Indian Institute of Management Jammu
Jagti, Jammu – 181221, India

Faculty Handbook
2024

The Faculty Handbook is intended to be a resource for faculty members. It puts forth the structure of all Programs at IIM Jammu. This Handbook provides all such information, related to academics, that the faculty members need to know during their stay at IIM Jammu. It also includes various academic policies including the teaching pedagogy, assessment and evaluation system and methodology, rubrics etc. It also includes the responsibilities of Chairpersons and area coordinators along with various dos and don'ts which the faculty members are expected to adhere to for academic transactions. The aacademic policies like attendance criteria, academic discipline, examination rules and requirements for the award of degree are explained in details. Please do spend some time and go through the information carefully.

Director

Indian Institute of Management Jammu

Vision

- To develop leaders and entrepreneurs who can perform globally to make a valuable difference to the Society and the Corporate world.

Mission

- To position IIM Jammu as one of the top business schools in India embedded with a global outlook with a regional and national focus.
- To be known as a business school par excellence for outstanding value-based quality education, high-quality research, executive education, consultancy, and strong corporate as well as international linkages.
- To create a B-School, which will serve the humanity, the society, the state, and the nation for economic growth and prosperity.

Core Values are:

- Indian Ethos and Business Ethics
- Excellence
- Innovation & Entrepreneurship
- Integrity
- Collaboration
- Inclusivity and Sustainability

Contents

1. ABOUT IIM JAMMU

The Indian Institute of Management (IIM) brand has now become synonymous with innovation, talent and zeal for success, and contribution in management. The Government of India established IIM Jammu in Jammu and Kashmir in 2016. From the very beginning, IIM Jammu has set high standards for outstanding value-based quality education, high-quality research, executive education, consultancy, and strong corporate as well as international linkages. IIM Jammu encourages contemporary research concentrating on regional, national, and international issues.

IIM Jammu offers the following programs:

(a) Doctoral Program:

- Doctor of Philosophy (Ph.D.) in Management

(b) Post-Graduate and Undergraduate Programs:

- Master of Business Administration (MBA)
- Master of Business Administration in Hospital Administration and Health Care Management (MBA- HA&HM) with AIIMS Jammu and IIT Jammu
- Executive Master of Business Administration (EMBA)
- Integrated Program in Management (IPM)
- Dual Degree Program: B.Tech. and MBA with IIT Jammu

(c) Executive Education:

- Open Programs
- In-company Programs
- Advance Management Programs
- On-line Certificate Programs

(d) Faculty Development Programs

- Academic Leadership Program
- Faculty Development Program
- Quality Improvement Program

IIM Jammu operates from its 200 acres state-of-the-art campus located at Jagati, 14 Kms. from Jammu City, about 16 kms. from Jammu Railway Station and 18 kms. from Jammu Airport. The Campus is a blissful mix of modern architecture, culture and heritage of Jammu and Kashmir.

IM Jammu has also established a transit Satellite campus at Srinagar. The campus is located in the heart of the Srinagar city, on NH1 Nowgam which is at a distance of 10 km from the Sheikh ul Alam international airport Srinagar. The transit campus has in-campus residence facilities and is built as a Centre of Excellence in the area of executive education and Entrepreneurship. The transit campus will also have an incubation center promoting entrepreneurship in the region. IIM Jammu Srinagar Campus leverages the locational importance of Srinagar city by offering a blend of high-quality training with a touch of heavens.

2. OVERVIEW OF VARIOUS PROGRAMS AT IIM JAMMU

2.1. Doctor of Philosophy (Ph.D.)

2.1.1. Overview of Ph.D. Program

IIM Jammu has started the Doctor of Philosophy (Ph.D.) for full time residential and Ph.D. (Working Professionals) Program from Academic Year 2020-21 and 2022-23 respectively. This Program offers opportunities to scholars for advanced studies and research in different areas of 'Management.' The Program aims at preparing the doctoral scholars for careers in teaching, research and consulting in management and related disciplines, and for careers in other organizations that require advanced

analytical and research capabilities. The Program provides scholars with the necessary skills to identify and undertake research complex issues in the field of management and disseminate their findings into publications of international standards. Following areas of specialization are available at IIM Jammu:

- Business Communication
- Business Policy, Strategy & Entrepreneurship
- Economics & Business Environment
- Finance and Accounting
- IT Systems & Analytics
- Marketing
- Operations & Supply Chain Management
- Organizational Behavior & Human Resource Management.

2.1.2. Program Learning Goals (PLGs) and Program Learning Objectives (PLOs)

Program Learning Goals (PLGs) (Competencies)

PLGs	IIM Jammu's PhD Program has the following Learning Goals
1	Superior pedagogy: The program will provide students with opportunities to develop their teaching skills through hands-on teaching experience, mentoring, and feedback from experienced faculty.
2	Effective researcher: The program will equip students with the skills necessary to conduct high-quality research that is publishable in top-tier academic journals. This will include training in research methodology, data analysis, and academic writing.
3	Develop analytical and critical thinking: The program will focus on developing students' analytical skills, including the ability to critically evaluate research and data, identify gaps in knowledge, and design and execute rigorous research studies.
4	Build research methodology expertise: The program will provide students with a deep understanding of research methods and data analysis techniques relevant to their field of study.
5	Develop communication skills: The program will focus on developing students' oral and written communication skills, including the ability to present their research findings in clear and compelling ways.
6	Networking and collaboration: The program will provide students with opportunities to build networks and collaborate with other scholars in their field, including participation in conferences, workshops, and other scholarly events.
7	The program will equip students with project management skills, including the ability to plan, execute, and evaluate complex projects in both academic and non-academic settings.

Program Learning Objectives (PLOs)

PLGs	PLOs	After completing this program, learners will demonstrate the ability to
1	1	Design and deliver effective lesson plans that meet a course's learning objectives.
	2	Provide constructive feedback to students and apply evidence-based teaching practices to support student learning.
2	1	Conduct high-quality research that meets the standards of top-tier academic journals in their field.
	2	Write scholarly papers that meet the conventions of their discipline and communicate research findings in a clear and compelling way.

3	1	Critically evaluate and synthesize research literature, and apply appropriate research methods and data analysis techniques to address research questions.
4	1	Apply relevant research methods and data analysis techniques to address research questions in their field of study.
5	1	Present research findings in clear and compelling ways, using appropriate visual aids and effective communication strategies.
	2	Write effective and concise research summaries, abstracts, and other research-related documents.
6	1	Build networks and collaborate with other scholars in their field, by participating in conferences, workshops, and other scholarly events.
7	1	Plan, execute, and evaluate complex projects

2.1.3. Program Structure

The Ph.D. Program at IIM Jammu has the following four components:

A. Mandatory Course Work
B. Comprehensive Examination
C. Thesis Proposal Formulation and Research
D. Thesis Submission and Defense

Research scholars will be encouraged to complete the Doctoral Program within three years that includes one year of rigorous course work to develop basic skills for analyzing managerial problems. Research scholars shall take MBA level compulsory courses, area recommended courses and doctoral level compulsory courses. The thesis work is aimed at providing an opportunity to make an original contribution to an area of management or one of its source disciplines.

- **Mandatory Course Work**

  During the first year of the Program, the research scholars acquire knowledge of the discipline and functional areas of management and general management. The research scholars, irrespective of their area of specialization, take a compulsory set of courses in the first year. The research scholars acquire an in-depth knowledge of the area of specialization and related fields. The doctoral level courses, which are specially designed to provide an in-depth understanding of the area of their research as well as to develop research skills. During this phase, students interact closely with their area faculty and are encouraged to start exploring areas of research in their specialization. In Term-III of first year, scholars undergo for research seminar and course of independent study under the advice/guidance of his/her academic advisor. Comprehensive Examination.

- **Comprehensive Examination**

  On completion of the first-year course work, the research scholar takes the Comprehensive Examination. This examination is administered at the end of the 1st year. It tests whether the scholar has obtained a satisfactory level of knowledge in her/his area of specialization and whether she/he has satisfactorily assimilated the various courses taken by him/her in the Area. While the course work formally gets over with the completion of the Comprehensive Examination, scholars are encouraged to continue taking advanced courses of interest. The guidelines of the conduct of Comprehensive Examination is as follows:

  a) <u>Written Examination (100% Weightage)</u>:

  The student has to appear for a written examination comprising Doctoral Level + Compulsory courses, Area Recommended courses, and a write-up about their research proposal. The components of the same are as follows:

- ❖ Doctoral Level + Compulsory Courses (50% weightage):
  - o Teaching Pedagogy (20% weightage)
  - o Research Methodology (20% weightage) and
  - o Quantitative Methods II (10% weightage).
- ❖ Area recommended Courses: 02 Courses as suggested by the respective Area (30% weightage).
- ❖ Write-up on Tentative Research Proposal/ Topic: (20% weightage)

b) <u>Viva (100% weightage):</u>

An external examiner will be invited for the viva component of the comprehensive examination. The format of the Comprehensive Viva Evaluation is attached to this email.

Note:

✓ In both written and viva examinations, the scholar has to score a minimum of 51% in both the components separately (written and viva) to clear the comprehensive examination.

✓ For Area recommended Courses, the respective Area is requested to provide 02 courses (from Area recommended courses) for which 03 sets of Question Papers are required to be set. Please note that the Area recommended courses may vary for Ph.D. (Working Professionals) and Ph.D. (Full Time) Scholars

- **Thesis Advisory Committee**

The Thesis Advisory Committee (TAC) will be formed in the Term-I of the 1st year. The TAC for the respective scholar will be recommended by the area to Ph.D. Office and will comprise of one Chair (internal faculty member) and two members (one internal faculty and one external expert from abroad preferably from the partner institutions). Faculty members with proven research credentials and publications in the area of specialization in which research scholar wants to pursue his/her research will be the members of the TAC. Preference will be given to all faculty members with previous experience of Ph.D. supervision.

The existing internal faculty member of TAC may become the chair if He /She fulfills the minimum requirements i.e., Minimum 2 publications in A category journal, if and when required. However, the eligibility of the TAC members shall be as follows:

The eligibility for TAC membership for the year 2020-21 shall be as below:

Sl. No.	TAC Affiliation	Eligibility
1	Chair	• Proven research credentials in the area of specialization • Minimum publication requirements in the area of specialization in which research scholar wants to pursue his/ her research: ❖ 1 publication in A* category journal; or ❖ 2 publications in A category journal; or ❖ 4 publications in B category journal; or ❖ 1 publication in A and 2 publications in B category journals • Preference will be given for previous Ph.D. supervision
2	Member	• Proven research credentials in the area of specialization • Minimum publication requirements in the area of specialization in which research scholar wants to pursue his/ her research: ❖ 1 publication in A category journal; or ❖ 2 publications in B category journal; or • Preference will be given for previous Ph.D. supervision

The scholar develops a written thesis proposal and gives an Open Seminar with the agreement of the thesis advisor. The proposal must be approved by the TAC.

- **Thesis Submission and Defense**

  On approval of the thesis proposal, the scholar works closely with the TAC on his/her thesis work. When the scholar's TAC chair judges that the thesis is complete, the scholar gives a seminar on the thesis work and subsequently defends the thesis orally before a thesis examination committee. The Chairperson (Doctoral Program) appoints the thesis examination committee comprising the TAC.

2.1.4. Program Duration

The full time Ph.D. scholar is expected to complete the Program in four years. Under special circumstances, an extension may be granted to the scholar without Fellowship up to five years on the recommendation of TAC. In exceptional cases, the extension up to six years may be given with the appropriate justification by the scholar and TAC, recommended by Doctoral committee. In any case, the entire Program should finish within seven years. If a scholar fails to complete the requisite academic works for the Ph.D. within this specified period, then she/he has to withdraw from the Program. The scholar's registration will be terminated on the completion of seven years. Whereas Ph.D. Working Professional scholar is expected to complete the Program in five years. Under special circumstances, an extension may be granted to the scholar up to six years on the recommendation of TAC and with the approval of Doctoral Committee. In exceptional cases, the extension up to seven years may be given with the appropriate justification by the scholar and TAC, recommended by Doctoral committee. The extension beyond Six years will be given with the approval of the Director. In any case, the entire Program should finish within Seven years. If a scholar fails to complete the requisite academic works for the Ph.D. within this specified period, then s/he has to withdraw from the Program. The scholar's registration will be terminated on the completion of Seven years.

Full Time Ph.D. Scholars are not permitted to take up employment/outside assignments during the Program. If violated, suitable disciplinary action, including expulsion from the Program, may be initiated by the Doctoral Committee (DC).

2.2. Master of Business Administration (MBA)

2.2.1. Overview of MBA Program

The Post-Graduate Program in Management (PGP) is a master's level program, leading to the grant of a degree of **Master of Business Administration (MBA)**. The two-year, full-time, residential program is designed to equip students to take on leadership roles in an increasingly complex and dynamic global scenario. Each year consists of three trimesters, with 8 weeks of summer internship.

2.2.2. Program Learning Goals (PLGs) and Program Learning Objectives (PLOs)

Program Learning Goals (PLGs) (Competencies)

PLGs	Learners of IIM Jammu need to possess the following competencies
PLG 1	Global Business Acumen
PLG 2	Problem solving and decision making
PLG 3	Communication Skills
PLG 4	Entrepreneurial Orientation
PLG 5	Socially and ethically responsible

Program Learning Objectives (PLOs)

PLGs	PLOs	After completing this program, learners will…
PLG 1	PLO 1	Appraise internal and external business environment.
	PLO 2	Develop business strategies in Indian and the global context.

