

NVT Quality Educational Trust

International School of Management Excellence (ISME)

Procedures



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DISTRIBUTION

COPY NO.	RECEIPIENT
1 - Soft Copy	Myisme\\ \isme\Human Resources\Policy and HR Documents\Quality Manual and Procedures Accessible to all faculty and staff

AMENDMENT RECORD			
DATE	QM ISSUE	REVISION NUMBER	DESCRIPTION OF AMENDMENTS
01.06.2015	01	00 - All Pages	Initial Issue
01.07.2018	02	00 - All Pages	Changing incorporating all requirements of NBA and current processes

Procedure 1: CONTROL OF DOCUMENTS

Scope

This procedure is for the control of all documents to ensure that the pertinent issues of appropriate ISME documentation are available at the required places and with the required people.

Procedure

1. The Director shall approve the quality manual and any of its amendments. The quality manual shall contain record of all its revisions. Each page of the manual shall carry the issue number and the revision number. The first issue of the quality manual shall carry issue number 01 and all pages shall carry revision number '00'. If any page is revised, the revision number of all pages is incremented by one. The amendment record page will indicate the affected pages. If the entire manual is revised and re-issued, the issue number shall be incremented by one and the revision number of pages reverted to '00'.
2. The Director shall check the situation and decide if a new procedure or instruction is required or the current procedure needs to be modified.
3. The Director shall allocate the number of the new procedure and / or the revision status of the new document.
4. He shall then appoint an author who shall research the activity and write or revise the procedure or instruction.
5. Procedures and instructions should contain the following headings - Title, Scope, Definitions (if needed), Procedure or Method, Responsibilities, References (if appropriate) and Attachments (if required).
6. All procedures and instructions shall have an issue number, a revision number and be dated.
7. A draft should be produced and circulated to all those persons directly involved in the activity or on the copy holders list.
8. Comments should be reviewed and the procedure redrafted.
9. Procedure shall be approved for use by the Director.
10. The approved procedure and distribution list shall be drawn up.
11. The Director shall review the distribution list before distributing the final new or revised procedure or instruction. The Director shall ensure that relevant versions of applicable documents are available at points of use.
12. He shall update the master list of documents accordingly.
13. Any obsolete documents shall be destroyed by the copy holder or clearly marked as obsolete.
14. External origin documents shall be identified and their distribution controlled.
15. The Principal/Dean shall retain a complete updated controlled set of management system documents and shall be available for inspection at all times to the regulatory body.
16. A Registered Listing of regulatory body standards and issue status shall be maintained.

17. Changes to regulatory body requirements shall be implemented within 3 months of written notification from regulatory body.
18. A dedicated copy of manual and procedures shall be controlled and maintained for use by the regulatory body reviewing officer.

Responsibilities

1. All personnel should ensure that instructions and procedures are followed and are appropriate for the activities.
2. Documents shall only be copied by the Director or the Principal/Dean.
3. The Principal/Dean is responsible for ensuring that up to date soft copies are available in the shared folder accessible by required personnel.

Procedure 2: CONTROL OF RECORDS

Scope

This procedure is for control of records for all programs to provide evidence of conformity to the requirements and effective operations.

Procedure

1. Records of the delivery of all courses need to be kept such as to demonstrate that the course has been run in accordance with the ISME procedures and regulatory body's requirements.
2. Administration shall ensure that the records of all the students attending the course are completed.
3. Where continuous assessment of the student's performance is required the faculty must ensure evaluation of the student throughout the course and record the individual student's performance.
4. Prior to the handing out of the examination papers the faculty should distribute the course feedback form and gather in the replies. These should be kept as a record of the student's view of the course.
5. All forms and examination papers shall be retained as a record of that course for a period of 3 years.
6. Copies of all certificates issued for the course shall also be retained forever.
7. ISME shall also keep summary record sheets of all courses. This record shall be submitted to the regulatory body as per requirements. This is a mandatory requirement and all records must be sent to the Principal/Dean who shall submit the report to regulatory body.
8. All records shall be legible, readily identifiable and retrievable. Practices for identification, storage, protection, retrieval, retention time and disposition of records have been established and controlled.

Records required shall include – faculty, venues, advertising material, dates and times, student names, student continuous assessment forms, student feedback forms, examination papers and markers, re-sit students, summary of students passing/failing,

any problems encountered with the venue, materials, students etc. and any actions taken as a result, feedback to ISME Principal/Dean and certificates issued.

Responsibilities

1. Course records shall be kept together on file and be made available for audit.
2. It is the responsibility of the Principal/Dean/Management Representative / Faculty to ensure that course records are complete and filed correctly as records are subject of regulatory body examination.

List of Records

Serial Number	Record	Period of Retention
1	Students Admission Records	10 years
2	Faculty Records - Resumes, Faculty Selection form	5 years
3	Program Records - Course Structure	5 years
4	Course Records - Attendance Register, Course Update Register, Witness Records, Time Table	3 years
5	Assessment Records - Examination books	2 years
6	Certificate Records - Continuous Student Evaluation Marks, Final Evaluation, Grades, Final Diploma / Certificate	Forever
7	Alumni Records - Placement Details	Forever
8	Advertisement Material	3 years
9	System Related Records - Internal Audit, Executive Board Review Minutes	5 years

Note: Beyond the stipulated retention period all records will be disposed of by shredding

Procedure 3: CONTROL OF SUPPORT FACILITIES

Scope

This procedure is for the control of the supporting facilities and services for all programs to ensure that appropriate facilities as required are available.

Procedure

1. Administration of the programs will be conducted by ISME.
2. Course venues and equipment shall be checked prior to the commencement of the course by the faculty. Schedule of start, breaks, lunch, and finish times shall be as per the standard practices.
3. Rooms should be laid out to facilitate for effective delivery of courses.
4. Syndicate rooms to accommodate the different group activities shall be available to allow the students to hold group discussions.
5. The faculty should find out about fire escapes and washroom facilities and inform the students during the introductions.
6. ISME shall maintain library to support students with latest publications and books on respective subjects.
7. ISME shall provide facilities such as computers and internet (if required).

Responsibilities

1. Head - Facilities is responsible for providing facilities as required.
2. The faculty is responsible for ensuring availability of proper course venues and equipment prior to the commencement of the course. He shall record and inform the Principal/Dean of occurrences not in accordance with requirements.

