



GNANAM SCHOOL OF BUSINESS

(An Autonomous Institution, Thanjavur — Affiliated to Anna University, Chennai; Approved by AICTE, New Delhi)

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

ACADEMIC REGULATIONS 2026 (AR2026-MBA)

Choice Based Credit System • Outcome-Based Education • Absolute Grading

VOLUME: ACADEMIC REGULATIONS with FIRST-YEAR SYLLABI (Semesters I & II)

Placed before the Board of Studies (Management) & Academic Council — 2nd Meeting

Applicable to the cohort admitted in the Academic Year 2026–27 (Batch 2026–2028) and subsequent cohorts until superseded

As approved by the Board of Studies and the Academic Council

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PART A — PREAMBLE AND ACADEMIC FRAMEWORK

1. Short Title, Applicability and Commencement

1.1 These Regulations shall be called the “Gnanam School of Business MBA Academic Regulations 2026”, referred to in short as “AR2026-MBA”.

1.2 These Regulations apply to the two-year, full-time, fully residential MBA Programme offered by Gnanam School of Business (GSB), Thanjavur, an autonomous institution approved by AICTE, New Delhi and affiliated to Anna University, Chennai. They govern all students admitted to the cohort of 2026–2028 and subsequent cohorts until superseded.

1.3 The Academic Council of GSB may, on the recommendation of the Board of Studies, revise, amend or replace these Regulations, the Curriculum, the Syllabi and the Scheme of Examinations from time to time. Any amendment shall take effect from the date specified by the Academic Council and shall apply to such batches as the Council may decide. In the event of any conflict between these Regulations and a binding directive of Anna University, the UGC or AICTE, the latter shall prevail and these Regulations shall stand read down to that extent.

1.4 Interpretation. In case of any dispute or ambiguity in the interpretation of any clause, the matter shall be referred to the Academic Council through the Director, whose decision shall be final and binding.

2. Definitions and Nomenclature

In these Regulations, unless the context otherwise requires:

Term	Meaning
Programme	The full-time, residential Master of Business Administration (MBA) Degree Programme offered by GSB.
Specialisation	A functional domain of the Programme — e.g., Marketing, Finance, Human Resource Management, Operations, Systems & Business Analytics, Healthcare Administration.
Course	A theory, laboratory, skill-development or experiential-learning component studied in a semester, each carrying defined Course Outcomes and credits.
Course Outcome (CO)	A measurable statement of what a student is able to do on successful completion of a course, mapped to levels of Bloom’s Taxonomy.
Curriculum	The approved set of courses, credit structure and assessment scheme prescribed for the Programme (Annexure I).
Semester	An academic term normally consisting of 90 working days including examination days.
Academic Year	Two consecutive semesters (one odd and one even).
Credit	The unit by which course work is measured, as defined in Clause 6.3.
IA	Internal Assessment (for theory courses, a mid-semester cycle comprising a Midterm Written Test and assignment, presentation and class-participation components; for practical, experiential and portfolio courses, the components specified in the Curriculum) conducted during the semester.
ESE	End Semester Examination conducted by the Controller of Examinations at the close of the semester.
Head of the Institution	The Director of GSB, responsible for all academic activities and the implementation of these Regulations.

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Term	Meaning
Dean (Academics) / Academic Coordinator	The officers delegated by the Head of the Institution for academic administration under these Regulations.
CoE	The Controller of Examinations of GSB, responsible for the conduct of examinations, publication of results and maintenance of examination records.
Faculty Advisor (Mentor)	The faculty member assigned to advise and monitor a group of students throughout their period of study.
University	Anna University, Chennai — the degree-awarding affiliating University.
Board of Studies (BoS)	The statutory academic body of GSB responsible for recommending curriculum, syllabi and assessment schemes.
Academic Council	The apex statutory academic body of GSB.

3. Vision, Mission and Core Values

3.1 Vision

To be a nationally respected business school that transforms aspiring individuals into ethical, industry-ready business leaders who create value for organisations and society.

3.2 Mission

- Deliver a rigorous, industry-integrated management education that builds strong conceptual foundations and contemporary business skills.
- Bridge academia and practice through sustained corporate engagement, experiential learning and exposure to evolving business environments.
- Foster critical thinking, entrepreneurial confidence and decision-making ability in every student.
- Instil professionalism, ethical conduct and social responsibility as lifelong values.
- Advance knowledge through faculty research and continuous pedagogical innovation.

3.3 Core Values

- Integrity
- Respect for Each Other
- Professionalism
- Discipline
- Accountability
- Excellence
- Teamwork
- Innovation
- Diversity
- Hospitality

3A. Programme Educational Objectives and Programme Outcomes

The Programme is structured as an Outcome-Based Education (OBE) chain in which Programme Educational Objectives (PEOs) express what graduates are expected to achieve within three to five years of graduation, Programme Outcomes (POs) express what every graduate is able to do at the point of graduation, and Course Outcomes (COs, Clause 4) are mapped upward to the POs and PEOs and to the Mission of the School.

3A.1 Programme Educational Objectives (PEOs)

Within three to five years of graduation, graduates of the GSB MBA Programme will:

PEO1 Professional Competence and Problem-Solving. Establish themselves as competent management professionals who apply multidisciplinary knowledge, analytical tools and evidence-based reasoning to identify, analyse and solve complex business problems and make sound managerial decisions across functions and industries.

PEO2 Leadership, Innovation and Enterprise. Advance into leadership, entrepreneurial and consulting roles, driving innovation and technology-enabled value creation while leading teams and engaging diverse stakeholders effectively.

PEO3 Ethics, Sustainability and Lifelong Learning. Practise ethical, socially responsible and sustainable management, and pursue continuous learning to adapt and succeed in a dynamic, global business environment.

