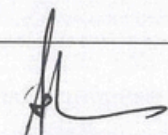
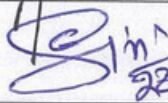

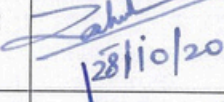


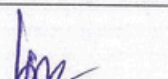
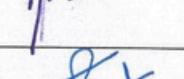
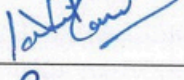



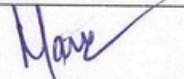


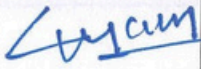



**Department of Management Studies**

**Board of Studies October 28, 2024**

SN	Name & Affiliation	Position	Signature
1.	Dr. Sachin Ghai Professor & Head, Department of Management Studies. Graphic Era (Deemed to be University)	Convener	
2.	Dr. Gajendra Singh, Professor and Head, School of Management Doon University, Dehradun	External Expert	 28/10/24
3.	Dr. Happy Paul, Associate Professor, IIM, Visakhapatnam	External Expert	
4.	Dr. Vishal Sagar, Professor and Head School of Management Studies Graphic Era Hill University, Dehradun	External Expert	 28/10/24
5.	Dr. Rahul Raj Professor & Head MBA Graphic Era Hill University, Dehradun	External Expert	 28/10/2024
6.	Dr. M P Singh Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
7.	Dr. Arvind Mohan Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
8.	Dr. N S Bohra Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
9.	Dr. Navneet Rawat Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
10.	Dr. Rajesh Tiwari Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
11.	Dr. Neeraj Sharma Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
12.	Dr. Ratnakar Mishra Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
13.	Dr. Manu Sharma Associate Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
14.	Dr. Deepak Kaushal Associate Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	



15.	Dr. Nagendra Sharma Associate Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
16.	Dr. Yogesh Bhatt Assistant Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
17.	Dr. Bijesh Dhyani Assistant Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
18.	Ms. Anupama Singh Assistant Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
19.	Mr. Abhishek Misra Assistant Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
20.	Mr. Rajat Sharma Assistant Professor, Department of Management Studies. Graphic Era (Deemed to be University)	Member	
21.	Mr. Devashish Gupta Sr. Manager (Product Sales Strategy) Vivo India Private Limited & MBA Alumni (Batch 2015-17)	Special invitee	
22.	Mr. Mukesh Raj Sharma Alumni Parent MBA Batch 2017-2019	Special Invitee	

## Department of Management Studies

Agenda and Minutes of the Board of Studies Meeting held on 28<sup>th</sup> October 2024 (Monday)

3 PM onwards, in the Conference Hall at Chanakya Block of University campus

For the Program:

MBA [Master of Business Administration] 2024-25 onwards

### AGENDA

#### WELCOME AND INTRODUCTION

Welcome of the experts and Introduction of the Department, Academic programs, and briefing regarding the background including the pre-BOS inputs leading to the curriculum update.

ITEM - 01: To present the amendments in the previously approved curriculum of MBA for 2023-25 batch in the Board of Studies meeting held in 2023. The following addendums have been proposed for review.

- 1.1 All major specializations shall be available in minor. Therefore, Hospital Administration and Airline & Airport Management shall also be available as a minor specialization.
- 1.2 The students opting for major specialization in Hospital Administration and Airline & Airport Management shall be considered for award of the same upon completion of any 5 elective courses from the domain area in the last two semesters, as approved earlier. However, the restriction of choosing the electives only from the marketing pool in the second semester shall be removed and kept open.

ITEM - 02: To review the structure, scheme of evaluation, and the syllabi of the proposed MBA curriculum for the session 2024-25 onwards.





2.1 Presentation of the new structure and scheme of the two-year full-time MBA program.

2.2 Briefing on the changes made.

1. The total credits of MBA Programme have been revised from 106 in 2023-24 to 102 in 2024-25.

2. The course Operations Management [MBA 105] of 3 credits in Semester I and Supply Chain Management [203] of semester II has been merged as Operations & Supply Chain Management [MBA 203] in semester II with 4 credits.

3. The course Business Research Methods [MBA 205] of 3 credits in Semester II and Business Analytics [204] of semester II has been merged as Business Analytics and Research [MBA 204] in semester II with 4 credits.

4. The course General Proficiency in semester I of 1 credit has been shifted to semester II [MBA 207] and likewise General Proficiency in Semester II has been shifted to semester IV [MBA 405].

5. The core courses in semester I has been revised from 3 credits to 4 credits.

6. The course Quantitative Techniques for Management in semester I has been converted into a mandatory non-credit course (MNG).

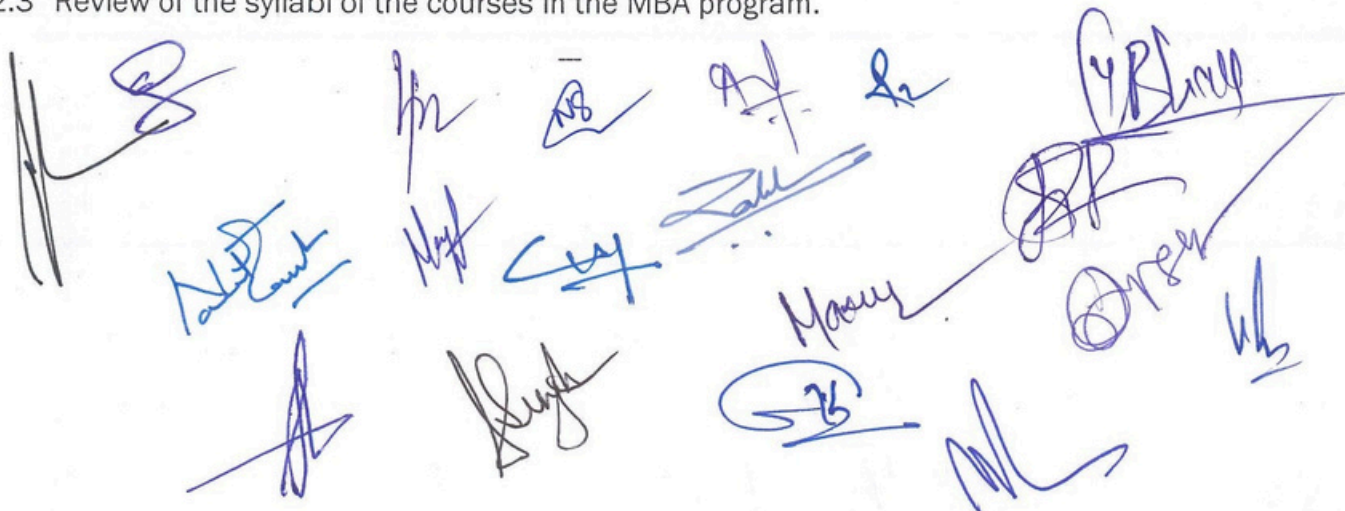
7. The course Career and Life Skills (CLS) in semester I and II has been converted into a Value-added course (VAC).

8. Student Induction Program has been introduced as a mandatory non-credit course (MNG) to be offered at the beginning of the program in Semester I.

9. Continual assessment that was introduced in certain courses has been further strengthened and extended to all AEC, SEC, MNG and VAC courses.

10. The rational behind the above changes: The change has been based on the following considerations – 1. Rationalization of credits as per AICTE guidelines to 102 (considering NEP recommendations on reducing credits), 2. Reducing the number of courses and increasing the engagement (delivery time and credits) as per the feedback from students, experts, and DFB.

2.3 Review of the syllabi of the courses in the MBA program.





## MINUTES/PROCEEDINGS

The board reviewed and deliberated on the proposed structure, scheme and syllabi of the MBA program and recommended the same for approval of the Academic Council.

Signature of the members of the BoS:

A collection of approximately 15 handwritten signatures in blue ink, arranged in a loose grid-like pattern. The signatures vary in style, with some being highly stylized and others more legible. Some signatures include additional markings, such as a circled '76' and a signature that appears to be 'Hansu'.