Procedure 4: ADMISSION PROCESS

Scope

This procedure is for the control of the admission process for all program to ensure the students of required skill and having minimum qualification for the program are admitted.

Procedure

1. Any advertising of programs must be checked and approved by the Director Admissions of ISME before use and shall be in accordance with regulatory body requirements.
2. Advertising material must quote ISME run program and the appropriate regulatory body program. It must only claim the program fulfils the regulatory body training program requirements.
3. Students seeking admission to all the post graduate programs offered should have passed Bachelor / Master's Degree Examination of any recognized education body in Commerce, Management, Arts, Science, Engineering, Technology or equivalent. Work experience will be an important consideration for admissions. For the executive program, students need to be currently employed.
4. On receiving inquiry an application is forwarded to the candidates. The application form consists of information related to - students name, address, personal details (date of birth, contact) academic record, professional experience, achievements, reference, essays
5. The selection of candidates will be done during the interview by the interview panel and the candidate will be evaluated under the following criteria -
 - Family background
 - Academic Background
 - Any work experience and details
 - Hobbies / Talents - Achievements
 - Intellect
 - Motivation for Management Degree

The interview panel will look at the combination of the above criteria and decide on the admission which will be communicated to the admission director.

6. On receipt of completed application, a review is carried out to decide suitability of the candidate for the program.
7. Eligibility Condition:

ISME - Post Graduate Diploma in Management

Students seeking admission to this program should have passed Bachelor / Master's Degree Examination of any recognized education body in Commerce, Management, Arts, Science, Engineering, Technology or equivalent with a minimum of 50% aggregate marks. For the PGDM program, candidate should also have appeared for one of the Management Aptitude Tests and performed well on the test. Work experience will be an important consideration for admissions.

For the executive program, students need to be currently employed.

8. Admission criteria will be relaxed by 5% for all minorities which includes: SC/ST/OBC; in other words, the minorities will be given admission if they score 45% aggregate marks. Physically challenged candidates will also be given similar consideration.
9. Suitable candidates are invited for interview.
10. The suitable candidate found fit for the program is informed of the decision of the committee for admission to the program.
11. Joining instructions shall identify the details of the program, schedule of fees payments, program structure, course content, course calendar and other requirements for compliance by the students.
12. Policy for enrolment of Foreign students:
International Students:
 - a. Foreign students: Students holding passports issued by foreign countries including people of Indian origin who have acquired the nationality of foreign countries.
 - b. Non-resident Indians: only those NRI students who have studied and passed qualifying examination from schools or colleges in foreign countries will be included.

For Bachelor's degree:

1. Candidate should have completed 12 years of schooling
2. Admissions are based on merit and capacity to afford the fee.
3. Minimum age is 17 years for admission.
4. English proficiency.

For Postgraduate degree:

1. Candidate should have completed bachelor's degree from a nationally recognised institution of the foreign country.
2. Candidate should have completed qualifying in entrance examination: entrance exams conducted at national level will be considered/entrance exam conducted by ISME.
3. English proficiency.

Application procedure:

1. Completed application form.
2. Attested copies of certificates of the qualifying examinations.
3. Two copies of passport size photographs.
4. Copy of valid passport and Visa.
5. Non-refundable processing fee or registration fee as prescribed by institution.

Fees and Scholarship:

Fees and Scholarship should be decided and approved by the Admissions Director every year. A signed copy by Admissions Director of the fees and scholarship should be available.

Responsibilities

1. The Director Admissions and Head Admissions are responsible for ensuring admission of students and supply of adequate details to the students before admission.

Procedure 5: DESIGN AND DEVELOPMENT OF PROGRAMMES AND COURSES

Scope

This procedure is to ensure that new program and courses are designed and developed to meet requirement of the regulatory bodies, expectations of students and market.

Procedure

A) DESIGN, DEVELOPMENT AND APPROVAL OF PROGRAMMES

1. The Principal/Dean shall initiate design and development of any new program or courses.
2. The Principal/Dean shall prepare a design and development plan identifying different stages of the program including periodic reviews. For each identified stage, the plan shall indicate interfaces required with any outside agency. Required subject matter experts and BoG will be consulted for review & approval.
3. The Principal/Dean shall compile all the inputs required for the program including objective of the program, requirement of regulatory bodies, expectations of customers. The requirements shall be reviewed for correctness and completeness.
4. The Principal/Dean shall design the programme in order to fulfil the input requirements. The design output shall consist of:
 1. Programme structure: Breakup of the programme into courses and modules
 2. Contents of each courses and its modules
 3. Number of hours of teaching and practical sessions for each courses
 4. Periodic assessment and final examination.
 5. Text books, reference books
 6. Faculty requirements
5. The Principal/Dean shall verify the design output to ensure its ability to fulfil input requirements. Where necessary, the design output shall be corrected. After verification, the Director shall formally approve the program.
6. The program shall then be sent to the regulatory body for approval where required. Alternatively, the program shall be put up to an expert committee set up by the Principal/Dean. Based on the comments by the regulatory body / expert committee, program shall be corrected as required. Final approval by the regulatory body / expert committee shall be treated as validation of the program.

7. Only programs duly verified and validated shall be offered to the students.
8. Any subsequent proposal for change in the program shall be evaluated and the change shall be implemented only with the approval of the Principal/Dean and if required, by the regulatory body. All changes shall be informed to the regulatory body.

Responsibility

Principal/Dean

B) APPROVAL OF COURSE FACULTY

Procedure

1. The Principal/Dean shall review the qualifications, experience and training records of the faculty and approve.
2. Records of all approved faculty are kept on file and are available for review.
3. Faculty shall be approved for the conduct of individual courses.
4. An updated list of approved faculty shall be sent to regulatory body when additions are made on annual basis (if required).
5. The performance of each faculty shall be prepared by the Principal/Dean and reviewed by the Director.

C) CONTROL OF COURSE STRUCTURE AND CONTENTS

Procedure

1. Course structure is designed to achieve the objectives of the course.
2. No amendment to course structure is permitted without the permission of the Principal/Dean.
3. Course content will be prepared by the faculty and specialist and shall be controlled. The Principal shall approve the course structure and its contents including any changes.

