMIC PERFORMANCE EVALUATION SYSTEM:

Grading and final evaluation are done based on quizzes, assignments, class participation, term papers, and project work. A system of continuous evaluation is followed. It is announced for each paper by the faculty concerned and given as part of the Course outline. The term Grade Point Average (TGPA) and Cumulative Grade Point Average (CGPA) are computed as the credit-weighted averages of individual grades in each term and summed up to that term, respectively. The academic criteria for continuation in the Program, promotion to the second year, and the final award of the Degree are mentioned in the following paragraphs. Participants who fail to maintain minimum academic standards will be terminated from the Program.

The following are the guidelines for the academic performance evaluation system:

- a) Quizzes, Class participation, etc., such that class participation needs to carry a minimum weightage of 10%.
- b) Project Work / Term Paper/ Assignment.
- c) Mid-term component (will be conducted by the course faculty within the course sessions during the 9th to 13th sessions for a full course. It can be quizzes, assignments, mid-term test(s), term papers, et al. Weightage would be around 20-30%).
- d) End-term Examination (around 25-30% of the total).
- e) Any other evaluation pattern would be as per the faculty's prerogative focused on continuous assessment.

Irrespective of the candidate not appearing in the mid-term/end-term exam, the student will be graded as per the performance in other components.

No repeat END Term will be allowed under any circumstances except for medical exigencies or absence due to the death in the immediate family (parents, spouse, siblings, and children) or work-related exigencies. These reasons would have to be backed up by proper documentation. The Institute will decide all such cases on a case-to-case basis at the end of the academic term or session.

In case the candidate fails to appear even for the re-exam, he/she will be graded as per the performance in other components. Re-exam will be at the time decided by the eMBA office. The evaluation scheme for every course will be conveyed to the students at the beginning of the course along with the course outline by the course instructor. Attendance is a must for End Term examinations for every student in each term, failing which she/he will be debarred from registration for the next term except under the exigencies explained in the previous columns. Such students are required to continue from that term along with the next available batch. For a half-

credit course, there would be only the End Term examination along with other internal components. The duration of the examination is as follows:

Exam	Duration
Mid-Term / Quizzes	As decided by the faculty
End Term	1.5 hours

12.GRADING SCALE:

A ten-point grading scale with corresponding letter grades as the following will be used:

12.1 The instructor will assign a numeric score to each student, which will be the weighted sum of component scores. The numeric score for individual components along with the class distribution of scores may be communicated to the students by the instructor. The component-wise scores awarded by the faculty are final. Except for totaling errors, students cannot ask for a reevaluation. A ten-point grading scale with corresponding letter grades, as follows, will be used for assigning a relative grade for each course. Term wise final relative grading will be done by a faculty moderation committee comprising eMBA committee members and the teaching faculty of the term. The range of marks, number of students in a course, and component-wise performance of students are considered for final relative grading. The grades finalized by the committee cannot be changed under any circumstances.

Letter Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Grade Point	10	9	8	7	6	5	4	3	2	1	0

Faculty members are required to follow the following guidelines:

- a) Letter grade A ('A-', A, A+) should not exceed 30 percent.
- b) Letter grade D & Letter grade C (C-, C, C+) should be at least 10 percent.
- c) A student who scores less than 30 (absolute scores) will be given a letter grade 'F'.

A student is required to achieve the minimum standards as prescribed below:

12.2 To qualify for promotion to the second year, the student's CGPA at the end of the first year must not be less than 3.50. Further, no repeat exam will be conducted for any course except under exigencies as detailed in previous sections. Moreover, for continuation in the Program and/or to qualify for promotion (to the second year), at no stage in the first year shall the student accumulate:

- I. F grade in more than two courses (Three "F"); or
- II. D grade in any course if he/she has obtained an F grade in two courses (Two "F" and One "D"); or
- III. D grade in more than two courses if he/she has obtained an F grade in one course (Three "D" and One "F"); or
- IV. D grade in more than four courses if he/she has not obtained an F grade in any course (Five "D").

In order to qualify, the student's CGPA at the end of the second year must not be less than 3.50. Moreover, for continuation in the program and/or to qualify, at no stage in the second year shall the student accumulate:

- I. F grade in more than one course; or (Two "F"); or
- II. D grade in any course if he/she has obtained F grade in one course or (One "D" and One "F"); or
- III. D grade in more than two courses (Three "D").

Failure to achieve the prescribed minimum standards of academic performance will result in the student's termination from the program.

12.3 The Term Grade Point Average (TGPA) will be calculated by computing the sum of grade points in respective courses multiplied by their respective credits and dividing it by the total credits for courses in the term. Similarly, the Cumulative Grade Point Average (CGPA) will be calculated at the end of each term as a composite index of the academic performance of the student up to that term in the Program. Therefore, TGPA is an indicator of student performance for a term, whereas CGPA is an indicator of student performance up to a term.

