Executive Master of Business Administration (EMBA) Programme in partnership with Washington University in Saint Louis, USA

RULES AND REGULATIONS
Introduction

Executive Master of Business Administration (EMBA) is a post graduate joint degree programme offered by the Shailes J. Mehta School of Management, IIT Bombay, India and Olin Business School, Washington University in Saint Louis, USA. It is a self-financed programme for professionals with significant managerial experience in industry, banking, consulting, information technology and any other sector.

This programme is an outcome of IIT Bombay’s continued relationship in the field of research collaboration with Washington University and an extension of that relationship to the field of executive management education that has wide scope today to impart quality education and contribute to society and economy.

Eligibility for application

Candidates are required to meet certain essential requirements which are:

1. Bachelor’s degree or equivalent
2. Minimum seven years’ work experience including five years’ managerial experience or equivalent.

In addition, the following criteria are considered as desirable:

1. Recommendation from the employer and a commitment to support the candidate throughout the program. This commitment is independent of the employer’s decision to financially sponsor the candidate.
2. Proficiency in spoken and written English.
3. Functional computer skill

Documentation requirements:

Every applicant to the program is expected to submit the following documentation before being admitted.

- Updated resume
- Degree certificate and mark sheet/s
- Two completed ‘Recommendation for Admission’ forms
- Letter of Commitment from the employer /Self-commitment letter in case self-employed
• Essays
• Personal Statement

Some of the above requirements are described below in detail:

• Recommendation for Admission Form

Recommendation for Admission is preferably to be written by senior level executives or 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.

• Letter of Commitment

The letter should describe the candidate’s employer's understanding of the time required to complete the 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.

• Essays

The following essays are required:

i. Why the candidate wants to earn an MBA and how it will contribute to his or her personal and professional goals.

ii. The most challenging team experience for the candidate including the role the candidate played, the factors that made it a challenge, how the group addressed the issues, and learnings from the experience.

iii. The contributions and strengths the candidate will bring to the program and to the team and the aspects of teamwork and leadership skills that the candidate wants most to improve.

• Personal statement
Personal statement should include a brief about the candidate’s background including past work experience, outside interests and any other information that the candidate would like to share. This statement, on selection of the candidate, gets included in the directory distributed to the peers and faculty.

**Admission process overview**

The following table provides an overview of the admission process.

<table>
<thead>
<tr>
<th>Process</th>
<th>Key Activities</th>
<th>Action requirements</th>
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<tbody>
<tr>
<td></td>
<td>The candidates must read the eligibility requirements carefully (as given in the admission site of the joint EMBA) and must keep all the documents such as transcripts/bachelor degree certificates, recommendation letter/personal statement ready before submitting online application for the admission.</td>
<td>The candidates will receive an automatic system generated acknowledgement with a unique registration number.</td>
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<tr>
<td></td>
<td>EMBA Office will check the application and the supporting documents required and verify the eligibility criteria.</td>
<td>EMBA Office will ask the candidates to submit alternate documents to meet eligibility and inform the candidates if not eligible for admission by giving valid reason(s).</td>
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<td></td>
<td>EMBA Office will have confirmed the schedule of the dates and time convenient to the panel of experts of IITB &amp; Washington University for admission into the program. The Admissions Officer will prepare a summary sheet of check-list. The Office will approach the candidates, who meet all the eligibility requirements, for scheduling and confirming an interview dates and time. Once these are confirmed, the Office will send a mail of confirmation of the schedule of interview and will coordinate with</td>
<td>Schedule audio/online/Skype interviews in case of inability of Washington University faculty to travel to Mumbai.</td>
</tr>
<tr>
<td>Process</td>
<td>Key Activities</td>
<td>Action requirements</td>
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<tr>
<td>Panel to ensure the interview time.</td>
<td>Make all arrangements including online channel for conducting the panel interview. After a candidate arrives for the interview, verify all documents with the original ones. Facilitate (logistics and all requirements) interview process that enables the panel to feel comfortable in conducting the interview.</td>
<td>Office will make EMBA Assessment Sheets ready for conducting interview along with all information provided by the candidate to facilitate the interview.</td>
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<tr>
<td>Panel will conduct the interview and rate the performance of the candidate on the criteria identified. Panel will make its recommendation for admitting or rejecting a candidate. Recommendation of the panel will be forwarded by the Head, SJMSOM to the Dean (AP), IITB for approval. In case of WUSTL, Dean, Olin Business School will give approval to the recommendation.</td>
<td>The Office of EMBA 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 authority for confirming the admission.</td>
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<tr>
<td>After getting approval from the authority, EMBA Admissions Coordinator/ Programme Director will inform the candidates about the admission decision (admitted or not admitted).</td>
<td>Candidates approved for admission will be directed to make a deposit of INR 3,00,000/- (USD 5000) by a given date. Candidates not admitted will also be informed and encouraged to apply again.</td>
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<tr>
<td>Payment of deposit by the candidates will be in the favour of Registrar, IIT Bombay (EMBA A/C).</td>
<td>Cross check that the payment received is in order.</td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td>Key Activities</td>
<td>Action requirements</td>
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<td>---------</td>
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</tr>
<tr>
<td></td>
<td>Confirmation of admission.</td>
<td>Confirmation of admission letter will be sent to the candidates, who have made the payment.</td>
</tr>
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Submission of Certificates