3A.2 Programme Outcomes (POs)

On successful completion of the Programme, graduates will be able to:

PO1 Management Knowledge and Problem Solving. Apply multidisciplinary management knowledge, analytical tools and business principles to identify, analyse and solve complex managerial problems.

PO2 Critical Thinking, Research and Decision Making. Apply research methods, data analytics, critical thinking and evidence-based reasoning to make informed managerial decisions in dynamic business environments.

PO3 Leadership, Teamwork and Communication. Demonstrate leadership, collaboration and professional communication skills to effectively manage teams and engage diverse stakeholders.

PO4 Innovation, Entrepreneurship and Digital Competence. Develop innovative, entrepreneurial and technology-enabled solutions that create value for organisations and society.

PO5 Ethics, Sustainability and Social Responsibility. Practise ethical leadership, corporate governance, environmental sustainability and social responsibility in managerial decision-making.

PO6 Industry Readiness and Lifelong Learning. Demonstrate professional competence, adaptability, global business awareness and a commitment to continuous learning for sustained career success.

3A.3 PEO–PO Correlation Matrix

Correlation levels: 3 = strong, 2 = moderate, 1 = slight; a blank cell denotes no significant correlation.

Table 1: PEO-PO Mapping

PEO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
PEO1	3	3	2	2	1	2
PEO2	2	2	3	3	2	3

PEO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
PEO3	1	2	2	2	3	3

The mapping of each Course Outcome to the Programme Outcomes shall be documented in the CO–PO matrix contained in the approved syllabus of every course (Clause 4.5), and CO attainment shall be aggregated to PO attainment for the annual Academic Audit (Clause 26).

4. Outcome-Based Education (OBE) Framework

4.1 The Programme follows Outcome-Based Education anchored at the course level. Every course shall articulate four to six Course Outcomes (COs). Each CO shall: (a) be stated as an observable, measurable action using verbs aligned to Bloom’s Taxonomy; (b) indicate the highest cognitive level targeted (Remember / Understand / Apply / Analyse / Evaluate / Create); and (c) be traceable to the Programme Outcomes (Clause 3A.2) and, through them, to the Mission of the School.

4.2 CO–Assessment Alignment. The approved syllabus of every course shall contain an assessment blueprint mapping the Internal Assessment and the ESE question-paper pattern to specific COs, so that every mark awarded is attributable to a stated CO. Question papers for the Midterm Written Test and the ESE shall carry CO and Bloom’s-level tags against each question.

4.3 CO Attainment Methodology. Attainment of each CO shall be computed at the end of the semester as a weighted combination of: (a) direct attainment (80% weight) from the CO-tagged Internal Assessment components and the ESE; and (b) indirect attainment (20% weight) from the course-end student feedback survey. The target attainment threshold for each CO shall be set by the faculty members (default: 60% of students scoring 60% or more of the marks tagged to that CO).

4.4 Closing the Loop. Course Instructors shall submit a CO Attainment Report to the IQAC at the end of every semester. Courses in which one or more COs fall below the threshold shall carry a documented action plan (content revision, pedagogy change, assessment redesign), reviewed by the Class Committee and the Board of Studies before the course is next offered.

4.5 The syllabus document of each course shall contain: course code and title; category; credits and learning hours (L-T-P); prerequisites, if any; Course Outcomes with Bloom’s levels; the CO–PO mapping matrix (Clause 3A); module-wise content with indicative hours; the assessment blueprint; and prescribed text and reference resources. Course content shall be validated by the Course Committee and approved by the Board of Studies.

5. Admission

5.1 Candidates for admission to the first semester shall have passed an appropriate Under-Graduate Degree Examination of a UGC-recognised University, or an examination accepted as equivalent, with a minimum of 50% marks (45% for candidates belonging to OBC / SC / ST categories) in the qualifying examination, and shall satisfy the eligibility norms prescribed by Anna University and the Government of Tamil Nadu from time to time.

5.2 Shortlisting of eligible candidates shall be based on valid scores in CAT / XAT / MAT / CMAT / ATMA / TANCET conducted in the respective year of admission, followed by the selection process prescribed by GSB.

5.3 Notwithstanding the qualifying examination passed, GSB may prescribe a minimum level of proficiency and additional selection criteria, and may restrict admission in any year to candidates possessing a subset of the prescribed qualifications.

6. Programme Structure, Duration and Credits

6.1 Duration

6.1.1 The Programme extends over two academic years comprising four semesters. Each semester shall normally consist of 90 working days including examination days.

6.1.2 The maximum period for successful completion of the Programme — including any authorised Break of Study, prevention due to shortage of attendance, and clearance of arrear courses — shall be FOUR years, reckoned from the commencement of the first semester to which the student was admitted.

Table 2: Duration of the Programme

Programme	Minimum (Years)	Maximum Break of Study (Years)	Maximum incl. Arrears (Years)
MBA — Full-Time (Residential)	2	3	4

6.2 Prescribed Credits

The curriculum is designed in conformity with UGC / AICTE / Anna University policies. The prescribed credit range for the award of the degree is 102–108 credits. The AR2026 curriculum (Annexure I) prescribes a total of 105 credits, which lies within this range.

6.3 Credit Definition and Learning Hours

One lecture or tutorial credit is equivalent to 15 synchronous sessions of classroom contact, each of 60 minutes, together with an equal volume of structured asynchronous learning (preparatory reading, assignments, fieldwork and self-study). For laboratory and practical work, one credit is equivalent to 30 hours of supervised practical contact (that is, two practical hours per week over a 15-week semester); accordingly a practical course of four practical hours per week over the semester (60 contact hours) carries two credits.

Table 3: Learning hours per Credit

Credits	Synchronous	Asynchronous	Total Learning Hours
1	15 Hours	15 Hours	30 Hours
2	30 Hours	30 Hours	60 Hours
3	45 Hours	45 Hours	90 Hours
4	60 Hours	60 Hours	120 Hours

6.4 Categories of Courses and Coding Scheme

Every course carries a unique code of the form 26MB — <Category> — <Semester digit> — <Sequence>, where 26 denotes the regulation year (2026), MB denotes the MBA Programme, the category letters are as tabulated below, the semester digit (1–4) indicates the semester in which the course is offered (the Summer Internship is credited in Semester III and therefore carries digit 3), and the two-digit sequence runs within each category.