A student who fails to fulfill the conditions for continuation in the Program or award of a degree may request the eMBA Committee for a review. The eMBA Committee may consider the cases of those students who fail to meet the conditions specified above on account of extenuating circumstances and take the appropriate decision(s), leading to:

- a) The eMBA Chairperson /Committee may permit a student to repeat the course(s), the term(s), or the year in the next academic year by paying the required fee.
- b) The fees, including the course fees or term fees, as applicable, and/or rejoining fees and/or any other fees, will be ascertained by the eMBA office.
- c) The eMBA Chairperson/Committee may expel a student from the Program at anytime if his/her conduct is detrimental to the educational process of the Institute.
- d) A student who is expelled *or* is required to leave the Institute on any ground may file an appeal to the Director (Chairperson, Academic Council).
- e) The decision of the Director on such an appeal will be final and binding.

12.4 The following will constitute academic malpractice:

- a) Use of unfair means/copying/collusion/impersonation in any evaluation component (quizzes, assignments, projects, examination, etc.)
- b) Plagiarism in Assignments and Projects.
- c) The punishment for such offenses may range from an 'F' Grade in the concerned course

to expulsion from the Program depending on the severity of the case as established by the eMBA Committee.

12.5 CGPA to percentage conversion formula

IIM Raipur follows a 10 Point grading system in eMBA and results are given in CGPA. The CGPA to percentage conversion formula is as below:

- a) If $3.5 \leq \text{CGPA} < 4.5$, then percentage (%) = $\{(\text{CGPA}-3.5)*10\} + 50$
- b) If $4.5 \leq \text{CGPA} < 7.0$, then percentage (%) = $\{(\text{CGPA}-4.5)*8\} + 60$
- c) If $7.0 \leq \text{CGPA} < 10.0$, then percentage (%) = $\{(\text{CGPA}-7.0)*6\} + 80$

13. EXAMINATION RULES:

The following examination rules will be observed:

- a) The end-term examination would be over the automated and secure online platform, wherein students would have to log in and submit their responses.
- b) The exam would be remotely proctored. Exams can be conducted offline during campus immersion. The students ought to have good and uninterrupted connectivity during the period of examination in case of online exams.
- c) The students would have to ensure that there is no one in the room wherein they are writing the exam. If required, the proctor can ask the student to provide a 360-degree view of the room in case of an online exam.
- d) Students cannot switch the exam window to any other window (word/PDF/website), in which case the exam would be Red-flagged automatically, and the exam may be ended by the proctor. This will be considered an unfair means.
- e) In the instance of copying, cheating in the exam with fellow students or any other source would attract severe penalties ranging from an F grade in the course to termination from the Program. Students are advised to log in to the exam portal fifteen minutes before the start of the mid/end term exam.
- f) IT and the eMBA team will authorize the candidates for the end-term exam. The student should present their valid identity card to enter the exam portal.
- g) The student should be in proper attire during the examination and classes or any other interaction. Any other norms communicated by the technical partner/IT department of IIM Raipur should be followed.
- h) The answer books for the Mid/End term exam shall be submitted by the concerned faculty after correction/finalization to the eMBA office for records.

- i) No marks or grades shall be changed after moderation by the committee and faculty members. After attendance calculation, the final grades shall be communicated to students.
- j) In case of non-submission of online feedback by the student in any of the subjects, the term result will be withheld.
- k) Teaching feedback completion by students for all the courses within the prescribed time as communicated by the Program office is mandatory.
- l) In case of non-submission of the feedback of any one course of the term, the result will be withheld.
- m) The decision taken by the Chairperson (eMBA) or concerned official regarding any unfair practice adopted by the student will be final.

14. COURSE FEEDBACK:

Feedback is mandatory for every student. Students who fail to submit the feedback within the time window shared by the eMBA office will not be able to view their results. The Institute disclaims all liability for feedback submission errors brought on by student connectivity issues. The student is responsible for maintaining internet access and making the necessary arrangements to submit timely feedback.

Only in the final term of the year (Term III or Term VII) will results be shared for the corresponding term, where the student neglected to share the feedback form.

15. BONAFIDE CERTIFICATE PROCESS:

- a) Processing of Bonafide certificates will take one week from the date of receiving the email request.
- b) It is essential that students state the specific reason for the Bonafide certificate, such as the bank, organization or authority to which it will be submitted.
- c) Additionally, the student should attach all the necessary supporting documents from the competent authority along with their request. The institute will not process the Bonafide certificate without supporting documents. To manage the workflow efficiently, we would like to request that students refrain from sending reminder emails for one week regarding the status of their Bonafide certificate request.
- d) **The charges for Bonafide Certificate will be Rs. 1180/- per copy.**

16. LIBRARY ACCESS:

The library acts as the main learning resource center of the institute. It has been providing up-to-date and nascent information resources and services both in hard and soft forms. The library has built a robust collection of books, subscriptions to print journals, magazines, newspapers, and many other resources like student project reports, CDs/DVDs, etc. Digital Library is available around the Clock. Students would be given e-access to the library resources. Students are required to follow the guidelines related toe-access to library resources. Institute will provide online library access to the students.