Responsibility

1. The Principal/Dean is responsible for the approval of all course faculty.
2. Records of faculty assessments and update records shall be kept with the Principal/Dean.
3. The Principal/Dean is responsible for the design of the course structure.
4. The Principal/Dean, faculty and specialist are responsible to define the contents of each course.
5. The Principal/Dean is responsible for approval of the course structure and course contents. Approval of any changes to the course structure and course contents is the responsibility of the Principal/Dean.

Procedure 6: COURSE DELIVERY AND CONTROL

Scope

This procedure is for the delivery and control of all courses in order to ensure that courses meet their objectives.

A) CONTROL OF COURSES

Procedure

1. Individual courses must be conducted in accordance with the course structure.
2. Courses are controlled by ensuring that the procedures are followed.
3. Following records must be prepared during the course –

Course Records

- a) Student names and details.
- b) Actions taken if students are failing to meet the requirements.
- c) Actions taken in the event of unforeseen occurrences example: bad weather, building works in the vicinity or illness.
- d) Any communications between the faculty, Principal/Dean or regulatory body regarding the course.
- e) Student's feedback of the course.

Assessment Records

- a) Examination papers and the identification of the markers.
- b) Student Continuous Assessment Records.
- c) % of successful students.
- d) Details of re-exam students.

Faculty Records

- a) Faculty evaluation.
4. Following each course the faculty must complete the Course Summary Record and report the details of the course to the Principal/Dean detailing a review of the course and highlighting any points that need reviewing or action particularly regarding administration, course schedule and materials. These records shall be reviewed for possible improvements as part of ISME's policy of continual improvement.
5. At the end of the course these records should be reviewed and a summary report should be prepared and sent to the Director for review.
6. Records of the courses shall be retained for 3 years.

B) CONTROL OF COURSE DELIVERY

Procedure

1. Courses are controlled by means of selection of course faculty, control of course structure and course contents under the control of the Principal/Dean.
2. Prior to the conduct of the course a faculty must be appointed who satisfies the requirements for faculty selection (see Procedure for the approval of course faculty).

3. Individual courses must be conducted in accordance with the Quality Manual and procedures.
4. The faculty should present the sessions in accordance with the course structure.
5. Attendance records for every student registered for a course shall be maintained by the faculty. Students shall apply and inform the faculty in advance of the class for any absent days. Students will not be eligible to appear for examination if their absent days exceed the prescribed limit for the course.
6. If any course material, notes, handouts, cases, exercises do not come under the approved course structure, the faculty shall get an approval from the Principal/Dean.
7. Faculty should answer the student's questions and generate discussion keeping in mind the planned duration of the sessions. Faculty should not refuse to answer questions but may defer them to break times, after the class or may cover the item in a later part of the course.
8. Faculty should try to keep to the timetable to the best of their ability however the natural flow of the course should be considered and completion of a session even if it means overrunning for a few minutes is acceptable. If the session cannot be completed in a reasonable time then the break should be taken and the session finished after this break.
9. If there is any significant lapse in scheduled timing the faculty should record details and provide the information in the course summary record sent to the Director for review and possible re-planning of the course.
10. Faculty should incorporate some additional training methodologies like videos, role plays, case studies, practical assignments in addition to power point lectures and assignments.

Responsibilities

1. The faculty is responsible for the management of the course schedule and all services with start, breaks, lunch and finish times details of any extended work periods to ensure services are delivered on time
2. The faculty is responsible for the control of all courses and shall check compliance of all courses for compliance with this procedure. He shall record and notify the Principal/Dean of occurrences not in accordance with this procedure.
3. The Principal/Dean is responsible for the control of all courses and compliance with the procedure. He shall record and notify the regulatory body of occurrences not in accordance with their requirements and initiate suitable corrective and preventive action.

C) System of inducting faculty

Procedure

1. A resume of faculty is requested through email / when there is a discussion
2. The first round of discussion is with the Principal / Dean followed by the Director. The faculty is evaluated on the following parameters - Qualifications, Years of Work Experience, Years of Teaching Experience, Communication Skills
3. The faculty selected needs to have the following attributes -
 - Excellent communication skills
 - For post graduate qualification, a minimum of 8 years of experience if work and years of teaching experience are combined. This requirement can be relaxed to 5 years if the qualification of the faculty is from any of the recognized top institutes in India or abroad or if the faculty is a doctorate or has been recommended by a trusted faculty.
 - For graduate qualification, a minimum of 15 years of experience if work and years of teaching experience are combined. This requirement can be relaxed to 10 years if the qualification of the faculty is from any of the recognized top institutes in India or abroad or if has been recommended by a trusted faculty.
 - For full time faculty, the designations of Assistant Professor, Associate Professor and Professor are given according to AICTE faculty norms for management institutes.
 - A minimum of one year of teaching / advanced classroom experience for a course is required for the course to be listed in 'Courses Approved for'
4. The financial terms are decided and recorded
5. The courses that the faculty is approved for are recorded.
6. A separate detailed procedure manual as per AICTE guidelines will also be followed.

Responsibilities

1. The faculty is expected to sign a written contract 3 weeks prior to the start of the course. The written contract has all the financial details, time table and other expected services and norms that ISME expects from the faculty.
2. The faculty is expected to give the detailed session plan 2 weeks prior to the start of the course.
3. The exam paper formats and mark sheet format is sent as soft copy prior to the start of the course.
4. The session plan is discussed with the faculty and is approved by the Principal/Dean, 1 weeks prior to the start of the course.

D) Outside Experts / Visiting Faculty

Curriculum Review / Session Plan Review

The ISME board comprises of industry experts in various disciplines. Further, subject matter experts will also be consulted whenever there is a change to the curriculum or the session plan.

A detailed curriculum review should be done annually along with the faculty and board members.

Responsibility

Curriculum Review: Director & Board Members

Session Plan Review: Principal/Dean

Guest Lectures

Every course shall have a minimum of one guest lecture that should be identified as a part of the session plan. The guest lecture should be an industry expert and the faculty should identify the right person through their own contacts or by taking the help of the corporate relations group of ISME.

The topic of the guest lecture should cover the current happenings of national and global significance in the world of business for the subject concerned.

E) Performance Management of Faculty Member

A term end reporting system is followed wherein the faculty are supposed to submit a report on the following points by completing the faculty feedback form.

