



**EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
(EMBA) PROGRAM IN PARTNERSHIP WITH WASHINGTON
UNIVERSITY IN SAINT LOUIS, USA**

RULE BOOK

INDIAN INSTITUTE OF TECHNOLOGY BOMBAY

INTRODUCTION

The Executive Master of Business Administration (“**EMBA Program**”) is a post graduate joint degree program offered by the Shailesh J. Mehta School of Management (SJMSOM), IIT Bombay, India and Olin Business School, Washington University in Saint Louis, USA (“**WUStL**”) through the IITB-WUStL Research and Educational Academy (“**IWREA**”). It is a self-financed program for professionals with significant managerial experience in industry, banking, consulting, information technology and other sectors.

This program is an outcome of IIT Bombay’s continued relationship in the field of research collaboration with WUStL and is an extension of that relationship to the field of executive management education which has wide scope today to impart quality education and contribute to society and the economy. The structure of the EMBA Program including the duration, mode of study, medium of instruction and curriculum has been set out below in these rules and regulations.

PART -A: ADMISSIONS

1. Eligibility for application:

- A. To be eligible to apply, candidates need to meet the below essential criteria:
 - (i) They should have a bachelor’s degree from a recognized university in India or any other country; and
 - (ii) They should have minimum seven (7) years’ work experience including five (5) years’ managerial experience or equivalent.
- B. In addition to the above, the following criteria are considered to be desirable for the purpose of admissions:
 - (i) Recommendation from the employer and a commitment to support the candidate throughout the EMBA Program. This commitment is independent of the employer’s decision to financially sponsor the candidate.
 - (ii) Proficiency in spoken and written English.
 - (iii) Functional computer skills.

2. Documentation requirements: Every applicant to the EMBA Program is required to submit the following documents at the time of applying:

- A. Updated resume
- B. Degree certificate and mark sheet/s
- C. Two (2) completed ‘Recommendation for Admission’ forms: Recommendations for Admission should preferably be written by senior level executives or the immediate supervisor of the candidate. The individuals writing the letters should include their knowledge of the candidate’s professional achievements, potential for future managerial success, capacity to handle post graduate business education and personal attributes such as motivation, integrity and leadership ability. If the candidate is self-employed, the recommendations may be completed by a colleague or client who the candidate works with.

- D. Letter of Commitment from the employer /Self-commitment letter in case self-employed: This letter should describe the candidate's employer's understanding of the time required to complete the EMBA Program and the organization's agreement, if any, for financial support. A self-employed candidate is expected to write and submit a statement of self-commitment. In case of inadequacy of personal financial resources, a sanction letter from an approved financial institution can be submitted.
- E. Essays on the following topics:
- (i) Why the candidate wants to earn an EMBA and how it will contribute to his or her personal and professional goals.
 - (ii) The most challenging team experience faced by the candidate, including the role played by the candidate, the factors which made it a challenge, the manner in which the group addressed challenge, and learnings from the experience.
 - (iii) Contributions and strengths the candidate will bring to the EMBA Program and to the team, and the aspects of teamwork and leadership skills in which the candidate wishes to improve.
- F. Personal statement: The personal statement should include a brief about the candidate's background including past work experience, outside interests and any other information which the candidate feels is relevant for the application. This statement, on selection of the candidate, will be included in the directory distributed to the peers and faculty.

3. Overview of Admissions Process:

The following table provides a general overview of the admission process. Further details of the admissions process can be found [here](#).

Process	Key Activities	Action requirements
	<p>The candidates must read the eligibility requirements carefully (as set out in the website of the EMBA Program) and ensure that all documents (including transcripts/bachelor degree certificates, recommendation letter/personal statement) are in place before submitting the online application for admission.</p>	<p>The candidates will be required to register with the admissions portal here. Upon submission of the application form, candidates will receive an automatic system generated acknowledgement with a unique registration number after submission of their online applications.</p>

