

## **Introduction**

Shiv Nadar University is an interdisciplinary, research university founded in 2011 by the Shiv Nadar Foundation, a private philanthropic foundation. The university has established itself as a high-quality academic institution within a decade. SNU has been chosen as an Institution of Eminence by the Government of India. The university has five schools within its fold: School of Engineering, School of Management and Entrepreneurship, School of Humanities and Social Sciences, School of Natural Sciences, and the Academy of Continuing Education. The Center for Online Learning (COL) at Shiv Nadar University's Academy of Continuing Education offers certification and degree programs to further the career goals of pre-experience learners, working professionals and practicing managers in an online and blended format. The digital education offerings at SNU provide dynamic learning opportunities to organizations and individuals from around the country and the world.

## **Vision**

The vision of the Center for Online Learning is:

To be a center of excellence and impact in the domain of online learning in science, technology, management and social sciences in India and the world.

## **Mission**

The mission of Shiv Nadar University is to be:

An interdisciplinary, research-focused, and student-centric university aimed at becoming a leading international institution of higher learning by:

- Developing and educating the path-shapers of tomorrow, who can shoulder the challenges of globally responsible, and ethical leadership in the 21st Century
- Supporting research, scholarly, and creative endeavors that contribute to the creation of new knowledge at the frontiers of specialized areas as well as at the interface of diverse disciplines
- Evolving research and teaching programs that tackle the most pressing problems of the State of Uttar Pradesh, India, and the global community

As an online educational center, our mission is to:

- Help professionals further their career goals by providing rigorous yet managerially relevant online education
- Promote a learning environment that brings together people, cultures and ideas to develop responsible, ethical business leaders and entrepreneurs whose actions create value for their organization and their communities.

- Educate and enable managers to build globally competitive businesses.
- Enable lifelong learning

### **Centre for Internal Quality Assurance**

The Centre for Internal Quality Assurance (CIQA) is established by SNU to ensure the quality of programmes being offered in Online mode. The objective of Centre for Internal Quality Assurance is to develop and put in place a comprehensive and dynamic internal quality assurance system to ensure that programmes offered in an online mode are of acceptable quality and further improved on continuous basis.

The functions of Centre for Internal Quality Assurance at SNU include the following:

- To undertake self-evaluative exercises for continual quality improvement
- To devise mechanism to ensure that the quality of online programmes matches with the quality of relevant programmes offered in the conventional on ground mode.
- To devise mechanisms for interaction with and obtaining feedback from all stakeholders namely, students, faculty, staff and recruiters for quality improvement.
- To undertake periodic audits.
- To maintain Annual Reports of Centre for Online Learning at SNU
- To collate and implement best practices online education

### **CIQA Committee**

The CIQA committee at SNU oversees the functioning of CIQA. It currently comprises of the following members:

Prof Ananya Mukherjee, Vice Chancellor (Chairperson)

Prof SR Vishwanath, Director, Center for Online Learning

Prof Sundar Venkatesh, Senior Professor

Prof Pradeep Mehra, Senior Professor of Practice

Prof Simanti Bandyopadhyay, Chair of the Economics Department

Prof Paromita Goswami, Professor of Marketing

Prof Kaushik Chaudhuri, Chair of the Human Resources Management Department

Prof Subir Bandopadhyay, Indiana University, USA, External Expert

Prof Piyush Kumar, University of Georgia, USA, External Expert

Prof Ankur Mehra, Program Chair (Special Invitee)

Prof Jaideep Ghosh, Program Chair (Special Invitee)

Prof Bikramjit Rishi, Program Chair (Special Invitee)