1. Details of the course taken along with number of sessions
2. Assignments given
3. Details of cases/ videos/ articles referred in the class
4. Guest speakers invited
5. Articles/ case let / paper written along with description.
6. Student activities conducted
7. Suggestions for improvement

The information from the student feedback, faculty feedback, faculty self-reporting is compiled by the Principal/Dean. This report is then shared by the with the Director. The faculty are apprised of any areas of improvement and appreciated any strong areas.

The faculty will also submit a monthly self-appraisal report on factors like work done, research & development work, training work and other initiatives.

An annual peer evaluation will be conducted based on factors like quality of work, productivity, initiative, and collaborative approach.

The annual appraisal of faculty will be done by the Dean / Director along with the Principal/Dean on factors like quality of work, productivity, initiative, student feedback, contribution to the institute, research & development work etc. The annual increments of faculty are based on such continuous inputs. The promotions of faculty are based on AICTE guidelines.

F) System for Inducting non-teaching Staff

Procedure

- The non-teaching staff positions are advertised in the newspapers
- The non-teaching Staff required are: Admin Admissions, Admin Academics, Admin Placements, Hostel Manager etc.
- The requirements for non-teaching staff are – Good English communication skills, good computer knowledge, over 3 years of work experience
- The interviews are taken by respective heads and shortlisted candidates are interviewed by the Dean / Director
- Upon joining the respective heads of departments mentor and review the performance of staff

Responsibility

- Director Admissions, Head Academics, Head Placements, Head Facilities
- Dean & Director.

G) Roles of the Principal/Dean

- The Principal/Dean is responsible for the overall management of academics & administration of the program
- He/she is responsible for the coordination of all the academic activities including:
 - Planning, scheduling and coordination of all classes for the academic year.
 - Ensuring the design and quality courses
 - Planning, scheduling and managing all examinations
 - Assuring the sanctity and integrity of examination system
 - Ensuring the quality of processes and the delivery of courses in compliance with the audit requirements
- Schedule & coordinate with the full-time, visiting and adjunct faculty
- Handle all the academics related issues, program compliance, quality control and internal and external audit issues
- Mentor students inside and outside the class
- Maintain student discipline on campus

- Get student feedback at the end of each term, analyse and provide a comprehensive report to the Director
- Review of all courses every term by personally attending the classes and evaluating delivery
- Get faculty feedback at the end of every term and incorporate the feedback after discussing with the Director
- Help screen, hire faculty and staff
- Help induct the newly hired faculty and staff
- Mentor faculty to pursue research and higher studies
- Work closely with the Director to improve the overall quality of the program, processes, and academics
- Manage the administrative executives and librarian on a daily basis
- Conduct the ISME faculty meet on a regular basis
- Planning and execution of national academic conferences
- Publish the annual ISME Academic Journal and the monthly blog

Procedure 7: CERTIFICATION PROCESS

Scope

This procedure is for the evaluation of students in order to ensure that the student has been able to learn the fundamentals and achieve objectives of the course. The procedure also ensures that certification of students meet requirements of regulatory bodies.

1) STUDENT EVALUATION

Continuous evaluation of the students throughout the duration of each course is made for each student. Students are assessed on their performance by taking into account their contribution to the course by way of asking questions, involvement in discussions, team involvement in the exercises and by presentation of the results of exercises. Lateness or absence is de-merited. Student evaluation shall be related to the course learning objectives and require an understanding of the issues involved, participation in lectures and exercises and performance.

Students are scored as follows -

1.1 Attendance (5 marks):

100 % attendance is awarded 5 marks. For attendance less than 100%, marks will be awarded on the pro rata basis. Marks will be rounded off the nearest 0.5. Example: If a student has attended 88% attendance the calculation shall be $\frac{88}{100} * 5 = 4.4$ and will be awarded 4.5 marks.

1.2 Class Participation (5 marks):

Class Participation is obtained through involvement in discussions, questioning, presentations and exercises. 5 for involvement well above average, taking a lead in discussions or in team sessions and assisting other team members. 3 for full involvement during the session, asking questions, being involved in team discussions and activities, 4 for the performance judged between the above two, 2 for only slight contribution, leaving the tasks to others, not responding to questions, 0 if not involved, no questions asked or absent and 1 for the performance judged between the above two.

1.3 Assignments (20 marks)

Demonstration of understanding of the subjects and tasks set, learning the lessons demonstrated in questions and contribution to exercises and presentations. Score 20 for excellent above average work, leading the team effort, gathering the information to assist other team members, obtaining significantly better than average results in exercises. Score 16 marks if the task was fully satisfactory during the exercise, full involvement in discussions and team assignments, answering questions correctly as required. Score 12 marks if work is fairly well done in the majority of tasks, however does little to contribute to discussions and tasks or is late. Score 8 if work is generally of a poor standard and there is a lack of effort made. Score 4 if work is very poor and no effort is made by the student. 0 if not done or absent.

In lieu of assignments, the faculty can also design a different exercise to test the understanding of the subjects and rate them as mentioned in above.

1.4 Mid Term Assessment (20 marks)

A midterm examination will be conducted during the end of 4 weeks of teaching by the academics. Students scoring low marks should be watched closely by the faculty and may be advised of their assessment and any actions necessary to rectify the problem. If a student misses a mid-term for reasons approved by the faculty / course coordinator, the faculty of the course shall ensure that a separate mid-term assessment is conducted before the end-term. Students shall be informed of their performance and understanding of the course learning objectives.

An assessed score of 40% (out of a total of 20 marks) or over is required for passing the midterm assessment.

Students who fail to secure the minimum required marks as mentioned above or did not take midterm exam for reasons approved by the principal/Dean, are required to take a re-exam which will be conducted before the end-term. The marks obtained in the re-exam or the earlier midterm exam, whichever is higher – limited to 40% i.e. 8 marks – shall be taken into account. The final marks obtained by the students in the midterm along with the assignment marks and the attendance marks shall be sent to the examination office in the prescribed format by the Principal/dean. Students who are absent in the midterm examination without prior approval will be awarded 1(one) grade less.