	<p>The EMBA Program Office will check the application and the supporting documents to verify whether the eligibility criteria have been met.</p>	<p>In case the documents submitted by any candidate are not sufficient, the candidate will receive an email from the EMBA Program Office requiring that alternate documents be submitted in order to meet the eligibility criteria.</p> <p>If any candidate is found to be not eligible, the EMBA Program Office will communicate this to such candidate along with reason(s) for the same.</p>
	<p>Candidates who meet the eligibility criteria will be invited for an interview with the admission committee, which will include panel of experts of IIT Bombay & WUSTL. The schedule of dates and time for such interviews will be communicated by the EMBA Program Office by email depending on the availability of the panel.</p> <p>Interviews will be conducted in-person at the IIT Bombay campus in Mumbai, or any other location as specified by the EMBA Program Office or via skype / any other audio or audio-visual means in case of the inability of the faculty from WUSTL to travel to Mumbai.</p> <p>A checklist of the supporting documents which are required to be carried by the candidate to the interview will be provided by the EMBA Program Office.</p>	<p>EMBA Program Office to schedule audio/online/skype interviews in case of inability of WUSTL's faculty to travel to Mumbai.</p>
	<p>On the day of the interview, the supporting documents (in original, wherever required), will be verified prior to the interview.</p>	<p>EMBA Program Office to make EMBA Assessment Sheets ready for conducting interview along with all information provided by the candidate to facilitate the interview.</p>
	<p>After completion of the interview, the admissions committee will rate the performance of each candidate on the basis of the relevant criteria and make its recommendation to either admit or reject a candidate.</p> <p>The recommendation of the admissions committee will be forwarded by the Head, SJMSOM to the Dean (AP), IIT Bombay, and the Dean, Olin Business School for approval.</p>	<p>The EMBA Program Office will ensure that all the documents are duly signed by the panel members including scanned signatures of experts who are a part of panel (through online mode) and approval of all competent authorities for confirming the admission.</p>

	Once approved, the EMBA Program Office will communicate the decision of the admissions committee to the candidates.	Candidates approved for admission will be required to make a Booking Deposit specified in the letter of admission in favour of the 'IITB-WUSTL Research and Educational Academy' ("Booking Deposit").
	Confirmation of admission.	Letter confirming admission will be sent to the candidates who have paid the Booking Deposit.

4. Fees - Instalments and Payment Mechanism

- A. The total fees for the EMBA Program, including tuition fees, program administrative fees and fees for the course material, (collectively "**Course Fees**") will be intimated to the students at the time of admission.
- B. The Course Fees should be paid within the timeline specified in the letter of admission.
- C. If the Booking Deposit is not paid within one (1) week of receipt of the letter of admission, the offer of admission shall lapse and the letter of admission shall stand null and void, unless prior approval has been taken by the student from the EMBA Program Office. Request for prior approval for delay in payment should be made before the expiry of the one (1) week timeline mentioned in the letter of admission.
- D. If the Course Fees is not paid within the timelines stipulated in the letter of admission:
 - (i) the defaulting students will incur default interest @ two percent (2%) of the unpaid installment, calculated on a monthly basis including and from the due date of the payment until the date of full payment for first sixty (60) days of non-payment;
 - (ii) if the default in payment persists beyond sixty (60) days, the student will not be allowed to attend any classes till the payment of Course Fees, including default interest, has been made in full. Please note that non-attendance of classes on account of a default in payment of Course Fees beyond sixty (60) days, will also count towards calculation of the attendance threshold set out in Clause 10(A)(i) of this Rule Book; and
 - (iii) IIT Bombay and WUSTL reserve the right to take any other course of action as it reasonably deems fit.
- E. IIT Bombay and WUSTL reserve the right to revise or modify the Course Fees set out in this Rule Book, including increasing the amount of the Course Fees payable at any time during the academic year without prior written notice. At the time of any such revision / addition in the Course Fees, students will be provided with a written notice setting out the reasons for such revision / addition, amount of revision / addition, the revised fee structure, and the revision in the amount of the remaining installments. The revisions will be effective from the date of delivery of such notice.
- F. **Exclusions:** The Course Fees set out in this Rule Book do not include any travel expenses, including the cost of conveyance to the IIT Bombay campus or any other venue arranged for the EMBA Program in Mumbai, cost of conveyance to WUSTL and / or student visa fees. Students are responsible for bearing such costs of conveyance themselves. No reimbursement for such costs will be provided either by IIT Bombay or WUSTL.

5. Submission of Certificates

- A. As a part of the admission process, all candidates are required to produce the original degree certificates and mark-sheets, both at the time of interview (along with self-attested photocopies of such documents) and during the registration process.
- B. Students who are unable to present their certificates during the registration process, should make an application to the EMBA Program Office at programoffice.emba@iitb-wustl.org; requesting to extend the deadline for submission of such certificates. After considering the request of the student, the revised timeline will be intimated by IIT Bombay to submit such certificates.
- C. The application for extension in timeline should include an undertaking giving proper reasons for the delay and specifying the date by when the student would be able to submit the certificates.
- D. In case a student does not submit his / her original degree certificates and mark-sheets until the commencement of the first module, while such student will be allowed to appear in any examination conducted during such time, the result of such student shall be withheld until the required documents have been submitted.
- E. Students, who do not submit the certificates at the end of the first module, will be reported to the Post Graduate Programs Committee (PGPC) and the Senate of IIT Bombay for further consideration.

