



**JINDAL GLOBAL
BUSINESS SCHOOL**

INDIA'S FIRST MULTI-DISCIPLINARY GLOBAL BUSINESS SCHOOL

www.jgbs.edu.in

MBA PROGRAMME

2016 – 2018

Programme Structure, Curriculum and Policies



O.P. Jindal Global University

A Private University Promoting Public Service

NAAC Accreditation - 'A' Grade

MESSEGE FROM THE VICE DEAN ACADEMIC AFFAIRS JINDAL GLOBAL BUSINESS SCHOOL (JGBS)



It gives me great pleasure, on behalf of Jindal Global Business School (JGBS), to welcome you wholeheartedly. Feel at home; feel free. Use the newly-discovered freedom - freedom of expression and association, responsibly. Freedom comes with obligations and responsibilities. Now that you have reached adulthood, you will have to make a number of decisions and it is important that you know the consequences of those decisions. This Academic handbook is intended to provide you with basic information, facts, and figures as well as opinions which will guide you as a student of JGBS in exploring and navigating the seas and oceans of academic freedom and pursuit of knowledge and excellence. It defines your role, rights, privileges, obligations and other parameters which you are going to handle and experience as a student of this great institution. Your freedom should not be in collision with your colleagues' freedom. In your everyday dealings, you must ensure that you try to create a win-win situation without hurting others and yourself. Therefore, it is to your advantage to read carefully this handbook, and understand clearly its contents as part of your orientation programme. This handbook forms the platform upon which all other activities in the University are pegged. Needless to say, the rules and regulations published in this manual are under continuous review by the University Administration. Rest assured that any changes and amendments shall be communicated to you as soon as possible.

It is hoped that you will take advantage of the excellent and conducive environment and atmosphere, as well as facilities, to enable you to reach your maximum potential. Besides pursuing academic learning, you are also encouraged to take an active part in games and sports and other socio-political activities. You will be meeting fellow students, academic and administrative staff, from all corners of the world. This is an opportune time for you to turn this rare and rich diversity into an asset for your future success and happiness.

Wishing you a pleasant and rewarding stay at Jindal Global Business School (JGBS), Jindal Global University.

Professor (Dr. Krishan K. Pandey)

1 August, 2016

About Jindal Global Business School (JGBS)

Jindal Global Business School (JGBS) offers a multidisciplinary global business education to foster academic excellence, industry partnerships and global collaborations. Our goal is to positively influence the practice of business, to compete fairly, and to collaborate closely on a global scale and scope. We aim to create new knowledge and value in the profession of management through fundamental and applied research, and through free discussion in the classroom with global business practitioners and scholars alike. Our academics have a range of skills and interests which means that, unlike some business schools, our research is both academic and applied. Our work appears in leading academic journals and makes a measurable difference to professionals, practitioners and policymakers. JGBS has established international collaborations for providing global business education across the globe with leading universities of the world like the University of Texas at Dallas, European Business School, Germany, Queen Mary School of London in U.K. and many more.

With innovative pedagogy transcending education beyond four walls of classroom, students and executives are exposed to dynamic learning environment that challenges them, demands that they dissect their own practice and prepares them for leadership. JGBS has acquired a strong reputation for providing sound education in management with a view to creating opportunities for young entrepreneurs and developing business leaders. We continue to make headways in promoting entrepreneurial interests among the students with quarter of our graduates since the beginning of the school proceeding to start their own ventures in areas such as trading, realty, construction and agricultural food processing.

Distinctive Features

Multi-Disciplinary Approach

JGBS is mindful of the fact that dramatic changes and rapid transformation in the world will have a profound impact on the way business is conducted. Grooming of future leaders today involves a lot more than what it took just about a decade ago. Holistic development of students now requires learning more than just the field of specialty. The uniqueness of JGBS lies in the amalgamation of business education with law, public policy and international affairs. At JGBS, students have the opportunity of opting for a variety of subjects from other schools- a flexibility which only a few universities in India offer.

World-Class Faculty

JGBS recognizes that the inclusion of committed and highly qualified faculty is one of the most important learning components of a nascent global business school. A global business school should attract scholars of international eminence. JGBS boasts of the best of faculty with experience of imparting knowledge on a global platform. This is exemplified by the fact that JGBS faculty members have outstanding academic records and educational qualifications from universities and business schools in India and around the world, including Harvard University, USA; Erasmus University, The Netherlands; Indian Institute of Management, Ahmedabad; Indian Institute of Technology, New Delhi, Mudra Institute of Communications, Ahmedabad; Purdue

University, USA; American Graduate School of International Management, USA; University of South Carolina, USA; Columbia University, USA; Northwestern University, USA; Oxford University, UK; and the London School of Economics, UK. Faculty members have undertaken many consulting assignments in the corporate arena and some have served advisory positions in government agencies in India and abroad. They have authored books of international repute and have published research papers in some of the world's most distinguished journals.

International Collaborations

JGBS has collaborative partnership arrangements with a number of globally reputed universities. This includes University of Texas, Dallas, & Suffolk University (US); Carleton University (Canada); Queen Mary University of London & Queens University of Belfast (UK), European Business School & Goethe University (Germany) and many more. The partnerships provide for student and faculty exchange, joint seminars, and collaborative research. The global immersion / exchange program, and opportunity for a one-year full-time study abroad at JGBS extends opportunities for experiencing business, cultural and academic centres in different global institutions.

Foreign Languages

In order to prepare students for global careers the University maintains state-of-the-art foreign language centers. Languages taught, at present, include Arabic, French, Spanish, and Mandarin (Chinese).

Entrepreneurship

Our focus on entrepreneurship is of particular interest to our graduates. About 15% of the graduated students have started their own business with turnover of more than Rs. 10 crores.

About the MBA Programme

The MBA (Two Year Full-Time) Degree programme at JGBS is designed to prepare our future business leaders. The industry captains of tomorrow would require a comprehension of business management fundamentals and an opportunity to pursue their areas of specialization. The pedagogy of the programme emphasizes learning through discovery rather than from classroom instruction, problem-solving instead of rote-learning and critical thinking as opposed to acquiring knowledge as information. In other words, the curriculum emphasizes that students grow and enrich themselves. In this pursuit, activities like live projects, field assignments and simulation games form an integral part of the programme. For complete development, extra-curricular activities such as debates and dramas are equally important. The vibrant campus life provides students with such options along with access to state of the art sporting facilities.