2) CONDUCT OF END TERM EXAMINATIONS

2.1 Eligibility

1. A candidate is eligible to appear in the end term if he/she satisfies below mentioned requirement.

1. The candidate should have attendance 80% or more. Candidates whose attendance is short of 80% are not allowed to take the exam. Attendance between 65-79% before end term exam would result in the student appearing for a re-exam. (Ideally, 70-74% would be allowed to write the exam with a warning letter. Below 70%, a student should write Re-exam). The academic department shall display fortnightly the attendance status of every student on the institute's notice board and a copy of the same shall be sent to exam department.
2. For a student who has been debarred from the end term exam due to not fulfilling the condition mentioned above or any other reasons such as adopting unfair means during either midterm or end-term exam will be required to repeat the course and take the supplementary end-term exam.
3. For a student debarred from taking the end term exam, an opportunity to repeat the course will be given during the summer or winter break subsequent to which the supplementary exam will be held.
4. A student to successfully pass the course, he should score at least 40% or more in the continuous assessment (CA) and at least 40% or more in the end term (ET) and should obtain at least 50% or more in the aggregate i.e. CA + ET.

5. A student who scores 40% or more in the continuous assessment (CA) and 40% or more in the end term (ET) but fails to obtain at least 50% in the aggregate i.e. CA and ET put together or fails to get 40% or more in the ET will be declared as failed in the exam.
6. If the student fails a course, he/she will be allowed to take a re-exam for the course at the end of the next term after paying the prescribed fees which is presently Rs1000 (Rupees One thousand only) per course. **In case of students appearing in the re-exam they will be awarded one grade less than what they have obtained.**
7. In case of a student failing to score at least 40% or more in the continuous assessment (CA) and hence declared 'failed' will be required to repeat the course and take the supplementary end-term exam. He is not eligible for the re-exam as mentioned in 2.1.7.
8. Students taking supplementary exams will have to pay a fee of Rs 5000 (Rupees Five thousand only) and repeat the course as mentioned in 2.1.4.
9. In cases of supplementary exam, student should score at least 50% or more to pass the exam.
10. Students failing the re-exam are required to repeat the course and take the supplementary end-term exam.
11. A student who is otherwise eligible, absents himself/herself in the end term exam with prior approval from the Principal/Dean will be required to appear for the re-exam.
12. A student who absents himself/herself in the end term exam without prior approval from the Principal/Dean will have to appear in the supplementary exam only and is not eligible to appear in the re-exam.
13. If a student absents himself/herself with or without prior approval in the re-exam, he will be given an opportunity to appear in the supplementary exam.
14. A student failing in any of the supplementary exams will not be re-examined again. He will continue his/her present study without any break; however he/she will be required to repeat that particular course or courses (up to 3 courses only) in the next available academic session after first completing his/her two years of initial study. The students, for repeating the course, are required to pay a re-admission fee of Rs. 10,000 per course. Such students shall follow all the course requirements of that session. Only on successful completion of all the course/s will he/she be awarded PGDM diploma.

15.(a) The student is allowed **only once** to repeat the course or courses as mentioned above. If the student does not fulfil the requirements to pass the course in this repeat attempt, no further scope exists for repeating the course/s as the student is allowed a maximum of 3 years to complete PGDM from the date of first starting the course. He is however, allowed to seek fresh admission to PGDM course

[15 and 15(a) as amended on 29.06.2018]

15. What constitutes an "unfair mean"

- a) Bringing in the examination hall or being found in possession of portions of a book, a manuscript, programmable calculator, mobile phone, electronic gadget

or any other material or matter which is not permissible to be brought into the examination hall.

- b) Having any written matter on scribbling pad, question paper, admission ticket, calculator, palm, hand, leg, any other part of the body, handkerchief, clothes, socks, instrument box, identity card, scales etc.
- c) Writing wrong roll number, disclosing identity by writing name, any words, by any special marking, or any peculiar marks on the pages in the answer scripts.
- d) Copying from any material or matter or answer of another candidate or similar aid or assistance is rendered to another candidate within the examination hall.
- e) Communicating with any candidate or any other person inside or outside the examination hall with a view to take assistance or aid to write answers in the examination.
- f) Smuggling out or smuggling in of copying material or tearing off the answer script sheets or any other writing material given or inserting papers written outside the examination hall into the answer book or running away along with answer script from the examination hall or premises.
- g) Making any request of representation or offers any threat for inducement or inducing to bribery to Room Invigilators/s or and any other official of ISME for favours in the examination hall or to the examiner in the answer script.
- h) Impersonating or allowing any other person to impersonate to answer in his /her place in the examination hall.
- i) Unruly behaviour inside or near the examination hall.
- j) Any other behaviour in the examination hall not to the satisfaction of the invigilator.

2.2 Procedure

1. Examination shall be held as indicated in the Academic Calendar except in case of exigencies or exceptional conditions as may be decided by the examination committee/controller.
2. Timetable for the examination shall be made available to students and others at least one week before the exam.
3. Sitting arrangements shall be made in advance and the examination hall shall be opened only 10 minutes before the start of the exam.
4. Students are not allowed to carry anything other than those that are permitted to examination floor. They shall leave all their belongings at the reception at their own risk. They are advised not to carry any valuables on the day of the examination.
5. If required, examinees may be frisked before they are allowed entry to the examination hall.
6. Every student shall carry his own pen, pencil, scale, calculator etc. Students are not allowed to borrow or exchange things with others.
7. The start and end of the examination shall be indicated by ringing the bell.
8. Mid-term exam will be of 40 minutes duration and End-term examination will be of 2 hours duration.

9. No students will be allowed to enter the examination hall after 10 minutes and 20 minutes of the start of mid-term and end-term examinations respectively. The end of 10 minutes and 20 minutes period shall be indicated by ringing the bell.
10. Students are not allowed use wash rooms during the examination and hence no one is permitted go out, except in the exceptional cases.
11. It is the duty of the invigilator to keep a strict watch on the examinees in the examination hall and prevent them from adopting any unfair means. It is suggested that the invigilator should make rounds of the hall and not confine him/her self to a particular place.
12. Students are allowed to submit the answer script and leave the examination hall only after 25 minutes in case of mid-term and 1hour in case of end-term examinations. In case an examinee has finished writing the answer before the stipulated time, he is required to stay in his place till the completion of the minimum time mentioned above.
13. At least one faculty should invigilate during the examination. Students are not allowed to discuss questions with each other.
14. Students should be asked to write only their roll numbers, name of examination and course clearly on the front of the paper.
15. The invigilator shall check the correctness of the entries made by the candidate on the front page of the answer script and shall sign in the place designated.
16. Students caught adopting unfair means shall be asked to leave the examination hall quietly after submitting the examination paper and the other materials, if any.
17. The incident shall be reported in writing to controller of examination for further actions.
18. Malpractices committee or in the absence of its members, a committee constituted by CoE (Controller of Examinations) shall look into the matter and shall submit its opinion/suggestion to CoE within 48 hrs.
19. The committee is entrusted to deal with the cases of unfair means committed by any student/s during the examinations may impose punishment as listed below or any other that they deem fit:
 - i. A fine of Rs. 5000/- for malpractices Section 2.1 – Points 16 a, b, and c above
 - ii. Invalidating the examination for malpractices Section 2.1 – Points 16 d, e, and f above
 - iii. Debarring and handing over to police for malpractices Section 2.1 – Points 16 g, h , and i above
20. At the end of the allocated time the invigilator must collect the examination papers ensuring that all are collected and securely controlled.
21. The invigilator is responsible for the security of the completed examination papers until handed over to the examination office.
22. There will be at least one external examiner to supervise the complete process of conduct of exam as per the procedure.