PLG 2	PLO 3	Appraise business problems
	PLO 4	Formulate effective solutions by systemic plan of action.
PLG 3	PLO 5	Demonstrate effective oral communication skills.
	PLO 6	Demonstrate effective written communication skills.
PLG 4	PLO 7	Formulate the new business ventures and products opportunity
PLG 5	PLO 8	Appraise diversity and inclusivity in decision process.
	PLO9	Demonstrate ability to make socially and ethically responsible decisions

With the above objectives in mind, the curriculum of MBA Program is designed to achieve following Program outcomes (POs). At the end of the program, our MBA graduate shall:

PO1: Have good understanding of socio-economic, technological, ecological, and political environment of India and the globe

PO2: Have strong interpersonal skills and domain knowledge

PO3: Be capable of decision-making and problem solving in structured and unstructured environment

PO4: Demonstrate leadership & team building in a cross-cultural environment

PO5: Be socially and ethically responsible managers

PO6: Have ability to take risks and be entrepreneurial

2.2.3. Program Structure

The course structure of MBA Program entails every MBA student to compulsory complete:
a) 64.5 core course credits in the first year;
b) 3 credits from the 8-10 weeks long Summer Internship Program with a company or an organization;
c) 48 course credits through the choice of his/her electives in the second year.
d) A mandatory non-credit course on "Happiness" in the first year of the MBA program

Additionally, students are permitted to:

- Audit Courses (Maximum of 3 courses in the 2nd year) by paying the requisite additional fees. The grades received in audit courses will not be counted for TGPA/ CGPA calculations. However, the students are required to obtain a passing grade in the audit course.
- Courses of Independent Study (CIS) (With a faculty member) in lieu of elective courses
- Student Exchange Program: Merit Based
- National and International Live Projects

2.3. Master of Business Administration in Hospital Administration and Healthcare Management (MBA (HA&HM))

2.3.1. Overview of MBA (HA&HM) Program

Healthcare is one of the fastest-growing industries. As countries continue to enjoy greater life expectancies than ever before, there is a constantly increasing need for experts in operations management, to come in and find ways to deliver more efficient and affordable care to a greater number of patients. There is an increasing focus on quality, optimization, improved productivity and sustainability in hospital operations across the globe. The vital administrative functions of a hospital such as accounts, human resource management, quality, logistics and supply chain, public relations, marketing and waste management are increasingly being managed by professional healthcare managers to achieve effectiveness and efficiency in day-to-day operations. Besides, exposure to a variety of courses gives students a wider vision of a problem and more tools to solve problems related to health administration and healthcare management. The program intends to build experts in health administration and health care management who will have adequate knowledge and expertise to improve processes, raise quality and reduce costs – essentially to help health professionals deliver

better, faster care at affordable prices. The students will be capable of innovation to bring a sustainable change. IIM Jammu will offer courses on Management, AIIMS Jammu will offer courses on Hospital Administration and Health Care and IIT Jammu will offer courses Technology. The program offers a unique advantage of learning the basics of management and operations from Indian Institute of Management Jammu, technological aspects from Indian Institute of Technology Jammu and gain subsequent practical, hands-on experience in management of hospitals and health care services at AIIMS Jammu under the guidance and supervision of hospital administrators. The program is a two-year full-time residential program with the first year having core courses and second year elective courses.

2.3.2. Program Learning Goals (PLGs) and Program Learning Objectives (PLOs)

Program Learning Goals (PLGs) (Competencies)

PLGs	Learners of IIM Jammu need to possess the following competencies
PLG 1	Technical professional knowledge in the Indian and global healthcare environment
PLG 2	Communication skills
PLG 3	Analytical and problem-solving skills
PLG 4	Teamwork and Interpersonal skills
PLG 5	Ethical and socially responsible leadership

Program Learning Objectives (PLOs)

PLGs	PLOs	After completing this program, learners will …
PLG 1	PLO 1	Acquire an understanding of management functions and administration of the healthcare business.
	PLO 2	Develop business strategies in the Indian and global healthcare context.
PLG 2	PLO 3	Demonstrate effective oral communication skills.
	PLO 4	Demonstrate effective written communication skills.
PLG 3	PLO 5	Develop business acumen and
	PLO 6	Apply decision-making skills for sustainable healthcare practices.
PLG 4	PLO 7	Demonstrate the ability to work in teams and relate interpersonally with others in a cross-cultural environment.
PLG 5	PLO 8	Apply the ethical framework of leadership related to the business, societal, and cultural environment in decision making

With the above objectives in mind, the curriculum of MBA (HA & HM) Program is designed to achieve following Program outcomes (POs). At the end of the program, our MBA (HA & HM) graduate shall:

PO1: Have a good understanding of socio-economic, technological, ecological, and political environment of hospitals and the healthcare industry in India and the globe

PO2: Have strong interpersonal skills and domain knowledge

PO3: Be capable of decision-making and problem solving in the structured and un-structured environments of the hospitals and healthcare industry

PO4: Demonstrate leadership & team building in a cross-cultural environment of the hospitals and healthcare industry

PO5: Be socially and ethically responsible Hospital Administrators and Health Care managers

PO6: Have ability to take risks and be an entrepreneur.

2.3.3. Program Structure

The course structure of MBA (HA&HM) Program entails every MBA student to compulsory complete:

a) 64.5 core course credits in the first year;

b) 3.0 credits from the 8-10 weeks long Summer Internship Program with a company or organization from healthcare industry;

c) 3.0 credits from one 'Course of Independent Study (CIS)' in the second year to be undertaken in a hospital

d) 45.0 course credits through the choice of his/her electives in the second year.

e) A mandatory non-credit course on "Happiness" in the first year of the MBA program

Additionally, students are permitted to:

- Audit Courses (Maximum of 3 courses in the 2nd year) by paying the requisite additional fees. The grades received in audit courses will not be counted for TGPA/ CGPA calculations. However, the students are required to obtain a passing grade in the audit course.
- Student Exchange Program: Merit Based
- National and International Live Projects (non-credit)

2.4. Integrated Program in Management (IPM)

2.4.1. Overview of IPM Program

The Five-Year Integrated Program in Management (IPM) aims to prepare young professionals full of managerial and decision-making capabilities using an ultra-modern academic pedagogy of global standards based on a Holistic and Multidisciplinary Curriculum. The Five Year Full-time Residential Integrated Program is strategically designed with a blend of science, social science, and management courses. The program's ultimate aim is to integrate management education with Science, Technology, Engineering, and Mathematics (STEM). This program aims to prepare young professionals to start their career at any point in time by exiting from the program. According to NEP 2020, a holistic and multidisciplinary curriculum would aim to develop all capacities of human beings- intellectual, aesthetic, social, physical, emotional, and moral in an integrated manner.

2.4.2. Program Learning Goals (PLGs) and Program Learning Objectives (PLOs)

Program Learning Goals (PLGs) (Competencies)

PLGs	Learners of IIM Jammu need to possess the following competencies
PLG 1	Global perspective
PLG 2	Communication (Written & Verbal)
PLG 3	Critical thinking and problem solving
PLG 4	Introductory functional business knowledge
PLG 5	Ethical and socially responsible

Program Learning Objectives (PLOs)

PLGs	PLOs	After completing this program, learners will…
PLG 1	PLO 1	Understand and evaluate cross-cultural perspectives for decision making
	PLO 2	Develop Compare and analyse Indian and Global business environments
PLG 2	PLO 3	Demonstrate effective oral communication skill
	PLO 4	Demonstrate effective written communication skill
PLG 3	PLO 5	Demonstrate ability to articulate business problems
	PLO 6	Analyze data to recommend solutions to business problems

PLG 4	PLO 7	Demonstrate functional business knowledge to enable them to work in a business organization
PLG 5	PLO 8	Ability to evaluate ethical dimensions of business decision making
	PLO9	Analyze and evaluate social dimensions of business decision making

2.4.3. Program Structure

The course structure of IPM Program entails every student to compulsory complete:

a) 78.5 core course credits in the first year;
b) 4.5 credits from the 1-week 'Boot Camp' after the completion of first year;
c) 4.5 credits from 'Social Internship' of prescribed duration, at the end of Semester III, in any social sector organization (Non-Government Organizations (NGOs)/ Corporate Social Responsibility (CSR) of his/ her choice,
d) 85.5 core course credits in the second year (including Boot Camp and Social Internship);
e) 4.5 credits from 8-10 weeks 'Corporate Internship' at the end of Semester IV
f) 76.5 course credits through the choice of core and elective courses in the third year including Corporate Internship.
g) A mandatory non-credit course on "Happiness" in the first year of the IPM program

Additionally, students are permitted to:

- Student Exchange Program: Merit Based
- National and International Live Projects (non-credit)

2.4.4. Exit Options

Students would be provided an exit option with a BBA degree/ certificate subject to completing the required norms.This program has been strategically designed with multiple exit options to allow the students to exit from the programafter completing each year up to the third year as per the New Education Policy 2020.

2.4.5. Continuation into MBA Program of IIM Jammu

A minimum CGPA of **6.00** would be required in the BBA of IIM Jammu to continue into the MBA program of the Institute. Furthermore, in order to qualify into the MBA Program, there should not be any case of indiscipline against the student during his/her study period at IIM Jammu The fourth and fifth years will be merged with the flagship MBA program of the Institute and students will be required to meet the academic rigor of the MBA program.

2.5. Executive Master of Business Administration (EMBA)

2.5.1. Overview of EMBA Program

The Executive Master of Business Management (EMBA) in blended mode is a program for working executives with a minimum work experience of three years. There are many qualified professionals who could not pursue formal management education due to different reasons. EMBA in blended mode provides an opportunity to such experienced professionals with minimal disruption to their work routine and personal pursuits. These experienced professionals may be from industry, corporates, government organizations, armed/paramilitary forces, NGOs and entrepreneurs. EMBA (blended mode) is an intensive two-year program designed for mid/senior level professionals to enhance skills and capabilities essential at such responsible positions. Emerging Economies like India have huge potential, but the required managerial pool to tap those opportunities are in short supply. To bridge this gap, the EMBA (blended mode) program has a distinct focus on a strategic understanding of business, rooted in practical skill development through action learning projects and industry interface.

This EMBA (blended mode) program will empower the participants with the knowledge, skill, attitude, flexibility and the ability for lifelong learning, to develop their careers to their fullest potentials. To ease the learning process for them, the program would be combining the on and off campus learning modules spread over two years. The program aims to build managerial, decision-making, analytical, and leadership capabilities of participants using a modern academic pedagogy of global standard.

2.5.2. Program Learning Goals (PLGs) and Program Learning Objectives (PLOs)

Program Learning Goals (PLGs) (Competencies)

PLGs	Learners of IIM Jammu need to possess the following competencies
PLG 1	Global business acumen
PLG 2	Critical and creative thinking abilities
PLG 3	Build competence
PLG 4	Ethical and socially responsible
PLG 5	Entrepreneurial and managerial skills

Program Learning Objectives (PLOs)

| PLGs	PLOs	After completing this program, learners will…
PLG 1	PLO 1	To appraise the micro and macro business environment in India and around the globe.
	PLO 2	To formulate strategic responses to the VUCA environment.
PLG 2	PLO 3	To enhance problem solving and decision-making skills
	PLO 4	To demonstrate managerial decision-making approach in structured / unstructured environments using conceptual and interpersonal skills
PLG 3	PLO 5	To enhance existing skills, aptitudes of the participants for their career development and help the participants emerge as leaders
PLG 4	PLO 6	To work effectively in a diverse, inclusive and cross-cultural environment
	PLO 7	To develop social and ethical business leadership capabilities so that they can perform without compromising on integrity, honesty, and fairness
PLG 5	PLO 8	To develop risk taking abilities and innovative skills of the participants
	PLO9	To inculcate interpersonal and managerial skills

2.5.3. Program Structure

The two-year program consists of rigorous core/foundation and specialization courses delivered in a blended mode combining online and on campus modules. The program entails a total of 78 (72 course credits + 6 dissertation credits) credits spread over 6 trimesters, wherein one credit corresponds to 10 contact hours. The break-up of 78 credits is provided below:

- In the first year, a participant must successfully complete 36 credit units through the core courses, spread over Terms I, II, and III.
- In the second year, a participant must successfully complete 42 credit units through his/her choice of elective courses spread over Terms IV, V, and VI and a dissertation.