Academic Credit Structure

- The minimum credits required for fulfilling the requirements of the degree is 62 credits.
- Compulsory credits for fulfilling the degree requirements are 38 credits.
- A minimum of 12 credits needs to be fulfilled for obtaining a major in a functional area.
- Maximum credits that may be transferred through the One-Semester Exchange or One-Year Exchange is 18 credits

Year/Semester	Fall	Spring
1 st Year	Core Courses (16.5 Credits)	Core Courses (16.5 Credits)
Summer Internship	2 Credits	
2 nd Year	Core and Elective (13.5 Credits)	Elective Courses (13.5 Credits)
Total Credit	62 Credits	

YEAR 1: FOUNDATION AND FUNCTIONAL CORE COURSES			
Fall Semester		Spring Semester	
Core Subject	Credit	Core Subject	Credit
Business Statistics	3	Marketing for Managers	3
Accounting for Managers	3	Managerial Finance	3
Economic Analysis	3	People Management	3
Operations and Supply chain Management	3	Strategic Management	3
Business Communication-1	1.5	Legal and Ethical Aspects of Business	1.5
Organizational Behavior	3	Business Research Methods	1.5
		Business Communication II	1.5

YEAR 2: Elective Courses in Functional Areas			
Banking & Finance			
Banking Law and Operations	3	International Banking and Finance	1.5
Corporate Valuation	3	Strategic Corporate Finance	1.5
Derivatives & Risk Management	1.5	Treasury & Risk Management	1.5
Credit Appraisal and Financing 1	1.5	Financial Modeling using VBA	1.5
Credit Appraisal and Financing 2	1.5	Computational Finance	1.5
Fixed Income Securities	1.5	Quantitative Finance	1.5
Human Capital Management			
Compensation and Benefits	1.5	Diversity and Inclusion Management	1.5
Competency Mapping	1.5	International HRM	1.5
Strategic Human Resources Management	3	Employee Engagement	1.5
Organizational Change and Transformation	1.5	Industrial & Labor Relations	1.5
Marketing & Sales Management			
Consumer Behavior	3	Consumer Culture	1.5
Market Research	1.5	Retail Management	1.5
Sales and Distribution Management	1.5	Services Marketing	1.5
Integrated Advertising, Promotion, and Marketing Communications	1.5	Customer Relationship Management	1.5
Digital Marketing	1.5	Brand Management	3
Business Analytics			
Statistical Programming – R	3	Data Vizulation	1.5
Data base and query Language	1.5	Big data Analytics	3
Spreadsheet modeling	1.5	Supply Chain Analytics	1.5
Time series analysis	1.5	Social & Web Analytics	1.5
Introduction to Python Programming	1.5	Data Mining for Business Intelligence	3
Applied Econometrics	1.5	Financial Risk and Fraud Analytics	1.5
Operations Management			
Information Technology Business	1.5	Service Operations Management	1.5
Procurement Supply Chain	1.5	Project Management	1.5
Logistics Management	1.5	Quality Management	1.5
Operation Management thru Simulation	1.5	Global Operation Management	1.5
Information Technology Project Management	1.5		
Entrepreneurship			
Social Entrepreneurship	3	The Entrepreneurial Experience	3
Essentials of Entrepreneurship	3	Venture Financing	1.5
General Management			
Business Communication and Etiquettes	1.5	Business Communication and Etiquettes	1.5
Business Consulting Project	1.5	Gandhi's Leadership	1.5
Cyber Security	1.5		

Course Description

Core Courses

Economic Analysis (3 credits)

The course comprises of both Macro and Microeconomics. The first part of the course will introduce students to the fundamentals of microeconomics, individual choices and preferences, firm behavior (production and cost functions), market structures, and government policies affecting market structure. The overall objective of the course is to acquaint students with the rational decision making approach within the economic framework of the economy as well as the firm. The second part of the course deals with the principles of macroeconomics –fundamentals, the relationship with the open economy system and the implications for business operations. It introduces tools for studying the economic environment to help managers understand the short-term and long-term implications of macroeconomic policies on managerial decision making.

Accounting for Management (3 credits)

Accounting for Management measures and reports financial and non-financial information that helps managers make decisions to fulfill the goals of an organization. The aim of this course is to provide an introduction to the theory and practice of financial as well as managerial accounting. The orientation of the learning is “how to use accounting data” rather than “how to write accounts”. While the emphasis is on business decision making, the course will involve reading annual reports, accounting cycle, analysis of financial statements, costing and budgeting. The course will involve classroom discussion, cases, problem sets, and hands on in-class exercises.

Business Statistics (3 credits)

This course aims to equip students with tools and techniques to analyze economic data and make statistical inferences about the variables involved. The course would make it possible for students to analyze data and build a statistical model to explain mathematically the variable of interest in terms of the explanatory variables. The course basically has two parts. The first part focuses on knowledge of basic Probability Theory and Statistics. The second part focuses on the theory of Linear Regression and the practical aspects connected with model building. The course would also include a short introduction to a software tool used for statistical analysis.

Organizational Behavior (3 credits)

Organisation Behaviour is an important aspect of Management since it facilitates the understanding of how human beings deal with and within Organizations, large or small, work in teams and so forth. It concerns itself with the complex patterns of individual and group working. Thus one of the major purposes of the Organisational Behavior course is to provide students with insights into the complexities of human behavior in general and in the organizational context in particular so as to enable them to deal with sensitive issues with maturity and pragmatism.

The course provides students with the opportunity to develop a way of thinking about individual, group, and competitive factors that influence the functioning of any business (or other) organization. This course helps to understand how co-workers behave and develop skills to deal with them in a professional manner. Problems in actual organizational life seldom occur in a way that can be captured in one topic, or explained by simple linear causation. Accordingly, the course work weaves together a number of threads in organizational life, addressing themes or topics in combinations as they come into focus through major segments of the course. In general terms, the overall goal of this course is to facilitate improvements in managerial and organizational effectiveness through an understanding and appreciation of the field of organizational behavior.

Operations and Supply Chain Systems (3 credits)

Demand for quality, time-based competition and international production has demonstrated the importance of operations management to the survival of the firm. This course will develop an appreciation of the nature and role of operations in a firm, and the strategic importance of operations to provide a competitive advantage in the marketplace. More specifically, the course will examine operations strategy; quality management; product and service design; process and facilities planning, analysis and reengineering; materials management, and supply chain management. It will also provide students with the knowledge and the tools necessary to develop, implement, and sustain strategies for managing supply chain issues.

Business Communication -I (1.5 credits)

A manager is responsible for a variety of written communications such as replies to clients, responses to enquiries, memos, minutes of the meetings, agreements, proposals for contracts, formal or informal reports to initiate action, and so on. A manager should be able to convey information, ideas, instructions and decisions, in written form, in keeping with the level of the people who receive and read them. However, a manager's objective in writing a particular document is only met when readers understand exactly what is intended to be communicated to them. But, effective writing does not come by chance. It does not just happen automatically. Simple, clear, accurate, and concise written communication comes from training and practice.

Marketing for Managers (3 credits)

This course introduces and presents the science and practice of marketing management from both the perspective of organisations and customers. It will provide an appreciation of how managers understand marketing, assess market opportunities, choose, design, communicate, deliver and sustain growth and value for customers. The course will familiarise students with current marketing issues and challenges and also introduce some of the more contemporary concepts of marketing such as social responsibility and globalisation.

Managerial Finance (3 credits)

Managerial Finance deals with the complex concepts of finance and explains nuances of the managerial decision making process from a finance perspective. The course has strong application relevance as managers have to critically evaluate most of the corporate actions from a financial

angle. The course aims to address four key areas of financial decision making in the corporate world: investment decision, financing decision, working capital management, and dividend decision. Students will be able to analyze the financial impact of a managerial decision from the viewpoint of value maximization of the firm.

Legal and Ethical Aspects of Global Business (1.5 credits)

This course aims to provide a learning experience that will enable students to develop their academic ability, to further develop their careers, and to assist them in making a positive contribution towards the international business community. The course aims to facilitate critical awareness of current legal issues and the transnational business environment informed by leading edge research and practice. It will equip students to develop systematic understanding and critical appreciation of the legal and economic issues surrounding global business and their regulations.

Strategic Management (3 credits)

Strategic Management is an advanced level course that seeks to introduce students to various facets related to the formulation and implementation of strategy. The course combines theoretical and experiential exercises. Students will undertake several structured exercises in class as a way of sharpening their skills in applying concepts and models to particular situations.