**Graphic Era**  
Deemed to be  
**University**  
DEHRADUN



**NAAC**  
GRADE **A+**  
ACCREDITED



**CURRICULUM**  
for  
**POSTGRADUATE DEGREE PROGRAM**

IN  
Department of Management Studies  
Scheme of Teaching and Evaluation 2024  
(Effective from the academic year 2024-25)



Department of Management Studies  
**GRAPHIC ERA (DEEMED TO BE UNIVERSITY)**

566/6, Bell Road, Clement Town,  
Dehradun, Uttarakhand 248002 INDIA  
<https://www.geu.ac.in>

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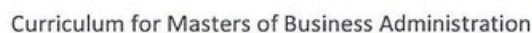


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The role of higher education is very important in securing the gainful employment and/or providing further access to higher education comparable to the best available in the world class institutions elsewhere. The improvement in the quality of higher education, therefore, deserves to be given highest priority to enable the young generation of students to acquire skill, training and knowledge in order to enhance their thinking, comprehension and application abilities and prepare them to compete, succeed and excel globally. Sustained initiatives are required to reform the present higher education system for improving and upgrading the academic resources and learning environments by raising the quality of teaching and standards of achievements in learning outcomes in post-graduate programs. The Graphic Era (Deemed to be University) upgraded its post-graduate programmes in Master of Business Administration (MBA) in accordance with model curriculum proposed by UGC including Outcome Based Education (OBE) and Choice Based Credit System (CBCS), which makes it student-centric, interactive with well-defined aims, objectives and goals. In other words, the curriculum will be flexible, it will allow students to take up creative subject-combinations.

The Department of Management Studies was established in 2003. Ranked 59 among the top management college in India by NIRF 2024 and awarded a Diamond rating by QS I-Gauge, the Department of Management Studies, at Graphic Era University is a renowned department that provides a transformative educational experience to its students and prepares them for successful careers. The department encourages a multi-disciplinary perspective by providing opportunities to learn from other departments of the University. With a focus on global business practices and international exposure, Department of Management Studies (DOMS) Graphic Era University, as the top-notch management institute in India prepares students to become future leaders who can navigate and succeed in diverse cultural and economic environments.

1





### 3. Vision & Mission

#### 3.1 Vision and Mission of the University

##### Vision

We visualize Graphic Era (Deemed to be University) as an internationally recognized, enquiry driven, ethically engaged diverse community, whose members work collaboratively for positive transformation in the world, through leadership in teaching, research and social action.

##### Mission

The mission of the university is to promote learning in true spirit and offering knowledge and skills in order to succeed as professionals. The university aims to distinguish itself as a diverse, socially responsible learning community with a high-quality scholarship and academic rigor.

#### 3.2 Vision and Mission of the Department

##### Vision

We visualize Department of Management Studies, Graphic Era Deemed to be University as an internationally accepted center for management education, training and research which is engaged in continual evolution of managerial skills and practices enabling the inmates to contribute towards economic and social transformation and development.

##### Mission

The Mission of the Department is to impart knowledge and skills through well-defined process of academic planning, delivery, monitoring and evaluation. The Department aims at transforming the students into individuals equipped with managerial, human and ethical skills applicable for personal and professional life.

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#### 4. Program Educational Objectives (PEOs)

- PEO1.** To produce graduates having knowledge, ability and skill to apply basic principles of management to plan, execute, monitor and evaluate business operations.
- PEO2.** To develop analytical aptitude among students for effective coordination and communication for managing business organizations.
- PEO3.** To inculcate leadership qualities, interpersonal skills and professional traits among the students to work individually and in team.
- PEO4.** To sensitize the students towards issues like personal & professional ethics, environment conservation, culture and socio-political settings of immediate surroundings.

#### 5. Program Outcomes (POs)

- PO1.** Apply knowledge of management theories and practices to solve business problems.
- PO2.** Foster Analytical and critical thinking abilities for data-based decision making.
- PO3.** Ability to develop Value based Leadership ability.
- PO4.** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects.
- PO5.** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6.** Ability to develop entrepreneurial skills using innovative practices.







## 6. Program Structure

### A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

### B. Nomenclature:

Code	Definitions
DSC	Discipline Specific Courses
DEC	Department Elective Courses
AEC	Ability Enhancement Course
SEC	Discipline-Centric Skill Enhancement Course
GEC	General Elective Courses
VAC	Value Added Courses

### Definitions:

**1. Courses of study** – Courses of study indicates pursuance of study in a particular discipline. Every discipline shall offer various categories of courses of study, viz. Discipline Specific Courses (DSC), Department Elective Courses (DEC), Ability Enhancement Course (AEC), Discipline-Centric Skill Enhancement Course (SEC), and Dissertation/Research Project (PROJ)

**a) Discipline Specific Core Courses (DSC):** Discipline Specific core courses are pursued by a student as a mandatory requirement of his/her programme of study. DSC shall be the core credit courses of that particular discipline which will be appropriately graded and arranged across the semesters of study, being undertaken by the student.

**b) Department Specific Elective Courses (DSE):** Department elective courses are an essential component of a student's academic journey, forming a foundational aspect of their chosen field of study. As mandatory requirements within a program, department elective courses, or DEC, constitute the core credit courses specific to the discipline. These courses are strategically graded and distributed across the semesters of study, providing students with a structured pathway to deepen their understanding and expertise within their major area of focus.

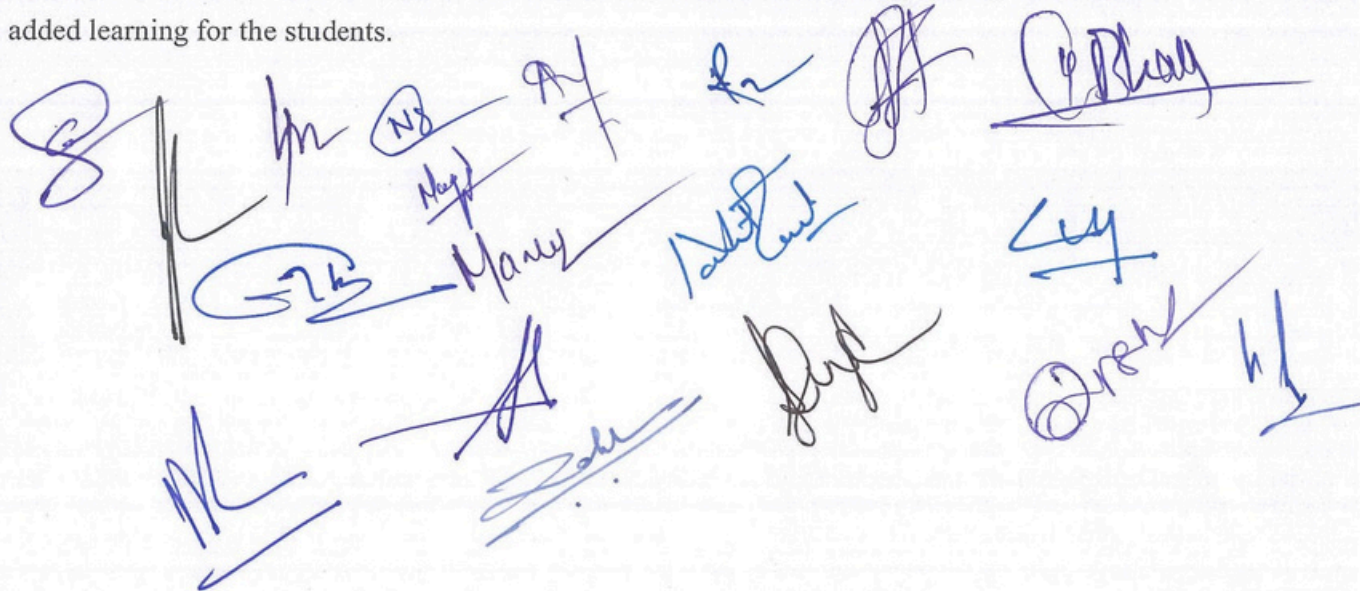
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c) **Ability Enhancement Course (AEC):** Ability Enhancement courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.

d) **Discipline-Centric Skill Enhancement Course (SEC):** SE courses are skill-based courses in all disciplines and are aimed at providing hands-on-training, skills, etc.

e) **Mandatory Non-Graded Course (MNG):** MNG courses are mandatory for the students, however they are non-credit and not graded.

f) **Value Added Courses (VAC):** Value added course are non-credit designed to provide value added learning for the students.





## 7. Major Features of Curriculum

- Flexible Choice Based System for students to pursue courses of their interest.
- Includes Range of Courses to cover up the diversity of MBA Specializations.
- To impart high competency in the students, the curriculum offers distinct ability enhancement and value-added courses.
- Apart from the technical course, the program offers a range of courses that provides the students a broad range of knowledge and skill set like life skills and mentoring, soft skills, Aptitude, Communication skills, social and professional ethics.
- The curriculum offers multi-disciplinary courses running in the university for other filed/areas.