	Term – I	Term – II	Term -III	Total Credits
Year 1	4 core courses plus, one compulsory non-credit course	4 core courses	5 core courses	
Credits	12	12	12	36 (360 hours)
	Term – IV	Term – V	Term – VI	
Year 2	3 electives plus one CIS	4 electives plus Dissertation (Faculty supervised)	4 electives plus Dissertation (Faculty supervised)	
Credits	12	12	18	42 (420 hours)
Total Credits				78 (780 hours)

2.5.4. Exit Options

- **Provision for Exit:** A participant may choose to exit after successfully completing the requirements of first year. He/she will be awarded with Post Graduate Certificate in Management.
- **Provision for Break:** A participant with prior approval may be given a single break of one year at the end of any trimester with a provision to join back with the next batch at the same stage of the program. These approvals will be provided on a case-to-case basis. The program needs to be completed within three years after taking a break.
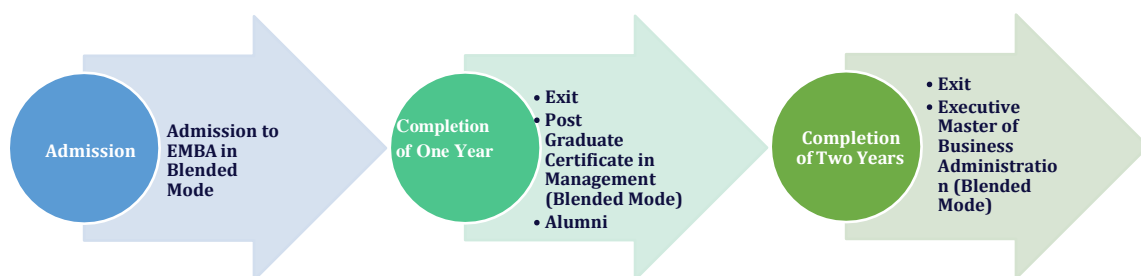
2.5.5. Blended Learning: On-campus and Offline Modules

Term	Campus visit	On Campus Module	Online Module	Course/ Credits
Term I	At the beginning of the Term I for 6 days	• Registration, Inauguration and Induction • 6 hours per course across 4 courses • 3 hours of non-credit	• 24 hours per course across 4 courses • 12 hours of compulsory non-credit course • A total of 108 hours	4 core courses of 3 credits each plus one non-credit compulsory course on Happiness and Mental Well Being

		course on Happiness and Mental Wellbeing • A total of 27 hours classroom teaching	of online teaching	
Term II	Nil	Nil	• 30 hours per course across 4 courses • A total of 120 hours online teaching	4 core courses of 3 credits each
Term III	Nil	Nil	• 30 hours per course across 03 courses • 15 hours per course across 02 courses • A total of 120 hours online teaching	3 core courses of 3 credits each plus 2 core courses of 1.5 credit each
	End of the Term III for 6 days	• End Term Exam of Term III • Elective Orientation and Subscription • CIS Discussions	Nil	Nil
Term IV	Beginning of the Term IV for 4 days	• 6 hours per course across 3 courses • A total of 18 hours classroom teaching	• 24 hours per course across 3 courses • A total of 72 hours online teaching	3 electives courses of 3 credits each plus CIS of 3 credits
Term V	Nil	Nil	• 30 hours per course across 4 courses • 120 hours online teaching	4 electives courses of 3 credits each **Dissertation Starts**
Term VI	Nil	Nil	• 30 hours per course across 4 courses • 120 hours online teaching	4 electives courses of 3 credits each **Dissertation Ends**
	End of the Term VI for 3-4 days	• End Term Examination of Term VI • Dissertation Submission	Nil	Nil

3.   ACADEMIC CALENDAR

Academic calendar, which is a schedule of all of the events that occur in an academic year, are prepared for each program. The academic year of IIM Jammu commences spreads from June of a year to May of the succeeding year. The academic calendars include dates of commencement of sessions, last day of the session, examination dates, holidays and dates of all-important events of the Institute. Academic calendar of every program is uploaded on the website, under the Program heading, before the start of the academic year. All faculty members may visit the website of the Institute to refer to the academic calendar and plan your annual activities accordingly. The academic calendars of various programs are attached as **Annexure I**.

4. ORIENTATION & PREPARATORY PROGRAMS

The Orientation & Preparatory Programs is conducted at the beginning of the first term/ semester for all programs. All first-year students are required to participate in the orientation program.

The objectives of the orientation program are as follows:

- To familiarize students with IIM Jammu systems, processes, procedures and general rules.
- To acquaint students with the faculties and staff of the institute.
- To acquaint students with the teaching and learning methods used at IIMJ with special emphasis on the case method.
- To provide students an introduction to the aim and objectives of the MBA Program of IIM Jammu

Everyday students will start their day with an early morning yoga session. Students are addressed by eminent speakers from Corporate, Academia, Government, and Administration. The orientation program followed by Preparatory Program which will have academic foundational modules on Communication, Financial Accounting, IT and Analytics and Quantitative Techniques. These modules provide a common grounding for the Program irrespective of their educational backgrounds.

5. REGISTRATION

The students will be required to register on the registration day before the start of each Term/ Semester. The date of registration for every term is mentioned in the respective Academic Calendars as well as the student handbooks. The Program Office will announce the venue and other details of registration at least a week prior to the registration date. No refund is admissible on any part of the term fees if a student withdraws voluntarily, is unable to continue, not able to meet the academic standards required to continue in the Program or debarred from the Program on disciplinary grounds, after registering for the term. The guidelines for registration are as follows:

5.1. Term I/ Semester I

The registration will be provisional subject to verification of degrees, certificates and testimonials and timely submission of requisite fees. If at a later stage, any of the degrees, certificates and testimonials are found to be forged/incorrect, registration of student will be automatically cancelled.

5.2. Other Terms/ Semesters

The registration will be provisional subject to the following:

- Student should meet the minimum academic performance standards to continue into the program.
- Submission of Projects/ Internship Report/ Other assignments as required in that term/ semester
- Timely Payment of Term fees and other dues.
- Timely return of books due to the library.
- Return of any other Institute's belongings borrowed by the students.
- Submission of duly filled in Registration Form.

6. FACULTY TEACHING HOURS AND ANNUAL WORK PLAN

6.1. Required Teaching Hours of Faculty Members

IIM Jammu has decided that each faculty member will carry out a maximum of six equivalent courses i.e. 180 hrs. of academic work per annum. It was decided that IIM faculty members should teach minimum 150 hours a year excluding research, training, consulting and institution building. Broadly,

6.1.1. Expectation from Faculty Members

Faculty members are expected to perform following activities in any of the IIMs:

- Teaching degree awarding Programs (Graduate, Post-Graduate and Doctoral Programs etc.)
- Research and Publications in classified journals, besides mobilizing funds for research and organizing conferences & seminars
- Executive Education (tailor-made and open Programs)
- Consulting
- Institutional building/ academic administration as per the need of the Institute and assigned by the Director from time to time.

6.1.2. Approved Model

IIM Jammu follows following model:

- The basic philosophy of the proposed model is that an individual faculty member will set one's own road map to grow as a professional keeping in mind the institutional requirements and should receive annual feedback on the extent of achievement on their road map
- IIM Jammu will follow six equivalent courses model, which is a worldwide practice. Ministry of Education has suggested for minimum 160 hours of teaching per year by each faculty
- Each faculty member is expected to carry teaching, research & publications, executive education, consulting and institution building/ academic administration
- Each faculty member will teach 150 hours in degree awarding Programs (MBA/MBA (HA&HM)/ Ph.D./ IPM/ EMBA) i.e. five courses per year. Out of which at least 60 hours should be from MBA teaching
- Remaining 30 hours will come from institutional activities like Admission Test, Admission Interviews for Graduate, Post Graduate and Ph.D. Programs etc.
- In exceptional case, if any faculty member wants to have some more time to complete his/her serious research, writing work or organizing conference and intends to plan less than 150 hours of teaching, the concerned faculty may discuss directly with the Director
- In order to encourage research at IIM Jammu, a faculty member may be permitted to teach less than 150 hours in an academic year, if the faculty member publishes research papers in ABDC journals as follow:
  - 120 hrs. plus one research paper published in B- category journal
  - 90 hrs. plus two research papers, first in B and second in A category journal
  - 60 hrs. plus three research papers, first paper in B, Second paper in A and third paper in A* category journals
  - Waiver Conditions:
    - ❖ All the above mentioned applies if he/she publishes as a single author else course waiver will be on proportionate basis.
    - ❖ If a faculty publishes the research paper in higher than the required category Journal(s), he/she will get research incentive after adjusting the required teaching hours.
- Following activities will attract waiver of full one or part course:
  - Chairperson (Admissions), Chairperson (MBA), Chairperson (Placement) will get waiver of one course for respective activities. In case any activity or specific task is assigned to a faculty member which require considerable amount of time, faculty may be given a waiver as decided by the Director
  - For Organizing Conferences:
    - ❖ <u>International Conference</u>
      Should be at least two-day event with minimum 50 research papers from out of which at least 20% of papers should be from overseas delegates. The waiver of two courses are available only when the conference results into one Special Issue to 'B' category Journal or equivalent and/or a published edited book(s). In case of foreign / joint collaborative

conferences, co-chair from collaborative institute shall get one course waiver. In case of two faculty members of IIM Jammu is involved in organizing the conference, each faculty will get waiver of one full course only.

❖ National Conference

Should be at least two-day event with minimum 50 research papers. The one course waiver will be given only when the conference results in a published edited book (s). In case two faculty members of IIM Jammu are involved in organizing the conference, each faculty will get waiver of a proportionate number of courses.

- If a faculty falls short of courses, he / she should do more serious research and publish in the journals as classified by IIM Jammu as prescribed above.

- Each faculty member is required to submit Annual Work Plan of their activities for the academic year in a prescribed format in the month of March every year for the forthcoming Academic Year. This work plan will include all the activities to be carried out by the faculty including teaching, research & publication, executive education, consulting institution building, support required from the Institute etc. This will be discussed and moderated in the Area. The Director will discuss and finalize this plan keeping in mind the needs of the individual and the institution. The final plan will then be kept on the personal record of the concerned faculty. When the individual faculty submits the plan for the next year, she/he will also submit Actual Worked Performed against the plan and point out the areas of deviation and reasons thereof. This achievement versus the plan will be then factored together and the Director will offer feedback to the individual in terms of areas that call for improvement Any deviation will then be factored in to moderate the next year's plan.

- Any incentive for research, executive education, consulting etc. should be given to faculty members subject to meeting the minimum requirement of 180 hours i.e. after completion of six equivalent courses.

- A faculty member may teach a maximum number of five courses so that he gets enough time to do research. However, an activity head cannot ask for additional payment to teach a course in lieu of a course waived against that activity.

- If a faculty member has already taught five courses and wish to teach extra, he can teach maximum one course for which extra payment will be made subject to meeting requirement of 180 hours

- Research contribution should be accounted only in terms of publication in quality journals. The Board has already approved the incentive scheme for research publications in classified journals

- Wherever it is not mentioned categorically, Director will have the discretion to waive full or part course equivalent for research and academic administrative activities.

6.2. Faculty Annual Work Plan

At the beginning of each academic year, every faculty member would be required to prepare an Annual Work plan in a prescribed format **(Please refer HR Policy and Service Rules)** and send copies to Director and Area Chair/ Coordinator. All the faculty members in the Area will discuss their work plan in the meeting called by the Area Chair/ Coordinator. The Area will ensure even workload of teaching, research, training and academic administration to each faculty member of the Area. In addition, Area Coordinator should also ensure the compliance of total research projects and publications and at the same time the number of Conferences they would like to do for that academic year.

Director will finalize the Area work plan in consultation with Area Coordinator and faculty members of the Area. The output of the approved Annual Work Plan shall be shared with respective Chairpersons of

the Programs for academic course planning, Chairperson (Research) for research plan and Chairperson (EEC) for MDPs and Consultancy planned for the Academic Year.

Director will review the Annual Work Plan of individual faculty and performance of the Area twice a year, one in the last week of December and second one in the last week of June every year. At the end of each Academic Year, faculty members will prepare a report of how successful they have been in achieving their planned work for the year. The work plan and the report on achievements will form an important part of the appraisal.

All faculty members are expected to fulfil the minimum requirement of six equivalent course workload (i.e., 180 hours of work load per annum) during the Academic Year. This may be waived off by the Director in exceptional cases. However, if there is a consistent shortfall of prescribed work units by any faculty member, Director will counsel the Faculty member concerned and may take appropriate action.

7. CURRICULUM

7.1. Course Workload

Class hours for courses are determined in direct proportion to their credit units. 1 credit unit at IIM Jammu is equivalent to 10 hours of classroom teaching. A typical full credit course in MBA Program carries 3 credit units and involves 30 hours of classroom teaching and 10 hours of interaction time with the course instructor outside the class. The courses of lesser or more duration is assigned proportionate credits. A three-credit course requires approximately 100 hours of work, both in and outside the classroom, from the student. The 30 hours teaching in three credit courses is usually spread over 10-11 weeks.

A typical full credit course in IPM carries 4.5 credit units and involves 45 hours of classroom teaching and 15 hours of interaction time with the course instructor outside the class. A 4.5 credit course requires approximately 150 hours of work, both in and outside the classroom, from the student. The 45 hours teaching in 4.5 credit courses is usually spread over 16-17 weeks.

A faculty member at IIM Jammu is expected to teach minimum 150 hours (equivalent to five 3 credit courses) in an Academic Year. All faculty members are required to teach at least two courses in MBA Program. A faculty member can teach a maximum of two sections (of a single course or two different courses) per term in the MBA program. A third section in the same term can only be taught in form of another course in another long-term Academic Program. No faculty member should teach more than three sections simultaneously across all the long-term Academic Programs as this creates a heavy pressure on the faculty member for teaching as well as evaluation which impedes the academic rigor of long-term Academic Programs.

7.2. Internships

Every Program at IIM Jammu has incorporated various internship programs embedded in the curriculum. The internships aim at achieving the following objectives:

(a) Widening the horizon of students by providing them an opportunity to work in real organizations/ scenarios.
(b) Getting the hands-on experience of day-to-day challenges of real society/ business organizations and resolving such challenges by applying their knowledge and understanding of such situations developed through their curriculum.
(c) Providing students an opportunity to network with society/ prospective employer and exploring possibilities of getting a pre-placement job offers.
(d) Honing the skills of students to present their internship work in the form of Project Reports.

(e) Enriching of CVs of students by providing them the opportunity to work on real-life projects and then mentioning the same in their CVs.

The various internships across all Programs of IIM Jammu are summarized as under:

Program	Name of Internship	Credit	Term/ Semester
MBA	Summer Internship Project	3.0	At the end of Term III
MBA (HA&HM)	Summer Internship Project	3.0	At the end of Term III
IPM	Boot Camp	4.5	At the end of Semester II
	Social Internship Program	4.5	At the end of Semester III
	Corporate Internship Program	4.5	At the end of Semester IV

The details of the internships are given in the respective student handbooks. The program office sends detailed guidelines regarding the internships as per the academic calendar.