17. IT POLICY:

- a) Students are not allowed to send mass emails to faculty/staff-related groups and Director. In case they have any grievance, they should route it through the proper channel only (i.e., through the Chairperson-eMBA/Committee).
- b) Students are not supposed to share any material, contents, cases, or session video acquired during the course of the eMBA Program on the open forum(s) either offline or online.
- c) Students are to adhere to the IT policy listed on the IIM Raipur website having the following link: <http://14.139.235.164:81/iimraipur/forms/ITPolicy.pdf>

17.1 Email account

Each student may be provided an email ID on IIM Raipur Domain (@iimraipur.ac.in) through Google, which has over 30 GB of inbox storage.

Deactivation or deletion of an account or email group shall occur under the following conditions:

- a) Creation and exchange of e-mails that could be categorized as harassing, obscene, nuisance, or threatening.
- b) Unauthorized exchange of proprietary information or any other privileged, confidential, or sensitive information
- c) Unauthorized access to the services. This includes the distribution of emails anonymously, the use of other Users' user ids, or using a false identity.
- d) Creation and exchange of advertisements, solicitations, chain letters, and other unofficial, unsolicited e-mails.
- e) Creation and exchange of information in violation of any laws, including copyright laws.
- f) Willful transmission of an e-mail containing a computer virus.
- g) Misrepresentation of the identity of the sender of an e-mail.
- h) Use or attempt to use the accounts of others without their permission.

- i) Transmission of e-mails involving language derogatory to religion, caste, or ethnicity, sending personal e-mails to a broadcast list, exchange of e-mails containing anti-national messages, sending e-mails with obscene material, etc.
- j) Maintain appropriate manners/etiquettes, such as a salutation and respect for the recipient, as much as possible. It will be deemed bad behavior to send any mail directly without going through the proper channel. The student in question will face disciplinary action.
- k) “Any case of inappropriate use of e-mail accounts shall be considered a violation and may result in deactivation of the account. Further, such instances may also invite administrative action as deemed suitable to Chairman (IT) as well as scrutiny from the investigating agencies depending on the nature of the violation.”

17.2 Recommended Best Practices:

Users are advised to adopt the following best practices for the safe usage of e-mail services.

- 1) All users must check their last login details while accessing their email accounts. This will help in making users aware of any unauthorized access to their accounts.
- 2) The user should change passwords on a periodic basis.
- 3) It is recommended that the users should log out from their mail accounts whenever they leave the computer unattended for a considerable period.
- 4) Other than Government websites, the e-mail ids, and e-mail addresses assigned to the IIM Raipur e-mail service should not be used to subscribe to any service on any website. Mail received from sites outside the Government may contain viruses, Trojans, worms, or other unsafe content.
- 5) It is strongly recommended that the users use the latest version of their Internet browser for safe browsing.
- 6) The “save password” and auto-complete features of the browser should be disabled.
- 7) The files downloaded from the Internet or accessed from portable storage media should be scanned for malicious content before use.
- 8) To ensure the integrity of the downloaded files, digital signatures/hash values should be verified wherever possible.
- 9) The IT Department does not ask for details like login id and password over e-mail. Users should disregard any e-mail that requests the same and should refrain from sharing such detail over e-mail with anyone.
- 10) Sending an e-mail with an infected attachment is the most common means adopted by a hacker to send malicious content. Hence, it is mandatory to update the anti-virus and application patches on your system to prevent infection.
- 11) All attachments must be scanned with an anti-virus Program before they are downloaded/executed, even if such e-mails are received from a familiar source.

- 12) Users should exercise caution while forwarding emails as they may contain malware. Users should ensure the authenticity of the source and the safe nature of the attachments before forwarding any mail.
- 13) E-mails identified as spam are delivered in the “Probably Spam” folder that exists in the user’s mailbox. Hence it is recommended that the users should check the “Probably Spam” folder daily.
- 14) Attachments should be opened only when the user is sure of the nature of the e-mail. If any doubt exists, the user should contact the sender to verify the authenticity of the e-mail and/or the attachment.
- 15) Users should use due discretion while creating classified and sensitive documents. Unless required otherwise, the documents should be created in a manner that cannot be edited.
- 16) Users should not open e-mails from dubious sources.
- 17) Users should exercise caution in opening emails where links are embedded in the mail. The authenticity and the safe nature of the link should be ascertained before clicking the link.

17.3 Guidelines for Fair Use of IT Infrastructure at IIM Raipur:

The usage of IIMR information technology infrastructure should always be legal, secure, and civil.

Be legal:

- 1) Obey cyber laws/IT Act 2000.
- 2) Don't illegally download, distribute, or use copyrighted materials.
- 3) Don't use IIMR's network to run your business or for personal gains.

Be secure:

- 4) Protect your identity. Your accounts are for your use only. Use strong passwords and keep them secret. Never give your password to anyone, with no exceptions.
- 5) Don't use other people's accounts. Don't attempt to gain unauthorized access to data and resources.
- 6) Run up-to-date anti-virus software. Apply the latest security patches to all your software and devices.

