

**HEI ID: HEI-U-0319**

**Name of HEI: NMIMS Deemed University**

**Type of HEI: Entitled**

# **Annual Report**

**OF**

**CENTRE FOR INTERNAL QUALITY ASSURANCE  
(CIQA)**

**PROGRAMMES UNDER**

**ONLINE MODE**

**<2024-2025>**

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## Part – I: General Information

### 1.1 Date of notification of the Centre (attach a copy of the notification):

**Annexure 1.1** [View Document](#)

### 1.2 Details of Director, CIQA

- Name: Dr. Priya Mary Mathew
- Qualification: PHD
- Appointment Letter and Joining Report: **Annexure 1.2** [View Document](#)

### 1.3 Details of CIQA Committee:

#### a. Composition as per Regulations

S. No.	Designation	Nomination as	Name and Qualification	Specialization	Date of Nomination in CIQA Committee
a.	Vice Chancellor of the University	Chairperson	Dr. Ramesh Bhat, PhD	Vice Chancellor NMIMS Deemed University	1 September 2023
b.	Three Senior teachers of HEI	Member 1	Dr. Chandan Dasgupta, PhD	Professor, SBM, NMIMS	1 September 2023
		Member 2	Dr. Tohid T. Kachwala	Professor, SBM, NMIMS	1 September 2023
		Member 3	Dr. Yogesh Kulkarni	Professor, Associate Dean, SPPSPTM, NMIMS University	1 September 2023
c.	Head of three Departments or School of Studies from which programme is being offered in Online mode.	Member 4	Dr. Priya Mary Mathew	Director, NCDOE	1 September 2023
		Member 5	Dr. Vikas Gaundare,	Assistant Professor, NCDOE	1 September 2023
		Member 6	Dr. Pradeep Pai,	Deputy Director, NCODE	1 September 2023
d.	Two External Experts of ODL and/or Online Education	Member 7	Arun Mohan Sherry,	IIIT, Director	1 September 2023
		Member 8	Prof. Madhulika Kaushik,	Vice Chancellor, Usha Martin University, Ranchi	1 September 2023
e.	Officials from departments of HEI	Member 9 Administration	Dr. Meena Chintamaneni	PVC, NMIMS	1 September 2023
		Member 10 Finance	Ms. Karuna Bhaya	Finance Officer, NMIMS	1 September 2023
f.	Director, CIQA	Member Secretary	Dr. Brinda Sampat,	Associate Professor (IT), NCODE	1 September 2023

**b. Whether members mentioned at 'b' to 'e' changed every 2 years? (Y/N)****YES**

If No upload, reason thereof

**1.4 Number of meetings held and its approval:****a. No. of meetings held every year: 2 Meeting****b. Meeting details:**

Meetings	Date-Month-Year	No. of External Expert Present	Minutes	Approval of Minutes
Meeting 1	09 <sup>th</sup> July 2024	02	<b>Annexure 1.4.1</b> <a href="#">View Document</a>	Approved
Meeting 2	17 <sup>th</sup> January 2025	02	<b>Annexure 1.4.2</b> <a href="#">View Document</a>	Approved

**1.5 Number of programmes started at Certificate level as per Regulation 24 of UGC (ODL Programmes and Online Programmes) Regulations, 2020:**From <July, 2024> academic session: **No admissions were taken in Certificate program**

From &lt;January, 2025&gt; academic session:

Sr. No.	Name of the Department	Certificate Title	Duration (months)	No. of Credits	Admission Eligibility	Fee (Rs.)	Approval of statutory	Number of students admitted (Male/Female/Trans-gender)			
								M	F	TG	Total
1.	NCDOE	Certificate in Business Management	6 months	24	HSC (10+2) in any discipline from a recognised Board.	55000/ (excluding GST)	Yes (Academic Council)	1	2	0	3

### 1.6 Number of programmes started at Diploma level as per Regulation 24 of UGC (ODL Programmes and Online Programmes) Regulations, 2020:

From <July, 2024> academic session: **No admissions were taken in Diploma program in July 2024**

From <January, 2025> academic session:

Sr. No.	Name of the Department	Diploma Title	Duration (months)	No. of Credits	Admission Eligibility	Fee (Rs.)	Approval of statutory Authority (s) (DD-MM-YYYY) of HEI/Regulatory authority (if required)	Number of students admitted (Male/Female/Trans-gender)			
								M	F	TG	Total
1.	NCDOE	Diploma in Business Management	12 months	48	HSC (10+2) in any discipline from a recognised Board.	110000/-	Yes (Academic Council)	65	34	0	99
2.	NCDOE	Diploma in Finance Management	12 months	48	HSC (10+2) in any discipline from a recognised Board.	110000/-	Yes (Academic Council)	6	11	0	17
3.	NCDOE	Diploma in Human Resource Management	12 months	48	HSC (10+2) in any discipline from a recognised Board	110000/-	Yes (Academic Council)	3	11	0	14
4.	NCDOE	Diploma in Marketing Management	12 months	48	HSC (10+2) in any discipline from a recognised Board	110000/-	Yes (Academic Council)	5	9	0	14
5.	NCDOE	Diploma in Operations Management	12 months	48	HSC (10+2) in any discipline from a recognised Board	110000/-	Yes (Academic Council)	5	2	0	7