7.3. Value Added Compulsory Workshops

The Chairpersons of the respective programs, on the advice of Functional Areas, may announce Value Added Compulsory Workshops. These workshops are done on contemporary relevant topics which as yet may not have formed part of our regular courses. The attendance of students in such workshops is compulsory. These workshops are included as audit workshops in the grade sheet of the term in which they are organized. Students who comply with all requirements of a workshop (including minimum attendance of 80%) will only get the benefit of inclusion of that particular workshop in their grade sheet. A student on complying with all requirements of a workshop will receive a grade of S (Satisfactory) for that workshop. Some of these workshops may desire additional payment of workshop fees over and above the regular term fees. Wherever such fees are applicable, students will be allowed to participate/attend the workshop subject to prior payment of requisite fees.

7.4. Audit (Non-Credit) Course

Auditing a course (MBA, MBA (HA&HM) and EMBA) allows a student to take a course without the benefit of course grade being included in the Term Grade Point Average (TGPA)/Cumulative Grade Point Average (CGPA) calculation. A student audits a course for the purpose of self-enrichment and academic exploration. The auditing of a course is allowed only on a space-available basis with the approval of the instructor of the course. A student is allowed a maximum of three credit units equivalent course(s) per Term in the second year of the MBA, MBA (HA&HM) and EMBA Programs as the audit course(s). The audit course(s) will be over and above the spelled-out credit units to be taken in every term of the second year of the program. The grade secured by a student in a course audited by him/her will be treated as a grade in any other elective course and shall be mentioned in the grade sheet. However, the grade obtained in the audit course will not be used for the purpose of the qualifying criteria for award of Degree and will not be included in the calculation of TGPA/CGPA.

The fee for audit course(s) will be over and above the term fees (Rs.10000/- for a full-credit course and Rs.6000/- for a half credit course) to be paid additionally along with the usual fee for the term in which the course is offered.

7.5. Course of Independent Study (CIS)

The objective of CIS is to provide students an opportunity to explore their own idea and do some original thinking in an area of their interest. This helps in development of Higher Order Thinking Skills (analytical, synthesis and integrative skills) of students. Additionally, CIS provides opportunity to students to acquire 'deeper' understanding of the select field of study. The chosen theme for CIS need not necessarily belong to a given functional area, and may embrace multi-functional linkages. Ph.D., MBA (HA&HM) and EMBA have compulsory CIS as per the summary below:

Program	Credit	Term/ Semester
Ph.D.	3.0	During Term III
MBA (HA&HM)	3.0	During Term IV
EMBA	3.0	During Term IV

7.5.1. Guidelines for CIS

The CIS offers an opportunity to the student to explore a topic in-depth in an area of special interest to the student. The CIS comprises an investigation, together with the written report and interpretation thereof, of a subject accepted and approved by a member of the faculty. A CIS could either be of an exploratory type or a prescriptive type with a focus on its applicability to management situations. It may be a case study, a study of a policy problem, a historical study, development of a new method, comparison of two or more methods, formulation and testing a hypothesis relevant to some areas of management. The CIS may be a field/library-based study or both.

7.5.2. Report Format

Report format for the CIS report will vary depending on the nature of CIS.

Report format for survey studies, empirical works, etc.

- Title Page
- Abstract
- Introduction
- Literature Review – Empirical & Theoretical
- Research Gaps & Objectives
- Hypothesis Development
- Methodology
- Data and Data Sources
- Results & analysis
- Recommendations with justification (where applicable)
- Limitations and scope for further work/study
- References

Report format for Case Studies

- Title Page
- Abstract
- Introduction
- Main Body of the paper includes all facts and issues related to the documented pedagogical innovation/ industry experience/case (this can have multiple sections depending on the requirement of the situation)
- Closing section
- Tables, Exhibits
- References
- Any non-text material like photos/videos/audios can be submitted in the form of a CD.

Case Studies should necessarily be accompanied by teaching notes which should contain:

- Synopsis of Case
- Case Positioning
- Learning Objectives
- Substantive questions & analysis
- Study Questions

- Teaching Process – including suggested dos and don'ts
- Optional Epilogue
- Optional Theory.

7.5.3. Evaluation of CIS

The evaluation of a CIS will be based on the parameters suggested in (b), the adequacy of data and the language, cogency, format and getup. The evaluation scheme should be as under:

Sl. No.	Component	Weightage
1.	Proposal	10%
2.	Mid-term review (to be submitted before the mid-term exam.)	20%
3.	Final Report (to be submitted before the final-term exam.)	50%
4.	Oral Presentation	20%

The final evaluation of the work will be done by the faculty panel led by the faculty supervisor(s) on the usual 10-point letter grading system.

(a) Two copies of the CIS report must be submitted to the Program Office on the first day of the end term examination, of the respective term.

(b) The students are also required to make a presentation on their CIS report in a seminar open to all faculty and students of the IIMJ community.

7.5.4. Certificate of Approval

A Certificate of Approval is to be attached in the final report, the format of which will be shared by the Program Office when the CIS guidelines are sent to the students.

8. INTERNATIONAL ADJUNCT/ VISITING FACULTY MEMBER

The Institute has a strong resolve to engage world-class faculty members in its academic Programs to provide international exposure to the students. In this regard, the Institute may invite from time-to-time faculty members from the Partner Institutes/ Universities under Faculty Exchange Program and other top Institutes across the globe. Due to the long-distance and related travel time, the courses which will be taught by the international adjunct/visiting faculty members are allowed to be completed within 2-3 weeks. However, even in such cases, faculty member is not allowed to finish the course in less than 2 weeks of time. In such cases, faculty member is also allowed to conduct only one single comprehensive end-term exam in lieu of separate mid-term and end-term exams. Also, the weightage of such end-term exams can be kept up to 60%. During such visits, the regular teaching schedule may be revised to accommodate the international adjunct/ visiting faculty members sessions.

9. ATTENDANCE RULES

The Institute insists on regular and prompt attendance in classes. **100% attendance is mandatory in all courses.** A maximum of 10% leeway in attendance is provided to allow for any unanticipated medical reasons/ personal reasons/ contest/ placement/ institutional work/ any other activities. Thus, even with exigencies, a student is expected to attend a minimum of 90% of classes in each course. If a student fails to meet the minimum specified 90% attendance requirement in one or more course(s), his/her original Grade(s) based on academic performance in those course(s) would be lowered in accordance with the grade penalty rules laid down in the following table.

Attendance % (In each Course/s)	Grade Penalty
More than or equal to 80% but less than 90%	1 Grade drop (e.g. from A+ to A, B- to C, C to D, etc.)
More than or equal to 70% but less than 80%	2 Grade drop (e.g. from A+ to A-, B to C, C to D, etc.)
More than or equal to 60% but less than 70%	1 Letter Grade drop (e.g. from A+ to B+, B+ to C, C to D, etc.)
More than or equal to 50% but less than 60%	1 Letter Grade drop + 1 Grade drop after the letter grade drop (e.g. from A+ to B, B+ to D etc.)
Less than 50%	F grade will be awarded

If a student gets D grade in a particular course and also gets a grade drop due to attendance shortage, 'D' will become an 'F' grade. It is important to note that students having less than 50% attendance in a course due to any reason including medical problem(s) will be awarded F grade in that course. In other words, minimum 50% attendance is required to be eligible to get a pass grade.

Attendance will be taken by the faculty members directly and the students should be attentive at the time of attendance to get their presence recorded in the attendance register. 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.

A student is required to monitor his /her attendance regularly. All doubts regarding attendance should be clarified by the student with the concerned faculty member within appropriate time (at the end of each class during break or at the end of class hours of the day). If the student is marked absent even when present, the student is should immediately inform the concerned faculty member by submitting a written application justifying his/her stand.

If a student is absent for the session of a course for any reason (personal/ medical/ official), he/ she should be marked absent for that session and no grace attendance for the missed session should be given by the course faculty member, irrespective of any reason. The faculty members are required to submit the actual attendance to the Program Office. Any condonation in attendance will be undertaken ONLY by the Program Office during the preparation of end semester/ term result and on the basis of valid reasons and documentary evidences.

10. **ACADEMICS AT IIM JAMMU**

IIM Jammu is committed to its vision of making modern day leaders and entrepreneurs for the nation and the world. The Institute firmly believes that blending with the social and cultural fabric of this vast country is a good way to achieve this vision. All programs at IIM Jammu are developed with an objective to develop business leaders who are socially responsible and ethical. Current and emerging issues such as corporate social responsibility, globalization, sustainability, and societal ethics are addressed through the curriculum, research, and outreach activities.

The pedagogy at IIM Jammu varies for different courses with case studies being the predominant method for most. Apart from that, group and individual projects, student presentations, simulation exercises, business games, role play, field visits, etc. are used. Many courses bring in industry experts to integrate classroom learning with industry practice. A majority of the classes are based on discussions around a specific topic assigned for each class. Before the start of each term, students are given the material for each class and are expected to read all the material before the class and have a preliminary discussion in their peer groups. During the discussion in class, it is expected that students will participate and make a significant contribution. The faculty member monitors the students' contributions to the discussion and

ensures equitable distribution of opportunity for all students to participate over the duration of the course. Students of IIM Jammu have prior work experience of average 18 months. Such students get the opportunity to bring perspectives from their work experience to the classroom which substantially enriches the discussions.

The programs of IIM Jammu are outcome based. Learning outcomes are statements that specify what learners will know or be able to do as a result of a learning activity. The outcomes of the programs at IIM Jammu are usually expressed as knowledge, cognitive and practical skills, and/or attitudes. Achievement of Learning outcomes are assessed using Appropriate Assessment Methods. The programs at IIM Jammu are designed to imbibe the following competences:

❖ Discipline knowledge
❖ Critical thinking competence
❖ Interpersonal competence
❖ Intercultural awareness
❖ Social/Societal engagement, or active participation at a local level and at a global level
❖ Communication skill

The outcomes for all programs at IIM Jammu are decided by considering the inputs from Society and Industry. The Course Aim and Summary are mapped with the course learning outcomes and the learning domains to achieve the following skills:

❖ Mental Skills: Knowledge, Understanding and Cognitive (Application, Analysis, Synthesis, Evaluation)
❖ Psychomotor: Practical Skills
❖ Attitudinal: Transferable skills

Every course has a course outline (**Annexure I**) which is shared with the students before the beginning of the course. The course outline has a complete mapping of the Learning Outcomes with the learning domains. Once a course outline is finalized, the faculty members can change up to 20% of the contents depending on the The educational process at IIM Jammu can be shown as:
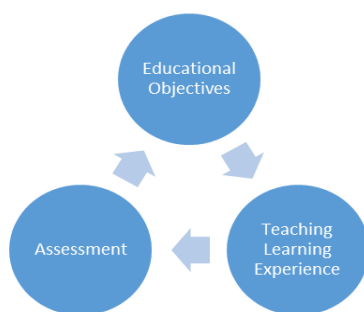
IIM Jammu have clearly articulated leaning outcomes which are mapped with the learning domains. The fulfilment of learning outcomes is evaluated through suitable assessment methods.
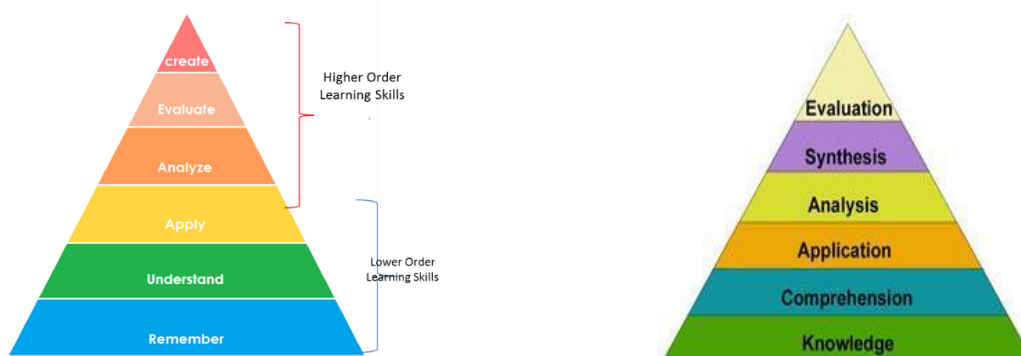
11. EVALUATION SYSTEM & ACADEMIC PERFORMANCE

11.1. Examinations & Continuous Evaluation

IIM Jammu has developed standard guidelines for setting up of question papers and evaluation scheme. IIM Jammu follows various methods of assessments which are clearly mapped to the outcomes being tested. The assessment methods are mapped as follows:

- Knowledge (Remembering) and Understanding Skills – Term written Tests
- Cognitive Skills (Critical, Analytical, Problem Solving, Research Skill) – Assignments, presentations, dissertations work
- Practical Skills - Practical Examination, Internships Projects, Reports, Posters, Demonstrations
- Transferrable Skills – Written Tests, Assignments, Demonstrations, Posters, Assignment Submissions, Punctuality, Group work, Social Work
- Knowledge, Understanding, Analytical and Problem-Solving Skills - Written Examination, Dissertations, Reports, Publications

Participants are evaluated continuously with quizzes, assignments, tests and exams. There are midterm/ mid semester and a final examination at the end of each term/ semester. The midterm/ semester and end term/ semester exams are intended to check both higher order as well as lower order learning domains. The course evaluation is in terms of letter grades. Participants are required to achieve a minimum cumulative grade point average in each term, as well as a minimum letter grade in each course.