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**Course Components of Academic Program****MBA**

Program Duration : 4 Semesters, 2 Years

Total Number of Credits : 102

COURSE COMPONENT OF ACADEMIC PROGRAMME [MBA]			
Minimum Duration		2 Years	Credits
Maximum Duration		4 years	
Total Number of Credits		102	
Course Components			
Head	Sub Head	Courses	
1	1.0	Discipline Specific Core Courses (DSC)	44
2	2.0	Discipline Specific Elective Courses (DSE)	36
	2.1	Major Electives	24
	2.2	Minor Electives	12
3	3.0	Discipline-Centric Skill Enhancement Course (SEC)	16
	3.1	Summer Internship Project (SIP)	6
	3.2	Capstone Project Work (PW)	6
	3.3.	Design Thinking	2
	3.4	Data Analysis and Visualization	1
	3.5	Seminar	1
4	4.0	Ability Enhancement Courses (AEC)	6
	4.1	Innovation and Venture Development	2
	4.2	Sustainable Business Practices	2
	4.4	General Proficiency	2
5	5.0	Value Added Courses (VAC) / Mandatory Non-Graded (MNG) Courses	-
	5.1	Quantitative Techniques for management	-
	5.2	Career and Life Skills	-
	5.3	Induction Programme	-
Total			102





## 8. Evaluation Scheme

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- ❖ Quantitative Techniques for management [MBA 108] will be offered as a mandatory non graded (MNG) course. The evaluation will be done on a continual basis. It is mandatory to complete the course for award of MBA degree.
- ❖ #: Induction Programme [IP 101] is offered as a Mandatory Non-Graded (MNG) course. The course comprises of value-based orientation through Universal Human Values (UHV) and various ice-breaking and orientation sessions. Sessions from industry experts and prominent personalities from industry and academia to provide a holistic perspective about management profession to the students. Induction Programme will be of 2 weeks at the start of the newly admitted students of 1<sup>st</sup> year.

Signature of BOS Members:



A collection of approximately 15 handwritten signatures in blue ink, arranged in a loose, overlapping cluster. Some signatures are clearly legible, such as 'Mary', 'Raj', 'Surya', and 'Ravi', while others are more stylized or abbreviated.





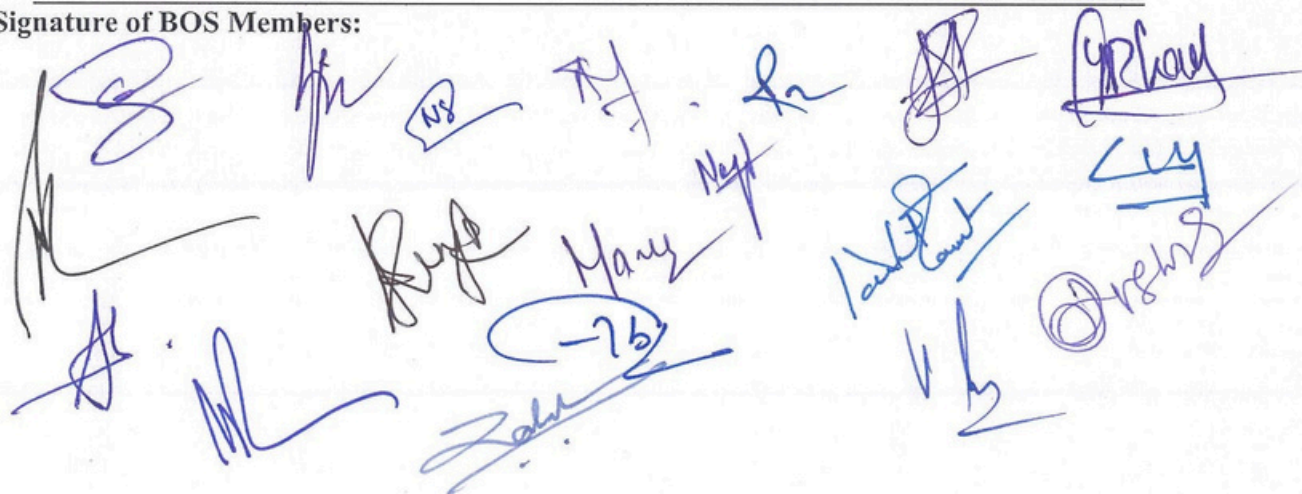


- ❖ One of the courses can be offered as a SWAYAM MOOC.
- ❖ Design Thinking [MBA 206] will be offered as a Skill Enhancement Course (SEC). The evaluation will be done on a continual assessment.
- ❖ Seminar [MBA 207] will be offered as a Skill Enhancement Course (SEC). The evaluation will be done on at the end of semester through seminar assessed by concerned faculty.
- ❖ General Proficiency [MBA 208] shall be assessed on the basis of parameters like Discipline and Conduct, and participation in Extension or Social Outreach / NSS / MOOCs / Yoga & Meditation etc.

❖ List of Major Specialization Elective Courses @ Semester II

- ❖ MARKETING, FINANCE, HRM, HOSPITAL ADMINISTRATION, AIRLINE AND AIRPORT MANAGEMENT
- ❖ MARKETING
  - ❖ MK1: Services Marketing
  - ❖ MK 2: Business to Business Marketing
- ❖ FINANCE
  - ❖ FN1: Financial and Tax Planning
  - ❖ FN2: Banking Products and Services
- ❖ HUMAN RESOURCE
  - ❖ HR1: Performance and Compensation Management
  - ❖ HR2: Industrial Relations and Labor Welfare
- ❖ HOSPITAL ADMINISTRATION
  - ❖ HA1: Introduction to Hospital and Healthcare System
  - ❖ HA2: Introduction to Public Health
- ❖ AIRLINE AND AIRPORT MANAGEMENT
  - ❖ AA1: Airport & Airline Planning
  - ❖ AA2: Travel and Tourism in the Airline Industry

Signature of BOS Members:







Graphic Era (Deemed to be University)										
Department of Management Studies										
Scheme of Teaching and Evaluation 2024										
(Effective from the academic year 2024-25)										
MBA Semester III										
COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
COURSE			Credits	L	T	P	CE	MSE	ESE	Total
Code	Title	Course Component								
MBA 301	Strategic Management	DSC	4	3	1		25	25	25	100
MBA 302	Innovation and Venture Development	AEC	2	1	1	–	Continual Assessment			100
MBA 303 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective II	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective III	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective IV	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/HR/HA/AA/SC/BA/IB/DM/RT/BI/BR/EN] 1-3	Minor Specialization Elective I	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/HR/HA/AA/LS/BA/IB/DM/RT/BI/BR/EN]	Minor Specialization Elective II	DSE	4	4	–	–	25	25	50	100

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1-3									
MBA 304	Summer Internship Project	SEC	6	Continual Assessment					100
Total			32	24	0	0			800

**Notes and Explanation:**

- ❖ Innovation and Venture Development [MBA 302] will be delivered as a regular course / in workshop mode, and assessed/evaluated on continual basis by the concerned faculty/resource person.
- ❖ Summer Internship Project [MBA 303]: The students shall undergo a six to eight weeks Internship/Field Project of 6 Credits after the 2<sup>nd</sup> semester ESE and prior to the commencement of 3<sup>rd</sup> Semester. The same shall be evaluated in 3<sup>rd</sup> Semester. The 100 marks evaluation of the project will be done on following basis - 25 Marks for Project Report, 25 Marks for Report Presentation and 50 Marks for project viva voce which will be conducted by an external expert from Academia or Industry.
- ❖ Any of the course can be offered as a SWAYAM/MOOC course.

**List of Major Specialization Elective Courses @ Semester III****Marketing: [Choice @ Three]**

- MK1. Sales and Distribution Management
- MK2. Integrated Marketing Communication
- MK3. Consumer Behavior
- MK4. Marketing of Financial Services
- MK5. Marketing Analytics

**Finance: [Choice @ Three]**

- FN1. Security Analysis & Portfolio Management
- FN2. Financial Derivatives
- FN3. Financial Analytics
- FN4. Private Equity & Venture Capital
- FN5. Financial Institutions and Services

**HR: [Choice @ Three]**

- HR1. Training & Development
- HR2. Counselling skills for Managers
- HR3. Organizational Change and Development
- HR4. HR Analytics
- HR5. Competency Mapping & Assessment

**HOSPITAL ADMINISTRATION: [Choice @ Three]**

- HA1. Hospital Management and Strategies





- HA2. Medical Terminology and Clinical Practices
- HA3. Hospital Infrastructure and Facility Management
- HA4. Health Informatics & Health Management Information System
- HA5. Operations and Cost Management in Hospitals

**AIRLINE AND AIRPORT MANAGEMENT: [Choice @ Three]**

- AA1. Airport Operations Management
- AA2. Aviation Marketing
- AA3. Aviation Economics and Finance
- AA4. Crew Resource Management
- AA5. Aviation Safety and Security

**List of Minor Specialization Elective Courses @ Semester III [ Choice @ Two]**

**Note:**

The above major specializations shall also be available as minor. In addition, the following specialization courses would be offered as minor, subject to fulfilment of minimum required student strength of 10%.