### 1.7 Number of programmes started at Post Graduate Diploma level as per Commission Order:

Nil

### 1.8 Number of programmes started at Undergraduate Degree Programmes as per Commission Order:

From <July, 2024>academic session:

Sr. No.	Under - Graduate Degree Title	Duration (years)	No. of Credits	Admission Eligibility	Fee (Rs.)	UGC Recognition Letter No. and date	Number of students admitted (Male/Female/Trans-gender)			
							M	F	TG	Total
1.	Bachelor of Business Administration	3 years	144	HSC (10+2) in any discipline from a recognised board with minimum 50% (45% for SC/ST/OBC/PwD).	170000 /-	F. No. 1-25/2024 (DEB-I) August 2024	171	81	0	252
2.	Bachelor of Commerce	3 years	144	HSC (10+2) in any discipline from a recognised board with minimum 50% (45% for SC/ST/OBC/PwD).	108000/-	F. No. 1-25/2024 (DEB-I) August 2024	26	13	0	39

From <January, 2025>academic session:

Sr. No.	Under - Graduate Degree Title	Duration (years)	No. of Credits	Admission Eligibility	Fee (Rs.)	UGC Recognition Letter No. and date	Number of students admitted (Male/Female/Trans-gender)			
							M	F	TG	Total
1.	Bachelor of Business Administration	3 years	144	HSC (10+2) in any discipline from a recognised board with minimum 50% (45% for SC/ST/OBC/PwD).	170000 /-	F. No. 1-25/2024 (DEB-I) August 2024	170	106	0	276
4.	Bachelor of Commerce	3 years	144	HSC (10+2) in any discipline from a recognised board with minimum 50% (45% for SC/ST/OBC/PwD).	108000/-	F. No. 1-25/2024 (DEB-I) August 2024	37	16	0	53

### 1.9 Number of programmes started at Post-graduate Degree Programmes as per Commission Order:

From <July, 2024>academic session:

Sr. No.	Post-graduate Degree Title	Duration (years)	No. of Credits	Admission Eligibility	Fee (Rs.)	UGC Recognition Letter No. and date	Number of students admitted (Male/Female/Trans-gender)			
							M	F	TG	Total
1.	Master of Business Administration	2 years	102	Bachelor's Degree (10+2+3) in any discipline from recognised University or an equivalent degree recognised by Association of Indian Universities (AIU) with minimum 50% marks at Graduation Level. (45% for SC/ST/OBC/PwD).	220000/-	F. No. 1-25/2024 (DEB-I) August 2024	1374	1086	0	2460
2.	Master of Business Administration (Working Executive)	2 years	90	Bachelor's Degree (10+2+3) in any discipline from recognised University or an equivalent degree recognised by Association of Indian Universities (AIU) with a minimum of 55% and 3 + years of Work Experience (50% for SC/ST/OBC/PwD).	400000/-	F. No. 1-25/2024 (DEB-I) August 2024	78	39	0	117

From &lt;January, 2025&gt;academic session: TO BE EXTRACTED FROM WEBPORTAL

Sr. No.	Post-graduate Degree Title	Duration (years)	No. of Credits	Admission Eligibility	Fee (Rs.)	UGC Recognition Letter No. and date	Number of students admitted (Male/Female/Trans-gender)			
							M	F	TG	Total
1.	Master of Business Administration	2 years	102	Bachelor's Degree (10+2+3) in any discipline from recognised University or an equivalent degree recognised by Association of Indian Universities (AIU) with minimum 50% marks at Graduation Level. (45% for SC/ST/OBC/PwD).	220000/-	F. No. 1-25/2024 (DEB-I) August 2024	2528	2242	0	4770
2.	Master of Business Administration (Working Executive)	2 years	90	Bachelor's Degree (10+2+3) in any discipline from recognised University or an equivalent degree recognised by Association of Indian Universities (AIU) with a minimum of 55% and 3 + years of Work Experience (50% for SC/ST/OBC/PwD).	400000/-	F. No. 1-25/2024 (DEB-I) August 2024	117	92	0	209