People Management (3 credits)

All managers deal with people in organisations and hence are people managers. This course is the foundation course for all managers to help them understand people issues and how to handle them. It will help students appreciate the importance of human capital management in the landscape of general management, and gain deeper insights about the function of people management in organisations.

Business Communication -II (1.5 credits)

A manager's maximum time is devoted to oral communication. He or she is often engaged in one of the following tasks: meetings, discussions, negotiations, seminars, presentations, interviews, peer conversations, providing instructions, and telephonic conversations. All these business activities, except telephone conversations, involve face-to-face verbal communication, or oral communication. In business transactions that involve face-to-face interaction between individuals or groups of individuals, it is not enough to be able to talk, discuss, converse, argue, or negotiate an issue. A manager should be able to do all these persuasively and convincingly. But, to be effective, he or she must know and should be able to use the skills of oral communication.

Business Research Methods (1.5 credits)

Business research methodology including the meaning of research, its sequential development, types and steps of the scientific method applied to business. Practical and academic applications are explored. This course provides an overview of business research and the requirements needed to conduct quality business research. Business research is conducted to provide trustworthy information on business problems or issues by systematically applying one of a family of methods. In some form affects many aspects of our business and personal lives. Unfortunately, there is questionable research that can lead to poor management decisions. This knowledge from this class will help inform students how to read and understand research reports, analyze and interpret results, prepare a research design, and finalize a research project. Moreover, we will explore the work of others to contrast “good” research with “bad” research. Students will also demonstrate their grasp of the fundamentals of research by developing and presenting the results of a comprehensive research project. Students will conduct their research by developing a management dilemma - research question(s) hierarchy, an appropriate research design (with hypothesis testing), and by collecting data, conducting the data analyses, and presenting the findings and conclusions.

International Business (3 Credits)

With increasing globalisation of the world economy, understanding the fundamentals of internationalization is important for professionals across business, government and NGO sectors. The international business (IB) phenomena, characterised by growing trade, investment, information exchange, and movement of people across borders, is an integral part of our daily lives today. This course will provide a comprehensive introduction to the conduct of international business, covering both micro-, firm-level aspects of IB management, and macro-, national and international dimensions of IB. Some of the core questions that we will address in this course are: Why do firms internationalize? Why are multinational firms (MNCs) formed? What are the key characteristics of the strategies and organization structures used by multinational firms in the course of their global expansion? How internationalization affects functional strategies such as marketing, production, R&D and HRM? How do exchange rates affect IB strategy, and what can firms do to face these challenges? At the macro level, we will look at the benefits of international trade, and the costs and benefits of foreign direct investment for the home and host countries. We will also explore the question of culture, and its usefulness or otherwise for IB management.

Elective Courses

Functional Area: Banking and Finance

Banking Law and Operations (3 Credits)

The course is primarily designed to acquaint students with operational parameters of banking law. The course introduces a wide gamut of banking operations including recent additions of functions in the banking domain. It also introduces relevant regulatory aspects of banking that are used in day-to-day functions of a banking organization. In addition, the course covers the general principles of banking and legal aspects involved in the main functions of a banking organization – credit deposits and ancillary services offered by bank and financial institutions.

Corporate Valuation (3 Credits)

Corporate Valuation deals with analysis of financial statements for making investment decisions. The main focus is on equity and business valuation, with detailed cash flow forecasting and risk analysis. The course aims to prepare future equity analysts and investment bankers who are well versed in deal evaluation and negotiations. The course will examine the fundamental analysis approach in detail and will apply the same to cases and projects involving real-life listed firms. The course is of interest to those contemplating careers in investment banking (particularly in equity research), security analysis, consultancy and corporate finance areas.

Derivatives & Risk Management (1.5 Credits)

The main objective of the course is to introduce the concepts of derivative products such as forwards, futures, options, and swaps and their role in risk management. The course will explore the linkages of derivatives with their respective underlying assets. A sizable part of the course will focus on using derivatives as a hedging tool in managing price risk. As an introductory course in derivatives, emphasis will be laid on the basics of derivative products and the functioning of markets rather than the modeling of derivative products. Students would be given exposure to issues relating to derivatives markets. The course is useful for those who wish to take up a career in investment banking, for example, as a risk analyst.

Fixed Income Securities (1.5 Credits)

The aim of the course is to strike a perfect balance between presenting the foundational principles of fixed income markets and providing interesting and insightful practical applications. The goal of the course is to present conceptual frameworks for pricing and hedging a broad range of fixed income securities in an intuitive, mathematically simple, and applied manner. It covers the pricing of various forms of fixed income securities, building a portfolio, managing risk of a fixed income portfolio, and related aspects of a typical fixed income market.

Credit Appraisal and Financing-I (1.5 Credits)

The course is designed to provide a wide range of knowledge and opportunity to learn credit Skills for appraisal of the loan proposal, the inputs required by the Banker to facilitate the credit decisions for financing a proposal. The course will also help the participants to learn the practical aspects of handling of Retail and corporate loan proposals, sanctioning, post sanction monitoring and control of bank's lending. Upon successful completion of this course, students should be able to know/understand the parameters and various Inputs required by an appraiser to assess the loan requirements of the project as also the methods applied by the lender while assessing and monitoring of the credit requirements and Credit granted. The ultimate goal will be to develop credit skill for assessment of the loan proposals and required inputs for credit decisions and formulating own project.

Credit Appraisal and Financing-II (1.5 Credits)

The course will involve classroom discussions, case studies of loan proposals and visit to credit intensive Branch of a Bank. The course is designed to provide a wide range of knowledge and opportunity to learn credit Skills for appraisal of the credit proposal, the inputs required by the appraiser to take the credit decisions for financing a loan proposal by taking the reasonable risks and timely mitigation of such risk to avoid default. The course will also help the students to learn the practical aspects of handling of Retail and corporate loan proposals, sanctioning process, post sanction monitoring and control of lending by a financial institution. Upon successful completion of this course, students should be able to know/understand the inputs required for assessing a credit proposal/ the interpretation of such inputs /it's application to take credit decision for a loan proposal. To develop credit skill in students for assessment of the loan proposals and required inputs for credit decisions and formulating own projects.

International Banking and Finance (1.5 Credits)

No student of economics or finance can fully understand current developments without having some background in international finance and banking. After studying this course, a student can pick up the Economic Times (or Wall Street Journal) and understand the international finance news, along with its ramifications. To this end, the course offers a concise yet comprehensive overview of the subject. The basics of foreign exchange market and the balance of payments will be discussed within the context of international trade. The course will facilitate learning through discussion of the most recent findings related to international banking, exchange determination, financing international trade, overshooting exchange rates, hedging exchange rate exposure and currency substitution.

Strategic Corporate Finance (1.5 Credits)

The course builds on the basic principles of Financial Management already learned in the first year of the program. Strategic Corporate Finance covers complex issues of finance and their role in strategic and tactical managerial decision making. Globalization has opened numerous channels of applying superior tactical decision making tools. If a domestic firm has to grow exponentially, it may consider a strategic alliance with a foreign partner. Then both of them will have to carry out

a detailed due diligence exercise. Any infusion of private equity will call for a comprehensive valuation of the firm to be presented by the consulting outfit to the financier. Corporate takeovers and mergers have become so popular that they now form part of routine activities of a business manager. The main focus is on strategic issues such as advanced project evaluation, mergers & acquisitions, corporate restructuring, complex capital structure decisions, financial performance metrics, and enterprise risk management. These topics have gained tremendous importance from the point of view of corporate consulting in general and corporate finance in particular.

