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**MINUTES OF THE THIRD GOVERNING BODY MEETING OF ATLAS SKILLTECH UNIVERSITY ('THE UNIVERSITY') FOR THE ACADEMIC YEAR 2024-25, HELD ON THURSDAY, 20<sup>th</sup> DECEMBER, 2024 AT 11:00 AM IN THE BOARDROOM OF ATLAS SKILLTECH UNIVERSITY ON 6TH FLOOR, TOWER 1, EQUINOX BUSINESS PARK, L.B.S MARG, KURLA -WEST, MUMBAI-400070.**

**Members Present:**

1. Dr. Indu Shahani
2. Dr. Rajan Welukar
3. Mr. Siddharth Shahani
4. Ms. Hina Thakkar
5. Ms. Bulbul Choudhary
6. Mr. Ronnie Screwvala
7. Mr. Pradyumna Vyas
8. Dr. Vijay Khole
9. Dr. Parag Amin

**By Invitee:**

1. Mr. Subodh Khanna

**1. To appoint the Chairperson:**

Dr. Indu Shahani was requested to Chair the meeting.

She occupied the chair with the permission of all members and welcomed all them for the third meeting of the Governing Body for 2024-25.

**2. Granting leave of absence:**

The Chairperson informed the Governing Body Members about the absence of the following member:

- Two person, nominated by the State Government having five years' experience in skill development

The members noted and approved the same. The Chairperson conveyed that the quorum was present.

**3. To note the minutes of the previous meeting:**

The Chairperson tabled the minutes of the previous meeting.

The members were requested to note the minutes of the previous meeting of the Governing Body, which were placed at the meeting.

The members considered, confirmed, and noted the same.

**4. To discuss and consider the draft of the Policy on Content Development for Online Programs (Based on Four-Quadrant Approach) in accordance with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020:**

The Chairperson invited the members to review and deliberate on the draft Policy on Content Development, formulated in alignment with the Four-Quadrant Approach as prescribed under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The members discussed the essential components of the policy, including the design and

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ON \_\_\_\_\_

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structure of content across the four quadrants (i) e-Tutorials, (ii) e-Content, (iii) Web Resources, and (iv) Self-Assessment. Emphasis was placed on ensuring academic rigor, pedagogical alignment with Programme Outcomes (POs), Programme Educational Outcomes (PEOs), and Course Outcomes (COs), as well as maintaining a learner-centric approach.

Following detailed deliberations, the members unanimously passed the following resolutions:

**“RESOLVED THAT** the draft of the Policy on Content Development for Online Program (based on the Four-Quadrant Approach in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020), as presented during the meeting, be and is hereby approved by the members of the Governing Body.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for necessary action, under the hands of the Chairperson or an Authorized Signatory of the Governing Body.”

**5. To present and approve the Program Project Report (PPR) for 2-year Online Master of Business Administration (MBA) program:**

The Chairperson presented the Program Project Report (PPR) for 2-year Online Master of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University's mission and regulatory framework for offering Online Programs.

After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the Program Project Report (PPR) for 2-year Online Master of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Governing Body.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Governing Body.”

**6. To present and approve the Program Project Report (PPR) for 3-year of Bachelor of Business Administration (BBA) program:**

The Chairperson presented the Program Project Report (PPR) for 3-year Online Bachelor of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University's mission and regulatory framework for offering Online Programs.

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INITIALS

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After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the Program Project Report (PPR) for 3-year Online Bachelor of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Governing Body.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Governing Body.”

**7. To consider and approve the Budget for the Financial Year 2025-26:**

The Chairperson requested Mr. Subodh Khanna to present this item.

Mr. Subodh Khanna presented the proposed Budget for the Financial Year 2025-26 to the members as recommended by Board of Management as the Annexed in Annexure 2.

He further apprised the members that the budget encompasses the projected expenditure for all new programs proposed to commence from the Academic Year 2025-26, including the five-year integrated BBA LL.B. program. The estimated expenditure covers costs related to faculty and staff recruitment as well as the procurement of learning resources and other library facilities.

The members noted the same and passed the following resolution, unanimously:

**“RESOLVED THAT** pursuant to the provisions of the Act, Statutes, Ordinances, the Budget for Financial Year 2025-2026 of the University, as recommended by the Board of Management, be and is hereby approved by the Governing Body.

**RESOLVED FURTHER THAT** Mr. Siddharth Shahani, Executive President or Mr. Subodh Khanna, Chief Finance and Accounts Officer be and are hereby severally authorized to finalize and execute such deeds, documents, or instruments on behalf of the company as may be necessary for the repayment of the unsecured loan and to perform all acts, deeds, and things incidental or ancillary thereto.”

**8. To discuss and consider the proposed Fee structure for Academic Year 2025-26 for programs offered by the University:**

The Chairperson requested Mr. Subodh Khanna to present the agenda.

Mr. Subodh Khanna presented the Fee structure for the intake 2025-26 for various on campus programs as recommended by the Finance Committee for discussion and approval.

After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the approval of Governing Body, be and is hereby given for Fee Structure as proposed and recommended by the Board of Management.

:

**RESERVED FURTHER THAT** the same is hereby recommended to the Fee Fixation Committee for approval.

**RESOLVED FURTHER THAT** Mr. Siddharth Shahani, Executive President or Mr. Subodh Khanna, Chief Finance and Accounts Officer be and are hereby severally authorized to finalize and execute such deeds, documents, or instruments on behalf of the company as may be necessary for the repayment of the unsecured loan and to perform all acts, deeds, and things incidental or ancillary thereto.”

**9. To consider and approve the Visiting Faculty budget for Term-II (January 2025 to April 2025):**

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The Chairperson presented the proposed budget for visiting faculty for Term II for the Academic Year 2024-25. The budget aimed to support the engagement of experienced and specialized faculty members to enhance the quality of education and provide expertise in niche subject areas.

The Chairperson elaborated on the allocation of funds, covering aspects such as honorariums, travel expenses, accommodation, and other allowances.

The members, after thorough discussion and evaluation of the budget proposal, unanimously passed the following resolution:

**“RESOLVED THAT** the Governing Body approves the Visiting Faculty Budget for Term II of Academic Year 2024-25, as tabled at the meeting as recommended by Board of Management.

**RESOLVED FURTHER THAT** the President and/or Executive President be and are hereby severally authorized to take all necessary actions and execute all documents required to implement the budget, including providing a certified copy of the resolution as may be required by any authority.”

There being no other business to be transacted with the meeting concluded with a vote of thanks to the Chair.

Date: 27.01.2025

Place: Mumbai

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Chairperson

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**MINUTES OF THE FIFTH MEETING OF THE BOARD OF MANAGEMENT OF ATLAS SKILLTECH UNIVERSITY (THE UNIVERSITY) FOR ACADEMIC YEAR 2024-25 HELD ON FRIDAY, 12<sup>th</sup> DECEMBER 2024 AT 12.00 P.M. AT THE BOARD ROOM AT TOWER 1, EQUINOX BUSINESS PARK, OFF. BANDRA KURLA COMPLEX (BKC), L.B.S MARG, KURLA (WEST), MUMBAI - 400070.**

**Members Present:**

1. Dr. Rajan Welukar
2. Mr. Siddharth Shahani
3. Prof. Hina Thakkar
4. Mr. Mayank Kumar
5. Mr. Subodh Khanna
6. Prof. Meena Krishna
7. Prof. Anando Dutta
8. Dr. Robert Gammie
9. Prof. Meena Desai
10. Dr. Varsha Agarwal
11. Ms. Bhargavi Deshpande
12. Dr. Parag Amin

**1. To appoint the Chairperson:**

Dr. Rajan Welukar, Vice- Chancellor was requested to Chair the meeting.

He occupied the Chair, with the consent of all members and he welcomed the members to the meeting.

**2. Granting leave of absence:**

All members of the Board of Management were present.

The Chairperson conveyed to the chairperson that the quorum was present, hence the meeting may begin.

**3. To note the minutes of the previous meeting:**

The Chairperson placed before the members' minutes of the previous Meeting of the Board of Management.

The members considered, confirmed, and noted the same.

**5. To discuss and consider structure of 2-year Online Master of Business Administration (MBA):**

The Chairperson presented the proposed program structure for the 2-year Master of Business Administration (MBA) Program to be offered under the Centre for Distance and Online Education (CDOE). He further informed the members the program structure is same as corresponding on campus program.

The members reviewed the Program Structure, as recommended by the Academic Council and discussed alignment with industry needs, employability outcomes, and the corresponding consideration the following resolution was passed unanimously:

**“RESOLVED THAT** the proposed Program Structure of the 2-Year Online Master of Business Administration (MBA) Program, as annexed in Annexure 1, be and is hereby noted and approved by the members of the Board of Management.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of

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INITIALS

HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

Chairperson or Authorized Person of the Board of Management.”

**6. To discuss and consider the Program Structure of the 3-Year Online BBA Program:**

The Chairperson presented the proposed program structure for the 3-year Bachelor of Business Administration (BBA) Program to be offered under the Centre for Distance and Online Education (CDOE). He further informed the members the program structure is same as corresponding on campus program.

The members reviewed the Program Structure, as recommended by the Academic Council, and discussed alignment with industry needs, employability outcomes, and the requirements for online delivery.

After due consideration the following resolution was passed unanimously:

“**RESOLVED THAT** the proposed Program Structure of the 3-Year Online Bachelor of Business Administration (BBA) Program, as recommended and approved by the Academic Council and as presented during the meeting, be and is hereby noted and approved by the members of the Board of Management.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Board of Management.”

**7. To discuss and adopt 4 quadrant approach for Online Programs as per UGC ODL regulations 2020:**

The Chairperson briefed the members on the UGC-mandated Four-Quadrant Approach, which serves as the cornerstone of pedagogy for online and Open and Distance Learning (ODL) programmes. This framework, as stipulated under the University Grants Commission Regulations 2020, ensures that online programmes are not limited to passive content delivery but instead offer a holistic and interactive learning experience. The Chairperson underscored that each quadrant complements the others to promote learner-centric, technology-enabled education in line with quality assurance benchmarks.

It was explained that the first quadrant focuses on e-Tutorials, encompassing pre-recorded lectures, interactive sessions, and demonstrations designed to convey conceptual knowledge. The second quadrant is e-Content, which includes digital learning resources such as self-instructional materials, readings, simulations, and case studies. The third quadrant is Web Resources, curated to provide access to open educational resources, research databases, and supplementary learning materials. The fourth quadrant consists of Self-Assessment Tools, including quizzes, assignments, problem-solving exercises, and peer or automated assessments that enable learners to measure their progress and reinforce their understanding.