Ms. Pooja Bindal, Finance Department

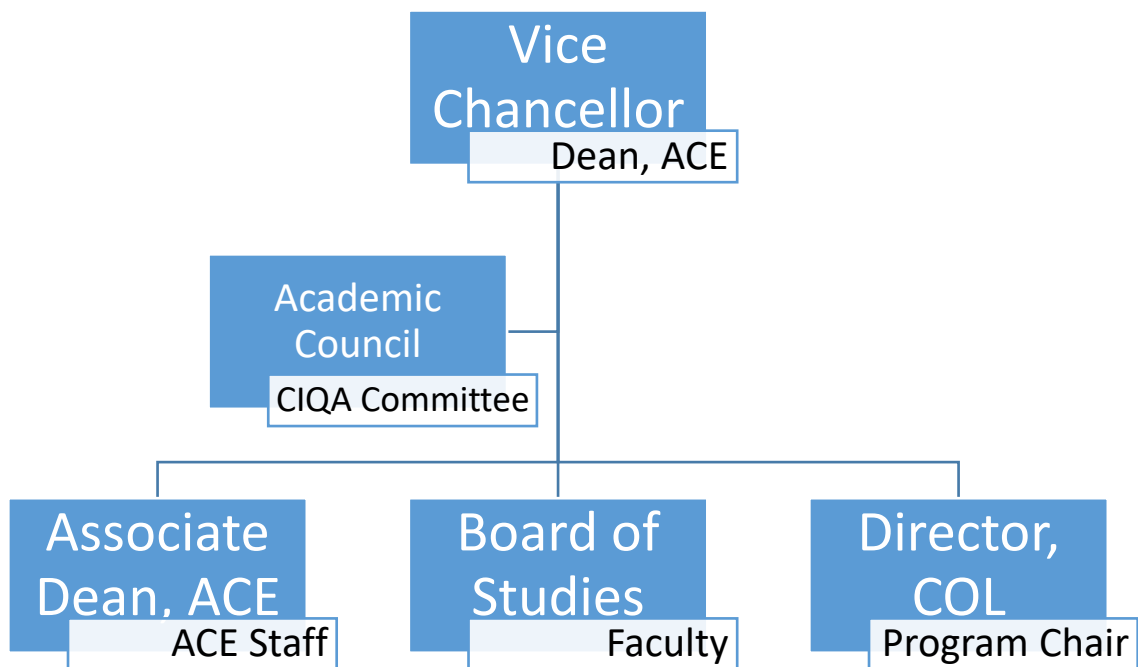
Maj Gen Jaishankar, Director of Student Affairs

## Quality Monitoring Mechanism

### Governance, Leadership and Management:

The Centre for Online Learning housed within the Academy of Continuing Education is headed by a dean who is ably supported by the Director of COL, the Associate Dean of ACE, the Online MBA Program Chair. The executive council and an academic advisory council that provide academic and administrative counsel and oversight. The organization structure of COL, ACE is presented in Figure 1.

**Figure 1. Organizational Structure of COL, ACE**



### Strategic Planning

The Dean of Academy of Continuing Education drives the quality of its programs by ensuring the availability of key academic and IT infrastructure resources. The School of Management and Entrepreneurship, which is involved in the delivery of our online MBA program, has 30 full time faculty drawn from top institutions in India and abroad. This is likely to increase to 50 in 2-3 years.

In addition, a number of senior academics and industry practitioners are invited to take part in our teaching activities. This ensures that our programs are relevant to the industry on an ongoing basis.

We have a strong focus on management science approach to the study of business problems. This approach takes on even greater significance with the advancement of technology and availability of data that are transforming a number of industries. We are uniquely positioned to take advantage of the changing needs of businesses by leveraging the collective strengths of ACE, SNU and other industry partners. SNU will provide intellectual leadership in developing innovative approaches to solve business problems and educate business leaders. The skills required to succeed in the 21<sup>st</sup> century are rapidly changing, with digital transformation and data science becoming increasingly important. Our curricula will continuously evolve to deliver the essential knowledge and skills demanded by a global business environment. Our students must have the integrity, entrepreneurial orientation and confidence to be leaders. We develop their leadership skills through innovative curricula and expert driven mentorship.