**Logistics and Supply Chain Management**

- SC1. Supply Chain Analytics
- SC2. Retail Logistics
- SC3. Strategic Supply Chain Management

**Business Analytics**

- BA1. Business Intelligence and Analytics
- BA2. Advanced Software in Business Analytics
- BA3. Digital and Web Analytics

**International Business**

- IB1. International Business
- IB2. International Trade and Documentation
- IB3. Foreign Exchange and Risk Management

**Digital Marketing**

- DM1. Search Engine Marketing & Search Engine Optimization (SEO)
- DM2. Social Media Marketing
- DM3. Web and Google Analytics

**Retail**

- RT1. Category Management and Franchising
- RT2. International Retailing
- RT3. Retail Logistics

**Branding & Advertising**

- BR1. Content Marketing and Campaign Design

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BR2. Advertising - Creativity and Execution

BR3. Digital Branding and Marketing

**Banking & Insurance**

BI1. Banking and Retail Finance

BI2. Insurance Business Management

BI3. Risk Management

**Entrepreneurship**

EN1. Market Opportunity Analysis

EN2. Business Planning and Modelling

EN3. Social Entrepreneurship

Signature of BOS Members:



Graphic Era (Deemed to be University)											
Department of Management Studies											
Scheme of Teaching and Evaluation 2024											
(Effective from the academic year 2024-25)											
MBA Semester IV											
COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION				
COURSE			Credits	L	T	P	CE	MSE	ESE	Total	
Code	Title	Course									
		Component									
MBA 401	Project Management	DSC	4	3	1	–	25	25	50	100	
MBA 402	Sustainable Business Practices	AEC	2	2			Continual Assessment			100	
MBA 403	Capstone Project (Dissertation/OJT/RPUB)	SEC	6	Continual Assessment						100	
MBA 404 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective V	DSE	4	4	–	–	25	25	50	100	
MBA 404 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective VI	DSE	4	4	–	–	25	25	50	100	
MBA 404 [MK/FN/HR/HA/AA] 1-3	Minor Specialization Elective III	DSE	4	4	–	–	25	25	50	100	
MBA 405	General Proficiency	AEC	1	–	–	–				100	
Total			25							700	

**Notes and Explanation:**

- ❖ Sustainable Business Practices [MBA 402]: The course emphasizing on Ethics, Values and Sustainability, and tenets of ESG shall be offered as regular course with continual assessment for effective inculcation.

*[Handwritten signatures and initials are present below the notes section.]*



- ❖ Capstone Project [MBA 403]: Students will have to prepare a Dissertation / On-the-job Project report or publish a research paper or complete MOOCs certification of minimum 30 hours or 12 weeks to earn 3 credits in MBA IV semester. The capstone project will be supervised by a faculty mentor and assessed by external examiner from Academia or Industry. 100 marks of the capstone for dissertation/on-the-job project report will be evaluated on following basis - 25 Marks for report, 25 Marks for presentation and 50 Marks for viva voce. For the MOOCs certificate and Publication, 50 marks will be based on the grade value of the certificate and 50 will be based on presentation on the learnings. For publication, 50 marks will be based on the quality of paper (indexing) and 50 will be based on presentation.

### List of Major Elective Courses @ Semester IV

## Marketing: [Choice @ Two]

- |      |                                  |
|------|----------------------------------|
| MK1. | Product & Brand Management       |
| MK2. | Customer Relationship Management |
| MK3. | Rural Marketing                  |

**Finance: [Choice @ Two]**

- |      |                               |
|------|-------------------------------|
| FN1. | Business Analysis & Valuation |
| FN2. | Behavioral Finance            |
| FN3. | International Finance         |

HR: [Choice @ Two]

- |      |                                     |
|------|-------------------------------------|
| HR1. | Strategic Human Resource Management |
| HR2. | Global HR Practices                 |
| HR3. | Talent Management                   |







**HOSPITAL ADMINISTRATION: [Choice @ Two]**

- |      |   |
|------|---|
| HA1. | Patient Care and Services                 |
| HA2. | Law and Ethics in Hospital Administration |
| HA3. | Digital Healthcare                        |
| HA4. | Quality Assurance in Healthcare           |
| HA5. | Healthcare Insurance                      |

## AIRLINE AND AIRPORT MANAGEMENT: [Choice @ Two]

- |      |   |
|------|---|
| AA1. | Aviation Business Strategy                |
| AA2. | Aviation Law and Regulations              |
| AA3. | Innovations in Aviation Industry          |
| AA4. | Air Cargo Management                      |
| AA5. | Sustainable Practices in Service Industry |

## List of Minor Elective Courses @ Semester IV [ Choice @ One]





**Logistics and Supply Chain Management [Choice @ One]**

- SC1. International Logistics & Global Supply Chain Management
- SC2. Operations Strategy

**Business Analytics [Choice @ One]**

- BA1. Predictive Analytics
- BA2. Big Data Analytics

**International Business [Choice @ One]**

- IB1. International Logistics & Global Supply Chain Management
- IB2. Cross Cultural Business Management

**Digital Marketing**

- DM1. Digital Entrepreneurship
- DM2. Digital and Web Analytics

**Banking & Insurance**

- BI1. Marketing of Financial Services
- BI2. Treasury and Forex Management

**Retail**

- RT1. Retail Sales and Customer Service
- RT2. Retail Location Strategies

**Branding & Advertising**

- BR1. Corporate Branding
- BR2. Media Planning

**Entrepreneurship**

- EN1. Venture Financing and Growth
- EN2. Retailing and Franchising

**List of VALUE-ADDED COURSES\***

Any from the pool may be offered as non-credit course or workshops:

1. Career and Life skills
2. Indian Knowledge System
3. Universal Human Values
4. Public Speaking and Storytelling
5. Professional conduct and work ethics
6. 21<sup>st</sup> Century Life Skills (Creativity, Critical Thinking, Complex Problem Solving, People skills, etc.)
7. Yoga, Meditation and Mindfulness
8. Emergency and Life Saving Skills
9. Creativity, Innovation and Design thinking
10. Management and Leadership lessons from Ancient and Holy Literature (Indian Ethos; Management and Spirituality)

*[Handwritten signatures and initials are present below the list of Value-Added Courses, including names like Mary, Nishant, and others.]*





11. Recognized Functional Certifications; Courses offered through SWAYAM, NPTEL, etc. Besides, any other VAC as per need and relevance, may be introduced.

Signature of BOS Members



**Graphic Era**  
Deemed to be  
**University**  
DEHRADUN



**NAAC**  
GRADE **A+**  
ACCREDITED



**CURRICULUM**  
for  
**POSTGRADUATE DEGREE PROGRAM**

IN  
Department of Management Studies  
Scheme of Teaching and Evaluation 2024  
(Effective from the academic year 2024-25)



Department of Management Studies  
**GRAPHIC ERA (DEEMED TO BE UNIVERSITY)**  
566/6, Bell Road, Clement Town,  
Dehradun, Uttarakhand 248002 INDIA  
<https://www.geu.ac.in>

*[Handwritten signatures and initials in blue ink]*



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## 1. Preamble

The role of higher education is very important in securing the gainful employment and/or providing further access to higher education comparable to the best available in the world class institutions elsewhere. The improvement in the quality of higher education, therefore, deserves to be given highest priority to enable the young generation of students to acquire skill, training and knowledge in order to enhance their thinking, comprehension and application abilities and prepare them to compete, succeed and excel globally. Sustained initiatives are required to reform the present higher education system for improving and upgrading the academic resources and learning environments by raising the quality of teaching and standards of achievements in learning outcomes in post-graduate programs. The Graphic Era (Deemed to be University) upgraded its post-graduate programmes in Master of Business Administration (MBA) in accordance with model curriculum proposed by UGC including Outcome Based Education (OBE) and Choice Based Credit System (CBCS), which makes it student-centric, interactive with well-defined aims, objectives and goals. In other words, the curriculum will be flexible, it will allow students to take up creative subject-combinations.

## 2. Introduction

The Department of Management Studies was established in 2003. Ranked 59 among the top management college in India by NIRF 2024 and awarded a Diamond rating by QS I-Gauge, the Department of Management Studies, at Graphic Era University is a renowned department that provides a transformative educational experience to its students and prepares them for successful careers. The department encourages a multi-disciplinary perspective by providing opportunities to learn from other departments of the University. With a focus on global business practices and international exposure, Department of Management Studies (DOMS) Graphic Era University, as the top-notch management institute in India prepares students to become future leaders who can navigate and succeed in diverse cultural and economic environments.