Example: 26MBC101 = 2026 · MBA · Core · Semester 1 · Course 01.

Letter	Category	Description
C	Programme Core	Mandatory foundational management courses providing core conceptual knowledge across the functions of management.
S	Specialisation Elective	Depth courses in a chosen functional area (Annexure II). Students choose six electives and may pursue dual specialisation.
BA	Business Analytics	The progressive analytics sequence (I–III) building data, statistical and visualisation proficiency.
PD	Personality Development Programme (PDP)	The Personality Development Programme / soft-skills sequence (I–III), an Ability Enhancement Course assessed wholly through continuous internal assessment.
ED	Entrepreneurship Development	The applied entrepreneurship sequence: Ideation → Business Model → Business Formation.
SM	Simulation	The integrative Business Simulation course.
IN	Summer Internship	The Summer Internship Project undertaken after Semester II.
PR	Capstone Project	The final-semester Capstone Research Project.

7. Pedagogy

7.1 Teaching, Learning and Assessment Approach. GSB adopts a blended pedagogy combining theory and practice through simulation, role play, the case method, gamification and experiential learning. Internal assessment develops communication, peer learning and collaborative teamwork through synchronous and asynchronous activities — group assignments, presentations and class participation — alongside the Personality Development Programme (PDP) sequence.

7.2 Industry and Academia Connect. GSB regularly conducts structured industry-interface events that bring practitioners and academics of repute into sustained interaction with students.

7.3 Bridge Courses and Orientation. The Programme commences with an orientation and bridge module that refreshes quantitative and mathematical fundamentals and introduces the analytical tools required for the MBA. Bridge courses carry no credit and no grade.

7.4 Medium of Instruction. The medium of instruction is English for all courses, examinations, seminar presentations and project / dissertation reports.

PART B — ENROLMENT, ATTENDANCE AND PROGRESSION

8. Course Enrolment and Registration

8.1 The Academic Office shall publish the list of courses offered for a semester ten working days before its commencement. Enrolment for all courses of Semesters I to IV shall commence ten working days prior to the commencement of the semester concerned. Each student shall enrol under the guidance of the Faculty Advisor.

8.2 A student shall register every semester until completion of the Programme. The maximum number of credits that may be registered in a semester, including courses under Shortage of Attendance (SA), is 36; this limit rises to 39 only where add/drop under Clause 8.4 applies. A student shall not re-register for a course already successfully completed.

8.3 To qualify for the award of the degree, a student shall enrol in and earn all credits prescribed in the Curriculum within the duration limits of Clause 6.1.

8.4 Add and Drop. From Semester II to the final semester, a student may add or drop courses within SEVEN working days of the commencement of the semester, subject to a limit of 8 credits and a maximum of two courses per semester. No drop shall be permitted after seven working days. Registrations approved by the Programme Coordinator / Director shall be final for attendance, grading and CGPA.

8.5 Offering of Electives. A minimum of TEN registered students is required to offer a Specialisation Elective with contact classes. Where fewer than ten register, the Director may delist the course for that semester and offer an alternative. A student may choose elective courses from a single stream or across streams. Where a student does not successfully complete an elective, the student may opt for an alternative course within the same functional area in a subsequent semester, subject to Clause 11.

9. Additional Courses

9.1 A student may, with the prior approval of the Director, register for additional Specialisation Elective courses to earn credits beyond the prescribed curriculum. This provision is available only in Semester III (the elective semester), for a maximum of two courses, subject to the minimum-enrolment condition of Clause 8.5.

9.2 Credits so earned shall be excluded from the computation of CGPA and from classification. Successfully completed additional courses shall be printed in the grade sheet; where there is shortage of attendance or failure, the course shall neither appear in the grade sheet nor affect classification.

10. Value-Added and Off-Campus Courses

10.1 Students may register for Value-Added Courses (VAC) floated by GSB from time to time (including certifications such as NISM, ACCA and SAP). The syllabus, timetable and faculty shall be recommended by the Programme Coordinator and approved by the Director. Results shall be printed in the grade sheet only upon successful completion; credits earned, if any, are excluded from CGPA. Completion of VAC is not mandatory for the award of the degree.

10.2 Off-Campus (SWAYAM / NPTEL) courses are optional and supplementary. Credit transfer shall be effected on production of the certificate and score issued by the offering platform, with the approval of a three-member departmental committee constituted by the Director, and recorded through the Academic Bank of Credits (ABC) where applicable. Grade mapping is per Table 12. Completion is not mandatory for the award of the degree; credits are over and above the prescribed curriculum and excluded from CGPA.

11. Redoing a Course

Redoing a course means re-registering when it is next offered, attending classes, fulfilling the attendance requirements of Clause 12, earning fresh Internal Assessment marks and appearing for the ESE. A student shall redo a course in the following circumstances:

- Prevention from the ESE of a Programme Core course due to shortage of attendance: the student shall re-register for that same course when next offered.
- Prevention from the ESE of a Specialisation Elective due to shortage of attendance: the student may redo the same course when next offered, or register for a different elective, fulfil attendance under Clause 12, earn fresh Internal Assessment marks and appear for the ESE.
- Failure due to shortage of attendance in the Summer Internship (SIP), any Entrepreneurship Development component, Business Simulation, Personality Development Programme component or the Capstone Project: the student shall register for the same in a subsequent semester and redo it, fulfilling attendance and earning fresh Internal Assessment marks. A student who fails the SIP shall repeat the internship with the same or a different organisation with the approval of the Director.