6. Registration

- A. Upon confirmation of admission, every candidate will be allotted a roll number which will serve as their identity as a student of the EMBA Program, and which should be used for all purposes during the EMBA Program.
- B. Students should complete the registration process in the “Online Registration” portal using their roll numbers as their login ids. Upon completion of registration, the EMBA Program Office shall register the selected modules for all students. Details of available modules can be found [here](#).
- C. At present, students must mandatorily register for all modules.
- D. Students are not permitted to register for any other post graduate degree, whether at IIT Bombay, WUSTL or in any other university in any country during the course of the EMBA Program. Any student found to be concurrently registered for any such degree shall be automatically deregistered, unless prior approval has been obtained from the EMBA Program Office. Applications for approval must be made to the EMBA Program Office at programoffice.emba@iitb-wustl.org, setting out the details of such degree program and reasons why such student should be permitted to concurrently register for both the programs.

7. Disability and Long-Term Health Conditions

Students, who have any disability or long-term health issues, are strongly encouraged to contact the EMBA Program Office at programoffice.emba@iitb-wustl.org as early as possible so that they can seek advice on the range of study support that is available.

8. Change in Name and / or Contact Information

- A. Requests for change in name or other information of a student in the official record of a student should be made to the EMBA Program Office at programoffice.emba@iitb-wustl.org in writing.
- B. In case of change in name, students are required to submit copy of the document/s depicting fulfillment of required compliance as per the law applicable in the country / state of the concerned Student.

PART -B: ACADEMICS AND EXAMINATIONS

9. Mode of study/Duration/Location

- A. **Mode of Study:** Part time and residential.
- B. **Duration:** 18 months.
- C. **Location:** Campus of IIT Bombay, Mumbai, or any other location as may be prescribed by the EMBA Program Office. In the event the EMBA Program is conducted off campus or in any third-party location, students are expected to follow the norms / rules of such local partners as may be communicated from time to time. Students shall be responsible for their behaviour / actions at such locations and are required to maintain decorum at all times.
- D. **Structure of the EMBA Program:**
 - (i) The EMBA Program is divided into three (3) semesters of six (6) months' each.
 - (ii) Classes are conducted for four (4) days per month, from Thursday morning through Sunday evening. Each module will have thirty-six (36) contact hours, equivalent to five (5) credits of IIT Bombay, i.e., hundred (100) credits for all twenty (20) modules. In addition to the contact hours, the course structure involves considerable engagement of the faculty, which cannot be quantified and may vary from module to module.
 - (iii) The final three (3) modules are taught at the WUSTL campus in St Louis, USA.
- E. **Program curriculum:**
 - (i) Students are required to complete twenty (20) modules which are classified under 'Foundational Core' and 'Advanced Core'.
 - (ii) Presently, all modules are mandatory, and no adjustment process is applicable.
 - (iii) The list of modules available during each academic year, along with the syllabus for each module, credits, manner of implementation of the syllabus and scheme of

evaluation for each module shall be provided to the students prior to the start of the academic year. An indicative list of modules can be accessed [here](#).

- (iv) The modules will be delivered through a combination of lectures, seminars, projects, presentation, case discussion, simulation, role playing and e- learning components.
- F. **Transfer of Credits:** At present, there is no provision for transfer of credits from another program.
- G. **Faculty:** Tentative details of the faculty can be accessed [here](#).
- H. Change from the EMBA Program to other programs, whether in IIT Bombay or any other university, whether in India or not, is not permitted.

10. Attendance

A. Class Attendance Rules:

- (i) "IIT Bombay and WUSStL expect one hundred percent (100%) attendance in each residency from all its students. However, in certain circumstances, a student may be exempted from attendance for one (1) out of the four (4) days of residency during which classes are conducted (as set out in Clause 9(D)(ii) of this Rule Book) ("**Permitted Absence**"), per month. If the attendance of a student, as counted with effect from the first contact hour, falls below the Permitted Absence, the instructor may award a 'Drop due to inadequate attendance', or 'DX' grade to such student in the relevant module. For the purpose of CPI calculation, the 'DX' Grade would, be treated as equivalent to a 'Course Drop' carried out on initiation by the student. Such student will be automatically deregistered in accordance with this Rule Book. In calculating attendance, no specific concession may be given for a lack of attendance on medical grounds. If a student has attended three (3) or more classes per month, the student will not be awarded the 'DX' grade".
- (ii) Notwithstanding the above, this rule does not apply to modules where the instructor has declared that no DX grade will be awarded. A list of such modules where no DX grade can be awarded will be provided to students prior to the commencement of the EMBA Program.
- (iii) **Program Orientation:** In addition to regular classes and residencies, students are required to attend one-day orientation program, which occurs prior to the first class.

B. Automatic deregistration: Student will be automatically deregistered from any module in which such student fails to meet the attendance requirement set out in Clause 10(A)(i) of this Rule Book without prior approval from the module instructor. No refund of the Course Fees will be made to any student who has been deregistered under this rule.