### 3. Vision & Mission

#### 3.1 Vision and Mission of the University

##### Vision

We visualize Graphic Era (Deemed to be University) as an internationally recognized, enquiry driven, ethically engaged diverse community, whose members work collaboratively for positive transformation in the world, through leadership in teaching, research and social action.

##### Mission

The mission of the university is to promote learning in true spirit and offering knowledge and skills in order to succeed as professionals. The university aims to distinguish itself as a diverse, socially responsible learning community with a high-quality scholarship and academic rigor.

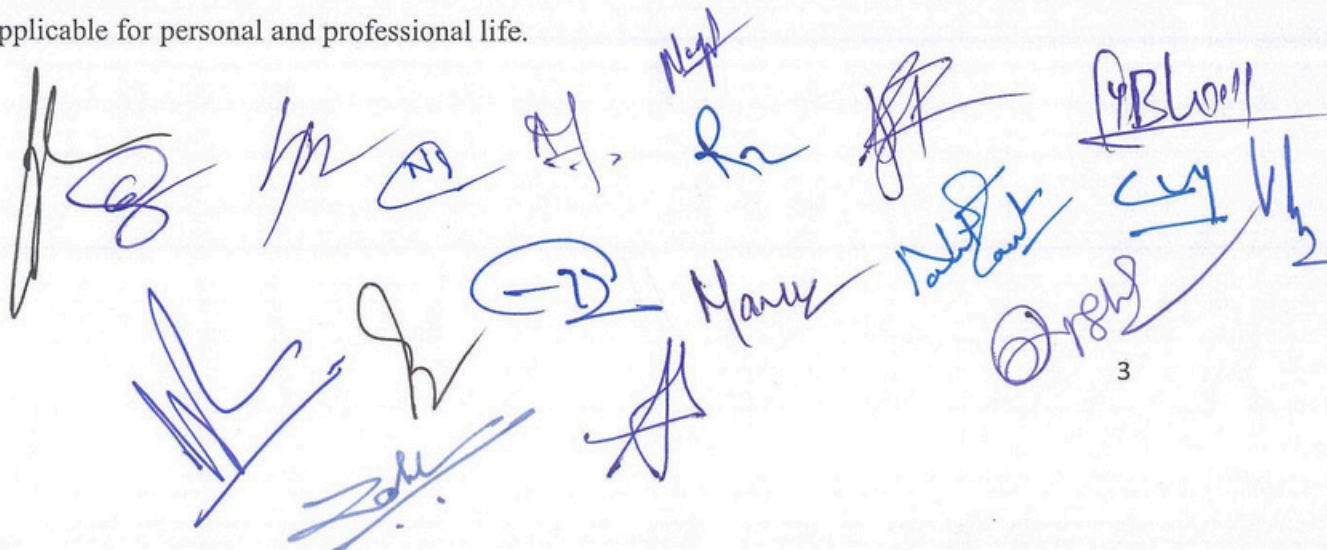
#### 3.2 Vision and Mission of the Department

##### Vision

We visualize Department of Management Studies, Graphic Era Deemed to be University as an internationally accepted center for management education, training and research which is engaged in continual evolution of managerial skills and practices enabling the inmates to contribute towards economic and social transformation and development.

##### Mission

The Mission of the Department is to impart knowledge and skills through well-defined process of academic planning, delivery, monitoring and evaluation. The Department aims at transforming the students into individuals equipped with managerial, human and ethical skills applicable for personal and professional life.



A collection of approximately 15 handwritten signatures in blue ink, arranged in a loose, overlapping pattern. The signatures vary in style, with some being highly stylized and others more legible. Some signatures appear to include names or initials, such as 'Nag', 'Rn', 'Manu', 'Drehs', and '3'.

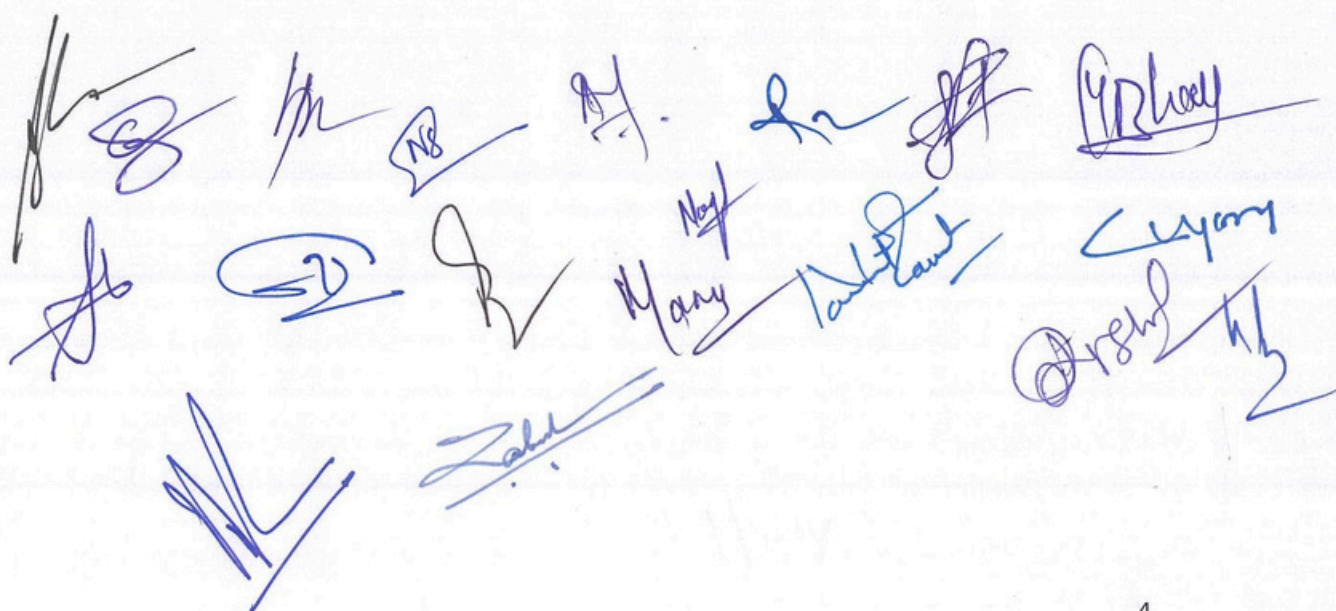


#### 4. Program Educational Objectives (PEOs)

- PEO1.** To produce graduates having knowledge, ability and skill to apply basic principles of management to plan, execute, monitor and evaluate business operations.
- PEO2.** To develop analytical aptitude among students for effective coordination and communication for managing business organizations.
- PEO3.** To inculcate leadership qualities, interpersonal skills and professional traits among the students to work individually and in team.
- PEO4.** To sensitize the students towards issues like personal & professional ethics, environment conservation, culture and socio-political settings of immediate surroundings.

#### 5. Program Outcomes (POs)

- PO1.** Apply knowledge of management theories and practices to solve business problems.
- PO2.** Foster Analytical and critical thinking abilities for data-based decision making.
- PO3.** Ability to develop Value based Leadership ability.
- PO4.** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects.
- PO5.** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6.** Ability to develop entrepreneurial skills using innovative practices.







## 6. Program Structure

### A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

### B. Nomenclature:

Code	Definitions
DSC	Discipline Specific Courses
DEC	Department Elective Courses
AEC	Ability Enhancement Course
SEC	Discipline-Centric Skill Enhancement Course
GEC	General Elective Courses
VAC	Value Added Courses

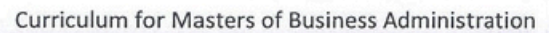
### Definitions:

**1. Courses of study** – Courses of study indicates pursuance of study in a particular discipline. Every discipline shall offer various categories of courses of study, viz. Discipline Specific Courses (DSC), Department Elective Courses (DEC), Ability Enhancement Course (AEC), Discipline-Centric Skill Enhancement Course (SEC), and Dissertation/Research Project (PROJ)

**a) Discipline Specific Core Courses (DSC):** Discipline Specific core courses are pursued by a student as a mandatory requirement of his/her programme of study. DSC shall be the core credit courses of that particular discipline which will be appropriately graded and arranged across the semesters of study, being undertaken by the student.

**b) Department Specific Elective Courses (DSE):** Department elective courses are an essential component of a student's academic journey, forming a foundational aspect of their chosen field of study. As mandatory requirements within a program, department elective courses, or DEC's, constitute the core credit courses specific to the discipline. These courses are strategically graded and distributed across the semesters of study, providing students with a structured pathway to deepen their understanding and expertise within their major area of focus.





f) **Value Added Courses (VAC):** Value added course are non-credit designed to provide value added learning for the students.