3) FORMAT OF THE QUESTION PAPERS

1. The format of the question papers will be as decided by the academic committee.

2. The faculty shall send a end term exam paper along with answer keys to examination office.
3. The exam papers are reviewed by the Principal/Dean or by the person appointed by him to do, so that they are in line with set standards. The reviewer may select few questions from the past papers and incorporate the same by replacing corresponding number of questions. This final examination paper shall not be known to the faculty.
4. In order to evaluate the programme outcome and calculate the attainment of course outcome (COs) the following format shall be adhered to during evaluation:

S No.	COs	Break up of marks	Total marks
1	CO1 - conceptual learning	Mid-term (20 marks) and Sec A (15 marks) of the end term	35
2	CO2 - Analytical learning	Sec B (20 marks) of the end term and 10 marks for class participation and attendance	30
3	CO3 - Application of knowledge	Assignment	20
4	CO4 - Integration	Sec C (15 marks) of the end term	15
Total			100

4) EVALUATION OF EXAMINATION PAPERS

4.1 Procedure

1. The examination office shall the send the answer papers to the concerned faculty for the evaluation not later than 48 hours of the examination.
2. The faculty shall collect all the answer papers as and when given by the examination office.
3. The faculty shall evaluate the answers written by the examinee in the answer script.
4. The marks allotted to each answer will be entered in the respective columns in the front page only in the space allotted and totalled. The faculty should not write the marks elsewhere other than the front page to enable re-evaluation in case the students applies for the same.
5. The evaluating faculty shall enter the total in the appropriate box and shall sign in the place indicated.
6. Approximately 5% of the evaluated papers will be sent to another faculty for review. If discrepancies or difference in marks noted is more than 10% in 2 (two) or more papers, the second faculty will evaluate the rest of the papers.
7. The marks awarded by the second faculty will be final.
8. Students will get to see only the mid-term answer papers. They are required to return it after satisfying themselves of the evaluation.
9. On completion of the evaluation of the end-term scripts, the papers will be handed back to the examination committee for grading and safe keeping of the same.
10. The faculty shall complete the entire process of valuation as early as possible.

11. The student must score at least 40% or more in the continuous evaluation (CA) and at least 40% or more in the end term (ET) exam and should obtain at least 50% or more in the aggregate i.e. CA + ET.
12. Grades will be awarded by the examination office on relative performance in a 10 point scale. The grade and corresponding grade point are as below:

Grade	A+	A	A-	B+	B	B-	F
Grade Point	10	9	8	7	6	5	4

13. These grade points will be explained on the back side of the transcripts. The cumulative grade point average will be accordingly calculated taking into consideration the grade point and the weightage of the course.
14. The relative grading shall be done as follows:
 - B+: Cut-off less than median where in 60% -70% of the class in more than B+
 - Cut-off more than median where 70% of the class has done well.
 - A+: 10%,
 - A: 15%,
 - A-: 20% and
 - B+: 25%.

Total: 70% (plus or minus 5% at the discretion of the examination committee).

B : 20%-30%

B- : Only to those students who are between 50 and 55.

The above is only a broad guide line as strict adherence to the above percentages will be extremely difficult. The decision of the examination committee shall be final in this matter.

15. In courses identified as Workshops the students will be graded in three categories – Excellent; Good; Average.
16. Within one (1) week of the declaration of the results, a student can apply for re-evaluation of answer script by submitting a written application along with re-evaluation fee of Rs 500 (Rupees Five hundred only).
17. The examination committee shall have the paper re-evaluated by a faculty other than the original evaluator or the reviewer in case it has been reviewed, and shall declare the result in 10 (Ten) days.
18. The marks obtained in the re-evaluation will be final and will replace the original marks obtained.
19. Students shall be removed from the program if at any given time they have more than 3 courses that they need to pass from the previous term/s.
20. The examination papers, continuous assessment records, student feedback forms shall be securely retained by the examination department and made available for review by the visiting regulatory body, reviewing officer for management system records surveillance.
21. Students become eligible to receive certificates for the programme when they successfully pass all the courses including the industry project (if applicable).
22. Records of certificates issued shall be kept for a minimum of 10 years.

5) Grade Cards

1. Grades cards will be issued to all students after the end term exam or the Reexam as the case may be.
2. Students who fail in the reexam, absent without prior approval, caught using unfair means in the exam, score less than 40% in CA or has been debarred from writing the exam due to attendance shortage will be 'F' in the grade card. The GPA and CGPA will be calculated on the basis that grade point of 'F' is equal to 4.
3. For the students appearing in the exams subsequent to the issuance of the grade card, their CGPA will not be recalculated and will remain the same.

6) Confidentiality

1. All examination related work shall be done by the examination office and shall maintain utmost secrecy. The examination office shall store the finally selected exam paper i.e. committee QP, in a secured computer. The access to these papers is limited to the Controller of Examination (CoE). The CoE

hands over a printed copy to the administrator for making copies. This activity is done in person. All papers will then be sealed.

2. The sealed envelope will be opened by the external examiner and handed over to the invigilator in the examination hall only.