The examination questions are mapped with the Learning Outcomes of each course. The guidelines for setting up of question paper are as below:

1. MCQs based question should not be given in the Mid Term or End Term Examinations. The same can be used for the ongoing continuous evaluation of the course (i.e. class tests).
2. Students should not be given open choice to attempt. All questions in the exam paper must be compulsory.
3. The question paper, preferably, should be Case Study based. Direct questions must be avoided. For IPM, the questions may be scenario based or framed such that the student applies his/ her brain to write the answers.
4. All examinations shall be closed book in nature. No notes/ written material/ printed material/ books/ formulae sheets etc. will be allowed in the examination hall.
5. The question paper should have a variety of questions with varied levels of difficulty so as to have good spread in the marks of students.
6. Bloom's Taxonomy should be properly used as this will give a better standard to the question paper.
7. An indicative distribution of questions across varied level of difficulty will be as provided below:

Level of Difficulty of questions	Percentage of questions
High	Around 20%
Moderate	Around 50%
Easy	Around 30%

8. The questions must be framed such that it checks the student's level of learning with respect to the course objective and the learning outcomes of the course.
9. In many courses, teachers use excel in the class to build the models and/or to do the calculations. Therefore, if necessary, QP can have Excel based exercises/cases and students should not be curbed to use Excel in the exam to attempt such exercises/cases. However, in such cases of computer-based examinations, every student should be given unique exercises/cases to ward off the possibility of mass copying. In such examination system, the teacher needs to devote a considerable amount of time in

paper setting and evaluation in case s/he decides to prepare unique exercises/cases for every student. Since, most of the teachers will set up a common paper for all the students, the excel sheets containing calculations and/or models should not be accepted for the evaluation and students must be asked to write their model and/or calculations done in the Excel on the answer sheet in their own handwriting for submission.

The structure of evaluation may vary from course to course. The evaluation of academic performance in each course is based on varying combinations of the following components:

Any two or more formats (Class Tests/ Quizzes/ Project/ Assignments/ Class Participation/ Presentations/ Games & Simulation etc.)	40-50%
Mid-Term Exam	20-30%
Term-End Exam	30-40%
Total	100%

No midterm examination will be conducted in Term VI and the weightage of one single comprehensive end-term exam component would be 50-60%.

Both mid-term and end-term exams are compulsory for a 3-credit course and must constitute at least 50% of the total evaluation. For courses with 1.5 credit units, mid-term examination is optional, but end term examination is compulsory. For continuous evaluation during the Term, faculties can choose any two formats from the suggested modes. The relative weightage of components for a specific course will be at the discretion of the course faculty within above prescribed ranges. The detailed evaluation scheme for every course will be conveyed to the students at the start of the course by the course instructor. Attendance is necessary for Mid and End Term examinations for every student in each term, failing which he/she will be debarred from the registration for next term. Such students are required to continue from that term along with next batch.

No repeat MID/ END Term will be allowed under any circumstances except for recorded absence in any MID/END Term exam due to the death of immediate family (parents, spouse, siblings, and children) or on medical reasons. In such cases, the Program Office after due validation through submitted documents (death certificate or medical certificate issued and/or countersigned by the Institute Medical Officer/ Visiting Doctor or a Doctor from Government Hospital) may permit student to appear in a specially arranged MID/END Term exam. All such cases will be decided on case-to-case basis at the end of the academic term or session.

11.2. The Grading System

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

Letter Grade	A+	A	A-	B+	B	B-	C	D	F
Grade Point (GP)	10	9	8	7	6	5	4	3	0

The Term Grade Point Average (TGPA)/ Semester Grade Point Average (SGPA) 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 all courses in the term.

$$\text{TGPA/ SGPA} = \frac{\sum (\text{Course GP} * \text{Course Credits})}{\sum \text{Gradable Credits}}$$

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 stage in the Program. Therefore, it

means that TGPA is an indicator of student performance for a term, whereas CGPA is an indicator of student performance in an academic year.

A good instrument for evaluation should be able to distinguish between learners with different levels of the course proficiency & understanding right from the basic to the advanced levels. Such carefully planned evaluations help a lot towards the closure of the course to arrive at the justifiable grade ranges for the course.

The Faculty Member will assign a numeric score to each student, which will be the weighted sum of component scores. Numeric score for individual components along with class distribution of scores may be communicated to the students. Any student desires clarification on his/her numeric scores in any component can discuss and resolve the matter with the concerned course instructor(s) within two days of receiving/publishing of marks.

While submitting the final scores of students in a course to the Program office, the Faculty Member will also specify score range for each letter grade. To avoid problem of skewness, grading pattern should follow an approximate normal distribution except that the discretion should be used while awarding grades D and F. Faculty members are required to follow the following grading guidelines for courses with total enrollment of more than 20 students:

Grade Type	Suggested percentage of students of total course strength
Letter grade A (A+, A, A-)	About 30%
Letter grade B (B+, B, B-)	About 60%
Letter grade C, D and F	About 10%

For courses with total enrollment less than 20 students, faculty members may deviate from above suggested ranges without being highly skewed towards the higher or lower letter grades.

Faculty members should not directly disclose the grades/ grade ranges to the students as in exceptional circumstances the Program Committee may need to moderate the grade ranges before finalization of results. All grades will be circulated to the students by the Program Office only.

In exceptional circumstances, Program Committee would reserve the right to moderate the submitted grade ranges of courses to ensure adherence to the grading guidelines and ensure consistency of grading across sections (in case same course is taught in multiple sections). The right of moderation would be used by the Program Committee (for upward or downward revision of grades) only under exceptional circumstances (i.e., in case of major deviation from the grading guidelines).

CGPA of all Programs at IIM Jammu is based on relative grading in the individual courses and hence is not convertible into percentages. However, notionally the CGPA may be multiplied by a factor of 10 to obtain a numerical percentage.

11.3. Promotion & Graduation

11.3.1. CGPA and number of D & F grades will form the basis for determining if a student is eligible:
    a) for promotion from the first to the second year,
    b) for award of IIM Jammu MBA degree at the end of the Program, and
    c) to continue in the Program.

11.3.2. The detailed promotion and graduation provisions of each Program is clearly explained in the Student Handbooks of the respective Programs. All faculty members are advised to read through the respective Student Handbooks to familiarize with the promotion and graduation criteria of each program.

11.3.3. Notwithstanding the provisions in 10.3.2, in order to qualify for the Degree and/or continuation in the program, the student shall not accumulate more than two F grades at any stage in the entire program.

11.3.4. An F or D grade in any course will be treated as a full F or D irrespective of the credit weightage of the course. Failure to achieve the prescribed minimum standards of academic performance will result in the student's termination from the program.

11.3.5. If a student is terminated from the Program in the first year of a Program, he/she may file an appeal to the Director (Chairperson, Academic Council), who in consultation with the Academic Council may reconsider his/her case for readmission in the next academic year. The decision of the Director on such an appeal will be final. However, the student has the provision to appeal only once during the first year.

11.3.6. If a student is terminated from the Program in the second year/ third year (in case of IPM), he/she may file an appeal to the Director (Chairperson, Academic Council), who in consultation with the Academic Council may reconsider his/her case for readmission in the second year/ third year with the upcoming batch in the next academic year. The decision of the Director on such an appeal will be final. However, the student has the provision to appeal only once during the second year.

11.3.7. Students who have been awarded an F grade (or accumulate 2 D grades) as well as a CGPA of less than 4.5 at the end of any term in the Program will be asked to withdraw from all student committees of IIM Jammu.

11.3.8. Provision for Grade Improvement for students with "F" grade

   a) Students with "F" grade in any course will be provided an opportunity to improve their grade by reappearing in supplementary end-term exam to be conducted for that course by paying requisite fee per course as prescribed by the Institute.

   b) Supplementary exam component will be equivalent to the component of End term exam only and will be added with performance of student in the other remaining components originally used in the course to arrive at the new final grade. The grading will be done by applying the original grading ranges used in the course.

   c) The maximum grade which can be earned by a student through the provision of supplementary exam is 'C' grade or lower even when by applying the original grading ranges used in the course may be resulting in better grade than "C".

   d) There is no provision for further re-examination if student secures 'F' grade by availing the opportunity of supplementary exam.

   e) Students who secured "F" Grade in any course and want to avail the Grade Improvement opportunity should submit the supplementary exam form available with the Program office.

   f) Students who are awarded "F" Grade on disciplinary grounds may not be allowed to take any supplementary examination for grade improvement.

   g) Students who are awarded "F" Grade due to shortage of attendance will not be eligible to take any supplementary examination for grade improvement.

A student who is expelled from or is required to leave the institute on any ground may file an appeal to the Director, who in consultation with the Faculty Committee may like to reconsider his/her case and take a decision accordingly. The decision of the Director on such an appeal will be final.

12. ACADEMIC DISCIPLINE & INTEGRITY

12.1. IIM Jammu is known for academic rigor, academic content and academic discipline. It is of utmost importance to maintain the high standard of the program and its delivery.

12.2. All classes must start on time and should be conducted as per the announced timetable without any deviation.

12.3. The faculty members are advised to comply with the Academic Calendar diligently without any exception as it is sacrosanct.

12.4. The marks for mid-term (semester)/ grade sheets for end-term (semester) should be submitted strictly as per the Academic Calendar/ dates promulgated by the Program Office. Delay in submission of the results (marks/ grades) will be viewed seriously.

12.5. No academic session in the long-term academic programs shall be rescheduled/ missed/ cancelled/ postponed on account of faculty engagements in the ancillary institutional activities viz., MDPs, FDPs, Consulting Assignments, Internal Institutional Events, Meetings etc. All scheduled sessions are to be conducted as per the notified timetables of the respective programs.

12.6. If any faculty member is convinced that his/ her presence in any of the ancillary institutional activities is more important than timely conduct of scheduled sessions in the Institution's long-term academic programs, then he/she must seek prior approval from the Director & share the approved copy with the Program Office at the time of requesting reschedule of his/her session.

12.7. In case of any approved rescheduling, the Program Office must provide an alternate slot for the conduct of the rescheduled session preferably on the same day. In any case, the rescheduled session must be conducted within seven days of the rescheduling. The Administrative Officer - Academics will ensure this and avoid piling of sessions close to the term-end.

12.8. The first session in all long-term programs must start at 8:00 am in the morning. The AO (Academics) will ensure this with immediate effect.

12.9. All visiting faculty member, invited for teaching any course at IIM Jammu, should be of Associate Professor level or higher.

12.10. The teaching and academic delivery should not be linked with student feedback.

12.11. The Institute attaches utmost importance to strict integrity and honesty in academic work by the students. Students must maintain strict discipline in classrooms, examinations, quizzes, projects, assignments, and all other segments of academic work.

12.12. 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 acknowledgement, and/or passing on or receiving papers in connection with any academic work to be evaluated, and/or canvassing for grades is strictly prohibited.

12.13. Bringing laptops, mobile phones tablets, iPads etc. to the classes is strictly prohibited. Laptop is allowed in the class room only upon the instructions of course faculty member. The faculty members are advised to strictly implement the same in the classroom and also should report names of such students who have been found to possess mobile phones in the classroom.

12.14. Eatables viz., tea, coffee, snacks and any other items are strictly prohibited in the class rooms at all times.

12.15. Faculty members on invigilation duties are expected to be diligent during the examination. Use of mobile phones and chatting with any other person during invigilation is strictly prohibited.

12.16. The faculty members are advised to ensure that all students must attend classes, project presentations, examinations in a formal decent dress. The faculty members must not allow all such students who violate the formal dress code.

13. FEEDBACK MECHANISM

13.1. Feedback by Students

IIM Jammu has established a robust student feedback system to assess the quality of teaching. Feedback is obtained on respective courses and teaching quality twice in each term/ semester, allowing faculty members to modify the content and delivery of courses. Feedback is collected from students before mid-term/ mid-semester and end-term/ end-semester examination in every course offered at IIM Jammu. The feedback is collected through Learning Management System (LMS) and all students are

required to compulsorily participate in feedback. Faculty feedback is crucial and a critical aspect of IIM Jammu so it is expected that all students should use it wisely and will be true and honest while giving in responses. All the responses are kept anonymous and the response of the individual are kept confidential. Student feedback system at IIM Jammu has been designed to achieve the following:

✓ Help teaching faculty to evaluate the progress of learning of each student
✓ Prescribe and promote certain acceptable and uniform standards of comprehension
✓ Encourage healthy and constructive competition among the students

All such students who do not submit the faculty feedback, as per promulgated date and time, are not be allowed entry into the examination. The faculty members are strictly advised not to influence students regarding feedback.

13.2. Feedback to Students

All faculty members are expected to give feedback regarding the continuous evaluation of each student. The feedback given by the faculty member should be constructive and is expected to help the student in developing his academic credentials. The concerned faculty members will show evaluated Mid-Term (Semester)/ End-Term (Semester) examination answer books/ Assignments/ Project Reports/Quizzes to the students directly. However, schedule of showing examination answer books will be informed to the Program Office by the concerned faculty either directly or through class representative.

Clarification on evaluation of mid-term examination can be directly sought from the faculty concerned. Requests for re-evaluation of answer books are strictly prohibited. Only those answer sheets, where there are totaling errors or unchecked answers, will be forwarded to the concerned faculty member by the Program Office. Requests for seeing evaluated answer books shall not be entertained after one full term has elapsed since the examination and in no case after the Convocation.