6



## 7. Major Features of Curriculum

- Flexible Choice Based System for students to pursue courses of their interest.
- Includes Range of Courses to cover up the diversity of MBA Specializations.
- To impart high competency in the students, the curriculum offers distinct ability enhancement and value-added courses.
- Apart from the technical course, the program offers a range of courses that provides the students a broad range of knowledge and skill set like life skills and mentoring, soft skills, Aptitude, Communication skills, social and professional ethics.
- The curriculum offers multi-disciplinary courses running in the university for other filed/areas.

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**Course Components of Academic Program****MBA**

Program Duration : 4 Semesters, 2 Years

Total Number of Credits : 102

COURSE COMPONENT OF ACADEMIC PROGRAMME [MBA]			
Minimum Duration		2 Years	Credits
Maximum Duration		4 years	
Total Number of Credits		102	
Course Components			
Head	Sub Head	Courses	
1	1.0	Discipline Specific Core Courses (DSC)	44
2	2.0	Discipline Specific Elective Courses (DSE)	36
	2.1	Major Electives	24
	2.2	Minor Electives	12
3	3.0	Discipline-Centric Skill Enhancement Course (SEC)	16
	3.1	Summer Internship Project (SIP)	6
	3.2	Capstone Project Work (PW)	6
	3.3.	Design Thinking	2
	3.4	Data Analysis and Visualization	1
	3.5	Seminar	1
4	4.0	Ability Enhancement Courses (AEC)	6
	4.1	Innovation and Venture Development	2
	4.2	Sustainable Business Practices	2
	4.4	General Proficiency	2
5	5.0	Value Added Courses (VAC) / Mandatory Non-Graded (MNG) Courses	-
	5.1	Quantitative Techniques for management	-
	5.2	Career and Life Skills	-
	5.3	Induction Programme	-
		Total	102

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## 8. Evaluation Scheme

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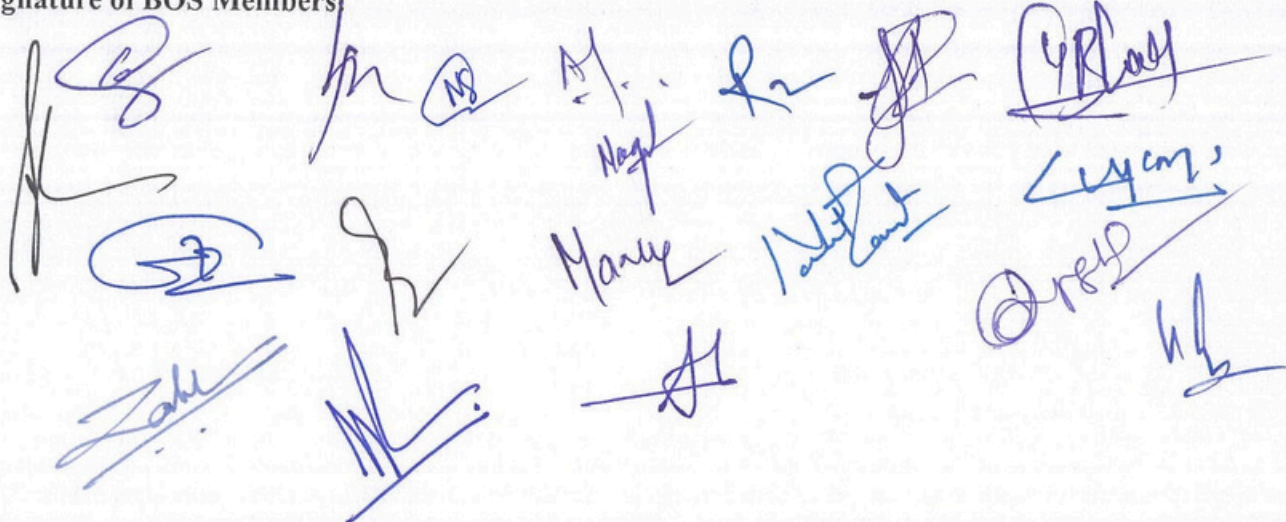
Graphic Era (Deemed to be University)										
Department of Management Studies										
Scheme of Teaching and Evaluation 2024										
(Effective from the academic year 2024-25)										
MBA Semester I										
COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
COURSE			Credits	L	T	P	CE	MSE	ESE	Total
Code	Title	Course Component								
MBA 101	Management Concepts and Organizational Behaviour	DSC	4	3	1	–	25	25	50	100
MBA 102	Managerial Economics	DSC	4	3	1	–	25	25	50	100
MBA 103	Financial Reporting and Analysis	DSC	4	3	1	–	25	25	50	100
MBA 104	Marketing Management	DSC	4	3	1	–	25	25	50	100
MBA 105	Managerial Communication	DSC	4	3	1	–	25	25	50	100
MBA 106	Data Analysis and Visualization	SEC	1	–	–	2	Continual Assessment			100
Total			21	15	5	2	600			
MBA107	Quantitative Techniques for management	VAC	–	2	1	–				
IP101	Induction Programme	MNG	#							

**Notes and Explanation:**❖ **L:** Lecture **T:** Tutorial **P:** Practical❖ **CE:** Continual Evaluation, **MSE:** Mid Semester Examination, **ESE:** End Semester Examination



- ❖ Quantitative Techniques for management [MBA 108] will be offered as a mandatory non graded (MNG) course. The evaluation will be done on a continual basis. It is mandatory to complete the course for award of MBA degree.
- ❖ #: Induction Programme [IP 101] is offered as a Mandatory Non-Graded (MNG) course. The course comprises of value-based orientation through Universal Human Values (UHV) and various ice-breaking and orientation sessions. Sessions from industry experts and prominent personalities from industry and academia to provide a holistic perspective about management profession to the students. Induction Programme will be of 2 weeks at the start of the newly admitted students of 1<sup>st</sup> year.

Signature of BOS Members:



The image shows a collection of handwritten signatures in blue ink. Some signatures are accompanied by names written in blue ink: 'Nag', 'Manu', and 'A'. There are also some initials and marks, including a circled 'NS' and a circled 'A'.





Graphic Era (Deemed to be University)										
Department of Management Studies										
Scheme of Teaching and Evaluation 2024										
(Effective from the academic year 2024-25)										
MBA Semester II										
COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
COURSE			Credits	L	T	P	CE	MSE	ESE	Total
Code	Title	Course Component								
MBA 201	Human Resource Management	DSC	4	3	1	—	25	25	50	100
MBA 202	Financial Management	DSC	4	3	1	—	25	25	50	100
MBA 203	Operations & Supply Chain Management	DSC	4	3	1	—	25	25	50	100
MBA 204	Business Analytics and Research	DSC	4	3	1	—	25	25	50	100
MBA 205	Major Specialization Elective-I	DSE	4	3	1	—	25	25	50	100
MBA 206	Design Thinking	SEC	2	1	1	—	Continual Assessment			100
MBA 207	Seminar	SEC	1	—	—	—	-			100
MBA 208	General Proficiency	AEC	1	—	—	—	Continual Assessment			100
Total			24	16	6					800
MBA 209	Career and Life Skills (CLS)	VAC								

**Notes and Explanation:**

- ❖ L: Lecture, T: Tutorial, P: Practical
- ❖ CE: Continual Evaluation, MSE: Mid Semester Examination, ESE: End Semester Examination

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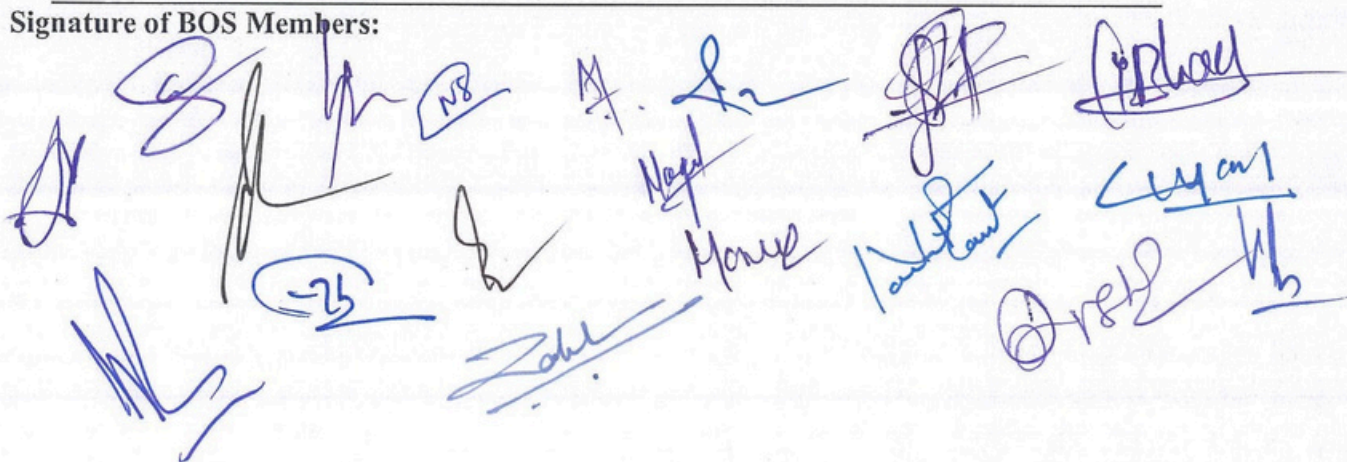