The Chairperson emphasized that adopting this approach guarantees adherence to the UGC quality framework, especially in promoting active learner engagement, transparency in evaluation, and accessibility to diverse learning materials. By integrating the Four Quadrants, institutions can ensure that programmes offered in online and ODL modes meet the mandated requirements for instructional design, learner support services, and assessment mechanisms. This model also facilitates continuous improvement, periodic review, and benchmarking with national and global standards, thereby creating an enriched and sustainable online learning ecosystem.

**Four Quadrant approach as per UGC regulations 2020**

- a) **Quadrant-I** is e-Tutorial; which shall contain Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.
- b) **Quadrant-II** is e-Content; which shall contain; self-instructional material (digital

CHAIRMAN'S  
INITIALS

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Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.

c) **Quadrant-III** is the Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team.

d) **Quadrant-IV** is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple-Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconceptions.

Norms For Delivery of Online Programs as per UGC regulations 2020.

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	2 credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 credits	12 weeks	12 hours	24 hours	20	20	44	120
3.	6 credits	14 weeks	14 hours	28 hours	30	30	66	180
4.	8 Credits	16 weeks	16 hours	32 hours	40	40	88	240

After due deliberation, the following resolution was passed unanimously:

**“RESOLVED THAT** the adoption of the 4-Quadrant Approach (e-Tutorials, e-Content, Web Resources, and Self-Assessment Tools) for learning resources along with the course delivery for the said online programs in accordance with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020, be and is hereby approved by the members of the Board of Management.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Board of Management.”

**8. To discuss and consider the draft of the Policy on Content Development for Online Programs (Based on Four-Quadrant Approach) in accordance with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020:**

The Chairperson invited the members to review and deliberate on the draft Policy on Content Development, formulated in alignment with the Four-Quadrant Approach as prescribed under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The members discussed the essential components of the policy, including the design and structure of content across the four quadrants—(i) e-Tutorials, (ii) e-Content, (iii) Web Resources, and (iv) Self-Assessment.

Following detailed deliberations, the members unanimously passed the following resolutions:

CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_

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**“RESOLVED THAT** the draft of the Policy on Content Development for Online Program (based on the Four-Quadrant Approach in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020), as presented during the meeting, be and is hereby approved by the members of the Board of Management.

**RESOLVED FURTHER THAT** the same be recommended to Governing Body for its review and approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for necessary action, under the hands of the Chairperson or an Authorized Signatory of the Board of Management.”

**9. To discuss and consider Learning Management System Platform for offering the Online programs through Centre for Distance and Online Education:**

The Chairperson guided the discussion on key LMS selection parameters, focusing on scalability, integration with e-content, analytics, accessibility, security, and assessment capabilities. The members reviewed compliance aspects relating to data privacy, interoperability, and plagiarism detection, in alignment with UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. Cost, implementation timelines, training, and support requirements were also discussed to ensure adherence to Annexure 9 of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. The members considered Inflibnet-SWAYAM as an initial platform option.

The members after due deliberation passed the following resolution unanimously:

**“RESOLVED THAT** approval for using Inflibnet-SWAYAM platform as Learning Management System for offering the Online programs through Centre for Distance and Online Education, be and is hereby given by the Board of Management.

**RESOLVED FURTHER THAT** the technical team shall explore the possibility of in-house development of Learning Management System in accordance with Annexure 9 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

**RESOLVED FURTHER THAT RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of any authorized person of Board of Management.”

**10. To present and approve the Program Project Report (PPR) for 2- year Online Master of Business Administration (MBA) program:**

The Chairperson presented the Program Project Report (PPR) for 2 -year Online Master of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University’s mission and regulatory framework for offering Online Programs.

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After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the Program Project Report (PPR) for 2-year Online Master of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Board of Management.

**RESOLVED FURTHER THAT** the same is recommended to the Governing Body for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Board of Management.”

**11. To present and approve the Program Project Report (PPR) for 3 - year of Bachelor of Business Administration (BBA) program:**

The Chairperson presented the Program Project Report (PPR) for 3- year Online Bachelor of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University’s mission and regulatory framework for offering Online Programs.

After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the Program Project Report (PPR) for 3-year Online Bachelor of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Board of Management.

**RESOLVED FURTHER THAT** the same is recommended to the Governing Body for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Board of Management.”

**12. To discuss and consider the proposed Fee structure for Academic Year 2025-26 for programs offered by the University:**

The Chairperson requested Mr. Subodh Khanna to present the agenda.

Mr. Subodh Khanna presented the Fee structure for the intake 2025-26 for various on campus programs as recommended by the Finance Committee for discussion and approval.

After due deliberation, the following resolutions were unanimously passed:

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CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_

ON \_\_\_\_\_

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**"RESOLVED THAT** the approval of Board of Management, be and is hereby given for Fees proposed as recommended by the Finance Committee

**RESOLVED FURTHER THAT** the same is hereby recommended to the Governing Body for approval.

**RESOLVED FURTHER THAT** Mr. Siddharth Shahani, Executive President or Mr. Subodh Khanna, Chief Finance and Accounts Officer be and are hereby severally authorized to finalize and execute such deeds, documents, or instruments on behalf of the company as may be necessary for the repayment of the unsecured loan and to perform all acts, deeds, and things incidental or ancillary thereto."

**11. To consider and approve the Budget for the Financial Year 2025-2026:**

The Chairperson requested Mr. Subodh Khanna to present this item.

Mr. Subodh Khanna presented the proposed Budget for the Financial Year 2025-26 to the members as recommended by Finance Committee as tabled during the meeting.

He further apprised the members that the budget encompasses the projected expenditure for all new programs proposed to commence from the Academic Year 2025-26, including the five-year integrated BBA LL.B. program. The estimated expenditure covers costs related to faculty and staff recruitment as well as the procurement of learning resources and other library facilities.

The members noted the same and passed the following resolution, unanimously:

**"RESOLVED THAT** pursuant to the provisions of the Act, Statutes, Ordinances, the Budget for Financial Year 2025-2026 of the University, as recommended by the Finance Committee, be and is hereby approved by the Board of Management."

**RESOLVED FURTHER THAT** the same has been recommended to the Governing Body for approval.

**RESOLVED FURTHER THAT** Mr. Siddharth Shahani, Executive President or Mr. Subodh Khanna, Chief Finance and Accounts Officer be and are hereby severally authorized to finalize and execute such deeds, documents, or instruments on behalf of the company as may be necessary for the repayment of the unsecured loan and to perform all acts, deeds, and things incidental or ancillary thereto."

**12. To consider and authorize execution of Memorandum of Understanding with International Higher Education Institution and Industry:**

The Chairperson proposed the execution of the Memorandum of Understanding (MoU) with reputed international universities and industry partners to promote academic collaboration, student exchange, and joint research initiatives.

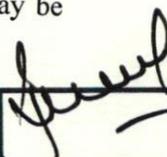
The draft MoU were presented and discussed in detail.

The members, after thorough deliberation and discussion, passed the following resolution unanimously:

**"RESOLVED THAT** the execution of the Memorandum of Understanding with International Universities and Industry, as presented, be and is hereby authorized by the Board of Management.

**RESOLVED FURTHER THAT** the Vice-Chancellor and/or Executive President be and are hereby severally authorized to take all necessary actions and execute all documents required to implement the budget, including providing a certified copy of the resolution as may be required by any authority."

CHAIRMAN'S  
INITIALS



HELD AT \_\_\_\_\_

ON \_\_\_\_\_

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**13. To take on record program wise number of students admitted for Academic Year 2024- 25:**

The Chairperson presented the report on student admissions across various programs for the Academic Year 2024-25 highlighting the program wise sanctioned intake and the number of admitted students.

After thorough discussion, the members acknowledged the seats filled against sanctioned intake for various programs for A. Y. 2024-25 as tabled during the meeting and unanimously resolved to take it on record.

**14. To apprise members about the Faculty appointed for the Academic Year 2024-25 against the sanctioned post:**

The Chairperson apprised the members that faculty members has been recruited for the Academic Year 2024-25 as per the sanctioned posts and the total faculty count for A.Y. 2024-25.

The members deliberated over the Faculty Student Ratio and found it satisfactory as per the regulatory standards.

The members engaged in a discussion regarding the academic credentials of these faculty members, ensuring that their qualifications align with the regulatory standards and program requirements.

Following a thorough deliberation, the members acknowledged the appointments of faculty members and took the same on record.

**15. To consider and approve Sanctioned Posts for Faculty for Academic Year 2025-26:**

The Chairperson presented the faculty requirement based on the proposed Sanctioned Student Intake for Academic Year 2025-26.

The sanctioned posts for faculty for the Academic Year 2025-26 required, was tabled during the meeting for the review.

The Members after due deliberations passed the following resolution unanimously.

**"RESOLVED THAT** approval of the members of the Board of Management be and is hereby given for Sanctioned Posts of full-time faculty members for the Academic Year 2025-26 as tabled during the meeting and it is further approved that, the teaching faculty more than the Sanctioned Posts, can be appointed, as and when required.

**RESOLVED FURTHER THAT** the Vice-Chancellor and/or Executive President be and are hereby severally authorized to take all necessary actions and execute all documents required to implement the budget, including providing a certified copy of the resolution as may be required by any authority."

**16. To apprise members about the successful submission of the SSR on 17<sup>th</sup> October 2024:**

The Chairperson informed the members that the university successfully submitted the Self-Study Report (SSR) on 17th October 2024 as part of the National Assessment and Accreditation Council (NAAC) accreditation process. The SSR serves as a comprehensive document reflecting the institution's academic achievements, governance framework, and quality enhancement initiatives.

The members acknowledged this significant milestone and emphasized continued efforts to ensure a successful accreditation outcome.

CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_

ON \_\_\_\_\_

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**17. To discuss and consider the changes in Credit structure and Curriculum of existing on campus programs for A.Y. 2025-26 as recommended by the respective Board of Studies:**

The Chairperson informed the Academic Council that the respective Boards of Studies (BoS) had conducted a comprehensive review of the existing programs and recommended changes in the credit structure and curriculum to enhance academic rigor, ensure regulatory compliance, and align with National Education Policy.

The proposed modifications include rationalization of course credits, introduction of new courses in relevant areas, and revision of existing course content to ensure alignment with learning outcomes, outcome-based education principles, and the pedagogical framework of UGC.