Treasury and Risk Managements in Banks (1.5 Credits)

The aim of the course is to provide knowledge and understanding of the objectives of treasury operations, the structures and organizational setup of a treasury department, and the function and responsibilities of a treasury. The course will cover the finance environment within which banks, other intermediaries, and companies operate and how it affects their operations in treasury. Sound treasury management of an organization uses the right financial products and tools for minimizing risk. The course also covers as to how the treasury department is a cost/profit center and how integrated treasury functions in globalized environment undertake planning and control the risk involved in treasury functions. The course examines alternative strategies and techniques that can be employed to manage the risks associated with international business transactions and other treasury operations. Risk analysis provides understanding of risk definition, process, analysis, measurement, and control, mitigation policies and asset-liability management.

Financial Modeling using VBA (1.5 Credits)

The main objective of this course is to give students a hands-on experience to develop tools to implement and analyze models in applied finance. This includes advanced topics in finance theory such as asset pricing and risk management. MS-Excel® will be used to introduce concepts of financial modelling. The course will also use the Visual Basic Application (VBA) for basic programming in MS-Excel®. Students are expected to have a preliminary exposure to programming skills. The course will include the applications of VBA in financial modelling such as financial planning and forecasting, stock price simulation, market history analysis, option pricing, value-at-risk, and portfolio optimization.

Computational Finance (1.5 Credits)

The objective of this course is to equip participants with the specific skills needed to numerically solve partial differential equations (PDE) that arise in Finance. This is of critical importance for pricing instruments such as exotic options, corporate bonds and convertible bonds among others. The course will cover the Finite Difference Method for solving PDEs and some applications to Finance. After attending this course the student would be able to price any financial instrument for which it is possible to write a differential equation that the price of the asset satisfies. The student would be able to apply the basic simulation technique to any problem amenable to simulation.

Quantitative Finance (1.5 Credits)

The objective of this course is to give foundation of Quantitative Finance. The course would start with Stochastic Processes. After giving the necessary foundation some specific stochastic processes such as Brownian Motion and Poisson Processes, which are relevant to Quantitative Finance would be discussed. This would be followed by Stochastic Integration, Ito's Lemma, Ito's Process, and the First Fundamental Theorem of Finance. Finally, all the machinery built up to this point would be used to derive Black-Scholes differential equation, Black-Scholes formula for European options, and discussion of other financial derivatives.

Functional Area: Human Capital Management

Competency Mapping (1.5 Credits)

Competency Mapping is a process of identifying key competences in an organization, and then using it for job evaluation, recruitment, training and development, performance and talent management, succession planning etc. This course is intended to make students understand designing, planning and implementation of assessment and development centers. The major objective of this course is to obtain knowledge about various psychometric testing and other management techniques and tools, particularly observational skills. It also helps to understand the organizational interventions on the basis of the assessment results to optimize the growth process. This course will also benefit students who want to become certified assessors.

Compensation and Benefits (1.5 Credits)

Compensation and Benefits Management is an important human resource (HR) tool that organizations use to manage their employee. For an organization to receive its money's worth and motivate and retain skilled employees, it needs to ensure that its compensation system is not an island by itself, and that compensation is linked to its overall goals and strategies. Compensation and Benefits Management helps in establishing an internally equitable and externally competitive philosophy and practice for paying employees.

Smart, successful organizations regularly plan and evaluate their compensation and performance appraisal systems. Because compensation is visible and important to employees, it is critical to consistently communicate a clear message regarding how pay decisions are made. In sum, a solid compensation strategy requires that employee pay matches the organizational requirements.

Industrial and Labour Relations (1.5 Credits)

Major business and industrial organisations are labour intensive and come with their own set of issues. These issues relate to trade unions, industrial disputes, collective bargaining, grievance redressal, discipline matters, labour participation in management, and safety and health. Various facets of labour issues include laws formed by the legislature and rules, regulations and standing orders given by the executive. The course on Industrial & Labour Relations will cover all these issues including detailed study of relevant laws.

Strategic Human Resources Management (3 Credits)

The ever changing and competitive business arena requires the right people for the right job, and the job too needs to be aligned to business needs and goals. This requires that people needs are aligned with the strategy of the organization to deal with the ebb and flow of business. Strategic Human Resources Management course will deal with the issues of how to align people needs with business needs for staying competitive and achieving the goals of the organization. The course will cover strategies required from recruitment till retirement and in specific stages of the organisation.

Diversity & Inclusion Management (1.5 Credits)

Organisations are vibrant places full of people from different backgrounds, nationalities, education, and orientations. Diversity is therefore the thing organisations have to deal with day in and day out and inclusion is something they cannot do without. This course therefore will help students appreciate the importance of diversity and inclusiveness in the landscape of general management. It will help students gain deeper insights and sensitivity to the diverse nature of people, practices and processes that exist in organisations.

International Human Resource Management (1.5 Credits)

A globalized world is characterized by not only movement of goods and services across national boundaries but also of people. Various multi-national organisations not only set-up shop in different countries but also have people from various countries working at their home base. Thus, various national and business cultures interact and give rise to complex dynamics. This requires a different approach than usual which the International Human Resource Management course will cover. People issues dealing with different national and business environments, working in different cultures, integration of expatriates and homecoming of repatriates and specific issues like mergers and acquisitions will be covered in the course.

Organizational Change and Transformation (1.5 Credits)

The Organizational Change and Transformation course helps participants understand how organizational change is undertaken. More specifically, the role of leadership and transformation of the internal organization elements - culture, structure, people and processes - is investigated. Organizations discussed are essentially profit-centric organizations (businesses). However, the concepts may be extended to organizations focused on performance in general. Other kinds of organizations, like civil societies and government, are placed beyond the purview of course discussions.

Employee Engagement (1.5 Credits)

A fully engaged employee is an enthusiastic and eager employee fully absorbed in their work. They not only do routine work but take positive and innovative steps to further the cause and success of the organisation. This course will take the students through the employee engagement paradigm and help them discover the nature, meaning, characteristics, functions and how to develop employee engagement in an organisation.

Functional Area: Marketing & Sales Management

Consumer Behaviour (3 Credits)

This course introduces students to consumer behaviour and its interdisciplinary nature. It provides a comprehensive picture of various psychological, social and cultural concepts, theories and frameworks that underpin consumer behaviour. Students will understand how consumer needs are determined and influenced by internal and external factors such as personality, perception, learning, and culture. The course aims to cultivate an appreciation of how managers understand people's needs and behaviours to achieve their marketing objectives.

Integrated Advertising, Promotion, and Marketing Communications (1.5 Credits)

Effective communication forms the basis for a solid and successful marketing program. Successful development of marketing and communication programs helps firms remain profitable and vibrant, even when the complexities of the marketplace make these goals difficult to reach. This course provides students with an understanding and appreciation of various communication tools (traditional media channels, direct marketing, public relations, sales promotions and personal selling, digital marketing) to maximize the impact on customers and other stakeholders. The course will help students learn how to apply marketing communication tools to engage with customers in long-term relationships while simultaneously meeting organizational objectives.

Marketing Research (1.5 Credits)

This course aims to provide students with a broad understanding of concepts, methods and issues relating to marketing research. It focuses on developing students' theoretical and practical skills to evaluate and undertake marketing research. The course will help students learn how to commission, conduct, interpret and deliver market research presentations and reports in professional contexts.