C. Exemption from deregistration: Since students of the EMBA Program are expected to be senior executives with responsible positions in their organizations and business, they may be permitted to miss a part of the class day, at the discretion of the module instructor. In such case, to avoid automatic deregistration, or to prevent such absence from being counted towards the threshold for automatic deregistration, any student who is unable to attend a given module and has valid reasons for the same is required to take prior approval

from the module instructor, in writing, giving reasons for their inability to attend a part of the class day. The module instructor will give an equivalent load for compensation.

- D. **Retaking classes:** Students are permitted to attend a module during the next offering of such module, without any additional fee in certain circumstances in accordance with this Rule Book. The module instructor may, at their discretion, make themselves available for informal consultation or advice without any additional charges.
- E. **'Asked to leave the program:** A student who is automatically deregistered from more than two (2) modules on grounds of low attendance may be asked to leave the EMBA Program.
- F. **Delay in Graduation:** Graduation of the EMBA Program will be delayed until completion of all modules, subject to a maximum period of seven (7) years from the time of admission to the EMBA Program.

11. Medium of Instruction/Conduct of Examinations:

- A. The medium of instruction for all the modules will be in English.
- B. Assignments will be given to the students (prior to and after the modules by the module instructor) and evaluated by the concerned module instructor.
- C. The pattern of examinations will be set by the concerned module instructors. Module instructors may choose any examination pattern (for example, open book or closed book, project, quizzes or class assignments and qualitative assessment) for the purpose of assessing the progress of the students in such modules. The mode and pattern of examination and evaluation will be announced to the students in advance.
- D. Industry visits will be evaluated applying pre-announced criteria.
- E. Module instructors should also provide a copy of the pattern of examination and evaluation to the EMBA Program Office.
- F. Within sixty (60) days after the due date for the final exam or submission of the final assignment in a particular module, each module instructor is required to provide a 'summary evaluation sheet' to the EMBA Program Office, summarizing the performance of all students in such module.
- G. A student will have fifteen (15) days from the date they receive their grade in any module to make an appeal to the concerned module instructor if they are of the opinion that the evaluation has been unfair.
- H. If the module instructor has not resolved the issue within fifteen (15) days of the request by the student, the student can make an appeal to the Post Graduate Academic Programs Evaluation Committee (PGAPEC). The decision of the PGAPEC will be final and binding on the student.

12. Grade Structure & SPI/CPI Calculation

- A. Students are assigned a letter grade at IIT Bombay for every module undertaken, and qualitative grades at WUSTL on the basis of their combined performance in all assessments. The letter grades along with the corresponding grade points (as per the structure in WUSTL) have been set out in the following table:

Grading structure at WUSTL	Grading structure at IIT Bombay	
	Grades	Points
High Pass (HP) - awarded for exceptional quality work. This distinction is generally limited to fewer than 20% of the class and is equivalent to an AA at IIT Bombay.	AA	10
Pass (P) indicates a module has been satisfactorily completed and is equivalent to a BB at IIT Bombay.	BB	8
Low Pass (LP) indicates minimum acceptable level of performance and is equivalent to a CC at IIT Bombay.	CC	6
Withdrawal (W) - used for instances when illness or another extenuating circumstance requires withdrawal from a module prior to completion, equivalent to DX at IIT Bombay.	DX (For attendance shortage)	0
Incomplete (I) - indicates that the assignments in a module are not complete on the date that grades are recorded, equivalent to II at IIT Bombay.	II	Incomplete due to medical reasons
No Pass (NP) - indicates performance is below passing quality, equivalent to FF/FR at IIT Bombay.	FF/FR	0 Fail Grade, eligible for a re-examination. 0 Fail Grade, must repeat the module.

- B. The minimum passing grade in a module is CC/LP.
- C. The letter grades FF/FR/NP shall be treated as fail grades. Re-examination may be permitted for a module if an FF grade is obtained in such module. A student can attempt re-examination as many times as required, subject to the maximum time period of seven (7) years of graduation from the EMBA Program.
- D. After re-examination, if a student passes in such module, they will be awarded the maximum grade of CC/LP in that module. If a student does not take the re-examination or fails the re-examination, they will be awarded an 'FR/NP' grade.