The members thoroughly examined the recommendations and noted that the revised structure would strengthen the academic framework, improve learner engagement, and maintain parity with the corresponding on-campus programs.

After deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the proposed changes in the Credit Structure and Curriculum of the existing on campus programs for A.Y. 2025-26, as recommended by the respective Boards of Studies and placed before the Academic Council, be and are hereby approved by the members of the Borad of Management.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of the Borad of Management.”

**18. To apprise members about successful submission of the application to Bar Council of India for introduction of the new program i.e. 5-year integrated B.B.A. - L.L.B. (Hons.) from Academic Year 2025-26:**

The Chairperson informed the members that the university has successfully submitted its application to the Bar Council of India (BCI) for approval to introduce the 5-year integrated B.B.A. - L.L.B. (Hons.) program starting from the Academic Year 2025-26. This initiative aligns with the institution's vision of expanding its academic offerings in legal education and equipping students with interdisciplinary knowledge of business and law.

The members acknowledged this development as a crucial step in diversifying the university's academic portfolio and enhancing career opportunities for students in the legal domain.

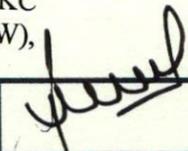
**19. To consider and propose signing of supplementary lease deed for additional space at building named Sunteck BKC 51:**

The Chairperson requested Mr. Subodh Khanna to present the agenda.

Mr. Subodh Khanna apprised the members of the Board of Management that as part of its exercise to build additional space at building named Sunteck BKC 51 on long term lease, for expanding the facilities of the University to be used for immersive training of its students, a supplementary lease deed has to be executed with the lessors i.e. Sahrish Constructions Private Limited and Enclave Hospitality Private Limited for a carpet area of 587.015 sq. ft. as per the terms and conditions as approved by the Finance Committee.

The members after due deliberations, passed the following resolutions, unanimously:

**“RESOLVED THAT** the Board of Management has given its approval to enter into a Supplementary Lease Deed with Sahrish Constructions Private Limited and Enclave Hospitality Private Limited for leasing the premises located at Ground Floor, Sunteck BKC 51, plot bearing CTS No. 115, 115/A 1 to 20 of village Kurla (W), LBS Marg, Kurla (W),

CHAIRMAN'S INITIALS	
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Mumbai – 400070, Maharashtra, India admeasuring 587.015 sq. ft. expanding the facilities of the University, to be used for immersive training of its students, as per the terms and conditions agreed by the Finance Committee.

**RESOLVED FURTHER THAT** the Vice-Chancellor and/or Executive President be and are hereby severally authorized to take all necessary actions and execute all documents required to implement the budget, including providing a certified copy of the resolution as may be required by any authority.”

**20. To consider and approve the Visiting Faculty budget for Term-II (January 2025 to April 2025):**

The Chairperson presented the proposed budget for visiting faculty for Term II of the Academic Year 2024-25. The budget aimed to support the engagement of experienced and specialized faculty members to enhance the quality of education and provide expertise in niche subject areas.

The Chairperson elaborated on the allocation of funds, covering aspects such as honorariums, travel expenses, accommodation, and other allowances.

The members, after thorough discussion and evaluation of the budget proposal, unanimously passed the following resolution:

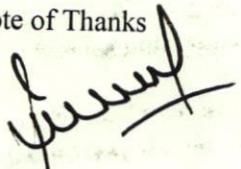
**“RESOLVED THAT** the Board of Management approves the Visiting Faculty Budget for Term II of Academic Year 2024-25, as tabled at the meeting as recommended by Finance Committee.

**RESOLVED FURTHER THAT** the same is be and hereby recommended to the Governing Body for its approval.

**RESOLVED FURTHER THAT** the Vice-Chancellor and/or Executive President be and are hereby severally authorized to take all necessary actions and execute all documents required to implement the budget, including providing a certified copy of the resolution as may be required by any authority.”

There being no other business to be transacted, the meeting concluded with a Vote of Thanks to the Chair.

Date: 20.01.2025  
Place: Mumbai

  
Chairperson

CHAIRMAN'S  
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MINUTES OF THE SECOND ACADEMIC COUNCIL MEETING OF ATLAS SKILLTECH UNIVERSITY ('THE UNIVERSITY') FOR THE ACADEMIC YEAR 2024-25, HELD ON WEDNESDAY, 11<sup>th</sup> DECEMBER 2024 AT 02:00 PM AT THE BOARD ROOM AT TOWER 1, EQUINOX BUSINESS PARK, OFF. BANDRA KURLA COMPLEX (BKC), L.B.S MARG, KURLA (WEST), MUMBAI – 400070.

**Members Present:**

1. Dr. Rajan Welukar
2. Mr. Sidharth Shahani
3. Prof. Anando Dutta
4. Dr. Zuleika Homavazir
5. Dr. Shashikant Patil
6. Dr. Varsha Agarwal
7. Dr. Malcolm Homavazir
8. Dr. Chetana Asbe
9. Mr. Salil Thigale
10. Mr. Utsav Shroff
11. Mr. Uttam Kumar
12. Ms. Divya Vijaychandran
13. Mr. Aditya Kashyap
14. Mr. Ameya Ambulkar
15. Mr. Ameya Abhyankar
16. Ms. Bhargavi Deshpande
17. Dr. Parag Amin

Special Invitee:

1. Dr. Deepak Gupta

Dr. Rajan Welukar, Vice- Chancellor was requested to Chair the meeting.

He occupied the Chair, with the consent of all members and welcomed the members to the meeting.

**1. Granting leave of absence:**

All members have attended the meeting. The quorum was present.

**2. To note the minutes of the previous meeting:**

The members were requested to note the minutes of the previous meeting of the Academic Council, which were placed at the meeting.

The members considered, confirmed, and noted the same.

**3. To take on record composition of Content Review Committee:**

The Chairperson apprised the members about the composition of the Content Review Committee (CRC), constituted by as Quality initiative by Centre for Internal Quality Assurance (CIQA) to review and maintain the quality and compliance of the content developed for online programs.

The members appreciated this initiative and took the same on record.

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CHAIRMAN'S  
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**4. To discuss and consider structure of 2-year Online Master of Business Administration (MBA) program:**

The Chairperson invited Dr. Deepak Gupta to present the proposed program structure for the 2-year Master of Business Administration (MBA) Program to be offered under the Centre for Distance and Online Education (CDOE).

Dr. Deepak Gupta presented the program structure for 2 -year Online Master of Business Administration (MBA) covering the semester wise courses and credit distribution. He further informed the members the program structure is same as that of corresponding on campus program.

The members reviewed the Program Structure, as detailed in Annexure 1 and discussed alignment with industry needs, employability outcomes, and the requirements for online delivery.

After due consideration the following resolution was passed unanimously:

**“RESOLVED THAT** the proposed Program Structure of the 2-Year Online Master of Business Administration (MBA) Program, as annexed in Annexure 1, be and is hereby noted and approved by the members of Academic Council.

**RESOLVED FURTHER THAT** the same is recommended to Board of Management for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Academic Council.”

**5. To discuss and consider the Program Structure of the 3-Year Online Bachelor of Business Administration (BBA) program:**

The Chairperson invited Dr. Deepak Gupta to present the proposed program structure for the 3-year Bachelor of Business Administration (BBA) Program to be offered under the Centre for Distance and Online Education (CDOE).

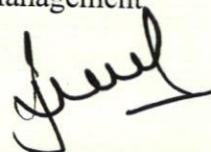
Dr. Deepak Gupta presented the program structure for 3 -year Online Bachelor of Business Administration (BBA) covering the semester wise courses and credit distribution. He further informed the members the program structure is same as that of corresponding on campus program.

The members reviewed the Program Structure, as detailed in Annexure 2 and discussed alignment with industry needs, employability outcomes, and the requirements for online delivery.

After due consideration the following resolution was passed unanimously:

**“RESOLVED THAT** the proposed Program Structure of the 3-Year Online Bachelor of Business Administration (BBA) Program, as annexed in Annexure 2 be and is hereby noted and approved by the members of Academic Council.

**RESOLVED FURTHER THAT** the same is recommended to Board of Management for further consideration.



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**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Academic Council

**6. To discuss and adopt 4 quadrant approach as per UGC regulations 2020:**

The Chairperson briefed the members on the UGC-mandated Four-Quadrant Approach, which serves as the cornerstone of pedagogy for online and Open and Distance Learning (ODL) programmes. This framework, as stipulated under the University Grants Commission Regulations 2020, ensures that online programmes are not limited to passive content delivery but instead offer a holistic and interactive learning experience. The Chairperson underscored that each quadrant complements the others to promote learner-centric, technology-enabled education in line with quality assurance benchmarks.

It was explained that the first quadrant focuses on e-Tutorials, encompassing pre-recorded lectures, interactive sessions, and demonstrations designed to convey conceptual knowledge. The second quadrant is e-Content, which includes digital learning resources such as self-instructional materials, readings, simulations, and case studies. The third quadrant is Web Resources, curated to provide access to open educational resources, research databases, and supplementary learning materials. The fourth quadrant consists of Self-Assessment Tools, including quizzes, assignments, problem-solving exercises, and peer or automated assessments that enable learners to measure their progress and reinforce their understanding.

The Chairperson emphasized that adopting this approach guarantees adherence to the UGC quality framework, especially in promoting active learner engagement, transparency in evaluation, and accessibility to diverse learning materials. By integrating the Four Quadrants, institutions can ensure that programmes offered in online and ODL modes meet the mandated requirements for instructional design, learner support services, and assessment mechanisms. This model also facilitates continuous improvement, periodic review, and benchmarking with national and global standards, thereby creating an enriched and sustainable online learning ecosystem.

**Four Quadrant approach as per UGC regulations 2020**

- a) **Quadrant-I** is e-Tutorial; which shall contain Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.
- b) **Quadrant-II** is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.
- c) **Quadrant-III** is the Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team.
- d) **Quadrant-IV** is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconception.

*[Signature]*

CHAIRMAN'S INITIALS
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HELD AT \_\_\_\_\_

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Norms For Delivery of Online Programs as per UGC regulations 2020.

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	2 credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 credits	12 weeks	12 hours	24 hours	20	20	44	120
3.	6 credits	14 weeks	14 hours	28 hours	30	30	66	180
4.	8 Credits	16 weeks	16 hours	32 hours	40	40	88	240

After due deliberation, the following resolution was passed unanimously:

**“RESOLVED THAT** the adoption of the 4-Quadrant Approach (e-Tutorials, e-Content, Web Resources, and Self-Assessment Tools) for learning resources along with the course delivery for the said online programs in accordance with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020, be and is hereby approved by the members of Academic Council.