Sales & Distribution Management (1.5 Credits)

The Sales and Distribution Management elective is about understanding concepts, tools and techniques of Sales and Distribution Management. It includes topics such as how to manage the sales force, and related ethical and legal issues; and planning for marketing channels and strategies from supply chain and logistics related perspectives.

Brand Management (3 Credits)

This course includes analysis and planning on how a brand is created and positioned in the market, and how brand equity can be sustained over time. Developing a good relationship with target customers is essential for brand management. Tangible elements of brand management include aspects such as the product itself, the look and the feel of the product, the price, and the packaging. The intangible elements are the experience that the consumer takes away from the brand, and also the relationship that they have with that brand. A brand manager would oversee all of these things

and the course will illustrate these aspects of brand management with the help of case studies and brand audit reports.

Digital Marketing (1.5 Credits)

The world is going digital. Social media, the convenience and growing safety of ecommerce, along with the mobile boom has changed the way people communicate and transact. Besides being used as an indicator of a brand's trustworthiness, due to the large volumes of traffic, relatively lower costs and high degree of measurability digital media offers huge opportunities for marketers. These factors have made digital marketing an essential part of the marketing strategy of all companies. The course examines digital marketing strategy, implementation and executional considerations for BtoB and BtoC brands and provides a detailed understanding of all digital channels and platforms. The course discusses how digital media technology has changed marketing, and gives detailed strategies on how to embrace such evolving platforms as Facebook, YouTube, Twitter, mobile apps, websites, search engines, newsletters and many more. Upon successful completion of the course, the students will gain comprehensive knowledge of and experience with how to develop an integrated digital marketing strategy, from formulation to implementation.

Consumer Culture (1.5 Credits)

Consumer Culture is a framework that examines the historical, sociocultural, experiential, symbolic and ideological aspects of consumption. The tenets of consumer culture align with identity and marketplace realities, socio-historical patternings, ideologies and consumers' interpretive repertoires. The course will enable an appreciation and understanding of different modes of inquiry for studying consumer culture from multi-disciplinary perspectives. Students will be encouraged to critically analyze readings and develop their own ideas for exploring consumer culture

Customer Relationship Management (1.5 Credits)

The course offers insights into managing relationship with customers. This aspect is of utmost important across industries irrespective of the nature of business. The specific aims of this course are that students should be able to grasp the basic concepts of Customer Relationship Management (CRM). The specific aims are to understand:

- The meaning and definition of customer and customer intelligence as well as its significance in current market scenario.
- How to implement customer intelligence for effective customer relationship management.
- Various ways of utilizing the information for better understanding of specific customer requirements.
- The significance of customer focussed business strategy for the overall profitability of the businesses
- Various models for building effective customer relationships.
- Various aspects of implementing CRM strategy in organizations.
- Various ways of customer retention and various reasons behind customer defection.

Services marketing (1.5 Credits)

This course focuses on the key elements (7ps of services) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses, a core theme is a how customer value is created. The students will examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses.

Retail Management (1.5 Credits)

Organized retail is growing rapidly and we see the emergence of large organized retail chains like Shopper's Stop, LifeStyle, and Westside. We also find retail malls mushrooming all over the country. The opportunities in retail industry are on the threshold of a major change unfolding many new avenues for businesses to grow. Retailing is therefore, fast emerging as an important area of study in B-Schools all over the world. The study of retailing is very important to students interested in employment opportunities with large retail chains. An understanding of retail operations, store location, consumer behavior, marketing strategies, etc. is very useful in managing store operations. A study of retailing is also useful to students who wish to take up career in sales and related functions in consumer goods and service industries. Sales managers of consumers products firms need to understand the perspective of retailers and design appropriate marketing programs to attract retailers, particularly when large retail organized chains become more dominant. Product and brand managers need to understand the factors behind the growth of retail brands to plan effective product and branding strategies.

Functional Area: Operations Management

Logistics Management (1.5 credits)

This course aims to integrate various perspectives gained from the study of finance, human resources, sales & marketing, general management and management strategy to bring an understanding of logistics management issues in the global economy and their impact at the organizational level. By the end of this course, students will have gained an understanding of the individual components of business logistics and their interrelationships within individual companies. The students will be familiarized with some of the trends in business logistics and help develop skills in solving specific logistics problems. This course will primarily benefit students completing their major in Operations Management, Marketing Logistics or Marketing Management.

Operations Management through Simulations (1.5 credits)

Considerable effort is spent in reducing business uncertainties. One way is by using business contracts, hedging, vertical integration, etc. One other way of understanding these uncertainties is by using mathematical simulations. In this course, we develop and solve simple and complex linear programming formulations through MS Excel. To gain better insights, we use sensitivity analysis to address business uncertainty. Simulation techniques like queuing models, inventory models and the integration of the two shall be examined to understand the responses of various configurations. Also, different distributions (probability distributions) with uncertain parameters shall be modelled. For hands-on experience, students would be expected to implement a real life simulation model (in agreement with the instructor).

Project Management (1.5 credits)

This course prepares the student for managing complex projects using a structured project management methodology. Upon completion of this course, participants will be able to understand concepts, tools and techniques of Project Management Best Practices - as per latest PMBOK® Guide; learn how to apply Best Practices while Initiating, Planning, Executing, Monitoring and Controlling, and closing a project; and attain proficiency to pass Project Management Professional (PMP)® exam.

Purchase & Supply Management (1.5 credits)

As prospective managers, students need to understand the impact of purchasing and supply chain management on the competitive success and profitability of modern organizations. The aim of the course is to make students aware of the demands placed on purchasing and supply chain managers by business stakeholders, both internally and externally to the firm. Students will also gain an appreciation of the ethical, contractual, risk management, sustainability, and legal issues faced by purchasing and supply chain professionals.

Information Technology for Business (1.5 credits)

Today's businesses are faced with the challenges of global competition and technological change. Information, as the new global currency, allows making informed decisions, provides businesses with competitive advantages, and creates the opportunity to develop new knowledge and insights. This course focuses on how businesses use information technology (IT), and how organisations might exploit IT better to set themselves apart from their competition. Students will be exposed to a broad range of IT topics including IT infrastructure, ITES, security, e-commerce and IT sourcing.

Seminar Course on Managing Quality (1.5 credits)

The course is designed to give students an understanding of the philosophy and concepts involved in the total quality approach to quality management. They will be introduced to various quality tools and techniques used in quality management. Being a Seminar Course, each session will be highly interactive, providing students with sufficient opportunity to advance their opinions and ideas in a supportive environment. It will adopt a proven theory-application-discussion model of learning, supported by the use of research based lectures, case-studies, real-world assignments exercises, and group presentations through which students shall maximize their learning experience and achieve the course objective.

Information Technology Project Management (1.5 credits)

This course is designed to provide a conceptual insight into information technology projects and generate an awareness and appreciation of specific requirements for management of information technology projects across the different stages of life cycles.

Global Operation Strategy and Manufacturing (1.5 credits)

Manufacturing companies cannot isolate themselves from or ignore external factors such as economic trends, competitive situations, or technology innovation in other countries. This global environment is forcing them regardless of their location or primary market base, to consider the rest of the world in their competitive strategy analysis. The course covers the basics of operations strategy for manufacturing firms in global context. Topics covered include operations strategy and its formulation; global forces that impact on strategy; supply chain integration; procurement and outsourcing strategies; global project management and finally global supply chain risk management. The students also visit manufacturing firms with global operations to gain practical industry experience. As such the emphasis of this course is on corporations that source, produce, distribute, and market in multiple nations and compete in a global arena. This course will benefit students completing their major in Operations Management.