- E. A student getting an FR/NP grade has to register for the same module again whenever the module is offered next with no additional tuition fees. If such module has been withdrawn from the module list for the next academic year, then the module instructor may conduct an exam separately for such student. However, any decision in this regard will be taken on a case by case basis.
- F. A student getting an FF/NP grade will be permitted to take a re-examination in the relevant module whenever the module is offered next. A re-examination fee is applicable, the details of which will be provided by EMBA Program Office. After such a re-examination, the student can be awarded a maximum grade of CC/LP in such module.
- G. The performance of a student in a particular semester, is measured by Semester Performance Index (SPI), which is the weighted average of the grades secured in all the modules taken in such semester and scaled to a maximum of 10. Since all the modules of the EMBA Program have five (5) credits, SPI will be a simple average of the grades secured in all the modules taken in a semester and scaled to a maximum of 10. SPI will be calculated up to two (2) decimal places. **(Computation of SPI- Annexure I attached)**
- H. A Cumulative Performance Index (CPI) of a student is calculated, taking into account the performance in all modules taken by a student up to the semester for which the result is last available. **(Computation of CPI- Annexure-II attached)**
- I. **Change of Incomplete Grade to 'no pass':** After thirty (30) days of awarding the grade to the batch, an incomplete grade is automatically changed to an "FR/NP" grade unless prior permission/arrangements have been made through the EMBA Program Office.
- J. **Study Teams:** Effective performance in study teams is vital for success in the EMBA Program. Therefore, demonstrating a capacity to work effectively in teams is mandatory for remaining enrolled. Failure to demonstrate effective team performance carries the same consequence as any other academic performance issue, up to and including dismissal from the EMBA Program.

PART- C: DEFERRALS AND WITHDRAWALS

13. Deferrals prior to Commencement of the EMBA Program

- A. Students are normally expected to start their EMBA Program during the academic year for which the initial application was made. However, in case of any unforeseen and / or unforeseeable circumstances, students may submit a request for deferral of entry to the EMBA Program Office at programoffice.emba@iitb-wustl.org for not more than one (1) year, i.e., to the next academic year.
- B. If granted, the Booking Deposit / installment paid by the student prior to the request for deferral will be adjusted against the Course Fees applicable for the next academic year.
- C. The EMBA Program Office will only entertain requests for deferral which are received prior to thirty (30) days from the commencement of the first residency except in relation to students who are enrolled during this thirty (30) day period, in which case deferral requests can be made up to three (3) days prior to the commencement of the first residency.

- D. If any student is unable to take up their offer of admission during the next academic year, such student will be required to undergo the entire selection process again. Any Booking Deposit / installment already paid will be forfeited and will not be adjusted against the Course Fees / application fees / other charges applicable for such academic year.

14. Withdrawal

- A. Withdrawal from the EMBA Program can be 'permanent' or 'temporary'.

B. **Permanent Withdrawal:**

- (i) This refers to a case where a student withdraws from the EMBA Program permanently and does not seek re-entry in the program for completing the remaining modules.
- (ii) IIT Bombay and WUSTL normally expects students to complete the program once registration is completed. However, if a student has a *bona fide* reason for Permanent withdrawal from the program, such student may submit a letter to the EMBA Program Office at programoffice.emba@iitb-wustl.org requesting Permanent withdrawal from the EMBA Program and for issuance of a 'Certificate of Proficiency'. The request should also include the reason for such withdrawal.
- (iii) Once a request for Permanent withdrawal has been accepted, IIT Bombay and WUSTL may issue a 'Certificate of Proficiency' to the student, where applicable. The certificate will list the modules completed based on a case by case evaluation of the modules completed by the student by the Continuing Education and Quality Improvement Program (CE&QIP) of IIT Bombay.
- (iv) In case a full withdrawal has been made within the refund timelines set out in clause 18 of this Rule Book, students will be entitled to a refund of such percentage of the Course Fees as set out in clause 18. No refund will be permitted if a request for full withdrawal has been made post expiry of the refund timelines set out in clause 18.

C. **Temporary Withdrawal:**

- (i) This refers to a case where a student withdraws from the EMBA Program temporarily with the objective of completing the balance modules at a later date.
- (ii) IIT Bombay and WUSTL normally expects students to complete the EMBA Program within the specified timelines for such program. However, if students demonstrate a *bona fide* reason that compels them to pause education, they may submit a request to the EMBA Program Office at programoffice.emba@iitb-wustl.org.
- (iii) Post review, if such request is accepted, the student may resume the EMBA Program during the next academic year from the point at which such student paused their studies. Re-entry in a module is permitted only once.
- (iv) In such case, the student will be required to pay a continuation fee in the manner notified to such student.

- (v) For a discussion on the Course Fees implications in such scenario, students are required to meet with the EMBA Program Office. A calendar of re-entry will be created for such student.
 - (vi) The student will be required to pay the Course Fees for the entire semester during which the EMBA Program was deferred, if not already paid. The applicable fee structure for the academic year of re-entry will be applicable to the student from the time of re-entry. If the Course Fees for such academic year is more than the amount payable during the original year of admission, the balance amount will be added to the instalments payable by such student during the academic year of re-entry.
- D. **Withdrawal on Medical Grounds:**
- (i) Withdrawal on account of medical grounds will be treated as a temporary withdrawal.
 - (ii) Students who require a more protracted leave on medical grounds should apply for a medical leave of absence. The application form and the list of required documents to apply for a medical leave of absence will be provided by the EMBA Program Office
- E. Notwithstanding anything in this clause, all EMBA students must complete their degrees within seven (7) years of starting the EMBA Program. Requests for waivers / extensions from this requirement should be made in writing to the EMBA Program Office at programoffice.emba@iitb-wustl.org and will be granted at the sole discretion of IIT Bombay and WUSTL. Once communicated, the decision of IIT Bombay and WUSTL shall be final and binding on the student.