A student who has passed all courses prescribed for the award of the degree shall not be permitted to re-enrol in any course to improve marks, grades or CGPA.

12. Attendance

12.1 Expectation. Given the fully residential nature of the Programme, every student is expected to attend all scheduled sessions and earn 100% attendance in every course.

12.2 Course-wise attendance shall be computed as: $\% \text{ Attendance} = (\text{periods attended in the course} \div \text{total periods conducted in the course}) \times 100$.

12.3 Eligibility bands. Eligibility to appear for the ESE of a course shall be determined course-wise according to the following non-overlapping bands:

Table 4: Attendance Eligibility Bands (Course-wise)

Band	Attendance secured	Consequence
Band 1	80% and above	Eligible to appear for the ESE.
Band 2	75% to below 80%	Eligible only on condonation: documented medical grounds (hospitalisation / accident / specific illness) or participation in College / University / State / National / International sports or co-curricular events, with the prior approval of the Director applying the MEP-adjusted computation of Clause 12.5.
Band 3	Below 75%	Not eligible under any circumstances. The student shall redo the course under Clause 11 (grade SA).

12.4 Overall semester attendance. In addition to course-wise attendance, a student shall secure an overall attendance of not less than 80% across all registered courses in the semester: $\% \text{ Overall Attendance} = (\text{total periods attended in all courses} \div \text{total periods conducted in all courses}) \times 100$. A student whose overall attendance is 75% or above but below 80% may be permitted to appear for the End Semester Examinations only on condonation granted by the Director on documented grounds (medical grounds — hospitalisation / accident / specific illness — or participation in College / University / State / National / International sports or approved co-curricular events), applying the MEP-adjusted computation of Clause 12.5 where applicable. A student whose overall attendance is below 75% shall be prevented from appearing in the ESE of ALL courses of that semester, shall not be promoted, and shall rejoin the semester of prevention in the next academic year.

12.5 Medical adjustment (MEP). Where a student is unable to attend classes for medical reasons, a Medical Certificate shall be furnished to the Director within FIVE working days of reporting back. For approved prolonged medical emergencies under Band 3, overall attendance shall be computed excluding the certified medical-emergency periods (MEP): $\% \text{ Overall Attendance} = (\text{AP} \div (\text{TP} - \text{MEP})) \times 100$.

12.6 Arrear appearance. For reappearance (arrear) registration, the attendance requirement does not apply; the student shall register for the examination by paying the prescribed fee.

12.7 No improvement. A student who has passed a course is not entitled to reappear in that course for improvement of marks or grades.

12.8 Days of suspension on disciplinary grounds shall be counted as days of absence for the computation of attendance.

12A. On-Duty (OD)

Attendance for campus recruitment, seminars, project work, internships and approved co-curricular or extra-curricular activities shall be treated as ON-DUTY only with the prior approval of the Head of the Institution, subject to a ceiling of 10% of total working days in a semester. Students representing the institution in University / State / National / International sports may be permitted OD beyond the 10% ceiling with prior approval; the Institute shall conduct additional classes for such students to reach the prescribed attendance.

12B. Issue of Hall Ticket

The CoE shall publish the list of students eligible for, and prevented from, the End Semester Examinations within THREE working days of the last working day of the semester. Hall tickets shall be issued only to eligible students.

12C. Withdrawal from Examination

A student otherwise eligible may be permitted to withdraw from one or more courses for bona fide reasons with the prior approval of the Director, under intimation to the CoE. In medical emergencies alone, post-facto approval may be accorded on prior intimation. A withdrawn course (grade W) shall not count as an appearance for classification. A student who withdraws shall appear for the ESE in the subsequent semester; for withdrawals in the final semester, a supplementary examination shall be conducted within 30 working days of the publication of results.

13. Break of Study

13.1 A student may be permitted ONE authorised Break of Study of ONE year (two consecutive semesters) during the entire Programme, for bona fide reasons (hospitalisation / accident / specific illness) only. A Break of SIX months (one semester) may be granted on the same grounds to a student who has completed up to the pre-final semester.

13.2 Application shall be made in advance to the Director in writing. Break of Study shall not be granted retrospectively, nor after the generation of the Prevention List for the semester. The period of authorised Break is included within the maximum duration of Clause 6.1.2.

13.3 A student on authorised Break of Study may appear for End Semester Arrear Examinations for backlog courses during the Break period.

14. Unauthorised Absence

Where a student has not reported to the Institution for the duration of a semester without a prior written request for Break of Study, the Head of the Institution shall intimate the student and parent / guardian by email or registered post on at least THREE occasions in the semester. If the student does not report after

three intimations, the case shall be placed before the Academic Council, and upon verification the admission shall be cancelled, with due communication to the University and the competent State admission authority.

15. Re-joining the Programme

15.1 On expiry of an authorised Break of Study, the student shall rejoin in the semester for which the Break was granted, within TEN working days of its commencement; this period shall not be extended.

15.2 The Regulations and Curriculum in force at the time of rejoining shall apply. Appearance (including absence) in the ESE of the rejoined semester shall count as First Appearance. Where the Regulations or Curriculum have changed, a committee constituted by the Director shall prescribe additional courses or exemptions to bridge the two curricula within FIFTEEN working days of rejoining; the total credits to be earned shall be not less than those prescribed in the curriculum in force.

16. Academic Schedule

The odd semesters (I and III) normally commence in mid-July and conclude by the end of November; the even semesters (II and IV) normally commence in the first week of December and conclude by the end of April. The Academic Calendar for each semester — specifying the schedule of instruction, mid-term examination and result publication — shall be published by the Academic Office before the commencement of the semester and shall prevail over the indicative dates above.

PART C — ASSESSMENT, EXAMINATION AND GRADING

17. Teaching and Evaluation Framework

17.1 Each course is conducted by a Course Instructor with overall responsibility for the completion of class work, the maintenance of attendance and assessment records (subject to Academic Audit), and the submission of all course records, including the CO Attainment Report under Clause 4.4, to the IQAC at the end of the course.