## Part – II: Requirements as per Centre for Internal Quality Assurance (CIQA) Functioning

### 2.1 Action taken on the functions of CIQA: -

S.N o.	Provisions in Regulations	Details of Action taken by CIQA and Outcome thereof (Not more than 500 words)	Upload Relevant Document
1.	Quality maintained in the services provided to the learners	CIQA has taken a comprehensive approach to ensure consistent quality in all learner services. The NCDOE defines clear <b>guidelines for content creation</b> using the Four Quadrant model, covering e-Tutorials, e-Content, Discussion Forums, and Assessments. The Student LMS includes structured asynchronous and synchronous learning opportunities, robust assessment mechanisms, grievance redressal, and timely doubt resolution through forums. Each course is supported by trained faculty and mentors with one mentor assigned per 250 learners. In CIQA meetings, regular reporting was done on improvements made in learner support, such as enhancements in CLOF (Course Learning Outcome Framework) alignment, improved SLMs (Self Learning Materials), and assessment redesign. Student feedback is continuously reviewed and acted upon. The university has also adopted automation in learner support systems and actively tracks grievances, ensuring timely resolution. These measures have directly improved learner satisfaction and engagement.	<a href="#">Annexure 2.2.1.a View Document</a>  <a href="#">Annexure 2.2.1.b View Document</a>
2	Self-evaluative and reflective exercises undertaken for continual quality improvement in all the systems and processes of the Higher Educational Institution	<p>The NCDOE team conducts periodic internal reviews called <b>Academic Bootcamp</b> across academic, technical, and operational domains. In AY 2024–25, multiple <b>CIQA meetings</b> included presentation of <b>Action Taken Reports</b> and reflections on prior suggestions. These included reviewing asynchronous content effectiveness, CLOF-attainment alignment, student engagement metrics, and faculty development needs.</p> <p>Additionally, the content development cycle includes post-cycle reviews of student and faculty feedback, which informs future content revisions and addendums. As documented in the <b>Content Review SOP</b>, feedback is consolidated and acted upon systematically each academic cycle. This iterative reflection process ensures continuous academic and operational enhancement aligned with UGC standards.</p>	<a href="#">Annexure 1.4.1 View Document</a>  <a href="#">Annexure 2.1.2.a View Document</a>  <a href="#">Annexure 2.1.2.b View Document</a>
3.	Contribution in the identification of the key areas in which Higher Educational Institution should maintain quality	CIQA has identified several priority areas critical for maintaining quality in online education: content development, learner engagement, assessment integrity, grievance redressal, and faculty development. These were reaffirmed in <b>CIQA meetings</b> where discussions centered around OER adoption, critical thinking in assessments, informal student peer networks, and CLOF mapping. Key improvement areas such as quality of SLMs, training in instructional design, and integration of alumni and <b>industry experts in content delivery</b> were highlighted. CIQA's monitoring of PPR compliance, stakeholder feedback, and quality metrics has helped institutional leadership focus on systemic academic and technological improvements.	<a href="#">Annexure 1.4.1 View Document</a>  <a href="#">Annexure 2.1.3.a View Document</a>
4	Mechanism devised to ensure that the quality of Online programmes match with the quality of relevant programmes in conventional mode (For Dual Mode HEIs)	<p>To maintain parity with conventional mode programs, NMIMS follows a rigorous instructional design process underpinned by the Four Quadrant model. The Content Review Process ensures that course materials mirror the academic rigor and industry relevance of regular programs, with <b>review committees</b> including in-house faculty and external experts.</p> <p>During CIQA meetings, the readiness of online programs—including SLM quality, assessments, and engagement methods—was</p>	<a href="#">Annexure 2.1.4 View Document</a>