Be civil:

- 7) Respect others' use of IT resources. Don't alter or damage others' data or software.
- 8) Take care of the Institute's computers or networks.
- 9) If you come across an open account in a kiosk or in a computer lab, close it.
- 10) Browsing restricted sites using any form of the Institute's IT infrastructure is prohibitive,

and legal administrative action will be taken against them.

- 11) Using proxies or bypassing servers will attract legal action as per IT Act 2000.
- 12) Peer-to-peer networking is not allowed and students engaging in such acts may face permanent blocking of their internet access and access to their PCs or MAC IDs.

Classroom IT Equipment:

- 13) Each class is equipped with a projector(s) / an audio system, a PC, a Collar Mic, and a presenter.
- 14) Respective Class in-charges should make sure that these are kept properly. The projectors should be shut down at the end of the day.
- 15) Presenters and Collar Mic will be available with the respective class in-charges.
- 16) Students should not move equipment from one class to another.

Server Room Access:

- 17) The server room is a restricted place, and students are not permitted to enter the server room without the permission of the Chairperson (IT Services)/System Manager.
- 18) In case any help is required from IT Department, students should approach through eMBA office.

Intellectual Property Rights:

- 19) Students should adhere to copyright norms as well as network piracy.
- 20) The Institute has Turnitin software for catching plagiarism. Students indulging in plagiarism are liable to face legal action.
- 21) Students should engage in fair use of IT resources as and when needed.

18. STUDENTS WORKLOAD:

Each course is associated with credit. A credit is an indication of the number of classroom hours as well as class preparation hours required for the course. A 1-credit course requires 20 sessions of 90 minutes each or a total of 30 hours per term. Since much of the teaching methodology is student-oriented, one hour of class time requires about 2 hours of preparation time.

19. AWARD OF DEGREE:

Students would be awarded the “**Master of Business Administration (MBA) Degree**” for **completing the Two-Year Executive Post Graduate Program** upon successful completion of the Program. The Degree will be awarded at the Institute's Annual Convocation, which is held towards the end of each academic year as indicated in the Academic Calendar.

All students qualifying for the Degree shall pay a Convocation fee along with the 6th term fee or when informed by the eMBA office. All students shall attend the Convocation and must confirm their participation in the eMBA office. All the students seeking a degree must clear all the dues and get clearance from various departments on the prescribed form at least a week before the Convocation.

Those who are interested in receiving the award of degree in absentia must intimate the same to the chairperson of the eMBA or eMBA office before the Convocation and will have to pay an additional fee as prescribed by the eMBA office. The Institute has a provision for issuing duplicate

Degrees in some restricted cases.

19.1 Policy for issuing duplicate Degree certificates: The Institute will issue a duplicate Degree only in the case where the original is lost or damaged. In case of loss of the original Degree, the student shall have to furnish an affidavit and a copy of FIR reporting that the original Degree is lost. In case of a damaged Degree, the student shall have to submit the damaged Degree to seek a duplicate Degree, the student shall also have to furnish:

- a) A passport-size photograph of self.
- b) Copy of transcripts of eMBA from IIM Raipur.
- c) Copy of birth certificate of self.
- d) The present Chairperson BOG, the Director, and the Chairperson eMBA will sign the duplicate Degree. An amount of Rs.5000/- will be charged for issue of duplicate Degrees.

19.2 Policy for issuing duplicate transcripts (Grade Card/Certificate): The Institute provides the facility of sending official copies of the transcripts to our alumni desirous of pursuing further studies abroad or who have lost the originals. The amount of Rs. 3000/ per set 1st year or 2nd year will be charged for the issue of Duplicate Transcripts.

19.3 The institute fee is applicable as per the current norms for any verification, including employment, immigration, etc. Postal charges in the case of mailing documents will be charged on the actual.

20. PEDAGOGY:

The pedagogy at IIM Raipur presents a mix of case studies, lecture sessions by faculty, interactions with industry experts, business games, and simulation exercises. This has been designed keeping in mind the effect each of these methods has on enhancing the knowledge of executives in handling problems in accordance with the environment. The case studies help students to keep in touch with the best predicaments faced in the world of management. With the experienced faculty we have, our students are well-guided in their analyses. This provides students with a hands-on approach to management. Interactions with personnel from the industry ensure that students are up to date with the latest issues and occurrences in the various industries. The most interesting part of our system of education comes with the drive we instill in the students to have brainstorming sessions amongst themselves regarding various

21. SPONSORSHIP:

The Program would admit both organization-sponsored and self-sponsored candidates. On request, a student will be provided with a Bonafide certificate only with cumulative TGPA results.

22. PROGRAM COMMENCEMENT DATE:

Program Inauguration on Sunday, **12 January 2025**

Regular classes from Wednesday, **15 January 2025**

23. PLACEMENT:

“IIM Raipur will **NOT** provide any placement service to the participants, as the Program is for working executives. Career support services will be provided by Right Management, India.”