Service Operations Management (1.5 credits)

The primary objective of the course is to instill an understanding of operational effectiveness as a competitive weapon in the service industries.. This course intended to provide the students with a mix of theoretical and practical knowledge regarding production and operations management in the service industries. Principles are presented in a logical functional development of the subject

ranging from the design and structuring of facilities, through an in-depth analysis of available techniques, to detailed studies of operating procedures, processes, methods, and controls with respect to the service oriented enterprises.

Functional Area: Entrepreneurship

Essentials of Entrepreneurship (3.0 credits)

This introductory course to entrepreneurship equips students to understand various facets of venturing, including ‘intra-preneurship’ or creating businesses within existing businesses. The emphasis lies on identifying, evaluating, and developing new venture opportunities. An integral component of the course involves creating a business plan. Topics include opportunity identification and evaluation, startup strategies, business valuation, business plan development, attracting stakeholders, financing the venture, managing the growing business and exit strategies. The course is structured in two modules. In the first module, theoretical and practical insights on entrepreneurship are developed; and, in the latter, the emphasis is on formulating a business plan.

The Entrepreneurial Experience: ‘Art of Getting Started’ (1.5 Credits)

After formulating a business idea, entrepreneurs need to answer fundamental ‘to market’ questions for embarking in their venturing journey. Essentially, this involves answering questions like –

- How will customers acquire the product?
- How will the product solve the customer’s problem?
- What value will the product bring?
- What would be the ‘secret sauce’?
- How would your product stack up vis-à-vis the competition?

This course prepares to answer these fundamental questions. This is an entrepreneurship course; consequently, participants would be exposed to scenarios and case studies, not concepts. Enjoy the course, and remember - “your customer is waiting.”

Venture Financing (1.5 Credits)

Venturing financing and working capital management impact entrepreneurial success. Typical questions that entrepreneurs need to answer are:

- How do we estimate the financial requirement?
- How do we finance the venture? Is debt preferable to equity or vice-versa?
- How do we plan the financing?

This course prepares to answer these fundamental questions. Participants would be expected to resolve various entrepreneurial scenarios. Some grasp on the essentials of finance and accounting are desirable for taking the course.

Social Entrepreneurship (3 credits)

The domain of social change is no longer reserved to students of political sciences and development studies. Increasingly business students are recognized as possessing important skills that can drive social change. This new discipline is often referred to as Social Entrepreneurship

(S-ENT). S-ENT describes the discovery and sustainable exploitation of opportunities to create public goods. This is usually done through the generation of disequilibria in market and non-market environments. The S-ENT process can in some cases lead to the creation of social enterprises. These social ventures are hybrid organizations exhibiting characteristics of both the for-profit and not-for profit sector. Individuals engaging in S-ENT are usually referred to as social entrepreneurs, a term that describes resourceful individuals working to create social innovation. They do not only have to identify (or create) opportunities for social change (that so far have been unexploited), they must also muster the resources necessary to turn these opportunities into reality. A typical example is Prof. Muhammad Yunus, founder of the Grameen Bank (Bangladesh) and recipient of the Nobel Peace price in recognition of his contribution to poverty alleviation through the invention and popularization of Microfinance. Other examples include fair trade or car-sharing. Today many foundations aim to identify and promote social entrepreneurs. Two prominent examples are Ashoka and the Skoll Foundation. So called venture philanthropists adopt methods from the domain of venture capital, for example, encouraging social entrepreneurs to provide detailed business plans and to measure and report systematically on their social performance. Social Return on Investment (S-ROI) analysis is an example, for an emerging tool aiming to describe the social impact of S-ENT in dollar terms, relative to the philanthropic investment made. This course is divided into two parts. First part is purely theoretical where you would learn the social entrepreneurship fundamentals, theories. Second part is purely applied where you would learn about new social entrepreneurial business models, practices and sectors.

Functional Area: Business Analytics

Statistical Programming – R (3 credits)

“Statistical Programming – R” is a beginners level course in business analytics major. The course emphasis is on learning R for effective data analysis. This is a programming course and, therefore, it will require a lot of effort in programming scripts and code aimed at carrying out the most important tasks of statistical data analysis.

Data Base and Query Language (1.5 Credits)

The course is structured to provide students in-depth details of what a database physical design is and how to use SQL (Structured Query Language) to create tables, that store different business information, and how to populate, manipulate and query that information using SQL. The subject is focused in the learning of relational database designers. It provides the basic concepts, terminology and techniques of the logical database design. An original technique called Relational model of Entity / Relation will conduct most of this part of the subject.

Spreadsheet Modeling (1.5 Credits)

In this course, students will learn to frame business challenges as data questions. They will use powerful tools and methods such as Excel to analyze data, create forecasts and model, design visualizations, and communicate their insights. The course begins with an in-depth tour of the Excel environment and includes many helpful shortcuts and tips for mastering the functions in Excel.

Time Series Analysis (1.5 Credits)

“Time Series Forecasting” is an intermediate level course in business analytics/finance major. The emphasis is on building statistical and mathematical models to synthesize the past and use them to forecast the future. If we can understand the historical dependence in our data set, that is, how the present relates to the past, we will be able to project our information from the present to the future. Therefore, this course aims to train students with the science and the art to predict a future event with some degree of accuracy.

Introduction to Python Programming (1.5 Credits)

Python programming language offers a rich set of libraries for solving scientific problems. Numpy can be used for numerical problems, Scipy can be used for modelling and solving using numerical solutions, Matplotlib can be used for plotting variety of graphs for better visualization and pydata/pandas can be used for data analysis. Physical problems can be converted into a simulation model to find physically relevant solutions, which can in-turn be used in designing the experiments/products. The course will focus in teaching relevant topics which can be used by analysts from all sectors, to solve physical problems using python programming.

Applied Econometrics (1.5 Credits)

The objective of the course is to provide the students with a good understanding of econometric models. These models are widely used in the empirical literature, and a good understanding of these models is crucial for future business leaders. The course provides the students with the ability to evaluate recent empirical studies and develop practical skills, which are necessary in industry to perform independent research using microdata.

Data Visualization (1.5 Credits)

The course will show how Information Visualization is a tool and not by any means a goal itself. Studying the history will provide us knowledge to open our minds and will draw a frame of what we have achieved so far. The course will equip students with Tableau for depicting stories from big data in graphical format.

Big Data Analytics (1.5 Credits)

The focus of this course will be to understand what are the different components of Big Data capability, introducing the loop of Knowledge Data Discovery, the use of structured and unstructured information, the new business models that can emerge and the organizational impact of Big Data in terms of people and processes.

Supply Chain Analytics (1.5 Credits)

This course will equip students to determine big data challenges faced by companies related to supply-chain operations. The course will focus in teaching big data tools used to examine and guide supply-chain operations, and investigate future plans and investments.

Social & Web Analytics (1.5 Credits)

During this course, students will learn what social networks are and realize how ubiquitous they are. Students will study deeply the foundations behind Social Network Analysis techniques but also, they will combine it with real world examples and applications so that this course will be both theoretical and practical.