- ❖ One of the courses can be offered as a SWAYAM MOOC.
- ❖ Design Thinking [MBA 206] will be offered as a Skill Enhancement Course (SEC). The evaluation will be done on a continual assessment.
- ❖ Seminar [MBA 207] will be offered as a Skill Enhancement Course (SEC). The evaluation will be done on at the end of semester through seminar assessed by concerned faculty.
- ❖ General Proficiency [MBA 208] shall be assessed on the basis of parameters like Discipline and Conduct, and participation in Extension or Social Outreach / NSS / MOOCs / Yoga & Meditation etc.

❖ List of Major Specialization Elective Courses @ Semester II

- ❖ MARKETING, FINANCE, HRM, HOSPITAL ADMINISTRATION, AIRLINE AND AIRPORT MANAGEMENT
- ❖ MARKETING
  - ❖ MK1: Services Marketing
  - ❖ MK 2: Business to Business Marketing
- ❖ FINANCE
  - ❖ FN1: Financial and Tax Planning
  - ❖ FN2: Banking Products and Services
- ❖ HUMAN RESOURCE
  - ❖ HR1: Performance and Compensation Management
  - ❖ HR2: Industrial Relations and Labor Welfare
- ❖ HOSPITAL ADMINISTRATION
  - ❖ HA1: Introduction to Hospital and Healthcare System
  - ❖ HA2: Introduction to Public Health
- ❖ AIRLINE AND AIRPORT MANAGEMENT
  - ❖ AA1: Airport & Airline Planning
  - ❖ AA2: Travel and Tourism in the Airline Industry

Signature of BOS Members:







Graphic Era (Deemed to be University)										
Department of Management Studies										
Scheme of Teaching and Evaluation 2024										
(Effective from the academic year 2024-25)										
MBA Semester III										
COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
COURSE			Credits	L	T	P	CE	MSE	ESE	Total
Code	Title	Course Component								
MBA 301	Strategic Management	DSC	4	3	1		25	25	25	100
MBA 302	Innovation and Venture Development	AEC	2	1	1	–	Continual Assessment			100
MBA 303 [MK/FN/H R/HA/AA] 1-5	Major Specialization Elective II	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/H R/HA/AA] 1-5	Major Specialization Elective III	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/H R/HA/AA] 1-5	Major Specialization Elective IV	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/H R/HA/AA /SC/BA/ IB/DM/RT/ BI/BR/EN] 1-3	Minor Specialization Elective I	DSE	4	4	–	–	25	25	50	100
MBA 303 [MK/FN/H R/ HA/AA/LS/ BA/ IB/DM/RT/ BI/BR/EN]	Minor Specialization Elective II	DSE	4	4	–	–	25	25	50	100

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1-3									
MBA 304	Summer Internship Project	SEC	6	Continual Assessment					100
Total			32	24	0	0			800

**Notes and Explanation:**

- ❖ Innovation and Venture Development [MBA 302] will be delivered as a regular course / in workshop mode, and assessed/evaluated on continual basis by the concerned faculty/resource person.
- ❖ Summer Internship Project [MBA 303]: The students shall undergo a six to eight weeks Internship/Field Project of 6 Credits after the 2<sup>nd</sup> semester ESE and prior to the commencement of 3<sup>rd</sup> Semester. The same shall be evaluated in 3<sup>rd</sup> Semester. The 100 marks evaluation of the project will be done on following basis - 25 Marks for Project Report, 25 Marks for Report Presentation and 50 Marks for project viva voce which will be conducted by an external expert from Academia or Industry.
- ❖ Any of the course can be offered as a SWAYAM/MOOC course.

**List of Major Specialization Elective Courses @ Semester III****Marketing: [Choice @ Three]**

- MK1. Sales and Distribution Management
- MK2. Integrated Marketing Communication
- MK3. Consumer Behavior
- MK4. Marketing of Financial Services
- MK5. Marketing Analytics

**Finance: [Choice @ Three]**

- FN1. Security Analysis & Portfolio Management
- FN2. Financial Derivatives
- FN3. Financial Analytics
- FN4. Private Equity & Venture Capital
- FN5. Financial Institutions and Services

**HR: [Choice @ Three]**

- HR1. Training & Development
- HR2. Counselling skills for Managers
- HR3. Organizational Change and Development
- HR4. HR Analytics
- HR5. Competency Mapping & Assessment

**HOSPITAL ADMINISTRATION: [Choice @ Three]**

- HA1. Hospital Management and Strategies

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- HA2. Medical Terminology and Clinical Practices
- HA3. Hospital Infrastructure and Facility Management
- HA4. Health Informatics & Health Management Information System
- HA5. Operations and Cost Management in Hospitals

**AIRLINE AND AIRPORT MANAGEMENT: [Choice @ Three]**

- AA1. Airport Operations Management
- AA2. Aviation Marketing
- AA3. Aviation Economics and Finance
- AA4. Crew Resource Management
- AA5. Aviation Safety and Security

**List of Minor Specialization Elective Courses @ Semester III [ Choice @ Two]**

**Note:**

The above major specializations shall also be available as minor. In addition, the following specialization courses would be offered as minor, subject to fulfilment of minimum required student strength of 10%.

**Logistics and Supply Chain Management**

- SC1. Supply Chain Analytics
- SC2. Retail Logistics
- SC3. Strategic Supply Chain Management

**Business Analytics**

- BA1. Business Intelligence and Analytics
- BA2. Advanced Software in Business Analytics
- BA3. Digital and Web Analytics

**International Business**

- IB1. International Business
- IB2. International Trade and Documentation
- IB3. Foreign Exchange and Risk Management

**Digital Marketing**

- DM1. Search Engine Marketing & Search Engine Optimization (SEO)
- DM2. Social Media Marketing
- DM3. Web and Google Analytics

**Retail**

- RT1. Category Management and Franchising
- RT2. International Retailing
- RT3. Retail Logistics

**Branding & Advertising**

- BR1. Content Marketing and Campaign Design

*[Handwritten signatures and initials in blue ink, including names like 'Zohar', 'Neha', 'Manu', 'Nishant', 'Surya', 'Rishabh', 'H2', 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z']*



- BR2. Advertising - Creativity and Execution  
BR3. Digital Branding and Marketing

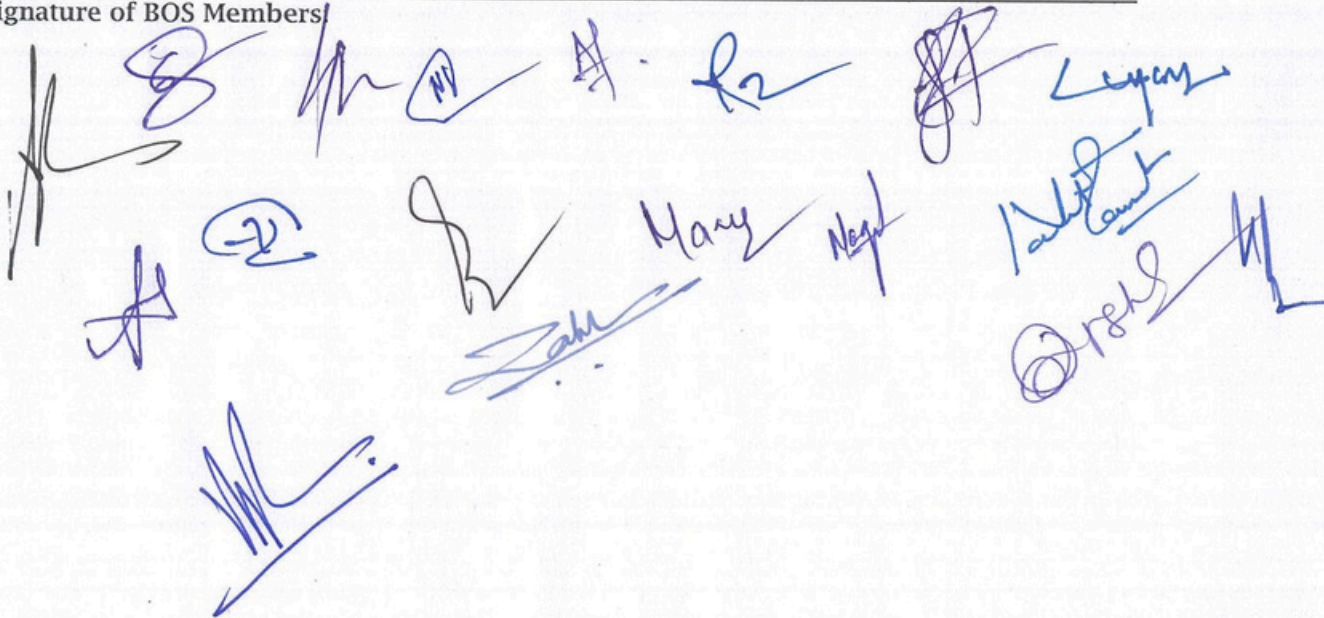
**Banking & Insurance**

- BI1. Banking and Retail Finance  
BI2. Insurance Business Management  
BI3. Risk Management