24. REFUND OF FEES:

- a) Once a student is admitted to the Institute, fees paid by him/her other than Security Deposit are not refundable. The Security Deposit will be refunded after making the adjustment, if any, at the end of the Program, after receipt of the “**No Dues Certificate**” in the eMBA Office.
- b) In case student seeks deferment the student has to make a request to eMBA office with a valid reason. In case the request is received within 2 weeks from the commencement of the term and upon the approval, the term fees will be adjusted (after deducting the material, library, database, and archive costs) from the term fees, to the batch in which the student will be joining. No refund will be given for the prior term in the event of deferment for the request received by the student after 2 weeks from the commencement of the term.
- c) A student wishing to withdraw from the Program on his/ her own should apply to the Chairperson eMBA with a copy to the eMBA Office. Upon approval, he/she shall also obtain a “No Dues Certificate” from Accounts, Library, and IT and submit it to the eMBA Office for settling his/her accounts.
- d) If a student is terminated at any stage for not meeting minimum standards for promotion to the second year (Clause 10), their fee for the immediate next term will be refunded after adjusting the requisite course/material charges. This refund will be effective from the date of the termination notice or publishing of the result, whichever date is earlier. This refund

is not applicable for the term(s) in which he/she has not met the criteria.

25. PROVISION RE-JOINING THE COURSES:

You are eligible to select the courses along with the successive new batch if:

- a) You have received a termination notice from eMBA Office.
- b) You are attempting to improve the grade of the eMBA course in which you received a grade of D, D-, D+, or F on the first attempt.
- c) You have not previously repeated the course.
- d) You do not have an officially reported academic integrity infraction in the course.
- e) You are repeating the course which you have missed with your batch for some valid reason subject to the prior approval from the Chairperson, eMBA has already been granted for the submitted temporary withdrawal form during the time of discontinuing the course. Joining and completing the course is permitted along with your next available batch only,
- f) Please note that once permission is granted for repeating/re-joining the course(s), you must submit the term fee applicable to the corresponding batch and a Non-refundable rejoining Fee of Rs.5,000/- as per the time schedule conveyed by the eMBA Office.
- g) Duly filled up Withdrawal Form in original with the signature of the student is to be attached along with the request for withdrawal.
- h) In case of re-joining/repeating the course, the student must accept and follow the terms, conditions, and curriculum of the current academic year of the batch which he/she will re-join.

26. SCHEDULE & MODE OF FEE PAYMENT:

A. Indian Candidates (in INR)

Fee Components	Term I	Term II	Term III	Term IV	Term V	Term VI	Mini Term	Total
Tuition fees	1,75,000	1,75,000	1,75,000	1,75,000	1,75,000	1,75,000	1,00,000	11,50,000
Material/Library/ Database/Archival	30,000	30,000	30,000	30,000	30,000	30,000	10,000	1,90,000
Other Fees-Campus Immersion etc.	—	45000	—	—	45000	—	—	90,000
Alumni Fees	10000	—	—	—	—	—	—	10,000
Total without caution deposit	2,15,000	2,50,000	2,05,000	2,05,000	2,50,000	2,05,000	1,10,000	14,40,000
Caution Deposit	55,000	—	—	—	—	—	—	55,000
Total	2,70,000	2,50,000	2,05,000	2,05,000	2,50,000	2,05,000	1,10,000	14,95,000

***Caution deposit will be refunded at the end of the Program if no charges are incurred against it.Total Program Fee-Rs.14,95,000/- (Inclusive of Caution Deposit)**

B. International Candidates (in USD)

Fee Components	Term I	Term II	Term III	Term IV	Term V	Term VI	Mini Term	Total
Tuition fees	2,800	2,800	3,350	3,350	2,800	3,350	1,500	19,950
Material/Library/Database/Archival	450	450	450	450	450	450	200	2,900
Other Fees- Campus Immersion etc.	—	600	—	—	600	—	—	1,200
Alumni Fees	150	—	—	—	—	—	—	150
Total without caution deposit	3,400	3,850	3,800	3,800	3,850	3,800	1,700	24,200
Caution Deposit	800	—	—	—	—	—	—	800
Total	4200	3,850	3,800	3,800	3,850	3,800	1,700	25,000

“The caution deposit would be refunded at the end of the Program if no charges are incurred against it. Total Program Fee-\$25,000/- (Inclusive of Caution Deposit).”

Instructions regarding fee payment:

- 1) Fees must be paid before the commencement of the term.
- 2) The fee needs to be paid online using the link provided on the Institute website i.e., www.iimraipur.ac.in
- 3) In case of a delay in fee payment, access to the Learning Management System (LMS) will be revoked.
- 4) In case of delay of fee payment after the second week, the student will not be allowed to appear in the end-term examination.
- 5) In case of failure to clear fee dues, the registration of the student will be canceled at the point of nonpayment of dues.
- 6) Campus Immersion fees are an integral part of the tuition fee and are to be paid by all the students irrespective of whether they attend the campus immersion Program or not.

27. CLASS TIMINGS:

Classes are to be scheduled on Wednesdays, Saturdays, and Sundays. The timetable will be communicated by the eMBA office from time to time.