		benchmarked against campus-based expectations. Tools such as CLOF mapping and synchronous live sessions further align online delivery with conventional standards.	
5	Mechanisms devised for interaction with obtaining feedback from all stakeholders namely, learners, teachers, staff, parents, society, employers, and Government for quality improvement.	<p>Feedback mechanisms are built into every operational cycle. <b>Student feedback</b> is collected at multiple points, including post-synchronous sessions' evaluations and <b>Student engagement analytics</b>. Faculty input is gathered through meetings and informal channels. End of programme feedback is addressed via structured processes for content revision and addendums.</p> <p>CIQA has recommended using alumni and industry experts to provide input on curriculum relevance, some of which are implemented through guest lectures and curriculum co-design. Feedback from CIQA members is reviewed during academic review meetings, and action taken reports are created and discussed. Suggestions from admissions team and industry partners are collected during <b>Bootcamp review meeting</b> and factored into program updates.</p>	<p><a href="#">Annexure 2.1.5.a View Document</a></p> <p><a href="#">Annexure 2.1.5.b View Document</a></p> <p><a href="#">Annexure 2.1.2.a View Document</a></p>
6	Measures suggested to the authorities of Higher Educational Institution for qualitative improvement	CIQA recommended several academic and technological enhancements. Suggestions included <b>incorporating alumni and industry experts in course delivery (now implemented via guest lectures)</b> , revising <b>assessment strategies using Bloom's Taxonomy</b> , and promoting ethical AI use through a generative AI policy. Faculty were advised to use OERs and align all asynchronous content with CLOF. The board also advised the adoption of microteaching techniques to improve faculty delivery during synchronous sessions. The KASH Module (Knowledge, Attitude, Skills, Habits) was embedded in soft skills and employability training. Further, the <b>BoS recommended</b> program revisions, including innovative assessments. Some of suggestions have been implemented and tracked through Action Taken Reports.	<p><a href="#">Annexure 2.1.3.a View Document</a></p> <p><a href="#">Annexure 2.1.6.a View Document</a></p> <p><a href="#">Annexure 2.1.6.b View Document</a></p>
7	Implementation of its recommendations through periodic reviews	<p>CIQA recommendations are regularly implemented and reviewed in subsequent meetings. The February 2024 and July 2024 CIQA minutes document how prior recommendations—like AI usage moderation in assessments, alumni lectures, and CLOF mapping—were actioned. The Annual Report and <b>Microteaching FDP</b> also confirm implementation of new delivery strategies.</p> <p>Program structures were updated in BoS (Aug 2024), including new final project guidelines, and <b>course-specific AI policies</b>. Action Taken Reports are a standing agenda item in each CIQA meeting, allowing continuous monitoring and iterative improvement.</p>	<p><a href="#">Annexure 2.1.7.a View Document</a></p> <p><a href="#">Annexure 2.1.7.b View Document</a></p>
8	Workshops/seminars/symposium organized on quality related themes, ensure participation of all stakeholders, and disseminate the reports of such activities among all the stakeholders in Higher Educational Institution.	During the academic year 2024–25, NCDOE (NMIMS Online) organized multiple structured workshops, <b>Faculty Development Programmes (FDPs)</b> , and <b>academic bootcamp</b> to strengthen quality in teaching, learning, assessment, and governance. These activities ensured the active participation of all stakeholders — faculty, academic administrators, external experts, industry speakers, and student representatives — and their outcomes were disseminated across the institution.	<p><a href="#">Annexure 2.1.7.a View Document</a></p> <p><a href="#">Annexure 2.1.2.a View Document</a></p>
9	Developed and collated best practices in all areas leading to quality enhancement in services to the learners and disseminate the same all concerned in Higher Educational Institution	<p>NCDOE has documented several best practices: (a) integration of real-time AI support for student queries, (b) microteaching formats for synchronous delivery, (c) CLOF-aligned assessments using Bloom's Taxonomy, and (d) tracking engagement analytics for proactive intervention.</p> <p>These were disseminated through <b>Annual report</b> to all concerned in the HEI.</p>	<a href="#">Annexure 2.1.9.a View Document</a>

10	Collected, collated and disseminated accurate, complete and reliable statistics about the quality of the programme(s).	<p>Accurate statistics are maintained on student engagement, assessment outcomes, satisfaction scores, pass percentages, and content completion rates. The <b>Annual Report (2024-25)</b> outlines key performance indicators such as the MBA pass rate (85.12%) and MBA Wx (96.73%), along with learner analytics from LMS reports.</p> <p>These data points are analyzed for quality improvement and shared with CIQA, BoS, and university leadership. Dashboards and custom reporting tools have also been developed to track real-time engagement and support decision-making, reinforcing the culture of data-driven quality assurance.</p>	<p><b>Annexure 2.1.9.a</b> <a href="#">View Document</a></p>
11	Measures taken to ensure that Programme Project Report for each programme is according to the norms and guidelines prescribed by the Commission and wherever necessary by the appropriate regulatory authority having control over the programme	<p>Before launching any new program, NCDOE follows a structured process to prepare the Programme Project Report (PPR) as per UGC-DEB guidelines, which is approved by BOS and <b>Academic council</b>.</p> <p>The <b>PPRs</b> incorporate program objectives, delivery methodology (Four Quadrants), learner support structure, credit distribution, and assessment plans. CIQA ensures that each PPR aligns with regulatory standards before approval and submission to UGC. Special attention is paid to technology infrastructure, assessment integrity, and CLO alignment.</p>	<p><b>Annexure 2.1.11.a</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.11.b</b> <a href="#">View Document</a></p>
12	Mechanism to ensure the proper implementation of Programme Project Reports	<p>CIQA monitors the implementation of PPRs through internal academic audits, feedback collection, and <b>periodic review meetings</b>. Action Taken Reports on program readiness are shared in CIQA meetings, where progress on delivery, assessments, and learner support is reviewed against the commitments made in the PPR.</p> <p>Asynchronous and synchronous delivery are tracked through LMS analytics and dashboards. Capstone projects, mentor allocation, and faculty workload are aligned with the program structure approved in the PPR. The academic and tech teams work closely to ensure fidelity to the approved instructional design and learning outcomes.</p>	<p><b>Annexure 1.4.1</b> <a href="#">View Document</a></p> <p><b>Annexure 1.4.2</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.2.a</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.11.a</b> <a href="#">View Document</a></p>
13	Maintenance of record of Annual Plans and Annual Reports of Higher Educational Institution, review them periodically and generate actionable reports	<p>CIQA maintains digital records of annual plans, meeting minutes, and the <b>NCDOE Annual Report</b>, which outlines program outcomes, learner engagement data, assessment statistics, and academic results. These documents are reviewed in <b>CIQA and Board of Studies</b> meetings to assess progress and identify improvement areas.</p> <p>The 2024-25 Annual Report includes a comprehensive account of student success metrics, industry expert integration, FDPs, technology upgrades, and content development. These records inform future planning, new program design, and continuous improvement initiatives. Recommendations are converted into actionable tasks through institutional reporting and leadership review.</p>	<p><b>Annexure 2.1.9.a</b> <a href="#">View Document</a></p> <p><b>Annexure 1.4.1</b> <a href="#">View Document</a></p> <p><b>Annexure 1.4.2</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.6.b</b> <a href="#">View Document</a></p>
14	Inputs provided to the Higher Educational Institution for restructuring of programmes in order to make them relevant to the job market.	<p>We have proactively guided program restructuring to enhance employability and industry relevance. Inputs during the August 2024 BoS meeting led to revision of the soft skills course to focus on digital transformation, negotiation, personal branding, emotional intelligence and growth mindset. We have also restructured the capstone projects to align with specializations and career aspirations of the students.</p> <p>Additionally, NCDOE has a <b>Career Services Program</b> offering job portal access, interview practice, executive coaching, career transition support, and profile development sessions. These services are open to current students and alumni and help in personal branding, LinkedIn optimization, and job preparation. These services emerged from CIQA recommendations to enhance student outcomes and close the</p>	<p><b>Annexure 2.1.14.a</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.6.a</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.14.b</b> <a href="#">View Document</a></p>