**RESOLVED FURTHER THAT** the same is recommended by the Academic Council to the Academic Council for its approval and that the same be adopted, by including the modifications/suggestions, as may be provided by the Board of Management.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Academic Council.”

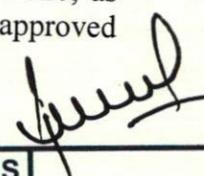
**7. To discuss and consider the draft of the Policy on Content Development for Online Programs (Based on Four-Quadrant Approach) in accordance with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020:**

The Chairperson invited the members to review and deliberate on the draft Policy on Content Development, formulated in alignment with the Four-Quadrant Approach as prescribed under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The members discussed the essential components of the policy, including the design and structure of content across the four quadrants—(i) e-Tutorials, (ii) e-Content, (iii) Web Resources, and (iv) Self-Assessment.

Following detailed deliberations, the members unanimously passed the following resolutions:

**“RESOLVED THAT** the draft of the Policy on Content Development for Online Program (based on the Four-Quadrant Approach) in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020, as recommended by CIQA and as presented during the meeting, be and is hereby approved by the members of the Academic Council.

  
CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_

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**RESOLVED FURTHER THAT** the same be recommended to Board of Management for its review and approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for necessary action, under the hands of the Chairperson or an Authorized Signatory of the Academic Council.”

**8. To discuss and consider Learning Management System Platform for offering the Online programs through Centre for Distance and Online Education:**

The Chairperson guided the discussion on key LMS selection parameters, focusing on scalability, integration with e-content, analytics, accessibility, security, and assessment capabilities. The members reviewed compliance aspects relating to data privacy, interoperability, and plagiarism detection, in alignment with UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. Cost, implementation timelines, training, and support requirements were also discussed to ensure adherence to Annexure 9 of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. The members considered Inflibnet-SWAYAM as an initial platform option.

The members after due deliberation passed the following resolution unanimously:

**“RESOLVED THAT** approval for using Inflibnet-SWAYAM platform as Learning Management System for offering the Online programs through Centre for Distance and Online Education, be and is hereby given by the Academic Council.

**RESOLVED FURTHER THAT** the technical team shall explore the possibility of in-house development of Learning Management System in accordance with Annexure 9 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

**RESOLVED FURTHER THAT** the same is further recommended to Board of Management for further consideration.

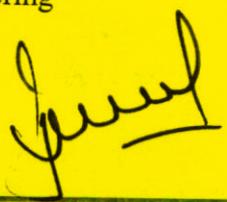
**RESOLVED FURTHER THAT RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of any authorised person of Academic Council.”

**9. To present and approve the Program Project Report (PPR) for 2- year Online Master of Business Administration (MBA) program:**

The Chairperson presented the Program Project Report (PPR) for 2 -year Online Master of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University’s mission and regulatory framework for offering Online Programs.

After due deliberation, the following resolutions were unanimously passed:

  
CHAIRMAN'S  
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HELD AT \_\_\_\_\_

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**“RESOLVED THAT** the Program Project Report (PPR) for 2-year Online Master of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Academic Council.

**RESOLVED FURTHER THAT** the same be recommended to the Board of Management for its approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Academic Council.”

**10. To present and approve the Program Project Report (PPR) for 3 - year of Bachelor of Business Administration (BBA) program:**

The Chairperson presented the Program Project Report (PPR) for 3- year Online Bachelor of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University’s mission and regulatory framework for offering Online Programs.

After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the Program Project Report (PPR) for 3-year Online Bachelor of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Academic Council.

**RESOLVED FURTHER THAT** the same be recommended to the Board of Management for its approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Academic Council.”

**11. To take on record seats filled against sanctioned intake for various programs for A. Y. 2024-25:**

The Chairperson presented the report on student admissions across various programs for the Academic Year 2024-25 highlighting the program wise sanctioned intake and the number of admitted students.

After thorough discussion, the members acknowledged the seats filled against sanctioned intake for various programs for A. Y. 2024-25 as tabled during the meeting and unanimously resolved to take it on record.



CHAIRMAN'S INITIALS	
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**12. To take on record the faculty members appointed against the sanctioned posts for Academic Year 2024-25:**

The Chairperson apprised the members that faculty members has been recruited for the Academic Year 2024-25 as per the sanctioned posts and the total faculty count for A. Y. 2024-25.

The members deliberated over the Faculty Student Ratio and found it satisfactory as per the regulatory standards.

The council engaged in a discussion regarding the academic credentials of these faculty members, ensuring that their qualifications align with the regulatory standards and program requirements.

Following a thorough deliberation, the members acknowledged the appointments of faculty members and took the same on record.

**13. To apprise the members about Academic Administrative Audit planned for A.Y. 2024-25 by IQAC:**

The Chairperson informed the members that Academic Administrative Audit planned for A. Y. 2024-25 is planned by the IQAC on 23<sup>rd</sup> May 2025.

The Chairperson briefed the members about the Audit parameters decided by the IQAC which will evaluate compliance with regulations, governance practices, and institutional growth. It will also review education quality, skill development, employability, international collaborations, and the effectiveness of faculty, student development, and organizational processes.

The Chairperson further requested the Deans/Directors to apprise the members about the preparation towards this audit. The Deans/Directors provided an update pertaining to the documentation of the ongoing activities and practices.

The members appreciated the detailed planning and comprehensive approach adopted by the IQAC for conducting the Academic Administrative Audit and took a note of the same.

**14. To apprise members about the selection of Research Scholars for Academic Year 2024-25 and their progress till date:**

The Chairperson apprised the members about the selection of Research Scholars for Academic Year 2024-25.

It was highlighted that the selection was carried out through a rigorous process in line with the Ph.D. regulations adopted by the University.

The Chairperson also provided an update on progress of the coursework sessions conducted for the Research Scholars. It was further informed that the third meeting of the Research Advisory Board for research Scholars from the Batch of 2022-23 have been scheduled during the February 2025.

The members acknowledged the updates and appreciated the efforts taken to ensure a structured and transparent selection process for Research Scholars.

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CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_

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**15. To place on record of placements and convocation of outgoing students:**

The Registrar presented the placement statistics and convocation details for the graduating batches of different programs. i.e. Bachelor of Vocation in Design, Bachelor of Vocation in 3 D Animation & VFX, Bachelor of Arts (Hons.) in Film and Animation, Bachelor of Arts (Hons.) in Media Communication.

The Registrar apprised the member that the Graduation Day i.e. Degree Distribution Ceremony was conducted on the 5<sup>th</sup> July 2024 at National Centre for the Performing Arts.

The members noted the achievements and expressed appreciation for the efforts of all stakeholders.

**16. To discuss and consider Faculty posts for Academic Year 2025-26:**

The Chairperson presented the faculty requirement based on the proposed Sanctioned Student Intake for Academic Year 2025-26.

The sanctioned posts for faculty for the Academic Year 2025-26 required, was tabled during the meeting for the review and further consideration by the members of the Academic Council.

The Members after due deliberations passed the following resolution unanimously.

**"RESOLVED THAT** approval of the members of the Academic Council be and is hereby given for Sanctioned Posts of full-time faculty members for the Academic Year 2025-26 as tabled during the meeting and it is further approved that, the teaching faculty more than the Sanctioned Posts, can be appointed, as and when required.

**RESOLVED FURTHER THAT** the same is recommended to Board of Management for approval and the same be offered to implement, by including the modifications/suggestions, as may be provided by the Board of Management.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized person of the Committee."

**17. To discuss and consider the change in Credit structure and Curriculum of existing on campus programs as recommended by the respective Board of Studies for Academic Year 2025-26:**

The Chairperson informed the Academic Council that the respective Boards of Studies (BoS) had conducted a comprehensive review of the existing programs and recommended changes in the credit structure and curriculum to enhance academic rigor, ensure regulatory compliance, and align with National Education Policy.

The proposed modifications include rationalization of course credits, introduction of new courses in relevant areas, and revision of existing course content to ensure alignment with learning outcomes, outcome-based education principles, and the pedagogical framework of UGC.

The Academic Council thoroughly examined the recommendations and noted that the revised structure would strengthen the academic framework, improve learner engagement, and maintain parity with the corresponding on-campus programs.

CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_

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After deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the proposed changes in the Credit Structure and Curriculum of the existing on campus programs for Academic Year 2025-26, as recommended by the respective Boards of Studies and placed before the Academic Council, be and are hereby approved by the members of the Academic Council.

**RESOLVED FURTHER THAT** the same be recommended to the Board of Management for its consideration and approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of the Academic Council.”

**18. To apprise members about successful submission of the application to Bar Council of India for introduction of the new program i.e. 5 years integrated B.B.A. - L.L.B. (Hons.) from Academic Year 2025-26:**

The Chairperson apprised the members about the successful submission of the application to Bar Council of India for introduction of the new program i.e. 5 years integrated B.B.A. - L.L.B. (Hons.) from Academic Year 2025-26.

The members were further informed that the application included a comprehensive curriculum structure, faculty details, infrastructural availability and other necessary compliance measures to ensure the program meets the highest educational standards.

**19. To take on record the introduction of new programs from Academic Year 2025-26 as approved by the Governing Body.**

The Chairperson apprised the members of the Board of Studies about the new programs from Academic Year 2025-26 as approved by the Governing Body as mentioned below:

- a) Bachelor of Business Administration (BBA) in Business Psychology
- b) Bachelor of Technology (B. Tech) in Computer Science - AI & Robotics
- c) Bachelor of Technology (B. Tech) in Computer Science - AI & Digital Design
- d) Five Years Integrated B. Tech – MBA (AI ML - Technology Management)
- e) Master of Business Administration - Emerging Leaders
- f) Master of Business Administration - Investment Banking
- g) Master of Business Administration - FinTech
- h) Bachelor of Business Administration in Digital Branding and Advertising
- i) Bachelor of Business Administration (BBA) (Hons.) - AI & Emerging Technologies

The Chairperson further explained that the Board of Studies will prepare curriculum for the proposed programs and present it to the members at their next meeting.

The members after due deliberation and discussion took the same on record.

**20. To approve the program outcomes for the new programs to be introduced from the Academic Year 2025-26.**

The Chairperson presented the program outcomes of the following programs to the members of the Board of Studies for consideration and approval of the members.