DAY	TIMING	HOURS COVERAGE
Wednesday	07:30 PM to 10:45 PM	3 Hours
Saturday	05:00 PM to 10.00 PM	4.5 Hours
Sunday	03:00 PM to 08:00 PM	4.5 Hours

- 1) During terms V to VII and on exceptional cases, including institutional requirements on all terms, sessions will be held on the evening of weekdays, 7:30 PM to 10:45 PM, and the daytime of Saturday and Sunday in addition to the scheduled time.
- 2) A 15-minute break would be in between the classes.
- 3) 1 Class = 1.5 Hours.
- 4) A minimum of 75% attendance is required. Based on requirements and situations, classes can be held in the evenings on any weekday and weekend other than the predefined class schedule mentioned in the timetable.
- 5) In case of not attending sessions due to any medical or family emergency, or urgent work assignments, document validation is required. As the Program is in synchronous mode, it is expected that students will attend all the classes.
- 6) A maximum of 5 recordings of each subject will be given, and that too within 5 days of the Live session being conducted. A request is to be made to eMBA support (Nulearn).

“Institute has the final rights to decide the timings.”

28. ACADEMIC DISCIPLINE:

- 1) The institute attaches the utmost importance to strict integrity and honesty in academic work by the students. Students must maintain strict discipline in classes, examinations, tests, quizzes, take-home assignments, and all other segments of academic work.
- 2) Resorting to copying or helping to copy in any form in examinations or quizzes or home assignments or other elements of evaluation, and/or reproducing passages from written work of others without necessary acknowledgment, and/or passing on or receiving papers

in connection with any academic work to be evaluated, and/or canvassing for grades is strictly prohibited.

- 3) “Students are required to keep the video on during class.” Failure to comply with this expectation impacts the quality of education and disrupts the learning environment for both you and your peers. Therefore, we inform you that continued non-compliance may result in penalties, such as:
 - a) Loss of participation points: Keeping the video on will be considered as input for class attendance. It means if you keep the video off for a significant duration without a genuine reason, it will result in a loss of attendance. Technical partner representatives will monitor the video of students during the class.
 - b) Limitations on class privileges: If the issue persists, faculty may restrict your access to certain class resources or activities that require active video participation.

These measures aims to maintain a better learning environment for all students.

- 4) Unless otherwise specified by the concerned faculty, the students must not collaborate in any way with anybody. in other words, the answers as presented to the concerned faculty should be independent work of each student. They are advised that they should not, in their own interest, communicate their written analysis or answers to home assignments to any other students.
- 5) Mobile phones, tablets, iPads, etc., are banned during classes and examinations. In the incident of any of the electric gadgets during the classes/examinations by any student, the student may be debarred from classes/examinations, and appropriate disciplinary action will be decided by the eMBA Chairperson in consultation with the eMBA committee.

The following may be treated as (but not limited to) acts of academic indiscipline:

- 1) Marking or attempting to mark proxy attendance in class, canvassing for marks/grades with faculty members, approaching faculty for relaxation in certain academic norms, use of mobile phones during class, misbehaving with a student/faculty, and creating indiscipline during classes.
- 2) If any harm to the institute assets or the reputation of the Institute is caused during the execution of any activity or by any student, it will be considered academic indiscipline.
- 3) On receiving a complaint from an instructor against a student or acting Suo-moto, the eMBA Chairman shall initiate disciplinary action against any student for any alleged misconduct. The eMBA Chairperson and/or a committee may conduct an inquiry if needed.
- 4) Chairperson/Committee and the eMBA Committee may impose any one or more of the following penalties depending on the severity of the case:
 - a) Fine, public apology and community service.

- b) Letter grade drop/'F' grade in one or more courses.
- c) Termination/expulsion from the Program.
- d) Any other punishment as deemed appropriate.

29. ACCOMMODATION DURING CAMPUS IMMERSION:

Executives Post Graduate Program is a blended mode Program wherein many classes would be held in a live online mode. There will be a mandatory campus immersion where activities can be held in campus. The activities can include classroom sessions, summits, exams, presentations, or any activities planned by the eMBA office, etc. It is mandatory for students to participate in campus immersion. Accommodation is typically provided in the Institute's hostels. In case of non-availability of lodging and other facilities at the institute, the students must make their own arrangements. The Institute will decide on the modalities of the campus immersion.

30. CLASS REPRESENTATIVES AND COMMITTEES:

Class representatives are the link between students and faculty in the institute. There is a provision for appointing class representatives for the duration decided by the eMBA office. Class Representatives will represent the batch and bridge the gap between students and faculty requirements. The eMBA office will nominate or select the class representatives in consultation with the Chairperson eMBA. The class representative/s of the batch will report to the Chairperson (eMBA) and the eMBA Office. Class representatives may be changed by the Chairperson (eMBA)/eMBA office.

The following are the responsibilities of a class representative:

- a) Coordinate with faculty members of the term to fulfill students' requirements, if any.
- b) Responsible for distribution of study materials/cases/answer scripts in the class whenever required.
- c) Responsible for the smooth functioning of classes, including class requirements.
- d) Responsible for coordinating the Integrated business simulation Program, elective selection process, etc.
- e) Responsible for coordinating the student feedback session in consultation with the eMBAoffice.
- f) Coordinate the student activities.