1. As a part of the admission process, all candidates are required to produce the original degree certificates & mark-sheets at the time of interview and also provide a self-attested photocopy of the same. All the candidates will be required to produce the degree certificates & mark-sheets at the time of registration again.

2. The students who are unable to present their certificates should apply for extension along with an undertaking giving proper reasons & also stating the due date for submission.

3. In case a student does not submit the certificates until the commencement of the next semester, s/he would be allowed to appear in the examination. However, the results of such a student shall be withheld until the required documents are produced.

4. Cases of students who do not submit the certificates at the end of the first semester will be reported to the Post Graduate Programmes Committee (PGPC) and the Senate for further consideration and decisions/actions.

Registration

1. On confirmation of admission, every candidate will get a roll number that will be her/his identity as a student for the programme. Every student will use that roll number for all purposes at the Institute. S/he is required to complete all formalities of registration process of the programme enabling EMBA programme office to register all the courses for all students as per requirement of EMBA programme using login id through the computerized “Online Registration” option. Details of the courses are under EMBA section, ‘Courses Available’ option, on the website of the Shailesh J. Mehta School of Management.

2. The registration for each semester is to be carried out separately and is mandatory for all students until they complete the programme.

3. As of now, students have to register for all courses and there are no electives.
4. Any student who concurrently registers for any postgraduate degree at another University shall be automatically deregistered, unless prior approval for continuation of the same has already been obtained.
Withdrawal from the programme

Withdrawal from the program can be ‘full’ or ‘temporary’

- Full Withdrawal: This is a case where the student withdraws from the programme permanently and does not seek re-entry in the program for completing remaining courses.

- Temporary Withdrawal: This is a case where the student withdraws from the programme temporarily with the objective of taking the balance courses at a later date. In such a case, the student is required to pay continuation fee as per Institute rules. Re-entry will be permitted along with the batches in the following years.

Re-entry is permitted only once. The student will be required to pay the fees for the entire semester. The fees will be applicable as per the fees of the batch where the student is taking re-entry.

  1.1. Withdrawal on account of medical grounds would be treated as a temporary withdrawal.

  1.2. In case of withdrawal by a student, a Certificate of Proficiency may be provided to the student, listing the courses completed, based on a case by case evaluation by the Continuing Education and Quality Improvement Programme (CE&QIP) of IIT Bombay, of the courses completed by the candidate.

Course Adjustments

All the courses are mandatory and the course adjustment process does not apply as of now.

Credit Structure

1. **Type of programme:** Part time and residential.