- a) Bachelor of Business Administration (BBA) in Business Psychology
- b) Bachelor of Technology (B. Tech) in Computer Science, AI & Robotics
- c) Bachelor of Technology (B. Tech) in Computer Science, AI & Digital Design

CHAIRMAN'S  
INITIALS

HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

- d) Five Years Integrated B. Tech – MBA (AI ML - Technology Management)
- e) Master of Business Administration - Emerging Leaders
- f) Master of Business Administration - Investment Banking
- g) Master of Business Administration - FinTech
- h) Bachelor of Business Administration in Digital Branding and Advertising
- i) Bachelor of Business Administration (BBA) (Hons.) - AI & Emerging Technologies

The Chairperson informed the members that all the programs are designed taking into consideration the relevance to local, national, regional and global developmental needs and the same is reflected in the outcomes.

The members discussed the same and the following resolution was passed unanimously:

**“RESOLVED THAT** the approval of the Academic Council be and is hereby given for the program outcomes of various programs, as tabled at the meeting.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Academic Council.”

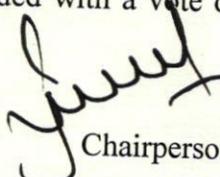
**21. To discuss about the weightage of different assessment components for new programs to be introduced from Academic Year 2025-26:**

The Chairperson apprised the members that the weightage of the Internal Component is proposed to be 60% and the external component to be 40%.

The assessment patterns were discussed and noted in detail by the members. The same was recommended to the Academic Council for the noting.

There being no further matters for discussion, the meeting concluded with a vote of thanks to the Chair.

Date:  
Place: Mumbai

  
Chairperson  
Academic Council

CHAIRMAN'S INITIALS	
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MINUTES OF MEETING OF THE SECOND BOARD OF STUDIES MEETING OF ATLAS ISME SCHOOL OF MANAGEMENT & ENTREPRENEURSHIP (THE BOARD OF STUDIES) FOR ACADEMIC YEAR 2024-25, HELD ON FRIDAY, 06TH DECEMBER 2024, AT 12:00 PM AT THE BOARD ROOM, TOWER 1, EQUINOX BUSINESS PARK, OFF. BANDRA KURLA COMPLEX, L. B. S. MARG, KURLA WEST, MUMBAI - 400 070.

**Members Present:**

1. Dr. Zuleika Homavazir
2. Dr. Malcolm Homavazir
3. Mr. Bineet Desai
4. Mr Aditya Kashyap
5. Dr. Simarjeet Makkar
6. Dr. Kajal Chheda
7. Dr. Priya Harikumar
8. Mr. Sagar Nichani
9. Dr. Varsha Agarwal

**1. To appoint the Chairperson.**

Dr. Varsha Agarwal requested Dr. Zuleika Homavazir to chair the meeting. Dr. Zuleika Homavazir was appointed as the Chairperson of the ATLAS, ISME School of Management and Entrepreneurship. She welcomed the members to the meeting.

**2. To consider and approve leave of absence, if any and note the quorum.**

Dr. Varsha Agarwal informed that the following members requested for leave of absence.

1. Mr. Tejas Murgesh
2. Mr. Manish Khandelwal
3. Mr. Ameya Abhyankar
4. Ms. Muskaan Kasmani

The Chairperson confirmed the quorum was present.

**3. To note the minutes of the previous meeting.**

The minutes of the previous meeting were presented by the Chairperson, and members noted the same.

**4. To present and consider program structure of 2-year Master of Business Administration (MBA) program offered on campus for intake of A.Y. 2025-26:**

The Chairperson presented before the members the proposed programme structure for the 2-year Master of Business Administration (MBA) Programme to be offered on campus for the Academic Year 2025-26 intake. The Chairperson apprised the members that the programme structure has been developed in alignment with the regulatory framework and is designed to ensure academic rigor, industry relevance, and holistic student development.

It was informed that the programme structure includes semester-wise course

CHAIRMAN'S  
INITIALS

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distribution, course titles, course codes, and credit allocations. The structure emphasizes conceptual understanding, practical application, skill-based learning, and experiential components.

The members reviewed and deliberated on the proposed structure, including the curriculum flow, credit framework, and alignment with programme learning outcomes.

After due deliberation, the members passed the following resolution unanimously:

**“RESOLVED THAT** the Board of Studies hereby approves the proposed Programme Structure of the 2-year Master of Business Administration (MBA) Programme offered on campus for intake of Academic Year 2025–26, including the semester-wise courses, course codes, and credit framework, as presented and annexed in Annexure 1.

**RESOLVED FURTHER THAT** the same is recommended Academic Council for its consideration and approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for necessary action and implementation, under the signature of the Chairperson or any Authorized Person of the Board of Studies.”

**5. To present and consider program structure for Bachelor of Business Administration (BBA) program offered on campus for intake of A.Y. 2025-26:**

The Chairperson presented before the members the proposed programme structure for the Bachelor of Business Administration (BBA) Programme offered on campus for the Academic Year 2025–26 intake. The Chairperson apprised the members that the programme structure has been developed in alignment with the regulatory guidelines ensuring academic rigor, contemporary relevance, and the development of managerial, analytical, and professional competencies among students.

It was informed that the programme structure includes semester-wise course distribution, course titles, course codes, and credit allocations. The structure is designed to enable progressive learning through foundational, core, interdisciplinary, and skill-based courses, and integrates experiential components.

The members reviewed and deliberated on the proposed structure, including the curriculum sequencing, credit framework, and alignment with programme learning outcomes and graduate attributes.

After due deliberation, the members passed the following resolution unanimously:

**“RESOLVED THAT** the Board of Studies hereby approves the proposed Programme Structure of the Bachelor of Business Administration (BBA) Programme offered on campus for the intake of Academic Year 2025–26, including the semester-wise courses, course codes, and credit framework, as presented and annexed in Annexure 2.

**RESOLVED FURTHER THAT** the approval of the Board of Studies be and is hereby accorded to offer Major studies in Finance or Marketing, and Minor studies in Entrepreneurship and Business Analytics for the Bachelor of Business Administration (BBA) Programme offered on campus.

CHAIRMAN'S INITIALS	
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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

**RESOLVED FURTHER THAT** the same is recommended to the Academic Council for its consideration and approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned person(s) and/or authorities for necessary action and implementation, under the signature of the Chairperson or any Authorized Person of the Board of Studies.

**6. To discuss and consider structure of 2-year Online Master of Business Administration (MBA) program:**

The Chairperson invited Dr. Deepak Gupta to present the proposed program structure for the 2-year Master of Business Administration (MBA) Program to be offered under the Centre for Distance and Online Education (CDOE).

Dr. Deepak Gupta presented the program structure for 2 -year Online Master of Business Administration (MBA) covering the semester wise courses and credit distribution. He further informed the members the program structure is same as that of corresponding on campus program.

The members reviewed the Program Structure, as detailed in Annexure 3 and discussed alignment with industry needs, employability outcomes, and the requirements for online delivery.

After due consideration the following resolution was passed unanimously:

**“RESOLVED THAT** the proposed Program Structure of the 2-Year Online Master of Business Administration (MBA) Program, as annexed in Annexure 3, be and is hereby noted and approved by the members of Board of Studies.

**RESOLVED FURTHER THAT** the same is recommended to Academic Council for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Board of Studies.”

**7. To discuss and consider the Program Structure of the 3-Year Online Bachelor of Business Administration (BBA) program:**

The Chairperson invited Dr. Deepak Gupta to present the proposed program structure for the 3-year Bachelor of Business Administration (BBA) Program to be offered under the Centre for Distance and Online Education (CDOE).

Dr. Deepak Gupta presented the program structure for 3 -year Online Bachelor of Business Administration (BBA) covering the semester wise courses and credit distribution. He further informed the members the program structure is same as that of corresponding on campus program.

The members reviewed the Program Structure, as detailed in Annexure 4, and discussed alignment with industry needs, employability outcomes, and the requirements for online delivery.

After due consideration the following resolution was passed unanimously:

**“RESOLVED THAT** the proposed Program Structure of the 3-Year Online Bachelor

CHAIRMAN'S INITIALS	
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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

of Business Administration (BBA) Program, as annexed in Annexure 4 be and is hereby noted and approved by the members of Board of Studies.

**RESOLVED FURTHER THAT** the same is recommended to Academic Council for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Board of Studies.

**8. To discuss and adopt 4 quadrant approaches as per UGC regulations 2020:**

The Chairperson briefed the members on the UGC-mandated Four-Quadrant Approach, which serves as the cornerstone of pedagogy for online and Open and Distance Learning (ODL) programmes. This framework, as stipulated under the University Grants Commission Regulations 2020, ensures that online programmes are not limited to passive content delivery but instead offer a holistic and interactive learning experience. The Chairperson underscored that each quadrant complements the others to promote learner-centric, technology-enabled education in line with quality assurance benchmarks.

It was explained that the first quadrant focuses on e-Tutorials, encompassing pre-recorded lectures, interactive sessions, and demonstrations designed to convey conceptual knowledge. The second quadrant is e-Content, which includes digital learning resources such as self-instructional materials, readings, simulations, and case studies. The third quadrant is Web Resources, curated to provide access to open educational resources, research databases, and supplementary learning materials. The fourth quadrant consists of Self-Assessment Tools, including quizzes, assignments, problem-solving exercises, and peer or automated assessments that enable learners to measure their progress and reinforce their understanding.

The Chairperson emphasized that adopting this approach guarantees adherence to the UGC quality framework, especially in promoting active learner engagement, transparency in evaluation, and accessibility to diverse learning materials. By integrating the Four Quadrants, institutions can ensure that programmes offered in online and ODL modes meet the mandated requirements for instructional design, learner support services, and assessment mechanisms. This model also facilitates continuous improvement, periodic review, and benchmarking with national and global standards, thereby creating an enriched and sustainable online learning ecosystem.

**Four Quadrant approach as per UGC regulations 2020**

- a) **Quadrant-I** is e-Tutorial; which shall contain Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.
- b) **Quadrant-II** is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.

CHAIRMAN'S INITIALS	
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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

c) **Quadrant-III** is the Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team.

d) **Quadrant-IV** is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconception.

Norms For Delivery of Online Programs as per UGC regulations 2020.

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	2 credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 credits	12 weeks	12 hours	24 hours	20	20	44	120
3.	6 credits	14 weeks	14 hours	28 hours	30	30	66	180
4.	8 Credits	16 weeks	16 hours	32 hours	40	40	88	240

After due deliberation, the following resolution was passed unanimously:

**“RESOLVED THAT** the adoption of the 4-Quadrant Approach (e-Tutorials, e-Content, Web Resources, and Self-Assessment Tools) for learning resources along with the course delivery for the said online programs in accordance with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020, be and is hereby approved by the members of Board of Studies.