		academia-industry gap. The <b>KASH Module</b> (Knowledge, Attitude, Skills, Habits) was also integrated into employability courses. Additionally, <b>co-teaching with industry</b> experts has been institutionalized. These revisions were implemented based on CIQA's recommendations and regular interactions with employers, alumni, and industry leaders.	
15	Facilitated system-based research on ways of creating learner centric environment and to bring about qualitative change in the entire system.	<p>NCDOE has introduced several tech-enabled strategies (<b>Annual Report 2024-25</b>) to promote a learner-centric environment. These include real-time query resolution using AI chatbots, personalized outreach to disengaged learners using LMS analytics, and microteaching formats to improve learner engagement during synchronous sessions.</p> <p>NCDOE also tracks student behavior using engagement analytics and uses the data to redesign interventions and course structures. Research on emerging tools and pedagogy (e.g., Post-My-Query AI assistant, single-view asynchronous dashboard, integration of Bloom's Taxonomy) has been piloted and institutionalized based on data insights and student feedback.</p>	<p><b>Annexure 2.1.9.a</b>  <a href="#">View Document</a></p>
16	Steps taken as a nodal coordinating unit for seeking assessment and accreditation from a designated body for accreditation such as NAAC etc.	<p>NCDOE coordinates with the university's central quality team for assessment and accreditation processes such as NAAC, NIRF, and statutory UGC-DEB approvals. CIQA ensures that all documentation related to faculty profiles, SLM quality, learner engagement, and program outcomes are aligned with accreditation criteria.</p> <p>During the reporting year, NCDOE ensured that required reports on student learning outcomes, technology integration, academic performance, grievance redressal, and content delivery were available in standardized formats</p>	
17	Measures adopted to ensure internalization and institutionalization of quality Enhancement practices through periodic accreditation and audit	<p>The 3-day <b>NCDOE Bootcamp</b> held in December 2024 served as a cornerstone initiative. It brought together academic leaders, content developers, assessment teams, and student support to reflect on performance and innovate future plans. Topics included forward-thinking assessment, AI-integrity, conversational writing in SLMs, and using LMS analytics to improve student engagement. Key discussions from this Bootcamp—such as improving “stickiness” through better academic ownership—are now driving semester planning.</p> <p>Recommendations from <b>CIQA external experts</b> and third-party audit feedback (e.g., Dr. Madhulika's suggestions) were adopted: Program-level student profile analysis is underway to inform content development and personalize pedagogy ; QR coding is being considered to link eLM (eLearning Modules) with SLMs, ensuring seamless learner navigation. ; Faculty training now includes writing in conversational style for better learner connect.</p>	<p><b>Annexure 2.1.2.a</b>  <a href="#">View Document</a></p> <p><b>Annexure 1.4.1</b>  <a href="#">View Document</a></p> <p><b>Annexure 1.4.2</b>  <a href="#">View Document</a></p>
18	Steps taken to coordinate between Higher Educational Institution and the Commission for various quality related initiatives or guidelines	<p>Registrar office of NMIMS acts as the liaison between NCDOE and UGC-DEB. It ensures that all communications, updates, and compliance requirements—including program approval, content and credit norms, and reporting formats—are met in a timely and structured manner.</p> <p>The department's DEB API sync system allows for accurate reporting of student data. CIQA also ensures adherence to recent guidelines, such as GenAI usage in assessments, credit structure in new programs (e.g., MCA), and the requirement for Bridge Courses. Minutes of BoS and CIQA meetings are used to confirm that UGC's quality expectations are reflected in institutional decisions.</p>	
19	Information obtained from other Higher Educational Institutions on various quality benchmarks or	NCDOE actively engages with academic peers, experts, and external bodies to learn and adopt best practices. For example, <b>FDPs</b> on OERs and blended learning conducted by IGNOU, AICTE, and KJ Somaiya were designed to bring in national best practices.	<p><b>Annexure 2.1.7.a</b>  <a href="#">View Document</a></p>