17.2 Performance in every course shall be evaluated through Outcome-Based Education via (i) one Internal Assessment (IA) during the semester and (ii) an End Semester Examination (ESE). For theory courses the Internal Assessment is a single mid-semester cycle comprising a Midterm Written Test and assignment, presentation and class-participation components as set out in Clause 18.1; for practical, experiential and portfolio-based courses it comprises the components specified in the Curriculum. Purely internal courses shall be assessed through Internal Assessment only, where so specified in the Curriculum.

Table 5: Weightage of Internal Assessment (IA) and ESE by Course Type

S.No	Course Type	IA	ESE
1	Theory Courses — Programme Core (C), Specialisation Electives (S) and Business Analytics (BA)	50%	50%
2	Skill Development — Personality Development Programme (PDP), portfolio-based	100%	—
3	Experiential Learning — Entrepreneurship Development (ED)	50%	50%
4	Business Simulation (SM)	100%	—
5	Capstone Project (PR)	50%	50%
6	Summer Internship (IN)	100%	—

18. Assessment of Courses

18.1 Theory Courses (Core, Specialisation Electives, Business Analytics)

Each theory course is evaluated for 100 marks: Internal Assessment 50 and ESE 50. The Internal Assessment is conducted as a single mid-semester cycle comprising a Midterm Written Test and assignment, presentation and class-participation components, weighted as in Table 5 and each CO-tagged to the course blueprint.

Table 6: Internal Assessment Structure for Theory Courses

S.No	Component	Weight within cycle
1	Midterm Written Test	50%
2	Individual Assignment	20%
3	Group Assignment and Presentation	20%
4	Class Participation	10%

The ESE for theory courses shall be of three hours' duration, conducted by the CoE, with the question paper set to the CO-tagged blueprint of the course. Where a student misses a scheduled Internal Assessment component for medical reasons or approved sports participation, ONE reassessment per course may be permitted at the end of the semester with the approval of the Director on the recommendation of the Course Instructor.

18.2 Business Simulation and Laboratory-type Courses

Business Simulation (SM) and any laboratory-type course are evaluated for 100 marks with the Internal Assessment of Table 5. Every practical exercise shall be evaluated on the conduct of the exercise and the record maintained, with at least one end-of-term test / simulation run.

18.3 Summer Internship (SIP)

The Summer Internship (26MBIN301) shall be undertaken for a period of 8–10 weeks (approximately two months) after Semester II, in an organisation approved by the Faculty Guide and the Director, jointly supervised by a Faculty Guide and an industry mentor. It carries 100 marks assessed wholly internally, and its 4 credits are recorded in Semester III. At the conclusion, the student shall submit the internship report together with the organisation's completion certificate.

Table 7: SIP Assessment Structure

S.No	Assessment Component	Weightage
1	Industry Mentor Feedback	20%
2	SIP Report Part I — Industry and Company Analysis	10%
3	SIP Report Part II — Quality of Project Work	15%
4	SIP Report Part III — Learning Outcomes and Recommendations	10%
5	SIP Report Part IV — Format and Compliance	5%
6	Final Presentation, Viva Voce and Faculty Interaction	40%

18.4 Capstone Project

18.4.1 The Capstone Project (26MBPR401) shall be pursued through the final semester under a Faculty Supervisor possessing an MBA with not less than two years' teaching experience, or a Ph.D. Students may undertake projects in industry or research organisations on the Supervisor's recommendation with the approval of the Director; in all cases the student shall meet the Supervisor as directed, submit periodic progress reports and attend all review meetings.

18.4.2 A Project Review Committee constituted by the Director — comprising the Supervisor, a subject expert and a Project Coordinator — shall conduct the internal reviews. The Capstone Project carries 100 marks (Mid Term 50 / ESE 50), evaluated as below.

Table 8: Capstone Project Assessment Structure

S.No	Assessment Component	Weightage
1	Phase 1 — Review of Literature, Bibliography and Research Gap	10%
2	Phase 2 — Research Methodology, Design, Model / Framework and Scales	10%
3	Phase 3 — Data Collection, Analysis, Interpretation and Implications	10%
4	Phase 4 — Findings, Recommendations and Final Report	10%
5	Supervisor Assessment	10%
6	Viva Voce — Final (with Internal and External Examiners)	50%

18.4.3 The final Viva Voce shall be conducted by a panel comprising the Supervisor, an Internal Examiner and an External Examiner appointed by the CoE. A student who fails to secure 50% of the internal (mid-term) marks, or falls short of attendance, shall not be permitted to submit the project report in that semester and shall re-register in the subsequent semester.

18.4.4 The deadline for submission of the final project report is 30 calendar days from the last working day of the semester. A student who fails the ESE viva, or fails to submit by the deadline, or is absent for the

viva, may resubmit within 30 days of the declaration of results; the resubmission and subsequent viva shall count as a reappearance with payment of the examination fee. A copy of every approved project report shall be retained in the library.

18.5 Entrepreneurship Development (ED), Personality Development Programme (PDP) and Business Analytics (BA) sequences

The ED sequence (Ideation → Business Model → Business Formation), the PD sequence and the BA sequence are credit-linked courses assessed per the weightage of Table 5 and the assessment blueprints approved by the Board of Studies. Failure in any component attracts Clause 11.

18.6 Value-Added Courses (VAC)

VAC courses of two or three credits carry 100 marks and are evaluated through continuous internal assessment only, monitored by a committee comprising the course coordinator, the faculty handling the course and a senior faculty member nominated by the Director. Grades earned appear in the grade sheet upon successful completion but are excluded from CGPA.

18.7 Self-Study Courses

A student without current arrears may, with the specific approval of the Director, pursue one Specialisation Elective on a self-study basis under an approved faculty member responsible for periodic monitoring and evaluation. No formal lectures are delivered. The evaluation methodology shall be identical to that of a theory course (Clause 18.1).