**RESOLVED FURTHER THAT** the same is recommended to the Academic Council for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Board of Studies.”

**9. To present and approve the Program Project Report (PPR) for 2- year Online Master of Business Administration (MBA) program:**

The Chairperson presented the Program Project Report (PPR) for 2 -year Online Master of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said program project report and noted that they are aligned with the University’s mission and regulatory framework for offering Online Programs.

After due deliberation, the following resolutions were unanimously passed:

CHAIRMAN'S  
INITIALS



HELD AT \_\_\_\_\_

ON \_\_\_\_\_

TIME \_\_\_\_\_

**“RESOLVED THAT** the Program Project Report (PPR) for 2-year Online Master of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and is hereby approved by the members of Board of Studies.

**RESOLVED FURTHER THAT** the same is recommended to the Academic Council for its approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of approval.”

**10. To present and approve the Program Project Report (PPR) for 3 - year Bachelor of Business Administration (BBA) program:**

The Chairperson presented the Program Project Report (PPR) for 3- year Online Bachelor of Business Administration (MBA) program prepared in accordance with the guidelines and requirements stipulated under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The reviewed the program project report in detail, which comprehensively outline the program objectives, program structure, learning outcomes, instructional design, assessment strategy and human resources. The members appreciated the systematic approach adopted in the preparation of the said project report and noted that they are aligned with the University’s mission and regulatory framework for offering Online Programs.

After due deliberation, the following resolutions were unanimously passed:

**“RESOLVED THAT** the Program Project Report (PPR) for 3-year Online Bachelor of Business Administration (MBA) program, as prepared in accordance with the UGC (ODL and Online Programmes) Regulations, 2020 and as presented at the meeting, be and are hereby approved by the members of Board of Studies.

**RESOLVED FURTHER THAT** the same is recommended to the Academic Council for further consideration.

**RESOLVED FURTHER THAT** a certified copy of this resolution be furnished to the concerned authorities for necessary action under the hands of the Chairperson or the Authorized Person of Academic Council.”

**11. To consider and recommend paper setters and moderators for the semester end examination to be held in April 2025:**

The Chairperson informed the members of the Board of Studies that to streamline the examination process and for fair conduct of examinations, paper setters and moderators need to be identified.

After due deliberation, the following resolution was passed unanimously approving the list of paper setters and moderators:

**“RESOLVED THAT** the approval of the Board of Studies be and is hereby given for the detailed list of paper setters and moderators as recommended by the Examination Committee.

CHAIRMAN'S INITIALS	
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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

**RESOLVED FURTHER THAT** the above be and is hereby recommended to the Board of Assessment and Evaluation for its approval.

**RESOLVED FURTHER THAT** a certified copy of this resolution may be furnished to the concerned person(s) and/or authorities for giving effect to this resolution, under the hands of the Chairperson or Authorized Person of the Board of Studies.”

**12. To discuss the weightage of different assessment components for new programs to be introduced from Academic Year 2025-26:**

The Chairperson apprised the members that the weightage of the Internal Component is proposed to be 60% and the external component to be 40%.

The assessment patterns were discussed and noted in detail by the members. The same was recommended to the Academic Council for the noting.

As there were no further points to discuss, with the permission of the chair, the meeting ended with a vote of thanks.

**Date:**

  
**Chairperson**

**Place: Mumbai**

**CHAIRMAN'S  
INITIALS**



HELD AT \_\_\_\_\_

ON \_\_\_\_\_

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**Annexure 1:**

Program structure of 2-year Master of Business Administration (MBA) program offered on campus for intake of A.Y. 2025-26:

**SEMESTER - I**

Course Code	Core Compulsory	Credits
MBALA101	Geopolitics and International Business	3
MBAFIN101	Financial Statement Analysis	3
MBAMKT119	The 21st Century Marketing	3
MBAENT115	Entrepreneurship and Family Business 101	3
MBABA127	Driving Decisions by Excel And Modern Age AI Tools	3
MBA DMA 101	Introduction to Digital Marketing	3
MBAMGT117	Professional Communication and Presentation Skills- Career and Leadership Development - I	3

**Total Credits - 21****SEMESTER - II**

Course Code	Core Compulsory	Credits
MBAMGT110	CSR, SDGs, Business Research	3
MBAMGT120	Managing Self and People Skills with Human Centered Design Thinking- Career and Leadership Development- II	3

**Select any one from the following six areas of Studies**  
(Once selected, the selection will remain same for all subsequent semesters)

**Group I - Business Analytics**

MBABA111	Statistics for Business Managers	3
MBABA106	Decision making through predictive modelling	3
MBABA108	Business analytics using R	3
MBABA215	Data Storytelling	3

**Group II - Finance**

MBAFIN108	Securities Analysis & Portfolio Management	3
MBAFIN103	Financial Management	3
MBA FIN 211	Taxation in Business Decision-Making	3
MBA FIN 102	Cost and Management Accounting	3

**Group III - Marketing**

MBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
MBAMKT216	Product & Brand Management	3
MBAMKT120	Media Strategy	3
MBAMKT114	Retail & E-commerce Strategy	3

**Group IV - Business Analytics + Finance**

CHAIRMAN'S INITIALS	
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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

MBABA111	Statistics for Business Managers	3
MBABA106	Decision making through predictive modelling	3
MBAFIN108	Securities Analysis & Portfolio Management	3
MBAFIN103	Financial Management	3

**Group V - Business Analytics + Marketing**

MBABA111	Statistics for Business Managers	3
MBABA106	Decision making through predictive modelling	3
MBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
MBAMKT216	Product & Brand Management	3

**Group VI - Finance + Marketing**

MBAFIN108	Securities Analysis & Portfolio Management	3
MBAFIN103	Financial Management	3
MBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
MBAMKT216	Product & Brand Management	3

**Multidisciplinary Compulsory Course (Select Any 1)**

MBAMKT118	Marketing for Global Markets	3
MBABA110	Ethics in Artificial Intelligence	3
MBABA112	Introduction to Power BI	3

**Total Credits = 21****SEMESTER – III**

Course Code	Core Compulsory	Credits
MBAMGT205	Organizational Behaviour & Human Values – Career and Leadership Development III	3
MBAMGT207	Economics and Cyber Governance	3
MBARES201	Internship Dissertation	3

**Group I - Business Analytics**

MBABA223	Machine Learning for Managers	3
MBABA237	Vibe coding for Managers	3
MBABA227	Analytics for Sustainability management	3
MBABA239	SQL for Managers	3

**Group II – Finance**

MBAFIN203	Financial Modelling	3
MBAFIN202	Corporate Finance and Valuation	3
MBAFIN111	Investment Banking	3
MBAFIN113	Derivatives and Risk Management	3

**Group III - Marketing**

MBAMKT213	Marketing Analytics for Managers	3
MBAMKT215	Legal and Ethical Aspects of Marketing	3

CHAIRMAN'S  
INITIALS


HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

MBAMKT217	Sales and Distribution Management	3
MBAMKT205	B2B Marketing	3

**Group IV - Business Analytics + Finance**

MBABA223	Machine Learning for Managers	3
MBABA237	Vibe coding for Managers	3
MBAFIN203	Financial Modelling	3
MBAFIN202	Corporate Finance and Valuation	3

**Group V - Business Analytics + Marketing**

MBABA223	Machine Learning for Managers	3
MBABA237	Vibe coding for Managers	3
MBAMKT213	Marketing Analytics for Managers	3
MBAMKT215	Legal and Ethical Aspects of Marketing	3

**Group VI - Finance + Marketing**

MBAFIN203	Financial Modelling	3
MBAFIN202	Corporate Finance and Valuation	3
MBAMKT213	Marketing Analytics for Managers	3
MBAMKT215	Legal and Ethical Aspects of Marketing	3

**Multidisciplinary Compulsory Course (Select Any 1)**

MBABA235	Data Analytics and Visualisations for Businesses	3
MBAENT223	Entrepreneurial Marketing & Growth Hacking	3
MBAFIN215	Stock Markets & Technical Analysis	3

**Total Credits = 24**  
**SEMESTER - IV**

Course Code	Core Compulsory	Credits
MBAMGT220	Corporate Governance, Professional Ethics & Law - Career and Leadership Development - IV	3
MBAMGT222	Corporate Strategy & Supply Chain Analytics	3

**Group I - Business Analytics**

MBABA244	Tableau for Business Professionals	3
MBABA226	Text and Social Media Analytics	3
MBABA246	Python Programming for Managers	3
MBABA248	Responsible AI for Managers	3

**Group II - Finance**

MBAFIN220	Corporate Valuation	3
MBAFIN 222	FinTech Ventures and Innovation	3
MBAFIN224	Banking, NBFC and Insurance/BFSI	3
MBAFIN206	Financial Analytics	3

**Group III - Marketing**

MBAMKT210	International Marketing	3
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**CHAIRMAN'S  
INITIALS**



HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

MBAMKT238	Strategies in Rural and Luxury Marketing	3
MBAMKT240	Content & Performance Marketing	3
MBAMKT204	Services Marketing	3

**Group IV - Business Analytics + Finance**

MBABA244	Tableau for business professionals	3
MBABA226	Text and Social Media Analytics	3
MBAFIN220	Corporate Valuation	3
MBAFIN 222	FinTech Ventures and Innovation	3

**Group V - Business Analytics + Marketing**

MBABA244	Tableau for business professionals	3
MBABA226	Text and Social Media Analytics	3
MBAMKT210	International Marketing	3
MBAMKT238	Strategies in Rural and Luxury Marketing	3

**Group VI - Finance + Marketing**

MBAFIN220	Corporate Valuation	3
MBAFIN 222	FinTech Ventures and Innovation	3
MBAMKT210	International Marketing	3
MBAMKT238	Strategies in Rural and Luxury Marketing	3

**Multidisciplinary Compulsory Course (Select Any 1)**

MBABA229	Cyber Security for Managers	3
MBAENT232	IPR, Startup Laws & Ecosystems	3
MBAMKT234	Creator Economy	3

**Total Credits = 21**CHAIRMAN'S  
INITIALS


HELD AT \_\_\_\_\_

ON \_\_\_\_\_

TIME \_\_\_\_\_

**Annexure 2:**

Program structure for Bachelor of Business Administration (BBA) program offered on campus for intake of A.Y. 2025-26