2. **Duration:** The duration of the programme is 18 months.
3. **Schedule:** In a month there would be classes (sessions) during a residency of 4 days, Thursday to Sunday. Each course will have 36 contact hours equivalent to 5 credits of IIT Bombay.

### Attendance

1. **Class Attendance Rules**

   **DX grade (Ref: 235th meeting of Senate)** - “‘DX’ grade is awarded to students who have inadequate attendance as per following: IIT Bombay expects one hundred percent (100%) attendance from its students. If the attendance of the student, as counted with effect from the first contact hour, falls below eighty percent of the total attendance expected, the instructor may award the student, a ‘Drop due to inadequate attendance’, ‘DX’ grade in that course. For the purpose of CPI calculation, the ‘Drop due to inadequate attendance’ Grade would be treated as equivalent to a ‘Course Drop’ carried out on initiation by the student. In calculating attendance, no specific concession may be given for lack of attendance on Medical grounds. Further, if a student has 80% attendance or more, he/she cannot be awarded the ‘DX’ grade.”

   The only exception to this rule are courses where the instructor has declared that no DX grade will be awarded.

   The instructor may also reserve some weightage up to a maximum of 20%, for attendance and/or class participation.

2. **Program Orientation:** In addition to regular classes and residencies, students are required to attend the one-day orientation program, which occurs prior to the first class. This day is on the class calendar.

3. **Automatic deregistration:** The student would be automatically deregistered from any course in which one fails to meet the 80% attendance requirement without prior approval.

4. **Exemption from deregistration:** Since the students of this programme are expected to be senior people with responsible positions in their organizations and business, they may be permitted to sometimes miss part of a class day sometimes. In that case, to avoid automatic
deregistration, they have to take prior approval of the course instructor, who will give an equivalent load for compensation.

5. **Retake classes**: Students can attend a course the next time it is offered. In some cases, the instructor may make oneself available for informal consultation or advice without any additional charge of fee.

6. ‘**Asked to leave the programme on attendance ground**’: A student missing more than two courses may be asked to leave the program.

7. **Delay in Graduation**: Graduation from the program will be delayed until completion of all the courses.

**Medium of Instruction/Examination:**

1. The medium of instruction will be English.
2. Online assignments will be given to the students (prior to and after the course by the instructor) and evaluated by the faculty concerned.
3. Faculty will have an option to choose the examination pattern such as open book or closed book, project, quizzes or class assignments and qualitative assessment. The mode and pattern of examination and evaluation will be announced in advance to the students.
4. Faculty should also provide a copy of the pattern of examination and evaluation to the EMBA office.
5. After completion of the course and final examination, faculty shall provide a ‘summary evaluation sheet’ summarising the performance of all the students within 30 days after due date of the final exam or assignment.
6. A student will have 15 days from the date they receive the grade to make an appeal to the faculty if s/he finds that the evaluation has been unfair.
7. In case the issue is not resolved within a period of another 15 days after making the appeal, the student can make an appeal to the PGAPEC. The decision of the PGAPEC would be final.

**Grade Structure & CPI/CGPA Calculation**

1. For every course taken by the students, they are assigned a letter grade at IIT Bombay and qualitative grades at the WUSTL on combined performance in all the assessments. These grades are described in the
following table with letter grades and corresponding grade points along with the structure at Washington University:

<table>
<thead>
<tr>
<th>Grading structure at Washington University</th>
<th>Grading structure at IIT Bombay</th>
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<tbody>
<tr>
<td></td>
<td>Grades</td>
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<tr>
<td>High Pass (HP) awarded for exceptional quality work. This distinction is generally limited to fewer than 20% of the class, equivalent to a AA</td>
<td>AA</td>
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<tr>
<td>Pass (P) indicates a course has been satisfactorily completed, equivalent to a BB</td>
<td>BB</td>
</tr>
<tr>
<td>Low Pass (LP) indicates minimum acceptable level of performance, equivalent to a CC</td>
<td>CC</td>
</tr>
<tr>
<td>Withdraw (W)</td>
<td>DX (For attendanc e shortage)</td>
</tr>
<tr>
<td>Incomplete (I) indicates course work is not complete on the date that grades are recorded.</td>
<td>II</td>
</tr>
<tr>
<td>No Pass(NP) indicates performance is below passing quality</td>
<td>FF</td>
</tr>
<tr>
<td></td>
<td>FR</td>
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<tr>
<td>Withdrawal (W) Used for instances when illness or another extenuating circumstance requires withdrawal from a course prior to completion.</td>
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</table>