PART-D: DISCIPLINARY MATTERS

15. Standards of Conduct

Students are expected to maintain professional standards of conduct at all times during the duration of the program which includes, but is not limited to:

- A. **Attendance:** Students are expected to attend all sessions. Students who miss a session for any reason should make every effort to notify the module instructor prior to the class meeting.
- B. **Punctuality:** Students are expected to arrive and be seated prior to the start of each class session. They should display their name cards in all class sessions at all times.
- C. **Behavior:** Students are expected to display professional courtesy and respect in all their classroom interactions.
- D. **Preparation:** Students are expected to complete the readings, case preparations and other assignments prior to each class session and be prepared to actively participate in class room discussion.
- E. **Alcohol/Smoking/Drug Use:** IIT Bombay is a strictly no smoking / no drinking / no drugs campus. Alcohol consumption, smoking and use of contrabands including drugs is prohibited in all parts of the campus.

F. **Distractions:**

- (i) Students are expected to remain in the classroom for the duration of the class session unless an urgent need arises or prior arrangements have been made with the module instructor.
- (ii) Students are expected to use laptops, tablets and other electronic devices only for activities directly related to the class session. Accessing email or the internet during class is not permitted as doing so can be distracting for the students and / or the module instructor.
- (iii) Students are expected to keep their mobile phones switched off or have them set on silent/vibrate mode during class.

16. **Dismissal / Probation**

A. **Dismissal from the EMBA Program:** A student may be dismissed from the EMBA Program on the following grounds:

- (i) If a student obtains CC or lower grade in three (3) or more modules.
- (ii) If a student is found guilty of any academic malpractice, following is the [procedure for handling acts of academic malpractices](#).
- (iii) If a student is found guilty of any misconduct, which includes, but is not limited to sexual misconduct, misconduct via any online medium, misconduct with a module instructor whether inside the classroom or outside, ragging, any damage or destruction to university/institute property, theft, violence of any kind on campus, possession of firearms, weapons, illegal drugs etc.

B. A student may also be placed on academic probation upon occurrence of any of the above instances. Each case of academic probation / appeal will be reviewed by the SJMSOM's Postgraduate Committee (SPGC) for approval from the Dean (AP) at IIT Bombay and Academic Review Committee at WUSTL and by the Dean of the Olin Business School. All requirements for removal of academic probation must be met prior to graduation.

C. **Voluntary Probation/Appeal:** Appeals by students regarding dismissal / discontinuation through SPGC, SJMSOM will be evaluated by the PGAPEC (or equivalent body) at IIT Bombay and the Academic Review Committee at WUSTL, through the dispute resolution mechanism set out in this Rule Book.

D. No dismissal of any student shall be binding unless it has been addressed through the dispute resolution mechanism set out in this Rule Book. Once a decision on dismissal has been issued by both IIT Bombay and WUSTL in accordance with such mechanism, the dismissed student shall not have any claims, whether monetary or otherwise against any of IIT Bombay, WUSTL and / or IWREA.

17. **Disciplinary Procedure**

A. An allegation of misconduct against a student (other than an allegation of academic malpractice in which case the procedure set out by IIT Bombay will be applicable) by a fellow student, module instructor, visiting faculty or any other member associated with the EMBA Program should be reported to the PGAPEC in writing.

- B. Upon receipt of a complaint, the PGAPEC shall institute an inquiry committee for this purpose. The inquiry committee shall review the case, consider the evidence presented and call for a meeting with the student against whom the allegation has been made. If required, the inquiry committee can also call for a meeting with the person making the allegation.
- C. Upon completion of review, the inquiry committee shall submit its report to the PGAPEC recommending the disciplinary action which may be taken against the student, which may include imposition of a fine, temporary suspension, dismissal from the EMBA Program or any other action as may be deemed fit by the inquiry committee.
- D. Based on the inquiry committee report, the PGAPEC may decide on the disciplinary action to be undertaken depending on the severity of the misconduct and communicate such disciplinary action to the student in writing.
- E. An appeal against any such action may be made by the student to the Director of IIT Bombay within thirty (30) days from the date of receiving such order.
- F. The Director of IIT Bombay shall review the case, including the report of the inquiry committee and call for a meeting with the concerned student. The decision of the Director of IIT Bombay, either upholding, overturning or modifying the order of the PGAPEC must be made in writing within thirty (30) days of the appeal being made by the student.
- G. The order of the Director of IIT Bombay shall be final and binding, and no further appeal can be made by the student.
- H. No disciplinary action can be taken against a student until such student has been given a fair and reasonable opportunity to be heard.
- I. Any action taken under this clause 17 shall also be in accordance with any other relevant provisions set out in the any other policies of IIT Bombay as well as under any applicable law.
- J. Notwithstanding anything in this clause,
 - (i) allegations of sexual harassment against any student, module instructor or any person associated with the EMBA Program shall be governed by the procedure constituted by IIT Bombay in accordance with the [IIT Bombay Policy on the Prevention, Prohibition and Redress of Sexual Harassment in the Workplace with its attendant rules and procedures](#);
 - (ii) In case of allegations of sexual harassment against students and / or module instructors in WUStL, or against visiting faculty of WUStL in India, the local partner policy shall be applicable, to the extent permissible under applicable law.
- K. Courts of Mumbai shall have exclusive jurisdiction to try and entertain any dispute arising out of or in connection with the admission procedure and the EMBA Program.