Semester I			
Course code	NEP Categories	Subjects	Credits
BBA MGT 101	Core	Principles of Management	3
BBA MKT 109	Core	Marketing Management and Consumer Behaviour	4
BBA FIN 107	Core	Basics of Finance	4
BBA ENT 103	Core	Entrepreneurship Fundamentals	3
BBA LA 103	VAC/IKS	Indian Behavioural Psychology	2
BBA BA 115	SEC	AI Tools and Excel for Decision Making	3
AE	MDE	ATLAS Elective- From the list below	2
			-
		<u>Total</u>	<u>21</u>

Semester II			
Course code	NEP Categories	Subjects	Credits
BBA ENT 104	Core	New-age Business Models	3
BBA MKT 106	Core	Digital Marketing	4
BBA FIN 104	Core	Financial Statement Analysis Basics	4
BBA MGT 108	Core	Economics	3
BBA MGT 103	AEC	Business Communication	2
BBA BA 110	SEC	Statistics for Business	3
AE	MDE	ATLAS Elective- From the list below	2
AU	AU	Orientation of Indian Constitution	0
		<u>Total</u>	<u>21</u>

ATLAS Elective for First Year (Select any One of the Three) in each of the semesters I and II			
Course code	NEP Categories	Subjects	Credits
AE 25 116	Elective 1	Deep Tech	2
AE 23 86	Elective 2	Future Forward with AI	2
AE 22 33	Elective 3	Colour Psychology	2

Semester III			
<p>Select either Finance or Marketing as your <b>MAJOR</b> studies            Select either Business Analytics (BA) or Entrepreneurship as your <b>MINOR</b> studies</p>			
Course code	NEP Categories	Subjects	Credits
BBA FIN 207	Core Major 1 – FIN	Financial Management Fundamentals	4
BBA FIN 209	Core Major 2 – FIN	Investment Analysis and Portfolio Management	4
		<b>OR</b>	

CHAIRMAN'S  
INITIALS



HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

BBA MKT 207	Core Major 1 – MKT	SEO and SEM Strategy	4
BBA MKT 211	Core Major 2 – MKT	Selling and Negotiation	4
		<b>AND</b>	
BBA BA 206	Core Minor 1 - BA	Building useful Predictive Business models	3
BBA BA 219	Core Minor 2 - BA	Business Intelligence using Power BI	3
		<b>OR</b>	
BBA ENT 209	Core Minor 1 – ENT	Design Thinking and MVP Management	3
BBA ENT 211	Core Minor 2 - ENT	Dynamics of Family Managed Businesses	3
BBA MKT 203	SEC	Business Research Methods	2
BBA IT 203	INT	Internship / Project	2
BBA MGT 217	VAC/IKS	Environmental Science and Sustainability	2
	MDE	Multi disciplinary Elective*	2
		<u>Total</u>	<u>22</u>

Majors and Minors (Once selected, the selection will remain same for all subsequent semesters)

Semester IV			
<u>Course code</u>	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>
BBA FIN 204	Core Major 3 – FIN	Introduction to Financial Modelling	4
BBA FIN 208	Core Major 4 – FIN	Basics of Derivatives	4
		<b>OR</b>	
BBA MKT 208	Core Major 3 – MKT	Marketing Analytics	4
BBA MKT 212	Core Major 4 – MKT	Content and Social Media Marketing	4
		<b>AND</b>	
BBA BA 218	Core Minor 3 - BA	SQL for Business	3
BBA BA 220	Core Minor 4 - BA	Fundamentals of Python Programming	3
		<b>OR</b>	
BBA ENT 203	Core Minor 3 – ENT	Fundamentals of Social Entrepreneurship	3
BBA ENT 212	Core Minor 4 - ENT	Entrepreneurial Marketing and Growth Hacking	3
BBA MGT 208	Core	Essentials of Organizational Behaviour and Human Resource Management	2
BBA MGT 210	AEC	Business Legal Communication and Ethics	2
	MDE	Multi disciplinary Elective*	2
		<u>Total</u>	<u>20</u>

\*Multi disciplinary Electives for Second Year (Select any One of the Three) in each of the semesters

<u>Course code</u>	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>
BBA PE 01	Elective 1	Sociology	2
BBA PE 06	Elective 2	Product and Service Design	2

CHAIRMAN'S  
INITIALS


HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

AE 23 87	Elective 3	Innovative Thinking	2
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Semester V			
Course code	NEP Categories	Subjects	Credits
BBA FIN 305	Core Major 5 – FIN	Foundation of Corporate Valuation	4
BBA FIN 309	Core Major 6 – FIN	Introduction to Banking, NBFC and Insurance	4
		<b>OR</b>	
BBA MKT 307	Core Major 5 – MKT	Advanced Digital Marketing	4
BBA MKT 313	Core Major 6 – MKT	Brand Strategy and Innovation	4
		<b>AND</b>	
BBA BA 315	Core Minor 5 - BA	Sustainability Analytics	3
BBA BA 317	Core Minor 6 - BA	Data Mining and Warehouse for Business	3
		<b>OR</b>	
BBA ENT 305	Core Minor 5 – ENT	Fund Raising and Venture Capital	3
BBA ENT 307	Core Minor 6 – ENT	IP Laws and Startup Ecosystems	3
BBA BA 319	SEC	Artificial Intelligence in Business Practice	2
BBA IT 301	INT	Internship / Project	2
BBA BA 321	AEC	The Art of Data Storytelling	2
		<b>Total</b>	<b>20</b>

Semester VI			
Course code	NEP Categories	Subjects	Credits
BBA FIN 310	Core Major 7 – FIN	International Finance	4
BBA FIN 320	Core Major 8 – FIN	Taxation for Business Decisions	4
		<b>OR</b>	
BBA MKT 301	Core Major 7 – MKT	Retail Management and Ecommerce	4
BBA MKT 314	Core Major 8 – MKT	Advertising Media and Public Relations	4
		<b>AND</b>	
BBA BA 318	Core Minor 7 – BA	AI driven design Thinking	3
BBA BA 320	Core Minor 8 – BA	Big data for business	3
		<b>OR</b>	
BBA ENT 304	Core Minor 7 – ENT	Entrepreneurship Launchpad	3
BBA ENT 306	Core Minor 8 – ENT	Innovation in Family Managed Businesses	3
BBA MGT 306	Core	Strategic Management	3
BBA BA 312	VAC	Emerging Trends in Technology	2
BBA LA 304	AEC	Ancient Indian languages and Philosophy	2
		<b>Total</b>	<b>21</b>

CHAIRMAN'S  
INITIALS


HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

**Annexure 3:**

Program structure of 2-year Online Master of Business Administration (MBA) Program

**SEMESTER - I**

Course Code	Core Compulsory	Credits
OLMBALA101	Geopolitics and International Business	3
OLMBAFIN101	Financial Statement Analysis	3
OLMBAMKT119	The 21st Century Marketing	3
OLMBAENT115	Entrepreneurship and Family Business 101	3
OLMBABA127	Driving Decisions by Excel And Modern Age AI Tools	3
OLMBA DMA 101	Introduction to Digital Marketing	3
OLMBAMGT117	Professional Communication and Presentation Skills- Career and Leadership Development - I	3

**Total Credits - 21****SEMESTER - II**

Course Code	Core Compulsory	Credits
OLMBAMGT110	CSR, SDGs, Business Research	3
OLMBAMGT120	Managing Self and People Skills with Human Centered Design Thinking- Career and Leadership Development- II	3

**Select any one from the following six areas of Studies**  
(Once selected, the selection will remain same for all subsequent semesters)

**Group I - Business Analytics**

OLMBABA111	Statistics for Business Managers	3
OLMBABA106	Decision making through predictive modelling	3
OLMBABA108	Business analytics using R	3
OLMBABA215	Data Storytelling	3

**Group II - Finance**

OLMBAFIN108	Securities Analysis & Portfolio Management	3
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CHAIRMAN'S  
INITIALS


HELD AT \_\_\_\_\_

ON \_\_\_\_\_

TIME \_\_\_\_\_

OLMBAFIN103	Financial Management	3
OL MBA FIN 211	Taxation in Business Decision-Making	3
OL MBA FIN 102	Cost and Management Accounting	3

**Group III – Marketing**

OLMBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
OLMBAMKT216	Product & Brand Management	3
OLMBAMKT120	Media Strategy	3
OLMBAMKT114	Retail & E-commerce Strategy	3

**Group IV - Business Analytics + Finance**

OLMBABA111	Statistics for Business Managers	3
OLMBABA106	Decision making through predictive modelling	3
OLMBAFIN108	Securities Analysis & Portfolio Management	3
OLMBAFIN103	Financial Management	3

**Group V - Business Analytics + Marketing**

OLMBABA111	Statistics for Business Managers	3
OLMBABA106	Decision making through predictive modelling	3
OLMBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
OLMBAMKT216	Product & Brand Management	3

**Group VI - Finance + Marketing**

OLMBAFIN108	Securities Analysis & Portfolio Management	3
OLMBAFIN103	Financial Management	3
OLMBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
OLMBAMKT216	Product & Brand Management	3

**Multidisciplinary Compulsory Course (Select Any 1)**

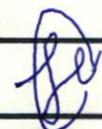
OLMBAMKT118	Marketing for Global Markets	3
OLMBABA110	Ethics in Artificial Intelligence	3
OLMBABA112	Introduction to Power BI	3

**Total Credits = 21****SEMESTER – III**

Course Code	Core Compulsory	Credits
OLMBAMGT205	Organizational Behaviour & Human Values – Career and Leadership Development III	3
OLMBAMGT207	Economics and Cyber Governance	3
OLMBARES201	Internship Dissertation	3

**Group I - Business Analytics**

OLMBABA223	Machine Learning for Managers	3
OLMBABA237	Vibe coding for Managers	3

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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

OLMBABA227	Analytics for Sustainability management	3
OLMBABA239	SQL for Managers	3

**Group II – Finance**

OLMBAFIN203	Financial Modelling	3
OLMBAFIN202	Corporate Finance and Valuation	3
OLMBAFIN111	Investment Banking	3
OLMBAFIN113	Derivatives and Risk Management	3

**Group III - Marketing**

OLMBAMKT213	Marketing Analytics for Managers	3
OLMBAMKT215	Legal and Ethical Aspects of Marketing	3
OLMBAMKT217	Sales and Distribution Management	3
OLMBAMKT205	B2B Marketing	3

**Group IV - Business Analytics + Finance**

OLMBABA223	Machine Learning for Managers	3
OLMBABA237	Vibe coding for Managers	3
OLMBAFIN203	Financial Modelling	3
OLMBAFIN202	Corporate Finance and Valuation	3