19. Passing Requirements

19.1 A student shall be declared to have passed a course on securing not less than 50% of the total marks prescribed for the course (Internal Assessment + ESE taken together), with a minimum of 45% of the marks prescribed for the End Semester Examination. This applies uniformly to theory, simulation / laboratory and experiential-learning courses, including the Capstone Project. For courses assessed through Internal Assessment only (e.g., the Summer Internship), the passing requirement is 50% of the Internal Assessment marks.

19.2 Reappearance: A student who fails a course shall register and appear for the ESE of that course in the subsequent semester. Internal Assessment marks obtained at the first appearance shall be retained and remain valid for all subsequent attempts until a pass is secured. From the THIRD attempt onwards, if the student fails to secure the pass marks under Clause 19.1, the student shall be declared to have passed on securing a minimum of 50% of the marks prescribed for the End Semester Examination alone.

19.3 Absence: A student who, after registering, is absent from the ESE of a course (or from the viva voce of the Capstone Project, or from the assessments of a purely internally assessed course) shall be deemed to have appeared and failed for the purpose of classification, save where withdrawal has been approved under Clause 12C.

19.4 Supplementary Examination: For students in the final semester with arrears in that semester alone (including approved withdrawals), a supplementary examination shall be conducted within 30 working days of the publication of the final-semester results. The pattern and evaluation shall be identical to the ESE.

20. Results, Revaluation and Grievance Redressal

20.1 Publication. End semester results shall be published within 15 days of the last examination of the semester.

20.2 A three-step grievance mechanism applies to theory courses, on payment of the prescribed fee at each step:

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Step	Remedy	Process and time limit
1	Answer-script viewing	Photocopy / viewing of the answer script within TWO working days of the publication of results (first-attempt candidates only).
2	Revaluation	Application within SEVEN working days of the publication of results; the script shall be revalued by a faculty member other than the original evaluator, on the recommendation of the course expert.
3	Challenge of Evaluation	Where the student remains aggrieved after revaluation, the matter shall be referred to a committee comprising the Director, the CoE, the Course Instructor and a subject expert, whose decision shall be final. Fee refundable if the outcome favours the student.

20.3 Answer-script viewing is not available for reappearance attempts; the Challenge-of-Evaluation route remains available per the rules prescribed by the CoE. Revaluation is not permitted for simulation / laboratory courses and purely internally assessed courses.

21. Award of Letter Grades — Absolute Grading

21.1 GSB follows the ABSOLUTE grading system for ALL categories of courses. The performance of a student in each course is reported by letter grades carrying grade points and fixed mark ranges as below. No relative grading, normalisation, curving or cohort-strength condition is applied to any course under these Regulations.

Table 9: Letter Grades, Grade Points and Absolute Mark Ranges

Letter Grade	Grade Points	Mark Range (Absolute)
S (Outstanding)	10	91 – 100
A+ (Excellent)	9	81 – 90
A (Very Good)	8	71 – 80
B+ (Good)	7	66 – 70
B (Average)	6.5	61 – 65
C+ (Satisfactory)	6	56 – 60
C (Fair)	5	50 - 55
U (Reappearance)	0	Below 50 (or ESE below 45%)
SA (Shortage of Attendance)	0	—
W (Withdrawal)	0	—

‘U’ denotes that reappearance registration is required for the course; ‘SA’ denotes prevention from the ESE for shortage of attendance; ‘W’ denotes approved withdrawal. The grades U and SA shall appear in the result sheet but not in the consolidated grade sheet.

21.2 For Off-Campus (SWAYAM / NPTEL) courses alone, grades shall be mapped from the marks awarded by the offering platform as below, applicable only where the student has passed the course under the platform’s norms.

Table 10: Grade Mapping for SWAYAM / NPTEL Courses

Letter Grade	Platform Marks
O	90 – 100
A+	80 – 89

Letter Grade	Platform Marks
A	70 – 79
B+	60 – 69
B	50 – 59
C	40 – 49

22. GPA and CGPA

22.1 The Grade Point Average (GPA) for a semester is the credit-weighted average of grade points earned in all courses registered in that semester: $GPA = \sum (C_i \times GP_i) \div \sum C_i$, where C_i is the credit assigned to course i and GP_i is the grade point earned. The Cumulative Grade Point Average (CGPA) is computed in the same manner over all courses registered from the first semester onwards, to two decimal places. Grades U, SA and W are excluded from the computation of GPA and CGPA.

22.2 Credits earned through VAC, Off-Campus and Additional Courses shall be excluded from GPA and CGPA (Clauses 9, 10).

22.3 Where a student completes more Specialisation Electives than the curriculum requires, the electives with the highest grades, up to the required number, alone shall be reckoned for CGPA; all other completed courses shall nevertheless appear in the grade sheet.

22.4 A semester-wise grade sheet shall be issued after each result publication; a consolidated grade sheet shall be issued on completion of the Programme. The equivalent percentage of marks shall be computed and printed as: Percentage of Marks = $CGPA \times 10$.

23. Eligibility for the Award of the Degree

A student shall be eligible for the award of the MBA Degree on satisfying all of the following:

- Successfully earned the total credits prescribed in the Curriculum within the maximum duration (Clause 6.1.2), having appeared for the End Semester Examinations and passed all courses prescribed in the four semesters within a maximum of four years reckoned from the commencement of the first semester of admission.
- Successfully passed any additional / bridging courses prescribed under Clause 15.2 or by the Director.
- No disciplinary action pending against the student.
- The award of the Degree has been approved by the Passing Board / Academic Council and by Anna University, Chennai, which shall issue the Degree.

24. Classification of the Degree

Class	Criteria (all conditions to be satisfied)
First Class with Distinction	Passed all courses of all four semesters at the FIRST appearance within three years (inclusive of one year of authorised Break of Study, if availed; approved withdrawal not counted as an appearance); CGPA not less than 8.50; never prevented from any ESE for shortage of attendance.