PART- E: REFUNDS

18. Refund Policy:

- A. **Refund upon withdrawal:** The following refund policy shall apply to the EMBA Program in the case of withdrawal by a student within the below mentioned timelines:

S. No.	Percentage of Refund	Time Period
1	100%*	15 days or more before the formally notified last date of admission.
2	90%	Less than 15 days before the formally notified last date of admission.
3	80%	15 days or less after the formally notified last date of admission.
4	50%	30 days or less but more than 15 days after the formally notified last date of admission.
5	0%	More than 30 days after the formally notified last date of admission.

**IWREA shall deduct an amount not more than 5% of the Course Fees paid by the student, subject to a maximum of Rs. 5,000/- as processing charges from the refundable amount.*

- B. **Admission Cancellation/ Termination of Program by IIT Bombay and WUSTL:** Full refund of the Course Fees will be granted if the EMBA Program stands cancelled or terminated by IIT Bombay and WUSTL at any point during the academic year, except where a candidate's selection is cancelled for reasons of misconduct set out in this Rule Book, or on account of any other ill-conduct or acts/omissions which lead to the dismissal of such student.

C. **Procedure for Refund:**

- (i) A request for refund should be submitted with valid reason to the EMBA Program Office at programoffice.emba@iitb-wustl.org. A request sent to any other email id will not be valid.
- (ii) After the validation and approval from the EMBA Program Office, the refund request will be approved by the competent authorities and the eligible refund amount as per the above table will be intimated. The amount will be processed and refunded within one hundred eighty (180) days of the refund request being initiated by the student.
- (iii) Acceptance of any such refund request is at the sole discretion of the competent authorities at IIT Bombay and WUSTL. The refund of the Course Fees, or any part thereof is subject to the candidate having a genuine / valid reason which is to be validated by the EMBA Program Office. Subject to applicable law, the decision of the competent authorities at IIT Bombay and WUSTL in relation to such refund shall be final and binding.

PART -F: DEGREES

19. Name of the Degree

Master of Business Administration (MBA)

20. Award of the Degree

- A. The degree of “**Master of Business Administration**” will be awarded to a student if:
- (i) The student has successfully completed all the module requirements as prescribed by the module instructor within the stipulated time.
 - (ii) The student has not obtained a grade of CC/LP or below in three (3) or more modules.
 - (iii) There is no disciplinary action pending against the student.
 - (iv) The student has received a ‘no-dues’ clearance from the EMBA Program Office.

21. Withdrawal of the Degree

- A. The PGAPEC may, by a special resolution passed by a majority of not less than two-thirds (2/3rds) of the members present and voting, recommend to the competent authorities of IIT Bombay and WUSTL, the withdrawal of any degree conferred on any person by IIT Bombay and WUSTL for good and sufficient cause, such as if such person is found to have obtained such a degree fraudulently or has obtained admission through a false caste certificate or any other reason after investigation. Provided that no such resolution shall be passed until, a notice in writing has been given to the concerned person, calling upon such person to show cause within such time as may be specified in the notice as why such resolution should not be passed and until such person’s objections, if any, and any evidence produced in support of such person has been considered by the PGAPEC.
- B. A copy of the resolution passed by the PGAPEC shall be immediately sent to the concerned student.
- C. Upon receiving a recommendation from the PGAPEC, the competent authorities of IIT Bombay and WUSTL may approve withdrawal of a degree conferred on any person. The decision taken by the PGAPEC shall be final and binding in this regard.

22. Maintenance of Academic Records, Monitoring and Reporting to Senate

IWREA will look after all the administrative aspects through the Head SJMSOM, financial aspects through the Dy. Director (FEA) of IIT Bombay and academic aspects through SPGC of the SJMSOM and Dean (AP), IIT Bombay. Original records related to finance and administration will be at the IWREA Office, academic records at the Academic Section of IIT Bombay. At WUSTL, the executive program’s office will manage the same issues relevant to WUSTL.

23. Course Codes

Courses will be numbered IWExxx.