	parameters and best practices.	External CIQA members such as Prof. Madhulika Kaushik and Dr. Arun Sherry have consistently provided benchmarking insights. These have influenced program structure, ethical AI guidelines, and innovative assessment practices. The institutional focus on continuous benchmarking ensures alignment with evolving national and global standards.	
20	Recorded activities undertaken on quality assurance in the form of an annual report of Centre for Internal Quality Assurance.	All CIQA activities, including meeting minutes, Action Taken Reports, faculty training sessions, innovations implemented, and compliance measures, are documented and reviewed annually. These are consolidated into the CIQA <b>Annual Report</b> , which forms part of the NCDOE Annual Report shared with statutory bodies.  The report details learner engagement trends, academic performance data, technological enhancements (like AI bots, reporting dashboards), feedback loops, and action items arising from audits. This serves as both a compliance record and a strategic guide for ongoing quality enhancement across all online programs.	<b>Annexure 2.1.9.a</b> <a href="#">View Document</a>
21	(a) Submitted Annual Reports to the Statutory Authorities or Bodies of the Higher Educational Institution about its activities at the end of each academic session.	Yes, the NCDOE annual report and CIQA annual report is prepared and submitted to statutory authorities of NMIMS at the end of each academic session. This includes documentation of all CIQA activities, internal quality assurance mechanisms, content and delivery audits, innovations adopted, program reviews, stakeholder feedback analysis, and student performance metrics. The report is integrated into NCDOE's comprehensive annual reporting to the University leadership and governance bodies.	
	(b) Submitted a copy of report in the format as specified by the Commission, duly approved by the statutory authorities of the Higher Educational Institution annually to the Commission.	Yes, a copy of the CIQA Annual Report is submitted to the UGC-DEB through the designated online portal in the prescribed format. The report is approved by the CIQA Chairperson (Vice Chancellor) and is submitted on time as per UGC-DEB compliance requirements.	
22	Overseen the functioning of Centre for Internal Quality Assurance and approve the reports generated by Centre for Internal Quality Assurance on the effectiveness of quality assurance systems and processes	<b>CIQA</b> functions as a robust quality monitoring and advisory unit at NCDOE. The Director-CIQA convenes meetings twice a year. Minutes of CIQA meetings in Feb and July 2024 confirm discussions around quality benchmarks, CLOF mapping, OER use, learner engagement analytics, and action taken on prior suggestions.  Reports on assessment performance, learner support systems, and content quality are reviewed, discussed, and approved in these meetings. <b>Action Taken Reports</b> are presented in each meeting to ensure tracking of past recommendations and transparency of implementation.	<b>Annexure 1.4.1</b> <a href="#">View Document</a>  <b>Annexure 1.4.2</b> <a href="#">View Document</a>
23	Facilitated adoption of instructional design requirements as per the philosophy of the Online learning decided by the statutory bodies of the HEI for its different academic programmes	All online programs at NCDOE follow the UGC-mandated Four Quadrant Model of instructional design, incorporating e-Tutorials, e-Content, Discussion Forums, and Assessments. CIQA ensures this framework is embedded across all courses.  The <b>Content Review SOP</b> mandates the use of approved TOCs, FLR checks, peer review, and final academic validation before delivery. Faculty are also <b>trained in microteaching and instructional design</b> to support this structure. These practices ensure that instructional design aligns with statutory expectations and promotes active, self-paced, and guided learning.	<b>Annexure 2.2.1.a</b> <a href="#">View Document</a> <b>Annexure 2.2.1.b</b> <a href="#">View Document</a> <b>Annexure 2.2.2.b</b> <a href="#">View Document</a> <b>Annexure 2.1.3.b</b> <a href="#">View Document</a>