INDIAN INSTITUTE OF MANAGEMENT JAMMU		
Ph.D. Program Academic Calendar, 2024 (for Full-Time and Working Professionals)		
Term I		
(13 July 2024 to 15 October 2024)		
Activity	**Date**	**Day**
Registration (Full-Time and Working Professionals)	13-Jul-24 to 14-Jul-24	Saturday to Sunday
Inauguration (Working Professionals and Full-Time)	15-Jul-24	Monday
Orientation (Full-Time)	15-Jul-24 to 20-Jul-24	Monday to Friday
Commencement of Classes (Working Professionals)	16-Jul-24 to 20-Jul-24	Tuesday to Saturday
Muharram	17-Jul-24	Wednesday
Preparatory Classes (Full-Time)	22-Jul-24 to 27-Jul-24	Monday to Saturday
Commencement of Classes (Full-Time)	29-Jul-24	Monday
Independence Day	15-Aug-24	Thursday
Mid-Term Examinations (Working Professionals) - Online	16-Aug-24 to 18-Aug-24	Friday to Sunday
Display of Term I (Mid-Term) Answer Scripts (Working Professionals)	23-Aug-24 to 25-Aug-24	Friday to Sunday
Janamashtmi	26-Aug-24	Monday
Submission of Term I (Mid-Term) Marks (Working Professionals)	30-Aug-24	Friday
Declaration of Term I (Mid-Term) Result (Working Professionals)	02-Sep-24	Monday
Mid-Term Examinations (Full-Time)	04-Sep-24 to 07-Sep-24	Wednesday to Saturday
Rajbhasha Diwas	14-Sep-24	Saturday
Milad-un-Nabi	16-Sep-24	Monday
Display of Term I Answer Scripts (Full-Time)	17-Sep-24 to 18-Sep-24	Tuesday to Wednesday
Classes End (Working Professionals)	22-Sep-24	Sunday
Submission of Term I (Mid-Term) Marks (Full-Time)	23-Sep-24	Monday
Declaration of Term I (Mid-Term) Result (Full-Time)	30-Sep-24	Monday
Mahatma Gandhi Jayanti	02-Oct-24	Wednesday
End-Term Examinations (Working Professionals) - Offline	04-Oct-24 to 06-Oct-24	Friday to Sunday
Display of Term I (End-Term) Answer Scripts (Working Professionals)	11-Oct-24 to 13-Oct-24	Friday to Sunday
Classes End (Full-Time)	15-Oct-24	Tuesday

End-Term Examinations (Full-Time)	16-Oct-24 to 19-Oct-24	Wednesday to Saturday
Submission of Term I (End-Term) Marks (Working Professionals)	18-Oct-24	Friday
Declaration of Term I (End-Term) Result (Working Professionals)	20-Oct-24	Monday
Display of Term I (End-Term) Answer Scripts (Full-Time)	28-Oct-24 to 29-Oct-24	Monday to Tuesday
Submission of Term I (End-Term) Marks (Full-Time)	01-Nov-24	Friday
Declaration of Term I (End-Term) Result (Full-Time)	05-Nov-24	Tuesday

Term II

10 October 2024 – 06 January 2025

Activity	Date	Day
Registration (Working Professionals)	10-Oct-24	Thursday
Commencement of Classes for Area Recommended Courses (Working Professionals)	11-Oct-24	Friday
Dussehra	12-Oct-24	Saturday
Registration (Full-Time)	19-Oct-24	Saturday
Commencement of Classes for Doctoral Level Courses (Full-Time and Working Professionals)	19-Oct-24	Saturday
Commencement of Classes for Area Recommended Courses (Full-Time)	21-Oct-24	Monday
National Unity Day	31-Oct-24	Thursday
Diwali	31-Oct-24	Thursday
Guru Nanak's Birthday	15-Nov-24	Friday
Mid-Term Examinations for Area Recommended and Doctoral Level Courses (Working Professionals) - Online	22-Nov-24 to 24-Nov-24	Friday to Sunday
Mid-Term Examinations for Doctoral Level Courses (Full-Time)	22-Nov-24 to 24-Nov-24	Friday to Sunday
Mid-Term Examinations for Area Recommended Courses (Full-Time)	27-Nov-24 to 30-Nov-24	Wednesday to Saturday
Display of Term II (Mid-Term) Answer Scripts for Area Recommended and Doctoral Level Courses (Working Professionals)	29-Nov-24 to 01-Dec-24	Friday to Sunday
Display of Term II (Mid-Term) Answer Scripts for Area Recommended and Doctoral Level Courses (Full-Time)	05-Dec-24 to 06-Dec-24	Wednesday to Saturday
Submission of Term II (Mid-Term) Marks for Area Recommended and Doctoral Level Courses (Working Professionals)	06-Dec-24	Friday
Submission of Term II (Mid-Term) Marks for Area Recommended and Doctoral Level Courses (Full-Time)	09-Dec-24	Monday

Declaration of Term II (Mid-Term) Result for Area Recommended and Doctoral Level Courses (Working Professionals)	09-Dec-24	Monday
Empyrean 2024-25	13-Dec-24 to 15-Dec-24	Friday to Sunday
Declaration of Term II (Mid-Term) Result for Area Recommended and Doctoral Level Courses (Full-Time)	16-Dec-24	Monday
Christmas Day	25-Dec-24	Wednesday
Classes End for Area Recommended Courses (Working Professionals)	29-Dec-24	Sunday
Classes End for Area Recommended Courses (Full-Time)	04-Jan-25	Saturday
Classes End for Doctoral Level Courses (Full-Time and Working Professionals)	05-Jan-25	Sunday
End-Term Examinations for Area Recommended Courses (Full-Time)	06-Jan-25 to 09-Jan-25	Monday to Thursday
End-Term Examinations for Area Recommended Courses and Doctoral Level Courses (Working Professionals) - Offline	10-Jan-25 to 12-Jan-25	Friday to Sunday
End-Term Examinations for Doctoral Level Courses (Full-Time)	10-Jan-25 to 12-Jan-25	Friday to Sunday
Display of Term II (End-Term) Answer Scripts for Area Recommended Courses (Full-Time)	14-Jan-25 to 15-Jan-25	Tuesday to Wednesday
Display of Term II (End-Term) Answer Scripts for Doctoral Level Courses (Full-Time and Working Professionals)	17-Jan-25 to 19-Jan-25	Friday to Sunday
Display of Term II (End-Term) Answer Scripts for Area Recommended Courses (Working Professionals)	17-Jan-25 to 19-Jan-25	Friday to Sunday
Submission of Term II (End-Term) Marks for Area Recommended and Doctoral Level Courses (Full-Time and Working Professionals)	24-Jan-25	Friday
Declaration of (End-Term) Results for Area Recommended and Doctoral Level Courses (Full-Time and Working Professionals)	27-Jan-25	Monday

Term-III

09 January 2025 – 13 April 2025

Activity	Date	Day
Registration (Full-Time)	09-Jan-25	Thursday
Commencement of Classes for Area Recommended Courses (Full-Time)	10-Jan-25	Friday
National Youth Day	12-Jan-25	Sunday
Registration (Working Professionals)	16-Jan-25	Thursday
Commencement of Classes for Area Recommended Courses (Working Professionals)	17-Jan-25	Friday

Parakram Diwas	23-Jan-25	Thursday
Republic Day	26-Jan-25	Sunday
Mid-Term Examinations for Area Recommended Courses (Full-Time)	14-Feb-25 to 18-Feb-25	Friday to Tuesday
Display of Term III (Mid-Term) Answer Scripts for Area Recommended Courses (Full-Time)	24-Feb-25 to 25-Feb-25	Monday to Tuesday
Mid-Term Examinations for Area Recommended Courses (Working Professionals) - Online	01-Mar-25 to 02-Mar-25	Saturday to Sunday
Submission of Term III (Mid-Term) Marks for Area Recommended Courses (Full-Time)	03-Mar-25	Monday
Declaration of Mid-Term Result for Area Recommended Courses (Full-Time)	07-Mar-25	Friday
Display of Term III (Mid-Term) Answer Scripts for Area Recommended Courses (Working Professionals)	07-Mar-25 to 09-Mar-25	Friday to Sunday
Women's Day	08-Mar-25	Saturday
Submission of Term III (Mid-Term) Marks for Area Recommended Courses (Working Professionals)	13-Mar-25	Thursday
Holi	14-Mar-25	Friday
Declaration of Term III (Mid-Term) Result for Area Recommended Courses (Working Professionals)	17-Mar-25	Monday
Classes End for Area Recommended Courses (Full-Time)	21-Mar-25	Friday
End-Term Examinations for Area Recommended Courses (Full-Time)	24-Mar-25 to 28-Mar-25	Monday to Friday
CIS (Full-Time)	09-Apr-25 to 16-Apr-25	Wednesday to Wednesday
Submission of Term III (End-Term) Marks and Answer Scripts for Area Recommended Courses (Full-Time)	11-Apr-25	Friday
Classes End for Area Recommended Courses (Working Professionals)	13-Apr-25	Saturday
Submission of CIS Grades (Full-Time)	18-Apr-25	Friday
End-Term Examinations for Area Recommended Courses (Working Professionals) - Offline	28-Apr-25 to 30-Apr-25	Monday to Wednesday
CIS (Working Professionals)	08-May-25 to 14-May-25	Thursday to Wednesday
Submission of Term III (End-Term) Marks and Answer Scripts for Area Recommended Courses (Working Professionals)	12-May-25	Monday
Research Seminar (Full-Time)	12-May-25 to 16-May-25	Monday to Friday
Submission of CIS Grades (Working Professionals)	14-May-25	Wednesday
Submission of Research Seminar Grades (Full-Time)	21-May-25	Wednesday
Declaration of Term III (End-Term) Result (Full-Time)	23-May-25	Friday

Research Seminar (Working Professionals)	26-May-25 to 08-Jun-25	Monday to Sunday
Submission of Research Seminar Grades (Working Professionals)	13-Jun-25	Friday
Declaration of Term III (End-Term) Results (Working Professionals)	18-Jun-25	Wednesday
Comprehensive Examinations for (Full-Time and Working Professionals)	07-Jul-25 to 23-Jul-25	Monday to Wednesday
Submission of Comprehensive Examination Grades	25-Jul-25	Friday
Declaration of Comprehensive Examination Result (Full-Time and Working Professionals)	29-Jul-25	Tuesday

INDIAN INSTITUTE OF MANAGEMENT JAMMU		
MBA/ MBA (HA&HM) 1st YEAR ACADEMIC CALENDAR, Batch 2024 – 26		
Term I		
13-Jul-2024 to 19-Oct-2024		
Activity	**Date**	**Day**
Registration	13-Jul-24 to 14-Jul-24	Saturday to Sunday
Inauguration	15-Jul-24	Monday
Orientation	15-Jul-24 to 20-Jul-24	Monday to Friday
Muharram	17-Jul-24	Wednesday
Preparatory Classes	22-Jul-24 to 27-Jul-24	Monday to Saturday
Commencement of Term-I Classes	29-Jul-24	Monday
Independence Day*	15-Aug-24	Thursday
Janmashtami	26-Aug-24	Monday
Mid Term Exams	04-Sep-24 to 07-Sep-24	Wednesday to Saturday
Rajbhasha Diwas*	14-Sep-24	Saturday
Milad-Un-Nabi	16-Sep-24	Monday
Display of Answer Scripts Term-I (Mid Term) by the course faculty to students	17-Sep-24 to 18-Sep-24	Tuesday to Wednesday
Submission of Term-I (Mid Term) Marks and Answer Sheet to the Program Office	23-Sep-24	Monday
Mid Term Result	30-Sep-24	Monday
Gandhi Jayanti*	02-Oct-24	Wednesday
Dussehra	12-Oct-24	Saturday
Classes End	15-Oct-24	Tuesday
End Term Exams	16-Oct-24 to 19-Oct-24	Wednesday to Saturday
Display of Answer Scripts Term-I (End Term) by the course faculty to students	28-Oct-24 to 29-Oct-24	Monday to Tuesday
Submission of Term-I Marks (End Term) and Answer Sheet to the Program Office	01-Nov-24	Friday
End Term Result	05-Nov-24	Tuesday
Term II		
21-Oct-2024 to 09-Jan-2025		
Activity	**Date**	**Day**
Registration & Study Material Distribution	19-Oct-24	Saturday
Commencement of Term-II Classes	21-Oct-24	Monday
National Unity Day*	31-Oct-24	Thursday

Diwali	31-Oct-24	Thursday
Guru Nanak's Birthday	15-Nov-24	Friday
Constitution Day*	26-Nov-24	Tuesday
Mid Term Exams	27-Nov-24 to 30-Nov-24	Wednesday to Saturday
Display of Answer Scripts Term-II (Mid Term) by the course faculty to students	05-Dec-24 to 06-Dec-24	Thursday to Friday
Submission of Term-II Marks (Mid Term) and Answer Sheet to the Program Office	09-Dec-24	Monday
Empyrean 2024-25*	13-Dec-24 to 15-Dec-24	Friday to Sunday
Mid Term Result	16-Dec-24	Monday
Christmas Day	25-Dec-24	Wednesday
Classes End	06-Jan-25	Monday
End Term Exams	06-Jan-25 to 09-Jan-25	Monday to Thursday
Display of Answer Scripts Term-II (End Term) by the course faculty to students	14-Jan-25 to 15-Jan-25	Tuesday to Wednesday
Submission of Term-II Marks (End Term) and Answer Sheet to the Program Office	20-Jan-25	Monday
End Term Result	27-Jan-25	Monday
Term-III		
10-Jan-2025 to 28-Mar-2025		
Activity	**Date**	**Day**
Registration & Study Material Distribution	09-Jan-25	Thursday
Commencement of Term-III Classes	10-Jan-25	Friday
National Youth Day*	12-Jan-25	Sunday
Parakram Diwas*	23-Jan-25	Thursday
Republic Day	26-Jan-25	Sunday
Mid Term Exams	14-Feb-25 to 18-Feb-25	Friday to Tuesday
Display of Answer Scripts Term-III (Mid Term) by the course faculty to students	24-Feb-25 to 25-Feb-25	Monday to Tuesday
Submission of Term-III Marks (Mid Term) and Answer Sheet to the Program Office	03-Mar-25	Monday
Mid Term Result	07-Mar-25	Friday
Women's Day*	08-Mar-25	Saturday
Holi	14-Mar-25	Friday
Classes End	21-Mar-25	Friday
End Term Exams	24-Mar-25 to 28-Mar-25	Monday to Friday