Data Mining for Business Intelligence (1.5 Credits)

Data Mining is the art and science of intelligent data analysis. Data Mining is an interdisciplinary course that combines statistics and computer science to gain insight for business decision-making. This technically-oriented course will assist students in exploring hidden patterns in big data and to support decision-making within a business context. This course is uniquely designed to equip students with advanced analytical training; including data preprocessing, data exploration, data modeling and evaluation to produce business intelligent models that help predict and evaluate best business practices.

Financial Risk and Fraud Analytics (1.5 Credits)

The focus of this course lies in understanding and solving those key problems in the day-to-day of senior financial industry managers, not on deep studying the machine learning algorithms. The course provides knowledge on how big data analytics can provide information around financial service value chain.

Functional Area: General Management

Gandhi's Leadership (1.5 credits)

The course will explore Mahatma Gandhi's style of leadership and consider its applicability in our contemporary world. We will use segments of the Richard Attenborough film Gandhi and AKC Chettiar's documentary to understand Gandhi's actions in South Africa and India, and derive principles of leadership. This will be compared with current theories of leadership. We will explore issues such as the role of personal values in driving a style of leadership, and the extent to which the environment supports the style. While discussing leadership styles, we will bear in mind their applicability in both a societal and an organizational context. The course is discussion oriented and requires regular preparation and participation.

Business Consulting Project (1.5 credits)

This course aims to give students the opportunity to apply their learning beyond classroom to the real world. This course enables students take on the role of consultants and help corporate partners solve problems and issues in their organizations. Students are required to define problems and provide practical solutions within a project timeframe. The goal of the course is to create a reputable alliance program and an exchange platform where students can benefit from learning by doing and the global business community can tap into high quality young talents.

Cyber Security (1.5 credits)

This course will provide a comprehensive introduction and study into a broad selection of contemporary cyber-security trends, concepts and policies, including the survey of state-of-the art technology used to address security problems. This case based discussion course covers topics including core security mechanisms and techniques, data breaches, authentication, disaster recovery with business continuity, risk management, and privacy concerns. We discuss security policies for Information Systems protection, detection and investigation as well as an overview of recent trends in commercial products relating to intrusion detection.

Business Communication and Etiquettes

The 'Business Etiquette and Communication' course primarily focus on how a business interacts with both external and internal stakeholders. The course will begin by introducing you to what is understood by the term 'business etiquette', the established convention in which businesses relate to each other. It then goes on to investigate some of the different and important professional and cultural expectations in the business world. Being aware of this is now becoming an essential skill for a business employee and this course introduces business expectations that are to be expected in the modern business environment.

As a professional it is important to understand what is meant by business etiquette and how it is applied within the working environment. Business etiquette is a combination of cultural, professional and societal rules which highlight polite behavior and respect. These rules are not limited to face to face conversations, but can be applied in most areas of interaction within a business (e.g. emails, virtual meetings, and phone conversations).

Independent Studies

- a. A student may undertake an Independent Study (IS) of a specialized subject under the supervision of a faculty member. The topic would qualify for an IS if it is not currently being covered in any course.
- b. An IS would generally not exceed 1.5 credits.
- c. The student should write a proposal describing the topics that will be the focus of the study and submit it to his/her preferred supervisor. The supervisor should add his/her recommendation and provide details on how the IS would be conducted. This should contain all the elements of a course manual and describe learning goals, course material, assignments that would be undertaken, and nature of evaluation.
- d. The faculty member would forward the student proposal along with and the letter of recommendation to the Programme Director who would present it to the PMC. The PMC will evaluate the nature of study, and whether the material covered and work involved justify the credits. They may ask for a revision, if necessary, and approve.

Cross-Listed Elective Courses

The various schools of JGU offer courses which are open to all students of the university. These are called the cross registered courses. The list of cross registered courses and descriptions are shared with the respective school offices before the start of the semester. Similarly JGBS office receives the details of courses from different schools of JGU and shares it with the students of the respective programmes. Students should read all the related information to the courses and make an informed choice and send in their choices of courses within the stipulated time to the office. After the deadline is over the office will share the information with the respective schools and depending on the availability of seats in the courses, seats will be allocated to students. A student can drop the elective after the first week of class if they are not willing to continue with it and should duly inform the school office regarding the same. The minimum credits requirement for the semester cannot be affected or changed by dropping of the elective. Therefore students should plan carefully while opting and/or dropping an elective.

Student Policies

These policies are meant to expand on what is already included in your hand book.

Elective Selection Policy

1. The minimum required credits for the MBA degree is 62. This is comprised of core courses (36 credits), summer internship (2) and electives (at least 24). Usually, 33 core course credits are scheduled in the first year. There is minimum requirement of 12 credits to be taken per semester. As a guideline, you should not take more than 18 credits per semester.
2. Students planning to go abroad for a second degree are required to complete 44 credits at JGBS and can plan to take additional credits in the first year to meet this need.
3. Major- To qualify as a major in a functional area, a student needs 12 credits. Each area will declare what courses qualify for this.
4. Selection of electives:-
 - a. A student can add or drop an elective course by the end of two classes of the course. After which s/he will not be allowed to add or drop the elective.
 - b. If a student gets an F in an elective course, s/he can drop the elective and choose not to give its re-sit examination. The course dropped with F grade will not be counted towards credit requirement but the course and grade will appear in the transcript.

Policy for International Programmes of JGBS

Immersion Programmes/Summer School

The maximum credits that can be awarded to Immersion Programmes/Summer Schools is 2 credits. The University led programmes will be approved by the PMC with inputs from the faculty board before they can be floated to the students. When students go on a summer school on their own to summer schools with which the University has no relationship the decision will be taken by the Program Director with consultation with the PMC if needed. The summer school has to be related to/and or in line with the respective programme of the student.

One Semester Exchange Programmes

In the MBA programme, only 2nd year students are eligible for one semester exchange. The maximum number of credits than may be transferred for a semester exchange to the partner university is 15-18 credits.

Double Degree Programmes

In the MBA programme, only 2nd year students are eligible double degree programmes with foreign partner universities. The maximum number of credits than may be transferred for a semester exchange to the partner university is 15-18 credits. Students planning to go abroad for a

second degree are required to complete 44 credits at JGBS and can plan to take additional credits in the first year to meet this need.

Rules and Procedure for Applying for an International Programme

1. All students interested in outbound-exchange and Masters must familiarise themselves with qualifying criteria of partner institutions by visiting partner-institution websites, and take responsibility to complete all forms and requirements well-ahead of closing dates.
2. All outbound-exchange and Masters students must have previous exemplary records at JGU. It is understood that qualifying criteria can vary from institution to institution, and JGBS International is within its rights to nominate or take forward only those names which match up to criteria and expected performance, both academic and behavioural, at home and host institutions. This will be done on a case to case basis keeping in view all factors relevant to exchange or longer-study periods at host institutions.
3. All outbound students on semester-exchange or Masters specializations must check scholarship opportunities for International students offered by host-institutions, and apply well in advance. Scholarship deadlines usually close four to six months in advance of application deadlines.
4. Any student who has already been on an overseas exchange will not be debarred; however, if there are students who have not been on an overseas exchange and meet all necessary criteria, they shall be given first preference.
5. Any student with disciplinary or other similar issues will not be allowed to participate in immersions or study-abroad for a period of one-year.
6. Students must note that study-abroad options with each institution are parity-based. Consequently, possibilities and seats may vary from year to year.
7. Where there is no parity, students may go on a fee-paying basis.
8. Once students have indicated interest and they have been nominated by JGBS International, they will meet with their Program Director to get approval on courses to be taken overseas.
9. Students would also simultaneously need to provide written consent from parents or guardians and sign undertakings with International Office once they have expressed interest and been nominated.
10. It could be that a student is interested in participating in an immersion programme or a summer-school at a University we do not have an agreement with. In such case, JGBS International will make a decision based on the standing of the institution as revealed by their accreditation, scrutiny of the course manual, whether some other JGU school has partnered with the Institution, whether the course to be opted for can be treated as equivalent to a current JGBS course or as an elective credit; and on.
11. Once all undertakings are completed with International Office, and approvals on course selections are sorted with Program Directors, outbound students will receive a final sign-off from JGBS International signalling they are ready to go.