24	Promoted automation of learner support services of the Higher Educational Institution	<p>NCDOE has significantly automated learner support to enhance responsiveness and personalization. Key automation tools include:</p> <ul style="list-style-type: none"> <li>Nyraa AI Chatbot: Available 24/7, handling academic, technical, and policy-related queries.</li> <li>Post-My-Query System: AI-assisted faculty support for resolving student academic doubts.</li> <li>Engagement Analytics Dashboard: Tracks time spent on videos, participation in forums, assessments, and session attendance.</li> <li>Unified Onboarding Interface: Seamlessly integrates profile update, password reset, and consent forms into a single flow.</li> </ul> <p>These initiatives have improved learner satisfaction and allowed academic and support teams to proactively reach out to disengaged learners.</p>	<p><b>Annexure 2.1.9.a</b>  <a href="#">View Document</a></p>
25	Coordinated with external subject experts or agencies or organisations, the activities pertaining to validation and annual review of its in-house processes	<p>External experts are routinely engaged to validate instructional design, program structure, and assessment strategy. For example:</p> <ul style="list-style-type: none"> <li>Board of Studies (Aug 2024) included inputs from Prof. P.D. Jose, Mr. Ramakrishna Sundaram, and Prof. Madhulika Kaushik on MBA restructuring, capstone alignment, and Generative AI integration.</li> <li>Industry experts are integrated into content review committees and SLM validation processes.</li> <li>CIQA external members such as Dr. Arun Sherry and Prof. Kaushik offer ongoing quality insights.</li> </ul> <p>Annual reviews of program outcomes and alignment with UGC guidelines are conducted collaboratively, ensuring industry and academic relevance.</p>	
26	Coordinated with third party auditing bodies for quality audit of programme(s)	<p>CIQA facilitated one <b>third-party audit</b> to evaluate program-level quality assurance systems. Dr. C.R.K. Murthy, Former Director, Staff Training and Research Institute of Distance Education (STRIDE), IGNOU (2013 to 2016) did a two-day visit in November 2024 and did the audit. In line with recommendations:</p> <ul style="list-style-type: none"> <li>Student profile analyses for each program were initiated to improve relevance of learning material.</li> <li>Linking eLM and SLM through QR coding is under pilot testing.</li> <li>Conversations from external audits were integrated into the December 2024 Bootcamp, where internal teams reviewed and aligned future strategies.</li> </ul> <p>CIQA acts as the nodal office for scheduling, responding to, and implementing action points from such audits.</p>	<p><b>Annexure 2.1.26</b>  <a href="#">View Document</a></p>
27	Overseen the preparation of Self-Appraisal Report to be submitted to the Assessment and Accreditation agencies on behalf of Higher Educational Institution	<p>NCDOE works closely with the university's central quality assurance cell to prepare Self-Appraisal Reports (SARs) for bodies like NAAC and UGC-DEB.</p>	

28	Promoted collaboration and association for quality enhancement of Online mode of education and research therein	<p>NCDOE has supported both formal and informal collaboration initiatives, such as:</p> <ul style="list-style-type: none"> <li>Participation in national-level <b>FDPs</b> and training with institutions like IGNOU, AICTE, and KJ Somaiya.</li> <li><b>Bootcamp</b> 2024 emphasized cross-functional planning with academic, operations, and support teams.</li> </ul>	<p><a href="#">Annexure 2.1.7.a View Document</a></p> <p><a href="#">Annexure 2.1.2.a View Document</a></p>
29	Facilitated industry-institution linkage for providing exposure to the learners and enhancing their employability.	<p>NCDOE has robustly embedded <b>industry-institution collaboration</b> into its academic ecosystem to bridge the employability gap for online learners. In the academic year 2024–25, over twenty industry experts were invited to conduct synchronous live sessions across MBA, BBA and B.Com, programs. These experts represented diverse sectors—marketing, operations, HR, energy, law, AI, and consulting—and brought rich insights into current practices, strategic thinking, and emerging trends.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>Mr. Raj Grover, startup mentor, on the importance of decision-making through effective reporting.</li> <li>Dr. Vivek Singh, DBA Chair from California Intercontinental University, on employee motivation.</li> <li>Mr. Patanjali Alaiya, Head HR at JSW Group, on ethical dilemmas in HR.</li> <li>Mr. Anantha K, from ERP transformation in the Middle East, on practical applications of Theory of Constraints.</li> <li>Ms. Anita Guha of IBM and Mr. Harish Bhardwaj of CIELO TALENT (Frankfurt) on leadership, diversity, and future skills.</li> </ul> <p>Each session was aligned to a specific course and designed to complement academic content. Faculty coordinated with experts to structure sessions around application-based learning, encouraging learners to link theoretical concepts with real-world cases.</p> <p>Further, NCDOE launched a structured <b>Career Services Program</b> in 2024, offering:</p> <ul style="list-style-type: none"> <li>One-on-one executive coaching and career planning sessions.</li> <li>Mock interviews for job shift, promotions, or career changes.</li> <li>Profile development for LinkedIn and CV refinement.</li> <li>Access to a curated job portal with visibility on recruiter platforms.</li> </ul> <p>The integration of the <b>KASH Module</b> (Knowledge, Attitude, Skills, Habits) in soft skill courses, combined with practical assessments and capstone projects tied to industry domains, reinforces real-world readiness.</p>	<p><a href="#">Annexure 2.1.3.a View Document</a></p> <p><a href="#">Annexure 2.1.6.a View Document</a></p> <p><a href="#">Annexure 2.1.14.a View Document</a></p>