Class	Criteria (all conditions to be satisfied)
First Class	Passed all courses of all four semesters within three years (inclusive of authorised Break of Study or attendance-prevention period, if any); CGPA not less than 6.50.
Second Class	All other students who qualify for the award of the Degree under Clause 23.

A student who is absent from the ESE of a course or the Capstone Project after registering for it shall be deemed to have appeared for the purpose of classification, except in cases of approved withdrawal (Clause 12C).

Rank. A student shall be eligible for the award of institutional rank only on passing in First Class with Distinction or First Class at the first attempt in all courses; students who have availed Break of Study or withdrawal are not eligible for rank.

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25. Academic Governance Structures

25.1 Faculty Advisor (Mentor)

On admission, every student shall be attached to a Faculty Advisor (not exceeding 30 students per advisor) who shall: advise on the interpretation of these Regulations and the choice of courses; guide enrolment and reappearance registration; monitor attendance, academic progress and wellbeing, counselling the student periodically and informing parents where necessary; maintain the academic and co-curricular records of the mentees; and facilitate course feedback and the programme exit survey.

25.2 Class Committee

A Class Committee shall be constituted by the Director within TEN working days of the commencement of classes for each semester, comprising all Course Instructors of the semester, at least two student representatives (preferably one male and one female), and a Class Advisor nominated from among the instructors as convener. The Committee shall meet within ten days of constitution to finalise enrolment (including add / drop), and at least twice more at suitable intervals, to communicate the academic schedule, assessment weightages and syllabus coverage; hear and resolve student difficulties; review performance after the Internal Assessment and identify slow learners for remedial support; and review CO-attainment concerns escalated under Clause 4.4. Minutes shall be recorded by the Class Advisor, approved by the Director and displayed within one week of each meeting.

26. Academic Audit and IQAC Review

26.1 The Director shall arrange an Academic Audit at least once every academic year for every course conducted, through external expert(s) approved by the Head of the Institution.

26.2 The audit shall verify: attendance and assessment records maintained under Clause 17.1; Internal Assessment question papers, activity-based evaluation records and answer scripts; internship and project documentation; CO-attainment records and the closing-the-loop action plans of Clause 4.4; student and instructor course feedback; and the alignment of the teaching-learning process with Bloom's Taxonomy. An audit-based action plan for continuous improvement shall be prepared and monitored by the IQAC. Academic records shall be preserved for FIVE years.

27. Academic Integrity and Plagiarism

27.1 All submitted work — assignments, reports, the SIP report and the Capstone Project — shall be the student's own. Project and internship reports shall be screened through plagiarism-detection software; the similarity index shall not exceed the threshold prescribed by the Academic Council (default: 20%, excluding references and quoted material), failing which the report shall be returned for revision before evaluation. Use of generative-AI tools shall be disclosed where required by the course assessment blueprint.

27.2 Established plagiarism or fabrication in any assessed component shall be treated as academic malpractice under Clause 28.2.

28. Discipline and Malpractice

28.1 Every student shall observe disciplined and decorous behaviour inside and outside the campus and shall not indulge in any activity tending to bring down the prestige of the Institution or the University. The Head of the Institution shall constitute a Disciplinary Committee — comprising the Head of the Institution and two senior faculty members, at least one from the Programme — to enquire into acts of indiscipline

and recommend action; serious actions entailing suspension or dismissal shall be placed before the Academic Council and notified to the University.

28.2 Malpractice in any examination (Internal Assessment or ESE) shall attract punitive action as prescribed by the Malpractice Prevention Committee constituted by the CoE, in accordance with the norms adopted by the Academic Council, with a right of hearing to the student.

29. Power to Remove Difficulties

Where any difficulty arises in giving effect to these Regulations in an individual case not expressly provided for, the Head of the Institution may, on the recommendation of the Director, issue such directions not inconsistent with these Regulations as appear necessary, and shall report every such direction to the next meeting of the Academic Council for ratification.

Annexure I — Curriculum Matrix (Batch 2026–2028)

L = Lecture hours, T = Tutorial hours, P = Practical hours, C = Credit Points; IA / ESE in marks (out of 100). Category letters per Clause 6.4.

Semester I

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBC101	Management Concepts and Organizational Behaviour	C	4	0	0	4	50	50
26MBC102	Managerial Economics	C	4	0	0	4	50	50
26MBC103	Accounting for Decision Making	C	4	0	0	4	50	50
26MBC104	Legal Aspects of Business	C	4	0	0	4	50	50
26MBC105	Artificial Intelligence & Information Systems for Business	C	4	0	0	4	50	50
26MBBA101	Data Analysis and Visualization	BA	0	0	4	2	50	50
26MBED101	Entrepreneurship Development – I (Ideation)	ED	0	2	0	2	100	-
26MBPD101	Personality Development Programme (PDP) – I	PD	0	0	2	2	100	–
Semester I Total			21	0	7	26		

Semester II

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBC201	Digital Transformation	C	4	0	0	4	50	50
26MBC202	Operations Management	C	4	0	0	4	50	50
26MBC203	Financial Management	C	4	0	0	4	50	50
26MBC204	Human Resource Management	C	4	0	0	4	50	50
26MBC205	Business Research Methods	C	4	0	0	4	50	50
26MBC206	Marketing Management	C	4	0	0	4	50	50
26MBBA201	Data Analysis and Management Science	BA	0	0	4	2	50	50
26MBED201	Entrepreneurship Development – II (Business Model)	ED	0	2	0	2	100	–
26MBPD201	Personality Development Programme (PDP) – II	PD	0	0	2	2	100	–
Semester II Total			25	0	7	30		