Submission of Term-III Marks (End Term) and Answer Sheet to the Program Office	11-Apr-25	Friday
End Term Result	17-Apr-25	Thursday
Summer Internship Program	1st April Onwards	

<table>
<tr><td colspan="3" align="center">MBA/ MBA (HA&HM) 2nd YEAR ACADEMIC CALENDAR BATCH 2023 – 25</td></tr>
<tr><td colspan="3" align="center">Term IV</td></tr>
<tr><td colspan="3" align="center">(24-June-2024 to 28-Sep-2024)</td></tr>
<tr><td>Activity</td><td>Date</td><td>Day</td></tr>
<tr><td>Registration & Study Material Distribution</td><td>22-Jun-24</td><td>Saturday</td></tr>
<tr><td>Commencement of Term-IV Classes</td><td>24-Jun-24</td><td>Monday</td></tr>
<tr><td>Muharram</td><td>17-Jul-24</td><td>Wednesday</td></tr>
<tr><td>International Yoga Day</td><td>21-Jun-24</td><td>Friday</td></tr>
<tr><td>Mid Term Exam</td><td>30-Jul-24 to 10-Aug-24</td><td>Tuesday to Saturday</td></tr>
<tr><td>Display of Answer Scripts Term-IV (Mid Term) by the course faculty to students</td><td>13-Aug-24 to 14-Aug-24</td><td>Tuesday to Wednesday</td></tr>
<tr><td>Independence Day*</td><td>15-Aug-24</td><td>Thursday</td></tr>
<tr><td>Submission of Term-IV (Mid Term) Marks and Answer Sheet to the Program Office</td><td>19-Aug-24</td><td>Monday</td></tr>
<tr><td>Mid Term Result</td><td>22-Aug-24</td><td>Thursday</td></tr>
<tr><td>Janmashtami</td><td>26-Aug-24</td><td>Monday</td></tr>
<tr><td>Rajbhasha Diwas*</td><td>14-Sep-24</td><td>Saturday</td></tr>
<tr><td>Milad-Un-Nabi</td><td>16-Sep-24</td><td>Monday</td></tr>
<tr><td>Classes End</td><td>17-Sep-24</td><td>Tuesday</td></tr>
<tr><td>End Term Exams</td><td>18-Sep-24 to 28-Sep-24</td><td>Wednesday to Saturday</td></tr>
<tr><td>Display of Answer Scripts Term-IV (End Term) by the course faculty to students</td><td>03-Oct-24 to 04-Oct-24</td><td>Thursday to Friday</td></tr>
<tr><td>Submission of Term-IV Marks (End Term) and Answer Sheet to the Program Office</td><td>10-Oct-24</td><td>Thursday</td></tr>
<tr><td>End Term Result</td><td>14-Oct-24</td><td>Monday</td></tr>
<tr><td colspan="3" align="center">Term V</td></tr>
<tr><td colspan="3" align="center">30-Sept-2024 to 04-Jan-2025</td></tr>
<tr><td>Activity</td><td>Date</td><td>Day</td></tr>
<tr><td>Registration & Study Material Distribution</td><td>28-Sep-24</td><td>Saturday</td></tr>
<tr><td>Commencement of Term-V Classes</td><td>30-Sep-24</td><td>Monday</td></tr>
<tr><td>Gandhi Jayanti*</td><td>02-Oct-24</td><td>Wednesday</td></tr>
<tr><td>Dussehra</td><td>12-Oct-24</td><td>Saturday</td></tr>
</table>

National Unity Day*	31-Oct-24	Thursday
Diwali	31-Oct-24	Thursday
Mid Term Exams	06-Nov-24 to 16-Nov-24	Wednesday to Saturday
Guru Nanak's Birthday	15-Nov-24	Friday
Constitution Day*	26-Nov-24	Tuesday
Display of Answer Scripts Term-V (Mid Term) by the course faculty to students	20-Nov-24 to 21-Nov-24	Wednesday to Thursday
Submission of Term-V Marks (Mid Term) and Answer Sheet to the Program Office	25-Nov-24	Monday
Mid Term Result	29-Nov-24	Friday
Empyrean 2024-25*	13-Dec-24 to 15-Dec-24	Friday to Sunday
Classes End	21-Dec-24	Saturday
End Term Exams	23-Dec-24 to 04-Jan-25	Monday to Saturday
Christmas Day	25-Dec-24	Wednesday
Display of Answer Scripts Term-V (End Term) by the course faculty to students	09-Jan-25 to 10-Jan-25	Thursday to Friday
Submission of Term-V Marks (End Term) and Answer Sheet to the Program Office	16-Jan-25	Thursday
End Term Result	23-Jan-25	Thursday
Term-VI		
06-Jan-2025 to 30-March 2025		
Activity	**Date**	**Day**
Registration & Study Material Distribution	04-Jan-25	Saturday
Commencement of Term-VI Classes	06-Jan-25	Monday
National Youth Day*	12-Jan-25	Sunday
Parakram Diwas*	23-Jan-25	Thursday
Republic Day*	26-Jan-25	Sunday
Women's Day*	08-Mar-25	Saturday
Holi	14-Mar-25	Friday
Classes End	18-Mar-25	Tuesday
End Term Exams	19-Mar-25 to 29-Mar-25	Wednesday to Saturday
Submission of Term-VI Marks (End Term) and Answer Sheet to the Program Office	03-Apr-25 to 4-Apr-25	Thursday to Friday
End Term Result	10-Apr-25	Thursday
Convocation	As per the availability of the Chief Guest	

INDIAN INSTITUTE OF MANAGEMENT JAMMU		
IPM 1st YEAR ACADEMIC CALENDAR, Batch 2024-29		
Semester I		
(21-Aug-24 to 10-Jan-25)		
Activity	**Date**	**Day**
Registration	21-Aug-24	Wednesday
Inauguration	22-Aug-24	Thursday
Orientation	22-Aug-24 to 24-Aug-24	Thursday to Saturday
Janmashtami	26-Aug-24	Monday
Preparatory Classes	27-Aug-24 to 30-Aug-24	Tuesday to Friday
Commencement of Sem-I Classes	02-Sep-24	Monday
Rajbhasha Diwas	14-Sep-24	Saturday
Milad-Un-Nabi	16-Sep-24	Monday
Gandhi Jayanti	02-Oct-24	Wednesday
Dussehra	12-Oct-24	Saturday
National Unity Day	31-Oct-24	Thursday
Diwali	31-Oct-24	Thursday
Mid Semester Exam	04-Nov-24 to 08-Nov -24	Monday to Friday
Guru Nanak's Birthday	15-Nov-24	Friday
Display of Answer Scripts Semester - I (Mid Semester) by course faculty to the students	21-Nov-24 to 22-Nov-24	Thursday to Friday
Submission of Semester - I (Mid Semester) Marks and Answer sheet to Program Office	25-Nov-24	Monday
Constitution Day	26-Nov-24	Tuesday
Mid Term Result	27-Nov-24	Wednesday
Empyrean	13-Dec-24 to 15-Dec-24	Friday to Sunday
Classes End	28-Dec-24	Saturday
End Term Exams	06-Jan-25 to 10-Jan-25	Monday to Friday
National Youth Day	12-Jan-25	Sunday
Display of Answer Scripts Semester – I (End Semester) by the course faculty to students	23-Jan-25 to 24-Jan-25	Thursday to Friday
Submission of Final Grade Sheet and Answer Sheet to the Program Office	27-Jan-25	Monday
End Term Result	31-Jan-25	Friday

Semester II		
(20-Jan-2025 to 23-May-2025)		
Activity	**Date**	**Day**
Registration	17-Jan-25	Friday
Classes Begins	20-Jan-25	Monday
Parakram Diwas	23-Jan-25	Thursday
Republic Day	26-Jan-25	Sunday
Maha Shivaratri	26-Feb-25	Wednesday
Women's Day	08-Mar-25	Saturday
Holi	14-Mar-25	Friday
Mid Semester Exam	17-Mar-25 to 21-Mar-25	Monday to Friday
Id-ul-Fitr	31-Mar-25	Monday
Display of Answer Scripts Semester – II (Mid Semester) by the course faculty to students	03-Apr-25 to 04-Apr-24	Thursday to Friday
Submission of Semester - II (Mid Semester) Marks and Answer Sheet to Program Office	08-Apr-25	Tuesday
Mid Semester Result	09-Apr-25	Wednesday
Mahavir Jayanti	10-Apr-25	Thursday
Good Friday	18-Apr-25	Friday
Classes End	09-May-25	Friday
End Semester Exam	19-May-25 to 23-May-25	Monday to Friday
Boot Camp	26-May-25 to 31-May-25	Monday to Saturday
Display of Answer Scripts Semester – II (End Semester) by the course faculty to students	05-Jun-25 to 06-Jun-25	Thursday to Friday
Submission of Marks and Answer Sheet to the Program Office	09-Jun-25	Monday
Declaration of Semester - II Result	11-Jun-25	Wednesday
IPM ACADEMIC CALENDAR, 2024 – 2025 (Batch 2023 – 28)		
Semester III		
(18 June 2024 to 25 October 2024)		
Activity	**Date**	**Day**
Registration	14-Jun-24	Friday
Id-ul-Zuha (Bakrid)	17-Jun-24	Monday
Commencement of Classes	18-Jun-24	Tuesday

International Yoga Day	21-Jun-24	Friday
Muharram	17-Jul-24	Wednesday
Independence Day	15-Aug-24	Thursday
Mid Semester Exam	19-Aug-24 to 23-Aug-24	Monday-Friday
Janamashtmi	26-Aug-24	Monday
Display of Answer Scripts Semester–III (Mid Semester) by the course faculty to students	02-Sept-24 to 03-Sept-24	Monday-Tuesday
Submission of Semester–III Marks (Mid Semester) and Answer Scripts to the Program Office	04-Sept-24	Wednesday
Mid Semester Result	10-Sept-23	Tuesday
Rajbhasha Diwas	14-Sep-24	Saturday
Milad-un-Nabi or Id-e-Milad (Birthday of Prophet Mohammad)	16-Sept-24	Monday
Mahatma Gandhi's Birthday	02-Oct-24	Wednesday
Dussehra	12-Oct-24	Saturday
Classes End	18-Oct-24	Friday
End Semester Exam	21-Oct-24 to 25-Oct-24	Monday-Friday
Social Internship	28-Oct-24 to 22-Nov-24	Monday to Friday
National Unity Day	31-Oct-24	Thursday
Diwali	31-Oct-24	Thursday
Display of Semester–III Marks (End Semester) by the course faculty to students	06-Nov-24 to 07-Nov-24	Wednesday -Thursday
Submission of Semester–III Grades (End Semester) and Answer Scripts to the Program Office	08-Nov-24	Friday
End Semester Result	14-Nov-24	Thursday
Guru Nanak's Birthday	15-Nov-24	Friday
Semester IV		
02 December 2024 – 04 April 2025		
Activity	**Date**	**Day**
Registration	29-Nov-24	Friday
Commencement of Classes	02-Dec-24	Monday
Empyrean 2024-25	13-Dec-24 to 15-Dec-24	Friday to Sunday
Christmas Day	25-Dec-24	Wednesday
National Youth Day	12-Jan-25	Sunday
Parakram Diwas	23-Jan-25	Thursday

Republic Day	26-Jan-25	Sunday
Mid Semester Exam	27-Jan-25 to 31-Jan-25	Monday-Friday
Display of Answer Scripts Semester – IV (Mid Semester) by the course faculty to students	06-Feb-25 to 07-Feb-25	Thursday-Friday
Submission of Semester–IV Marks (Mid Semester) and Answer Scripts to the Program Office	10-Feb-25	Monday
Mid Semester Result	18-Feb-25	Tuesday
Women's Day	08-Mar-25	Saturday
Holi	14-Mar-25	Friday
Classes End	28-Mar-25	Friday
End Semester Exam	31-Mar-25 to 04-Apr-25	Monday-Friday
Corporate Internship	07-Apr-25 to 06-Jun-25	Monday-Friday
Display of Semester–IV Marks (End Semester) by the course faculty to students	14-Apr-25 to 15-Apr-25	Monday-Tuesday
Submission of Semester–IV Grades (End Semester) and Answer Scripts to the Program Office	16-Apr-25	Wednesday
End Semester Result	24-Apr-25	Thursday
World Environment Day	05-Jun-25	Thursday
IPM ACADEMIC CALENDAR, 2024 – 2025 (Batch 2022 – 27)		
Semester V		
19 June 2024 – 26 October 2024		
Activity	**Date**	**Day**
Registration	14-Jun-24	Friday
Id-ul-Zuha (Bakrid)	17-Jun-24	Monday
Commencement of Classes	19-Jun-24	Wednesday
International Yoga Day	21-Jun-24	Friday
Muharram	17-Jul-24	Wednesday
Mid Semester Exam	19-Aug-24 to 24-Aug-24	Monday-Saturday
Independence Day	15-Aug-24	Thursday
Janamashtmi	26-Aug-24	Monday
Display of Answer Scripts Semester–V (Mid Semester) by the course faculty to students	02-Sept-24 to 03-Sept-24	Monday -Tuesday
Submission of Semester–V Marks (Mid Semester) and Answer Scripts to the Program Office	05-Sept-24	Thursday
Mid Semester Result	09-Sept-24	Monday