### **Curriculum Planning, Implementation and Review**

Curriculum development is undertaken by the different academic departments within SME such as Finance, Marketing, Operations, MIS, Strategy, General Management and HR. These departments propose curricula for courses to be taught by their faculty members. The Board of Studies (BOS) at SME is responsible for the overall review of the online MBA program. All core and elective courses are reviewed by the board and appropriate feedback is shared with the concerned faculty members, which is implemented by the BOS chair. Major changes to the program is approved by the university-level academic council comprising of the vice chancellor, Deans of schools, department heads, advisors of UG and PG programs and the registrar.

The program chair works closely with the director of COL and the program manager and is responsible for day-to-day functioning of the program office.

### **Learning Resources and Evaluation**

SME uses lectures, case discussions and appropriate videos in delivering the program. Participants are provided with lecture notes, PPTs and online reading materials. Participants are required to purchase their own books.

Each student is required to complete 64 credits in order to be awarded an MBA degree. For each two-credit course, a student must go through all asynchronous content (pre-recorded videos, readings, cases, discussion forums, problem-solving, etc.) and attend five live sessions of two hours each conducted by SNU faculty. For some courses, these sessions are supplemented with tutorials and industry sessions. For a two-credit course, a student is expected to put in 60 hours of effort to consume the content.

Each student is evaluated through a mix of assessments such as quizzes, class participation, individual assignments, group projects etc. and one online proctored end-term exam. Based on the student's performance, a letter grade is awarded to the student by the faculty. To qualify for the MBA degree, the student's CGPA at the end of the eight quarters must not be less than 5.0 on a scale of 10. Moreover, by the end of the Program, a student must not be carrying any F grade.

## **Process of Quality Audit**

SNU has a system of quality audit in which trained academic staff conduct an audit of the online programme (s) once a year to ensure that the programme (s) meets the academic requirements of the university in terms of appropriateness of study materials, pedagogy, examination and curriculum. A sample template of the audit form is presented in Annexure 1.

### **Annexure 1: Template of Audit Form**

1. Program offered
  - Approved program is in place
  - Program objectives and outcomes are available
  - Not available
2. Curriculum (multiple answers can be selected)
  - Approved curriculum is in place
  - Course outcomes are available for all courses
  - Not available
3. Course outcomes are mapped with program outcomes
  - Fully available
  - Partially available
  - Not Available
4. Programs where syllabus revision was carried out
  - Revision list is available
  - MoMs of BOS are maintained as supporting documents
  - Not available
5. Availability of structured feedback mechanism of students and employers
  - Feedback analysis report is in place
  - Action is taken on the basis of analysis report
  - Action taken reports are in place
  - Process needs to be in place
6. Courses having focus on employability, skill development and entrepreneurship
  - List of courses is available
  - Syllabus copy of the courses having focus on the above mentioned are available
  - Not available
7. New courses introduced
  - Only year wise list is available
  - Minutes of the relevant BoS are in place
  - Not available
8. Students undertaking field projects, internships and industrial visits
  - Details of students and their projects/internships/industrial visits are available
  - Internship completion certificates are maintained

- Process needs to be in place
9. Availability of course files
- Fully maintained
  - Partially maintained
  - Not maintained
10. Process of course allocation/faculty workload allocation
- Course allocation documentation (semester wise) in place
  - Faculty workload (semester wise) in place
  - Not maintained
11. Maintenance of awards and recognitions details
- Institutional/departmental awards and recognition details are maintained
  - Faculty awards, recognition details are maintained
  - Students awards, recognition details are maintained
  - Process needs to be initiated to capture the data/documents
12. Maintenance of Student feedback and responses
- Regularly student feedback collected
  - Improvement areas identified
  - Data is shared with faculty
  - Corrective/ Improvement processes is undertaken.
13. Maintenance of Program Outcome data and Alumni relations
- Systematic data maintenance of placement
  - Career support is provided
  - Tracking Alumni life cycle
  - Involving alumni for all aspects of institutional development.