Semester III

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBIN301	Summer Internship Project (undertaken after Sem II; credited in Sem III)	IN	–	–	–	4	100	–
26MBC301	Strategic Management	C	4	0	0	4	50	50
26MBC302	International Business Management	C	3	0	0	3	50	50
26MBBA301	Advanced Data Analysis	BA	0	0	4	2	50	50
26MBED301	Entrepreneurship Development – III (Business Formation)	ED	0	2	0	2	100	–
26MBPD301	Personality Development Programme (PDP) – III	PD	0	0	2	2	100	–
26MBS3□□	Programme Elective I (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective II (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective III (from Annexure II)	S	3	0	0	3	50	50

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Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBS3□□	Programme Elective IV (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective V (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective VI (from Annexure II)	S	3	0	0	3	50	50
	Semester III Total (incl. SIP)		26	0	9	35		

Semester IV

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBSM401	Business Simulation	SM	0	0	2	2	60	40
26MBPR401	Capstone Project	PR	–	–	–	12	60	40
	Semester IV Total					14		

Total Programme Credits: 26 (Sem I) + 30 (Sem II) + 4 (SIP) + 33 (Sem III own courses) + 12 (Sem IV) = 105 credits, within the prescribed range of 102–108 (Clause 6.2).

Divergence & Reconciliation Log (per your request to flag differences from the AR2026 draft):

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Annexure II — Specialisation Electives

Students choose SIX Specialisation Electives (18 credits) in Semester III, from a single stream or across streams; dual specialisation is encouraged. Each elective is a 3-credit theory course (L-T-P 3-0-0) assessed IA 50 / ESE 50. A minimum of ten registrants is required to offer an elective with contact classes (Clause 8.5).

Marketing

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS301	Sales and Distribution Management	3-0-0	3	50 / 50
26MBS302	Customer Relationship Management	3-0-0	3	50 / 50
26MBS303	Digital Marketing	3-0-0	3	50 / 50
26MBS304	Consumer Behaviour and Neuroscience	3-0-0	3	50 / 50
26MBS305	Services Marketing	3-0-0	3	50 / 50
26MBS306	Retail Management	3-0-0	3	50 / 50
26MBS307	Brand Management	3-0-0	3	50 / 50
26MBS308	Marketing Analytics	3-0-0	3	50 / 50
26MBS309	Green Marketing & Sustainable Consumption	3-0-0	3	50 / 50

Human Resource Management

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS310	Industrial Relations and Labour Legislations	3-0-0	3	50 / 50
26MBS311	Managing HR in the Digital Age	3-0-0	3	50 / 50
26MBS312	Reward and Compensation Management	3-0-0	3	50 / 50
26MBS313	Negotiation and Conflict Management	3-0-0	3	50 / 50
26MBS314	Emotional Intelligence for Managerial Effectiveness	3-0-0	3	50 / 50
26MBS315	HR Analytics	3-0-0	3	50 / 50
26MBS316	Strategic Human Resource Management	3-0-0	3	50 / 50
26MBS317	Organisation Development Change and Design	3-0-0	3	50 / 50

Finance

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS318	Security Analysis and Portfolio Management	3-0-0	3	50 / 50
26MBS319	Merchant Banking and Financial Services	3-0-0	3	50 / 50
26MBS320	Derivatives Management	3-0-0	3	50 / 50
26MBS321	Financial Modelling	3-0-0	3	50 / 50
26MBS322	Applications of AI and ML in Finance	3-0-0	3	50 / 50
26MBS323	Fintech and Blockchain Applications in Finance	3-0-0	3	50 / 50
26MBS324	Capital and Financial Markets	3-0-0	3	50 / 50
26MBS325	International Financial Management	3-0-0	3	50 / 50
26MBS326	Sustainable Finance and ESG Investing	3-0-0	3	50 / 50

Operations & Supply Chain Management

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Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS327	Project Management	3-0-0	3	50 / 50
26MBS328	Total Quality Management	3-0-0	3	50 / 50
26MBS329	Logistics Management	3-0-0	3	50 / 50
26MBS330	Materials Management	3-0-0	3	50 / 50
26MBS331	Services Operations Management	3-0-0	3	50 / 50
26MBS332	Supply Chain Management	3-0-0	3	50 / 50
26MBS333	Product Design	3-0-0	3	50 / 50
26MBS334	Supply Chain Analytics	3-0-0	3	50 / 50
26MBS335	Circular Economy and Sustainable Operations	3-0-0	3	50 / 50

Systems & Business Analytics

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS336	System Analysis and Design	3-0-0	3	50 / 50
26MBS337	E-Business Management	3-0-0	3	50 / 50
26MBS338	Internet of Things	3-0-0	3	50 / 50
26MBS339	Cloud Computing	3-0-0	3	50 / 50
26MBS340	Enterprise Resource Planning	3-0-0	3	50 / 50
26MBS341	Software Project and Quality Management	3-0-0	3	50 / 50
26MBS342	Data Warehousing	3-0-0	3	50 / 50
26MBS343	Deep Learning and Artificial Intelligence	3-0-0	3	50 / 50
26MBS344	Social Media and Web Analytics	3-0-0	3	50 / 50
26MBS345	Data Mining and Decision Science	3-0-0	3	50 / 50

Healthcare Administration

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS346	Health Policy and Health Care Systems	3-0-0	3	50 / 50
26MBS347	Hospital Planning and Administration	3-0-0	3	50 / 50
26MBS348	Hospital Records Management	3-0-0	3	50 / 50
26MBS349	Hospital Core Services	3-0-0	3	50 / 50
26MBS350	Hospital Support Services	3-0-0	3	50 / 50
26MBS351	Quality Assurance in Health Care	3-0-0	3	50 / 50
26MBS352	Operations Management in Healthcare	3-0-0	3	50 / 50
26MBS353	Health Care Governance and Technology	3-0-0	3	50 / 50
26MBS354	Health Care Accreditation and Law	3-0-0	3	50 / 50