PART- G: INDEMNITY

24. Indemnity / Liability

- A. IWREA and / or the conducting institutes will not be liable for any losses, claims or damages to any person whatsoever in the conduct of the EMBA Program which may arise from any event outside the control of IWREA and / or the conducting institutes leading to the cancellation of the EMBA Program, failure to deliver or complete the EMBA Program and / or other activities scheduled thereunder, or failure of participation or delivery by any of the conducting institutes.
- B. Self-funded candidates or company funded candidates are advised to seek and obtain relevant travel and stay insurance for their international stint during the course of the EMBA Program. Neither IWREA nor the conducting institutes will be held responsible for any liabilities or damages or accidents during such foreign sojourns.
- C. In the event of any dispute regarding the EMBA Program structure, Course Fees/charges (administrative or otherwise) or the EMBA Program itself, IWREA and the conducting institutes shall have no liability whatsoever. The candidate shall indemnify and keep indemnified the IWREA and the conducting institutes for and against any kind of claims, losses, damages, proceedings etc. that emanate from his/her relationship with the institute or for claims by the student's employers or any third parties or otherwise.
- D. In cases where employers of candidates are sponsoring or funding or supporting any such candidate(s), they shall be fully liable for such payments of fees/charges promptly upon demand, and their employees/candidates so selected for the EMBA Program and shall indemnify and keep indemnified IWREA and the conducting institutes from and against any claims, liabilities, losses, damages of any kind whatsoever which arise or emanate from any acts/omissions by any such candidates during the entire term of the EMBA Program and even thereafter.

(Annexure I, 12.G)

SPI/CPI Calculation:

Semester Performance Index (SPI)

The performance of a student in a semester is indicated by a number called Semester Performance Index, SPI. The SPI is the weighted average of the grade points obtained in all the courses registered by the student during the semester. For example, if a student passes five courses (Theory/labs./Projects/ Seminar etc.) in a semester with credits C1, C2, C3, C4 and C5 and her/his grade points in these courses are g1, g2, g3, g4 and g5 respectively, then her/his SPI is equal to:

$$\text{SPI} = \frac{C1g1 + C2 g2 + C3 g3 + C4 g4 + C5 g5}{C1 + C2 + C3 + C4 + C5}$$

The SPI is calculated to two decimal places. The SPI for any semester will take into consideration the FR grades awarded in that semester. For example if a student has failed in course 4, the SPI will then be computed as:

$$\text{SPI} = \frac{C1g1 + C2 g2 + C3 g3 + C4 * \text{zero} + C5 g5}{C1 + C2 + C3 + C4 + C5}$$

The courses which do not form the minimum requirement of the degrees will not be considered for calculation of the SPI. Such additional courses undertaken and the grades earned by the student will be shown separately.

The updated SPIs will be shown in the transcript only after the last date of grade submission (course + project) as per the Academic Calendar. Till then, only the SPI till previous completed semesters will be displayed.

(Annexure II- 12.H)

Cumulative Performance Index (CPI)

An up-to-date assessment of the overall performance of a student from the time s/he entered the Institute is obtained by calculating a number called the Cumulative Performance Index, CPI, in a manner similar to the calculation of SPI. The CPI therefore considers all the courses registered by the student, towards the minimum requirement of the degree s/he has enrolled for, since s/he entered the Institute. The CPI is calculated at the end of every semester upto two decimal places.

The CPI will reflect the failed status in case of FR grade(s), till the course(s) is/are cleared.

When the course(s) is/are cleared by obtaining a pass grade on subsequent registration(s) the CPI will only reflect the new grade and not the fail grades earned earlier.

Example: Up to semester *r* a student has registered for *n* courses, among which s/he has a "FR" grade in course *i*. The semester grade report at the end of semester *r* therefore will contain a CPI calculated as:

$$\text{CPI} = \frac{C_1g_1 + C_2g_2 + C_3g_3 + \dots + C_i \cdot \text{ZERO} + C_n g_n}{C_1 + C_2 + C_3 + \dots + C_i + \dots + C_n}$$

Even if a student has failed in a course more than once, the course will figure only once in the numerator as well as the denominator.

At the end of semester *r+1* s/he has registered for four more courses including the backlog course *i* and has cleared all the courses including the backlog course, the CPI at the end of this semester is calculated as:

$$\text{CPI} = \frac{C_1g_1 + C_2g_2 + C_3g_3 + \dots + C_i g_i + \dots + C_n g_n}{C_1 + C_2 + C_3 + \dots + C_i + \dots + C_n}$$

The courses which do not form the minimum requirement of the degrees will not be considered for calculation of the basic CPI. These courses will be shown separately.

The updated CPI will be shown in the transcript only after the last date of grade submission

(course + project) as per the Academic Calendar. Till then, only the CPI till previous completed semesters will be displayed.