6) Responsibilities

1. The faculty shall be responsible for the security of all examination papers in his possession whether completed or not until handing them over to the examination office.
2. The CoE shall be responsible for ensuring that examinations are conducted in accordance with the above procedure and the requirements of the regulatory body and recording and notifying the Principal/Dean in the event of problems.
3. The CoE is responsible for the appointment of suitable invigilator / faculty, provision of examination papers and the safe retention of all course records including examination papers for 3 years.
4. The invigilation duty roster shall be prepared at least one week in advance and circulated among the faculty members.
5. The faculty members should carefully observe the roster and discuss with the CoE if they have any issues at least 3 day before the start of the examination. If nothing is heard from any faculty, it shall be assumed that the faculty members are in agreement with the roster.
6. The faculty appointed for invigilation duty shall not avail leave during his/her duty day. However, they may interchange mutually with other faculty with the permission of the CoE.

Procedure 8: PLACEMENTS AND CORPORATE RELATIONS

Scope

Placement process at ISME is involved in:

- **Student Development:** Development of students for preparing them for placements.
- **Corporate Relations:** Maintaining relationship with companies and involving them in the academic program.
- **Placements:** Inviting companies for recruitment and conducting the process for placements.

Procedure

Placements

Activities followed by Placement team in each term to achieve its goal of developing students and preparing for placements is:

1. In Term I, Student Data is collected from Admissions and analysed and stored in Excel Sheet as per the requirement.
2. In Term II, specialization counselling is done with the help of faculty and first draft of Resume is written as part of Business Communication. Interview FAQs are given to students at the end of the term.
3. In Term III, Résumé review is done on one-on-one basis by Placement Coordinators and this process continues till students are ready with final draft. Students are given opportunities for Summer Internship selection during the term.
4. As the start of Term VI, students are evaluated based on the summer internship report and presentation. In Term IV, Interview FAQ sessions are conducted which help students in understanding how to answer the questions in HR Interviews. This also covers understanding of GD process, Extempore, Elocution and stress Interviews.
5. In term V, Mock Interviews are conducted to give students feel of the real Interviews and help them assess their level and scope of improvement. Domain Knowledge questions are also covered. The placement rules and regulations should be finalized and communicated to the students and a written undertaking should be taken from them.

6. In Term VI, students are given guidance on joining behaviour and finer points of understanding corporate culture through networking presentations.
7. The placements and internship will be carried out as per the placements and internship rules.

Corporate Relations

Every member of the corporate relations team is responsible for specific companies which they will be dealing with on a regular basis.

The Process is as follow:

- For already established relationship, the company owner is supposed to meet at least once a year, to maintain relationship.
- Relationship with new companies needs to be established regularly on monthly basis.
- To further enhance the relationship, the team should invite corporate to campus for Guest Lecture, arrange Industry Visit.
- During Placements Phase following activities are undertaken:
 - JDs form solicited.
 - JD is converted to prescribed format.
 - JD is released to students and students are given time to apply for that JD.
 - Eligible students profiles are sent to concerned company through email.
 - Process of Interview is fixed and schedule announced.
 - Final Result of Interview are undertaken.
 - Once students are selected, paper work pertaining to getting their offer letters is completed.
 - For students on internship, students are tracked while working with the company for their performance. This involves getting training reports from students and regularly contacting their guides for feedback. This helps in understanding the lags if any and guide student accordingly.

Procedure 9: NATIONAL & INTERNATIONAL COLLABORATIONS

Scope: The institute will endeavour to collaborate with National and International institutions for joint research, faculty exchange, student exchange, joint programs and joint events.

Procedure

- 1) The Principal/ Dean/ Director will identify potential areas of collaborations with institutions of national or international standing.
- 2) The institute will be member of industry bodies like BCIC, CII, NHRD to enable it to reach potential institutions that would like to collaborate.
- 3) The institute will also reach out to the embassy official dealing in education trade agreements of key countries to keep them updated about ISME and seek potential partnerships through them.

Responsibility

Director, Dean, Principal

Procedure 10: HANDLING, RECORDING OF COMPLAINTS, APPEALS AND CORRECTIVE AND PREVENTIVE ACTIONS

Scope

This procedure is for the resolution of all complaints regarding courses and other issues in order to ensure continual improvement.

Procedure

1. Corrective actions may become apparent during conduct of courses, student feedback forms, audits or complaints received directly from students. Each corrective action identified, complaint or implied complaint shall be recorded and evaluated.
2. Corrective actions identified by faculty and complaints that can be rectified immediately should be done so by the faculty and recorded as to the facts and the corrective actions. Example: using a microphone if excessive outside noise is causing a problem.
3. Corrective actions identified or complaints on material or venue should be recorded if immediate rectification cannot be made.
4. Complaints should be brought to the attention of the Principal/Dean who must log all complaints and decide on corrective actions. Complaints regarding the course material must be passed to the Principal/Dean for assessment and rectification.
5. All letters of complaint or appeals against decisions made shall be investigated and replied to. Appeals against decisions shall be reviewed by the Principal/Dean who was not involved in making the original decision. Where regulatory body are notified or consulted the extent of their involvement shall be recorded. Complainants shall be notified of their right to appeal to the regulatory body and be given details of the procedure and whom to write to.
6. Complaints of a serious nature recorded in the student feedback forms shall be investigated and replied to. Complaints against ISME for breaches or regulatory body regulations shall be notified immediately to regulatory body.
7. General implied criticism shall be evaluated and acted on accordingly. (It is not possible to please everyone all the time. Example: an inexperienced student may imply that not enough time was spent on a subject whereas a more experienced student may say that too much time was spent)
8. Course faculty will always be consulted.
9. Where criticism of the venue is made then this will be investigated, however such criticism shall be investigated to the degree with which it is a problem. Example: Previously quiet surroundings may have a problem due to road works for just that course.

10. The degree of actions taken shall be in accordance with the severity of the problem however all complaints shall be investigated and recorded.
11. An analysis of complaints and corrective and preventive actions taken shall be reviewed in the executive board meeting.
12. All complaints and appeals shall be recorded and subject of executive board meeting for acceptance of root cause corrective action and evidence of any trends from statistical analysis of the courses.

Responsibilities

1. The faculty is responsible for the rectification or actions to reduce the problem for that course. He shall record and notify the Principal/Dean of problematic occurrences or complaints in accordance with this procedure.
2. The Principal/Dean shall review all students and sponsoring organization feedback reports, recording any complaints. He shall investigate causes of complaints and take necessary corrective and preventive actions.

Grievance Procedure

Complaints may be brought to the attention of the disciplinary committee consisting of Principal/Dean, staff from placement and examination department. All students are required to write the complaints in the complaints/ suggestion register.