1.1. Minimum passing grade in a course is CC.

1.2. The letter grades FF and FR shall be treated as fail grades. Re-examination may be permitted for a course if an FF grade is obtained.
1.3. After a re-examination, if a student passes in that course, s/he will be awarded the maximum grade of CC in that course. If a student does not take or fails in the re-examination, s/he will be awarded the grade FR. Washington University records for students will comply with their practices for recording grades, classes, and related matters.

2. A student getting an FR grade has to re-register for the same course whenever the course is offered next.

3. A student getting an FF grade will be permitted to take a re-examination in the course whenever the course is offered next. A re-examination fee is applicable. After such a re-examination, the student can be awarded a maximum grade of CC in that course.

4. 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 courses taken in a semester and scaled to a maximum 10. Since all the courses of the EMBA program have 5 credits, SPI in will be a simple average of the grades secured in all the courses taken in a semester and scaled to a maximum 10. SPI is to be calculated up to two decimal places.

5. A Cumulative Performance Index (CPI) of a student is calculated, taking into account the performance in all the courses taken by a student up to the semester for which the result is last available.

6. Change of Incomplete Grade to ‘no pass’: After 30 days, an incomplete grade is automatically changed to an “FR” grade unless prior permission/arrangements have been made through the competent authority.

7. Dismissal from the Programme: CC or lower grade in three courses are grounds for dismissal from the programme.

8. Study Teams: Effective performance in study teams is vital to 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 problem, up to and including dismissal from the EMBA program.
9. **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 Academic Review Committee at Washington University.

10. Each case of academic probation / Appeal will be reviewed by the School’s Postgraduate Committee (SPGC) for approval from the Dean (AP) at IITB and Academic Review Committee at WUSTL and approval by the Dean OBS. All requirements for removal of academic probation must be met prior to graduation.

**Name of the Degree**

Executive Master of Business Administration (EMBA)

**Maintenance of Academic Records, Monitoring and Reporting to Senate**

The SJMSOM EMBA office will look after all administrative aspects through the Head, financial aspects through the Dean (R&D) and academic aspects through SPGC of the School and Dean (AP). Original records related to administration will be at the Administration Section, academic records at the Academic Section and finance at IRCC. At Washington University, the Executive Programs office will manage the same issues relevant to Washington University.

**Course Codes**

Courses will be numbered IWExxx.

**Changeover to other programmes**

A change from the EMBA programme to other programmes is not permitted.

**Pattern of Courses and Credits**
The courses offered for this Programme will have Lectures, Seminars, Projects, Presentation, Case Discussion, Simulation, Role playing and E-learning components.

**Practical Training through Industry and Field Visits**

Industry visits are an integral part of students’ learning and they will be evaluated applying pre-announced criteria.

**Credits**

Based on the contact hours for each course, the credit equivalence is 5 credits per course i.e. 100 credits for all 20 courses. In addition to the contact hours, the course structure involves considerable engagement of the faculty, which cannot be quantified and may vary from course to course.

**Grade Improvement**

For grade improvement a student has to re-register in the course in the next batch if the course is offered. The grade obtained in the re-registered course will supersede the earlier grade and the same will be reflected in the Semester Grade Card and in the Final Transcript. However, due to the format of the program, award of the degree would get delayed.

**Transfer of course credits completed in other Programme**

As of now, there is no provision for such transfer.

*Updated as on :8.07.2019*