“In addition, the eMBA office can form various committees. The committee will report to Chairperson (eMBA)”.

31. GENERAL RULES:

- 1) The payment of the registration fee does not mean that you have earned the degree/certification(as stated in the brochure).
- 2) The Institute reserves every right to withhold the degree/certification if the stipulated rules and regulations as per the Program manual (for students/participants) are not followed in letter and spirit.
- 3) All disputes will be subject to the jurisdiction of Raipur court.
- 4) Any issue or concern posted on social media without being resolved internally will result in the cancellation of admission.
- 5) The Institute reserves the right to modify the rules as stated in the manual.
- 6) “Mobile phones are strictly prohibited during examinations.”
- 7) The usage of mobile phones during class is not permitted.
- 8) Tele-recording any event in the classrooms and putting the same in the public domain is strictly prohibited. In the event of a violation of this rule, strict disciplinary action will be taken.
- 9) The student will be provided with a Bonafide certificate with only the course wise letter grades and TGPA for the completed term on his request for a valid reason which can include a bank loan, reimbursement of fees, or change of organization. Additionally, please ensure that you attach all the necessary supporting documents from the competent authority along with your request. We will not process the Bonafide certificate without supporting documents.
- 10) Smoking/drinking is strictly prohibited in the IIM Raipur Campus.
- 11) Students must take all care to ensure the correctness of information while making declarations at any point in time to the institute. A wrong declaration may lead to the student’s termination from the Program.
- 12) The term ends will be mailed to the students.
- 13) Students should not send emails of any of their concerns/grievances to other Program students/faculty body/director without contacting the eMBA office or the Chairperson-eMBA. The students should refrain from posting any issue on social media. This is considered a violation of the rule, and necessary action will be taken by Chairperson eMBA.
- 14) Students need to fulfill all the requirements as per the deadlines set and communicated by the eMBA office from time to time, failing which the eMBA office will decide as deemed fit. For administrative matters, students may reach out to the eMBA office (IIM Raipur), and for technology-related matters/attendance/session video, the student may reach out to eMBA support (Nulearn). Students need to adhere to proper communication channels (Student should refrain from communicating directly to IIM Raipur Board

members/Director/ Dean)

(Academics)/Dean (External)/any other external agency/Chairperson (eMBA) for operational or routine matters).

- 15) The course structure or the timetables communicated by the eMBA office cannot be changed as per the requirement of any student(s). Therefore, students should refrain from requesting the same either to eMBA office or to the Chairperson eMBA.
- 16) Each student will be provided with an official Email ID to communicate the Program requirements. All are advised to check their Emails regularly.
- 17) Students must keep themselves aware of the laws regarding sexual harassment. Any case of sexual harassment in any form by any member will be severely dealt with by the administration.
- 18) Ragging in any form is prohibited inside or outside the campus. Punishment for ragging under the Chhattisgarh Education Act 1983 can be up to one-year imprisonment. Supreme Court has also defined ragging as a criminal offense.
- 19) Students should maintain utmost discipline in their conduct and behavior while in the Program. Any student indulging in indiscipline activities would be seriously viewed, and disciplinary action would be taken against him/her.
- 20) The decision of the eMBA Chairperson / Director on matters of interpretation of the rules will be final and binding on all concerned.
- 21) The rules are liable to change at the discretion of the Institute at any time without any notice to students.
- 22) The Institute does not entertain any discussions on policy matters, fees, methodologies, course material, course-related matters, and other Program matters.
- 23) Students will be provided with reading materials as decided by the Institute.
- 24) The Institute reserves the right to decide the modalities of the campus immersion.
- 25) The completion of the Program may take more than two years.
- 26) Charges applicable in case of Deferment/Termination/Withdrawal :

Campus Immersion fees in respective term and study material fee amount will be collected from the student in case of Deferment/Termination/Withdrawal. No refund will be given for any cases not meeting the criteria.

32. CONTACT DETAILS:

Chairperson eMBA:

Prof. Dhananjay Bapat

Phone: 91-771-2474647 (O)

Email: Chairperson_eMBA@iimraipur.ac.in

eMBA Office:

Shri. Sachidhanandam Natrajan

Administrative Officer

Phone: 91-771-2474750 (O)

Email:

eMBA@iimraipur.ac.in

e-MBA BATCH 5 Academic Calendar (Starting on January 2025) Inauguration – 12 January 2025