**Group V - Business Analytics + Marketing**

OLMBABA223	Machine Learning for Managers	3
OLMBABA237	Vibe coding for Managers	3
OLMBAMKT213	Marketing Analytics for Managers	3
OLMBAMKT215	Legal and Ethical Aspects of Marketing	3

**Group VI - Finance + Marketing**

OLMBAFIN203	Financial Modelling	3
OLMBAFIN202	Corporate Finance and Valuation	3
OLMBAMKT213	Marketing Analytics for Managers	3
OLMBAMKT215	Legal and Ethical Aspects of Marketing	3

**Multidisciplinary Compulsory Course (Select Any 1)**

OLMBABA235	Data Analytics and Visualisations for Businesses	3
OLMBAENT223	Entrepreneurial Marketing & Growth Hacking	3
OLMBAFIN215	Stock Markets & Technical Analysis	3

**Total Credits = 24**  
**SEMESTER – IV**

Course Code	Core Compulsory	Credits
OLMBAMGT220	Corporate Governance, Professional Ethics & Law - Career and Leadership Development – IV	3
OLMBAMGT222	Corporate Strategy & Supply Chain Analytics	3

**Group I - Business Analytics**

CHAIRMAN'S INITIALS	
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HELD AT \_\_\_\_\_

ON \_\_\_\_\_

TIME \_\_\_\_\_

OLMBABA244	Tableau for Business Professionals	3
OLMBABA226	Text and Social Media Analytics	3
OLMBABA246	Python Programming for Managers	3
OLMBABA248	Responsible AI for Managers	3

**Group II – Finance**

OLMBAFIN220	Corporate Valuation	3
OLMBAFIN 222	FinTech Ventures and Innovation	3
OLMBAFIN224	Banking, NBFC and Insurance/BFSI	3
OLMBAFIN206	Financial Analytics	3

**Group III – Marketing**

OLMBAMKT210	International Marketing	3
OLMBAMKT238	Strategies in Rural and Luxury Marketing	3
OLMBAMKT240	Content & Performance Marketing	3
OLMBAMKT204	Services Marketing	3

**Group IV - Business Analytics + Finance**

OLMBABA244	Tableau for business professionals	3
OLMBABA226	Text and Social Media Analytics	3
OLMBAFIN220	Corporate Valuation	3
OLMBAFIN 222	FinTech Ventures and Innovation	3

**Group V - Business Analytics + Marketing**

OLMBABA244	Tableau for business professionals	3
OLMBABA226	Text and Social Media Analytics	3
OLMBAMKT210	International Marketing	3
OLMBAMKT238	Strategies in Rural and Luxury Marketing	3

**Group VI - Finance + Marketing**

OLMBAFIN220	Corporate Valuation	3
OLMBAFIN 222	FinTech Ventures and Innovation	3
OLMBAMKT210	International Marketing	3
OLMBAMKT238	Strategies in Rural and Luxury Marketing	3

**Multidisciplinary Compulsory Course (Select Any 1)**

OLMBABA229	Cyber Security for Managers	3
OLMBAENT232	IPR, Startup Laws & Ecosystems	3
OLMBAMKT234	Creator Economy	3

**Total Credits = 21**CHAIRMAN'S  
INITIALS


HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

**Annexure 4:**

Program Structure of the 3-Year Online Bachelor of Business Administration (BBA) program

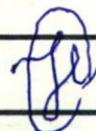
Semester I			
Course code	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>
OL BBA MGT 101	Core	Principles of Management	3
OL BBA MKT 109	Core	Marketing Management and Consumer Behaviour	4
OL BBA FIN 107	Core	Basics of Finance	4
OL BBA ENT 103	Core	Entrepreneurship Fundamentals	3
OL BBA LA 103	VAC/IKS	Indian Behavioural Psychology	2
OL BBA BA 115	SEC	AI Tools and Excel for Decision Making	3
OL AE	MDE	ATLAS Elective- From the list below	2
			-
		<b>Total</b>	<b>21</b>

Semester II			
Course code	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>
OL BBA ENT 104	Core	New-age Business Models	3
OL BBA MKT 106	Core	Digital Marketing	4
OL BBA FIN 104	Core	Financial Statement Analysis Basics	4
OL BBA MGT 108	Core	Economics	3
OL BBA MGT 103	AEC	Business Communication	2
OL BBA BA 110	SEC	Statistics for Business	3
OL AE	MDE	ATLAS Elective- From the list below	2
OL AU	AU	Orientation of Indian Constitution	0
		<b>Total</b>	<b>21</b>

ATLAS Elective for First Year (Select any One of the Three) in each of the semesters I and II			
Course code	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>
OL AE 25 116	Elective 1	Deep Tech	2
OL AE 23 86	Elective 2	Future Forward with AI	2
OL AE 22 33	Elective 3	Colour Psychology	2

Semester III			
Select either Finance or Marketing as your <b>MAJOR</b> studies Select either Business Analytics (BA) or Entrepreneurship as your <b>MINOR</b> studies			
Course code	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>

CHAIRMAN'S INITIALS



HELD AT \_\_\_\_\_

ON \_\_\_\_\_

TIME \_\_\_\_\_

OL BBA FIN 207	Core Major 1 – FIN	Financial Management Fundamentals	4
OL BBA FIN 209	Core Major 2 – FIN	Investment Analysis and Portfolio Management	4
		<b>OR</b>	
OL BBA MKT 207	Core Major 1 – MKT	SEO and SEM Strategy	4
OL BBA MKT 211	Core Major 2 – MKT	Selling and Negotiation	4
		<b>AND</b>	
OL BBA BA 206	Core Minor 1 - BA	Building useful Predictive Business models	3
OL BBA BA 219	Core Minor 2 - BA	Business Intelligence using Power BI	3
		<b>OR</b>	
OL BBA ENT 209	Core Minor 1 – ENT	Design Thinking and MVP Management	3
OL BBA ENT 211	Core Minor 2 - ENT	Dynamics of Family Managed Businesses	3
OL BBA MKT 203	<i>SEC</i>	Business Research Methods	2
OL BBA IT 203	<i>INT</i>	Internship / Project	2
OL BBA MGT 217	<i>VAC/IKS</i>	Environmental Science and Sustainability	2
	<i>MDE</i>	Multi disciplinary Elective*	2
		<u>Total</u>	<u>22</u>

Majors and Minors (Once selected, the selection will remain same for all subsequent semesters)

Semester IV			
<u>Course code</u>	<u>NEP Categories</u>	<u>Subjects</u>	<u>Credits</u>
OL BBA FIN 204	Core Major 3 – FIN	Introduction to Financial Modelling	4
OL BBA FIN 208	Core Major 4 – FIN	Basics of Derivatives	4
		<b>OR</b>	
OL BBA MKT 208	Core Major 3 – MKT	Marketing Analytics	4
OL BBA MKT 212	Core Major 4 – MKT	Content and Social Media Marketing	4
		<b>AND</b>	
OL BBA BA 218	Core Minor 3 - BA	SQL for Business	3
OL BBA BA 220	Core Minor 4 - BA	Fundamentals of Python Programming	3
		<b>OR</b>	
OL BBA ENT 203	Core Minor 3 – ENT	Fundamentals of Social Entrepreneurship	3
OL BBA ENT 212	Core Minor 4 - ENT	Entrepreneurial Marketing and Growth Hacking	3
OL BBA MGT 208	<i>Core</i>	Essentials of Organizational Behaviour and Human Resource Management	2
OL BBA MGT 210	<i>AEC</i>	Business Legal Communication and Ethics	2
	<i>MDE</i>	Multi disciplinary Elective*	2
		<u>Total</u>	<u>20</u>

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HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

\*Multi disciplinary Electives for Second Year (Select any One of the Three) in each of the semesters

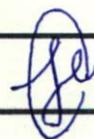
Course code	NEP Categories	Subjects	Credits
OL BBA PE 01	Elective 1	Sociology	2
OL BBA PE 06	Elective 2	Product and Service Design	2
OL AE 23 87	Elective 3	Innovative Thinking	2

## Semester V

Course code	NEP Categories	Subjects	Credits
OL BBA FIN 305	Core Major 5 – FIN	Foundation of Corporate Valuation	4
OL BBA FIN 309	Core Major 6 – FIN	Introduction to Banking, NBFC and Insurance	4
<b>OR</b>			
OL BBA MKT 307	Core Major 5 – MKT	Advanced Digital Marketing	4
OL BBA MKT 313	Core Major 6 – MKT	Brand Strategy and Innovation	4
<b>AND</b>			
OL BBA BA 315	Core Minor 5 - BA	Sustainability Analytics	3
OL BBA BA 317	Core Minor 6 - BA	Data Mining and Warehouse for Business	3
<b>OR</b>			
OL BBA ENT 305	Core Minor 5 – ENT	Fund Raising and Venture Capital	3
OL BBA ENT 307	Core Minor 6 – ENT	IP Laws and Startup Ecosystems	3
OL BBA BA 319	SEC	Artificial Intelligence in Business Practice	2
OL BBA IT 301	INT	Internship / Project	2
OL BBA BA 321	AEC	The Art of Data Storytelling	2
<b>Total</b>			<b>20</b>

## Semester VI

Course code	NEP Categories	Subjects	Credits
OL BBA FIN 310	Core Major 7 – FIN	International Finance	4
OL BBA FIN 320	Core Major 8 – FIN	Taxation for Business Decisions	4
<b>OR</b>			
OL BBA MKT 301	Core Major 7 – MKT	Retail Management and Ecommerce	4
OL BBA MKT 314	Core Major 8 – MKT	Advertising Media and Public Relations	4
<b>AND</b>			
OL BBA BA 318	Core Minor 7 – BA	AI driven design Thinking	3
OL BBA BA 320	Core Minor 8 – BA	Big data for business	3
<b>OR</b>			

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INITIALS


HELD AT \_\_\_\_\_ ON \_\_\_\_\_ TIME \_\_\_\_\_

OL BBA ENT 304	Core Minor 7 – ENT	Entrepreneurship Launchpad	3
OL BBA ENT 306	Core Minor 8 – ENT	Innovation in Family Managed Businesses	3
OL BBA MGT 306	Core	Strategic Management	3
OL BBA BA 312	VAC	Emerging Trends in Technology	2
OL BBA LA 304	AEC	Ancient Indian languages and Philosophy	2
		<u>Total</u>	<u>21</u>

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