Re-sit Examination Policy

1. There is no cap on the number of re-sit examinations a student can take in any subject in MBA programme.
2. The re-sit examinations will be held in the same semester of the academic year following the year in which the course was failed.
3. The re-sit examinations of final year students of MBA programmes should be held in the month of July before the convocation. If the student fails in this re-sit examination s/he will have to take the examination the following year.
4. The maximum numbers of re-sit examinations credits that a student can take examinations for is 18 credits.

Promotion Policy

Promotion will be withheld for any one or more of the following reasons:

1. The student who fails in 50 % of effective credits i.e., main and re-sit examinations, or more shall be deemed to have failed in the year and must repeat the year with the next batch of the programme.
2. If a student has more than 18 re-sit credits in a particular year, s/he would not be promoted to the next year.

A student whose promotion is withheld will be provided with the following two options which he/she has to exercise and inform the JGBS Executive Office before the start of the semester. They are:-

1. He/she may choose to not attend classes or stay on campus for a year, and simply return for the repeat examinations, in which case the student will be required to pay only the usual repeat examination fee, and any amount based on hostel usage during the pendency of the repeat examinations.
2. The student may choose to stay on campus and enrol in the courses that he/she failed.. In this event the student shall be required to pay the hostel fees, and 25% of the regular tuition costs. The student is subject to all course requirements including attendance, internal assessment and end of semester examinations for those courses which he/she is repeating that semester. The student is not required to take the courses he/she has passed.

A student repeating a year and requiring additional support is advised to get in touch with the faculty mentor and concerned Program Director.

JGBS Attendance Policy

JGBS desires 100% attendance with a provision for consideration for absence on account of sickness or other such contingencies. The attendance requirement of 75% of the scheduled classes is for taking end of semester examinations. Failing this, the student will not be allowed to take the end term examination and will be awarded F grade in the particular course. This student has to take the re-sit examination in the course.

Ten percent is the maximum absences that will be condoned on medical grounds. That is, if a student fails to secure a minimum of 65% of attendance with medical grounds she/he will not be allowed to take the end term examination and will be awarded F grade in the particular course.

Application for leave of absence on medical grounds should be submitted with full documentation within 3 working days of return to classes to the JGBS executive office. If a student fails to submit the required documentation within the stipulated time she/he will not get the attendance waiver on medical grounds.

If absence due to medical reasons is of a recurring nature and beyond the limit of 10% he/she has to apply for the approval of Vice Dean (Academics).

Students are advised to inform the JGBS Executive Office and the concerned Program Director about absence because of medical reasons immediately after diagnosis so the concerned instructors can be informed about potential absence.

Students Clubs

Marketing Club

Marketing is the umbilical connection between customer needs and creative solutions. The club aims at keeping members abreast of the latest on marketing while integrating the vast experience of its members across functions and industries such as advertising, research, sales, branding communication and digital marketing to name a few. We firmly believe that sound business education is an ideal mix of a world class curriculum and practical learning opportunities. We hope to organize many activities in the coming months which will include networking nights, marketing workshops, advertising competitions, seminars on new marketing tools and techniques, brand management workshops and digital marketing workshops.

HR Club

The HR club has one focus on how to have better human resources and human relations in every organisation. The club will make you believe, there is something to be learnt from the variety of people one encounters. For example, you get inspired by the attendant in a coffee shop who exemplifies 'service with a smile' or the colleague in a meeting who demonstrates real time influencing skills or the business leader you read about, whose innovative ideas change your outlook. To meet the club objective, the club organizes various events through out the academic year. These include management games, quizzes, case study competitions, guest lectures, workshops and clinics from experts in the field of HR.

Finance Club

The Finance Club is also known as "FINICHE CLUB". The club would concentrate on driving activities in the finance domain and intends to further the reason of finance at JGBS. It consists of capable individuals who will work on different domains in the financial services industry. The club would not only educate the students but also reach out to expose students to the various practical aspects of finance. The club's activities cover a broad range of verticals within finance such as investment banking, retail banking, securities, venture capital, wealth management, private equity and insurance.

Kala

The cultural club of JGBS is currently working with its 30 members to invigorate the cultural life of JGBS. It's a club which has been pumping life in JGBS through different forms of arts like music, drama, painting, and elocution. Last year it organized various programmes like Lohri Night, Children's Day celebrations, a cultural week and many more. The club took initiative to be an active participant in Chaos'15, IIM Lucknow.

Strategy Club

The strategy club aims to provide a platform for the industry to tap onto the immense potential of the students at JGBS, for fresh insights into their business. It also seeks to seek and develop entrepreneurial skills in B'School graduates. Further it aims to provide an opportunity for the

students to develop their interest and aptitude for careers in general management by applying their classroom learning in live industry projects and more. The club undertakes live projects from companies, government institutions and non-profit organizations and provides an independent and theoretical perspective to their business problems.

OCTAPHI

An initiative which provide opportunities to learn about real-world operations management issues and to network with companies through speaker events and site visits. The Club aims to bring theoretical and innovative Concepts of Operations Management to practice. We see ourselves as the change initiators and strongly believe in the quote “Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world”. -Harriet Tubman.

Kridan

The body and its abilities are just as vital to intelligence as is the mind. Sports is an inseparable part of life at JGBS and the KRIDAAN-Sports Club takes pride in being one of the most popular clubs on campus which organizes sports events to promote camaraderie in the batch throughout the year. Some of the events that we are planning to organize this year are Half Marathon, Jindal Premier Cricket League, Intra JGBS Championship and the Business Sports Fest.

Mentor Mentee Programme

The mentor mentee programme initiated by JGBS is an effort towards having closer and better relations between faculty members and students. The role of faculty members is to guide, counsel, or facilitate the mentee in the course of his/her development (academic and professional) and provide constant encouragement and support during their stay at JGBS. The faculty member helps their mentees in selecting electives, majors and in other academic matters; in assessing their academic performance and advice on how to improve; help in identifying and selecting career opportunities (summer intern/final Placements); advice the student during their summer internship, if needed/requested; and in identifying their potential and utilizing it more effectively. The mentees can discuss and seek guidance on any other pertinent matters from their mentors. The mentees are expected to be open to discussing issues and areas where they want to improve and in receiving advice.

The mentor and mentees are expected to meet frequently in the beginning to establish the relationship and then as and when time permits and whenever the need arises. Various activities are undertaken for the same such a Mentor Mentee week was celebrated in the month of August, 2014, where mentors and mentees watched a movie together, went out for dinners and played games together.

The allocation of mentees is done randomly taking care that mentors get as far as possible a fair mix of male and female students. The MBA programme has corporate MBA students also and again it is ensured that all faculty members get at least one corporate student. In the current academic year on an average each faculty member has around twenty mentees.

For all information and assistance contact JGBS Office

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