Guidelines to work with Weak Students

- 1) The Principal/Dean and the faculty of ISME will identify the problems being faced by weak students, mentor them and try to improve upon their capabilities and academic results.
- 2) Students who are identified as weak will be categorized in one or more of the following :
 1. **Generally Weak:** These students either have poor communication skills or have poor absorption capacity or both. At times, poor communication skills affect their absorption capacity.
 2. **Specifically Weak:** The student is weak in a particular course. This is generally because their academic background is different.
 3. **Disinterested:** These are students who have the potential but are not putting in the required effort. This could be because of the following reasons - a) the student has already identified a

specialization and is not interested in any other course b) the student is lazy c) the student is disinterested in giving the exams d) the student lack motivation e) the student lacks focus

Approach to Follow to Improve Weak Students

1. After every mid-term and end term exam, the Principal/Dean identifies students who have not done well. He has a counselling session with those students. The academic, professional, social and family background needs to be explored during these sessions. The Principal/Dean also talks to the faculty about the students.
2. Using the above inputs the Principal/Dean tries to identify the reason for weakness and records this along with the academic, professional, social and family background in the counselling register.
3. This is shared in a faculty meet and each faculty takes up the task of mentoring one or two students.
4. Depending on the weakness, the following approaches have to be followed by the mentor faculty –

Approach for students who have failed the End Term exam

1. The Principal/Dean will identify the mentor faculty
2. The mentor faculty needs to give some chapters for review every week for the next four weeks. The mentor faculty also identifies questions to be solved by the student at the end of each chapter.
3. The mentor faculty meets with the student at-least twice a week for review.

The problems of weak students (who have not done well across courses) can be categorized as following -

1. Health Issues
2. Emotional Issues
3. IQ
4. Communication
5. Motivation & Sincerity

Based on the issue, specific solutions have to be found on a case by case basis.

Procedure 11: INTERNAL AUDIT

Scope

This procedure is for the audit of the ISME quality management system.

Procedure

1. The quality system shall be audited by approved independent auditors annually at approximately 4 monthly intervals.
2. The Management Representative is responsible for scheduling the audit and selecting the auditor.
3. Auditors shall be selected on the basis of ability, knowledge of the system and independence.
4. The audit shall include a review of student feedback, complaints and any corrective and preventive actions taken.
5. It shall include a review of documentation, records and course delivery.
6. It shall include a review of current and proposed changes to regulatory body requirements.
7. It shall include review of the Course Summary Records from each course, quality control and monitoring activities of courses, review of course material, management system documentation against current regulatory body requirements and implementation of actions resulting from student feedback, faculty feedback and regulatory body surveillance visits.
8. It shall include a review of the effective implementation of actions arising from the regulatory body's reviewing officers' audits and surveillance NCRs and reports.
9. It shall include assessment and examination of teaching methods.
10. Audit results shall be presented to the Director and required corrective actions taken.
11. Actions taken as a result of the audit shall be recorded.
12. Follow up of the corrective actions shall be scheduled and conducted by the auditor or by the Management Representative.
13. The findings of internal audit shall be discussed in the executive board.

Responsibilities

1. The Management Representative shall schedule all audits.
2. He/she shall provide a summary of nonconformities and actions taken to the Executive Board.
3. He shall ensure that corrective actions are taken immediately and are effective.

Procedure 12: GOVERNING BODY REVIEW

Scope

The Quality system shall be revived by the Governing Body to ensure continued suitability and effectiveness in satisfying the requirements of ISO 9001:2000 and in implementing the ISME'S quality policy and objectives.

Procedure

The review will be carried out over a year at an invited of approximately 12 months.

The Governing Body consists of the Chairman, Director, Principal/Dean, MR and Expert Committee. The meeting shall be conducted by the MR and chaired by Director.

The agenda for the meeting shall consist of:

1. Approval of successful students
2. Budget approval and review
3. Expenditure approval and review
4. Infrastructure review and approval
5. Committee, Rules and regulations review and approval
6. Faculty Development and Performance
7. Curriculum review and approval
8. Accreditation and New programs
9. Admission policy, procedure and review
10. Placements policy, procedure and review
11. Consultancy, Training programs
12. Research Enhancements
13. Student affairs and student's welfare
14. Student performance
15. Stakeholders meetings
16. Faculty and Staff appointment
17. Results of internal audits
18. Status of corrective, preventive action
19. Review of Objectives

Decision of the meeting shall be recorded and circulated to all participants. MR and Principal/Dean are responsible for implementing the decision taken.

Responsibility

MR, Principal/Dean, Director

Procedure 12: COORDINATION WITH REGULATORY BODY

Scope

This procedure is for coordinating with the regulatory body for all courses in order to ensure that all regulatory body requirements are met.

Procedure

1. Courses shall be informed to the regulatory body reviewing officer annually by the Principal/Dean in order that surveillance can be arranged.
2. A record of courses run shall be submitted each year.
3. All communications with regulatory body shall be through the Principal/Dean.
4. A file of all communications between the regulatory body and ISME shall be held by the Principal/Dean.
5. Regulatory body shall be informed of any significant changes to course structure that is affecting the whole program, changes to ISME quality management system manual or procedures, or any complaints regarding breaches of regulatory body requirements, changes to the approved faculty listing or problems on a course requiring a deviation.

Responsibilities

1. The Principal/Dean is responsible for all general communications with the regulatory body and for informing them of the courses.
2. The Principal/Dean is responsible for liaison with the regulatory body regarding renewal of approval.

Procedure 12: Continual improvement

SCOPE

The procedure is for continual improvement of courses, infrastructure & customer satisfaction.

Procedure

1. The inputs data utilized for continual improvement includes:
 - (a) Student satisfaction feedback
 - (b) Results of continuous & final evaluations of students
 - (c) Corrective actions on student complaints
 - (d) Internal audit results
 - (e) Monthly Reviews
 - (f) Faculty
 - (g) Employing Organizations
 - (h) Experts
2. The above data is analyzed and action plan projects are decided on six monthly / annual basis for continual improvement.
3. The action owners take actions and Directors reviews the effectiveness of actions taken.

Responsibilities

1. Action owners are responsible for taking actions within the stipulated time frame.
2. Principal/Dean is responsible to review the effectiveness of actions taken for continual improvement.