Term	Term Dates *	Subject/ Credit	End Term Exam Week	Holiday
Term I	Start Date: 12 th Jan 2025 End Date: 4 th May 2025	1. Micro-economics for Managers /1 2. Marketing Management I/1 3. Business Statistics /1 4. Spread-sheet modeling /1 5. Operations Management: Strategy, Design, and Process I/1	28 th April-4 th May 2025	1. 26 January 2025 (Republic Day) 2. 26 February 2025 (Maha Shivratri)
Term II	Start Date: 5 th May 2025 End Date: 17 th August 2025	1. Organizational Behavior /1 2. Financial Accounting /1 3. Macroeconomics for Managers /1 4. Business communication I /1 5. Operations Research /1	11 th -17 th August 2025	1. 07 June 2025 (Bakrid) 2. 06 July 2026 (Muharram)
Term III	Start Date: 18 th August 2025 End Date: 14 th December 2025	1. Financial Markets and Institutions/1 2. Strategic Management I /1 3. Marketing Management II /1 4. Management Information Systems /1 5. Operations Management: Planning and Control /1 6. Business Communication II /0.5	8 th -14 th Decem ber 2025	01.09 November 2025 (Guru Nanak Jyanti)
Term IV	Start Date: 22 nd December 2025 End Date: 3 rd May 2026	1. Human Resource Management /1 2. Legal Aspects of Business /1 3. Strategic Management II/1 4. Corporate Finance /1 5. Organisational Theory and Design/0.5 6. Business Ethics & CSR/0.5 7. Business Research Methods /1	27 th April-3 rd May 2026	1. 04 March 2026 (Holi) 2. 21 march 2026 (Ramzan)
Term V	Start Date: 4 th May 2026 End Date: 16 th August 2026	1. Electives /1 2. Electives /1 3. Electives /1 4. Electives /1 5. Electives /1	3 rd August -16 th August 2026	1. 15 August 2026 (Independence Day)
Term VI	Start Date: 17 th August 2026 End Date: 29 th November 2026	1. Electives /1 2. Electives /1 3. Electives /1 4. Electives /1 5. Electives /1	16 th -29 th Novem ber 2026	1. 08 November 2026 (Diwali)
Mini Term	Start Date: 30 th November 2026 End Date: 24 th January 2027	1. Mini Dissertation /2 2. Integrated Business Simulation /2	24 th January 2027	

Note:1. The Term dates are tentative and it is subjected to change.

2. The first Campus Immersion is tentatively scheduled on the 2nd week of May 2025 and second Campus Immersion on 3rd week of May 2026.

Appendix II:

List of courses

Course Type	Term	Course	Credits
Core Course	Term -I (5 credits)	Microeconomics for Managers	1
		Marketing Management I	1
		Operations Management: Strategy, Design, and Process	1
		Business Statistics	1
		Spread-Sheet Modeling	1
	Term -II (5 credits)	Organizational Behavior	1
		Financial Accounting	1
		Macroeconomics for Managers	1
		Business communication	1
		Operations Research	1
	Term -III (5.5 credits)	Financial Markets and Institutions	1
		Strategic Management I	1
		Marketing Management II	1
		Management Information Systems	1
		Operations Management: Planning and Control	1
		Business Communication II	0.5
Advance Core Course	Term -IV (6 credits)	Human Resource Management	1
		Legal Aspects of Business	1
		Strategic Management II	1
		Corporate Finance	1
		Organization Theory and Design	0.5
		Business Ethics & CSR	0.5
		Business Research Methods	1
Electives	Term -V (5 credits)	Electives 1	1
		Electives 2	1
		Electives 3	1
		Electives 4	1
		Electives 5	1
	Term -VI (5 credits)	Elective 6	1
		Elective 7	1
		Elective 8	1
		Elective 9	1
		Elective 10	1
	Mini Term	Total Compulsory Audit Courses & Mini Dissertation	2
		Integrated Business Simulation	2

Appendix III: Indicative List of electives *

Area	Elective
Marketing Management	Marketing Metrics
	Retail Management
	Brand Management
	Digital Marketing
	B2B Marketing
	Services Marketing
Economics & Public Policy	Data Analysis for Business and Policy
	Innovation Management (IM)
	International Trade
	Money, Banking, and Financial Markets
Humanities & Liberal Arts	Bridging Humanities and Innovation Management in Creative Entrepreneurial Leadership
	Digital Communication
	Business Sustainability and Climate Risk Management
Operations & Quant. Methods	Supply Chain Management
	Quality & Inventory Management for Operational Excellence
	Digital Operations and Supply Chain Management
	Business Decision Making under Multiple Criteria
	Project Management
HRM & OB	Positive Psychology at Workplace
	Enhancing Employee Performance and Wellbeing through Leadership, Justice, Support, and Spirituality
Finance & Accounting	Investment Banking
	Financial Derivatives
	Portfolio Management in Practice
	Fixed Income Securities
	Financial Risk Management
	Tax Planning & GST
	Project Appraisal and Financing
	Bank Management and Financial Service
Information Systems	Data Visualization for Decision Making
	Managing Security and Privacy Risks in Business
	Digital Finance
	Artificial Intelligence in Business
	Generative AI

Strategic Management	International business
	Real world decision making
	Strategy and innovation
	Innovative Business Models and Strategy
	Digital Business Strategy

**Subject to change depending upon the overall preferences of the students and availability of Faculty.*

Note: The courses mentioned above may be changed, modified, or deleted as per the suitability of the program. This is just the indicative list of the courses offered previously in previous batch.