Rajbhasha Diwas	14-Sep-24	Saturday
Milad-un-Nabi or Id-e-Milad (Birthday of Prophet Mohammad)	16-Sept-24	Monday
Mahatma Gandhi's Birthday	02-Oct-24	Wednesday
Dussehra	12-Oct-24	Saturday
Classes End	18-Oct-24	Friday
End Semester Exam	21-Oct-24 to 26-Oct-24	Monday to Saturday
National Unity Day	31-Oct-24	Thursday
Diwali	31-Oct-24	Thursday
Display of Answer Scripts Semester–V (End Semester) by the course faculty to students	01-Nov-24 to 02-Nov-24	Friday-Saturday
Submission of Semester–V Marks (End Semester) and Answer Scripts to the Program Office	04-Nov-24	Monday
End Semester Result	14-Nov-24	Thursday
Guru Nanak's Birthday	15-Nov-24	Friday

Semester VI

20 November 2024 – 22 March 2025

Activity	Date	Day
Registration	19-Nov-24	Tuesday
Commencement of Classes	20-Nov-24	Wednesday
Empyrean 2024-25	13-Dec-24 to 15-Dec-24	Friday to Sunday
Christmas Day	25-Dec-24	Monday
National Youth Day	12-Jan-25	Sunday
Parakram Diwas	23-Jan-25	Thursday
Mid Semester Exam	20-Jan-25 to 25-Jan-25	Monday-Saturday
Republic Day	26-Jan-25	Sunday
Display of Answer Scripts Semester – VI (Mid Semester) by the course faculty to students	03-Feb-25 to 04-Feb-25	Monday-Tuesday
Submission of Semester–VI Marks (Mid Semester) and Answer Scripts to the Program Office	06-Feb-25	Thursday
Women's Day	08-Mar-25	Saturday
Holi	14-Mar-25	Friday
Classes End	15-Mar-25	Saturday
End Semester Exam	17-Mar-25 to 22-Mar-25	Monday-Saturday
Submission of Semester–VI Marks (End Semester) and Answer Scripts to the Program	27-Mar-25	Thursday

Office		
End Semester Result	31-Mar-25	Monday
Convocation	As per the availability of the Chief Guest	

INDIAN INSTITUTE OF MANAGEMENT JAMMU		
EMBA ACADEMIC CALENDAR, 2024 – 2025 (Batch 2024 – 26)		
Term I		
(14 July 2024 to 06 October 2024)		
Activity	**Date**	**Day**
Registration	14-Jul-24	Sunday
Inauguration	15-Jul-24	Monday
Orientation	15-Jul-24	Monday
Commencement of Term I Classes (Off-line at IIM Jammu Campus)	16-Jul-24 to 20-Jul-24	Tuesday to Saturday
Muharram	17-Jul-24	Wednesday
Independence Day	15-Aug-24	Thursday
Mid Term Examination (Online)	16-Aug-24 to 18-Aug-24	Friday to Sunday
Display of Answer Scripts Term I	23-Aug-24 to 25-Aug-24	Friday to Sunday
Janmashtami	26-Aug-24	Monday
Submission of Term I Mid-Term Marks to Program Office	30-Aug-24	Friday
Declaration of Term I Mid-Term Result	02-Sep-24	Monday
Rajbhasha Diwas	14-Sep-24	Saturday
Id-e-Milad	16-Sep-24	Monday
Classes End	22-Sep-24	Sunday
Mahatma Gandhi Jayanti	02-Oct-24	Wednesday
End Term Examination (Online)	04-Oct-24 to 06-Oct-24	Friday to Sunday
Display of Term I Answer Scripts	11-Oct-24 to 13-Oct-24	Friday to Sunday
Submission of Term I Final Grades and Answer Scripts to Program Office	18-Oct-24	Friday
Declaration of Term I Result	20-Oct-24	Monday
Term II		
(10 October 2024 to 12 January 2025)		
Activity	**Date**	**Day**
Registration	10-Oct-24	Thursday
Commencement of Term II Classes (Online)	11-Oct-24	Friday
Dussehra	12-Oct-24	Saturday
National Unity Day	31-Oct-24	Thursday
Diwali	31-Oct-24	Thursday

Guru Nanak's Birthday	15-Nov-24	Friday
Mid Term Examination (Online)	22-Nov-24 to 24-Nov-24	Friday to Sunday
Display of Term II Answer Scripts	29-Nov-24 to 01-Dec-24	Friday to Sunday
Submission of Term II Mid-Term Marks to Program Office	06-Dec-24	Friday
Declaration of Term II Mid-Term Result	09-Dec-24	Monday
Empyrean 2024-25	13-Dec-24 to 15-Dec-24	Friday to Sunday
Christmas Day	25-Dec-24	Wednesday
Classes End	29-Dec-24	Sunday
End Term Examination (Online)	10-Jan-25 to 12-Jan-25	Friday to Sunday
National Youth Day	12-Jan-25	Sunday
Display of Term II Answer Scripts	17-Jan-25 to 19-Jan-25	Friday to Sunday
Submission of Final Grades and Answer Scripts to Program Office	24-Jan-25	Friday
Declaration of Term II Result	27-Jan-25	Monday

Term III		
(16 January 2025 to 30 April 2025)		
Activity	**Date**	**Day**
Registration	16-Jan-25	Thursday
Commencement of Term III Classes (Online)	17-Jan-25	Friday
Parakram Diwas	23-Jan-25	Thursday
Republic Day	26-Jan-25	Sunday
Mid Term Examination (Online)	01-Mar-25 and 02-Mar-25	Saturday and Sunday
Display of Term III Answer Scripts	07-Mar-25 to 09-Mar-25	Friday to Sunday
Women's Day	08-Mar-25	Saturday
Submission of Term III Mid-Term Marks to Program Office	13-Mar-25	Thursday
Holi	14-Mar-25	Friday
Declaration of Term III Mid-Term Result	17-Mar-25	Monday
Ram Navami	06-Apr-25	Sunday
Classes End	13-Apr-25	Saturday
End Term Examination (Off-line at IIM Jammu Campus)	28-Apr-25 to 30-Apr-25	Monday to Wednesday
Elective Orientation (Term IV, V and VI)	01-May-25	Thursday
Elective Subscription/ Mentor-Mentee Discussion for CIS	02-May-25	Friday
Submission of Final Grades and Answer Scripts to Program Office	12-May-25	Monday
Declaration of Term III Result	14-May-25	Wednesday

EMBA/ EMBA (CA&M) ACADEMIC CALENDAR, 2024 – 2025 (Batch 2023 – 25)		
Term IV		
(18 June 2024 to 08 September 2024)		
Activity	**Date**	**Day**
Registration	18-Jun-24	Tuesday
Commencement of Term IV Classes (Off-line at IIM Jammu Campus)	19-Jun-24 to 22-Jun-24	Wednesday to Saturday
International Yoga Day	21-Jun-24	Friday
Muharram	17-Jul-24	Wednesday
Mid Term Examination (Online)	19-Jul-24 to 21-Jul-24	Friday to Sunday
Display of Answer Scripts Term IV	26-Jul-24 to 28-Jul-24	Friday to Sunday
Submission of Term IV Mid-Term Marks to Program Office	02-Aug-24	Friday
Declaration of Term IV Mid-Term Result	05-Aug-24	Monday
Independence Day	15-Aug-24	Thursday
Classes End	25-Aug-24	Sunday
Janmashtami	26-Aug-24	Monday
Submission and Presentation of CIS Report	28-Aug-24 to 04-Sep-24	Wednesday to Wednesday
End Term Examination (Online)	06-Sep-24 to 08-Sep-24	Friday to Sunday
Display of Term IV Answer Scripts	13-Sep-24 to 15-Sep-24	Friday to Sunday
Submission of Term IV Final Grades and Answer Scripts to Program Office	20-Sep-24	Friday
Declaration of Term IV Result	23-Sep-24	Monday
Term V		
(12 September 2024 to 23 December 2024)		
Activity	**Date**	**Day**
Registration	12-Sep-24	Thursday
Commencement of Term V Classes (Online)	13-Sep-24	Friday
Rajbhasha Diwas	14-Sep-24	Saturday
Id-e-Milad	16-Sep-24	Monday
Mahatma Gandhi Jayanti	02-Oct-24	Wednesday
Dussehra	12-Oct-24	Saturday
Mid Term Examination (Online)	25-Oct-24 to 28-Oct-24	Friday to Monday
National Unity Day	31-Oct-24	Thursday

Diwali	31-Oct-24	Thursday
Display of Term V Answer Scripts	01-Nov-24 to 03-Nov-24	Friday to Sunday
Submission of Term V Mid-Term Marks to Program Office	08-Nov-24	Friday
Declaration of Term V Mid-Term Result	11-Nov-24	Monday
Global Immersion Program	11-Nov-24 to 17-Nov-24	Monday to Sunday
Guru Nanak's Birthday	15-Nov-24	Friday
Classes End	07-Dec-24	Saturday
Dissertation Review	09-Dec-24 to 15-Dec-24	Monday to Sunday
Empyrean 2024-25	13-Dec-24 to 15-Dec-24	Friday to Sunday
End Term Examination (Online)	20-Dec-24 to 23-Dec-24	Friday to Monday
Christmas Day	25-Dec-24	Wednesday
Display of Term V Answer Scripts	27-Dec-24 to 29-Dec-24	Friday to Sunday
Submission of Final Grades and Answer Scripts to Program Office	03-Jan-25	Friday
Declaration of Term V Result	06-Jan-25	Monday
Term VI		
(26 December 2024 to 27 March 2025)		
Activity	**Date**	**Day**
Registration	26-Dec-24	Thursday
Commencement of Term VI Classes (Online)	27-Dec-24	Friday
National Youth Day	12-Jan-25	Sunday
Parakram Diwas	23-Jan-25	Thursday
Republic Day	26-Jan-25	Sunday
Classes End	08-Mar-25	Saturday
Women's Day	08-Mar-25	Saturday
Holi	14-Mar-25	Friday
Submission and Presentation of Dissertation Report	15-Mar-25 to 22-Mar-25	Saturday to Saturday
End Term Examination (Off-line)	24-Mar-25 to 27-Mar-25	Monday to Thursday
Submission of Final Grades and Answer Scripts to Program Office	08-Apr-25	Tuesday
Declaration of Term VI Result	10-Apr-25	Thursday
Convocation	As per the availability of the Chief Guest	

 भारतीय प्रबंधन संस्थान जम्मू **Indian Institute of Management Jammu**	# COURSE OUTLINE

Program	**Master of Business Administration (MBA)**
Program Level	**Master's (PG)**
Trimester	
Course Code	
Course Title	
Type	**Core**
Credit	**3 Credits**
Mode of delivery	**Face-to-face**

Course Description:

Course Learning Outcomes:
At the end of this course the learner will be able to
CLO1. asdf   CLO2.

Prerequisites:
• **Course code and title**

Please describe the SDGs (based on Institute's selection of SDGs) if any that will be covered in the course.

UN SDGs	UN SDG Targets	Covered in this Course
		Yes
		Yes
		Yes
		Yes
		Yes
		Yes
		Yes
		Yes
		Yes
		Yes
		Yes

Prescribed text:

-

Reference Books:

-

Pedagogy:

Evaluation:

Components	Weightage (%)
Component - 1: Class participation	
Component - 2: Quizzes (Announce or unannounced)	
Component - 3: Project	
Mid-term written examination	
End-term written examination	
Total	**100**

Session Plan:

Session	Coverage	Activity (pre, in-class & post)	Prescribed/ Suggested Readings	CLO
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				

19				
20				

**In-class Quiz, Assignment Rollout, and any submissions including cases- to be part of Course Coverage in BOLD

Contribution of Learning Outcomes to Programme Learning Goals and Objectives				
	PLG1	PLG1	PLG3	PLG3
	PLO1	PLO2	PLO5	PLO6
CLO1				
CLO2				
CLO3				
CLO4				

Will be given by IQAC

Assessment Method:

Description

The plan should contain following components:

Rubrics

Criteria	Below Expectation	Meets Expectation	Exceeds Expectation

Alignment of intended Program Competency Goals and course Learning outcomes:

Competency goals (CG) of MBA		Program learning objective of MBA		TLAs code[1]	Assessment code[2]	Course learning outcomes (CLO)
PLG1	Technical professional knowledge in the Indian	PLO1	Acquire an understanding of management functions and			

	and global healthcare environment		administration of the healthcare business			
		PLO2	Develop business strategies in the Indian and global healthcare context			
PLG2	Communication skills	PLO3	Demonstrate effective oral communication skills			
		PLO4	Demonstrate effective written communication skills			
PLG3	Analytical and problem-solving Skills	PLO5	Develop business acumen			
		PLO6	Apply decision-making skills for Sustainable healthcare practices			
PLG4	Teamwork and Interpersonal skills	PLO7	Demonstrate the ability to work in teams and relate interpersonally with others in a cross-cultural environment.			
PLG5	Ethical and socially responsible leadership	PLO8	Apply the ethical framework of leadership related to the business, societal, and cultural environment in decision making			

[1]Teaching & Learning activities (TLAs)	
0	Objective not covered
1	Objective barely covered (Introduced)
2	Objective is addressed (practiced & assessed) through TLAs but would need further development in order to 'entrap' student in learning the desired objective
3	Very strong - TLAs designed to promote thorough, deep & active learning in relation to desired objective

[2]Assessment	
0	Objective not covered
1	Objective barely covered (Introduced)
2	Objective is addressed but would need further development in order to demonstrate learning
3	Very strong - thorough, deep assessment of objective that would clearly demonstrate learning

Teaching Methodology (Pedagogy)

- Lecture
- Guest speaker
- Class discussion / Case discussion Presentation by students Industrial visit / Field trip Simulation
- Pre-reads (textbook chapters & cases) / Self-learning material
- Any other- Please specify

Assessments taken

- Assignments / Projects-Individual & Group
- Quiz / Mid-term
- Case presentation
- End-term
- Reflective Essay
- Term paper
- Exercises
- Any other- Please specify