**Entrepreneurship**

- EN1. Market Opportunity Analysis  
EN2. Business Planning and Modelling  
EN3. Social Entrepreneurship

Signature of BOS Members



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Graphic Era (Deemed to be University)										
Department of Management Studies										
Scheme of Teaching and Evaluation 2024										
(Effective from the academic year 2024-25)										
MBA Semester IV										
COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
COURSE			Credits	L	T	P	CE	MSE	ESE	Total
Code	Title	Course								
		Component								
MBA 401	Project Management	DSC	4	3	1	–	25	25	50	100
MBA 402	Sustainable Business Practices	AEC	2	2			Continual Assessment			100
MBA 403	Capstone Project (Dissertation/OJT/RPUB)	SEC	6	Continual Assessment						100
MBA 404 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective V	DSE	4	4	–	–	25	25	50	100
MBA 404 [MK/FN/HR/HA/AA] 1-5	Major Specialization Elective VI	DSE	4	4	–	–	25	25	50	100
MBA 404 [MK/FN/HR/HA/AA] 1-3	Minor Specialization Elective III	DSE	4	4	–	–	25	25	50	100
MBA 405	General Proficiency	AEC	1	–	–	–				100
Total			25							700

**Notes and Explanation:**

- ❖ Sustainable Business Practices [MBA 402]: The course emphasizing on Ethics, Values and Sustainability, and tenets of ESG shall be offered as regular course with continual assessment for effective inculcation.





- ❖ Capstone Project [MBA 403]: Students will have to prepare a Dissertation / On-the-job Project report or publish a research paper or complete MOOCs certification of minimum 30 hours or 12 weeks to earn 3 credits in MBA IV semester. The capstone project will be supervised by a faculty mentor and assessed by external examiner from Academia or Industry. 100 marks of the capstone for dissertation/on-the-job project report will be evaluated on following basis - 25 Marks for report, 25 Marks for presentation and 50 Marks for viva voce. For the MOOCs certificate and Publication, 50 marks will be based on the grade value of the certificate and 50 will be based on presentation on the learnings. For publication, 50 marks will be based on the quality of paper (indexing) and 50 will be based on presentation.

#### List of Major Elective Courses @ Semester IV

##### Marketing: [Choice @ Two]

- MK1. Product & Brand Management
- MK2. Customer Relationship Management
- MK3. Rural Marketing

##### Finance: [Choice @ Two]

- FN1. Business Analysis & Valuation
- FN2. Behavioral Finance
- FN3. International Finance

##### HR: [Choice @ Two]

- HR1. Strategic Human Resource Management
- HR2. Global HR Practices
- HR3. Talent Management

##### HOSPITAL ADMINISTRATION: [Choice @ Two]

- HA1. Patient Care and Services
- HA2. Law and Ethics in Hospital Administration
- HA3. Digital Healthcare
- HA4. Quality Assurance in Healthcare
- HA5. Healthcare Insurance

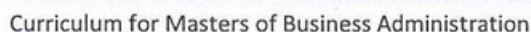
##### AIRLINE AND AIRPORT MANAGEMENT: [Choice @ Two]

- AA1. Aviation Business Strategy
- AA2. Aviation Law and Regulations
- AA3. Innovations in Aviation Industry
- AA4. Air Cargo Management
- AA5. Sustainable Practices in Service Industry

##### List of Minor Elective Courses @ Semester IV [Choice @ One]

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SC1. International Logistics & Global Supply Chain Management  
SC2. Operations Strategy

BA1.	Predictive Analytics
BA2.	Big Data Analytics

IB1. International Logistics & Global Supply Chain Management  
IB2. Cross Cultural Business Management

DM1.	Digital Entrepreneurship
DM2.	Digital and Web Analytics

BI1.	Marketing of Financial Services
BI2.	Treasury and Forex Management

RT1.	Retail Sales and Customer Service
RT2.	Retail Location Strategies

BR1.	Corporate Branding
BR2.	Media Planning

EN1. Venture Financing and Growth  
EN2. Retailing and Franchising

Any from the pool may be offered as non-credit course or workshops:

1. Career and Life skills
2. Indian Knowledge System
3. Universal Human Values
4. Public Speaking and Storytelling
5. Professional conduct and work ethics
6. 21<sup>st</sup> Century Life Skills (Creativity, Critical Thinking, Complex Problem Solving, People skills, etc.)
7. Yoga, Meditation and Mindfulness
8. Emergency and Life Saving Skills
9. Creativity, Innovation and Design thinking
10. Management and Leadership lessons from Ancient and Holy Literature (Indian Ethos; Management and Spirituality)

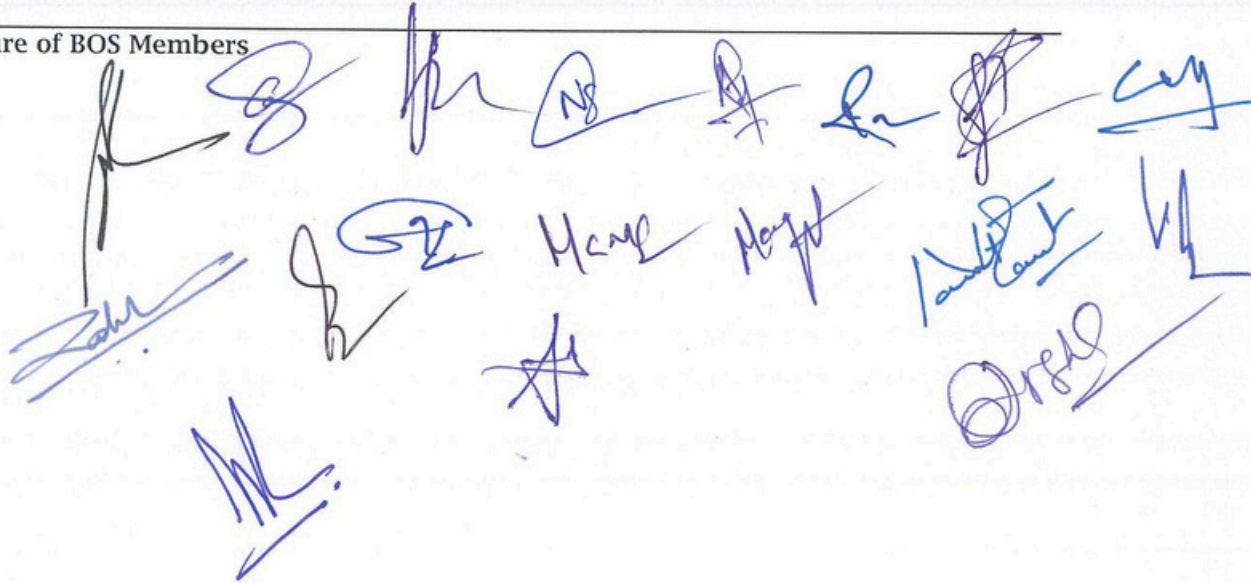
Handwritten signatures and initials: [Illegible signatures]





11. Recognized Functional Certifications; Courses offered through SWAYAM, NPTEL, etc. Besides, any other VAC as per need and relevance, may be introduced.

Signature of BOS Members

A collection of approximately 15 handwritten signatures in blue ink, arranged in two rows. The signatures are stylized and vary in length and complexity.

A single handwritten signature in blue ink, located at the bottom right of the page. It appears to be a name followed by a surname, possibly 'Chaturvedi'.