## 2.2 Compliance of Quality Monitoring Mechanism – As per Annexure-I (Part V (2)) of UGC (ODL Programmes and Online Programmes) Regulations, 2020:

Sr.No.	Provisions in Regulations	Action taken in respect of online programmes	Upload relevant document
1.	Governance, Leadership and Management: a. Organization Structure and Governance b. Management c. Strategic Planning d. Operational Plan, Goals and Policies	The NMIMS CDOE functions under a structured academic governance model led by the Vice Chancellor, with academic oversight by the Board of Studies, CIQA, and Program Heads. CIQA, chaired by the VC, meets biannually and reviews action taken on learner support, assessment, instructional design, and regulatory compliance. <b>Strategic planning</b> is conducted annually via the Academic Bootcamp, where vertical-specific goals are set. The NCDOE Academic and Operations Handbook outlines detailed policies on content development, delivery, grievance redressal, assessments, and faculty responsibilities. The leadership team coordinates academic, tech, and student support to ensure seamless operations across all learners.	<b>Annexure 2.2.1</b> <a href="#">View Document</a>
2.	Articulation of Higher Educational Institution Objectives	The University's mission emphasizes inclusive, technology-driven, flexible education aligned with NEP 2020. For online learners, NCDOE articulates its objectives through program PPRs, CLOF-based design, and institutional documentation. Each program is designed to offer industry-relevant, outcome-based learning with robust learner support, digital access, and modularity.  These objectives are reviewed annually during strategic meetings and operationalized through SOPs and course design frameworks. Quality objectives are aligned to UGC-DEB norms and documented in the Annual Report and CIQA reporting.	<a href="https://cis.nmims.edu/vision-mission-and-values">https://cis.nmims.edu/vision-mission-and-values</a>
3.	Programme Development and Approval Processes a. Curriculum Planning, Design and Development b. Curriculum Implementation c. Academic Flexibility d. Learning Resource e. Feedback System	All online programs undergo rigorous development through the following phased approach: <ul style="list-style-type: none"><li>Curriculum Design: Conducted through <b>Board of Studies meetings</b> with industry and academic experts.</li><li>Curriculum Implementation: Mapped to CLOF, with Four-Quadrant delivery.</li><li>Flexibility: Includes bridge courses, self-paced content, discussion forums, and learner-driven assessments.</li><li>Learning Resources: SLMs are peer-reviewed, and OERs are embedded.</li><li>Feedback System: Multilevel feedback is collected on content, faculty, and support systems, and discussed in CIQA reviews.</li></ul>	<b>Annexure 2.1.6.a</b> <a href="#">View Document</a>



4.	Programme Monitoring and Review	<p>CIQA conducted biannual <b>reviews</b> of all programs based on learner feedback, assessment outcomes, engagement metrics, and content audits. Each semester, an Action Taken Report was submitted, and program teams update PPR elements accordingly.</p> <p>Content was reviewed using an academic + peer + tech QA checklist. Delivery effectiveness was tracked via LMS analytics.</p>	<p><b>Annexure 1.4.1</b> <a href="#">View Document</a></p> <p><b>Annexure 1.4.2</b> <a href="#">View Document</a></p>
5.	Infrastructure Resources	<p>NMIMS has invested in robust infrastructure to support large-scale online delivery. Key components include:</p> <ul style="list-style-type: none"> <li>• A custom-built LMS, integrated with Four Quadrant delivery, student dashboards, analytics, and scheduling tools.</li> <li>• AI-powered student support systems, including chatbots, query resolution assistants, and plagiarism tools.</li> <li>• A dedicated tech operations team responsible for LMS management, live class integration, recording, and content hosting.</li> <li>• All SLMs are made accessible digitally via e-library and LMS, with pilot QR-code linking to e-learning resources.</li> <li>• Dedicated large pool of online faculty, course mentors and programme coordinators</li> </ul>	<p><b>Annexure 2.1.9.a</b> <a href="#">View Document</a></p>
6.	Learning Environment and Learner Support	<p>NCDOE offers a multi-layered learner support system that includes:</p> <ul style="list-style-type: none"> <li>• Academic Support: Scheduled live sessions, faculty-student interactions, discussion forums, and Post-My-Query tool for asynchronous doubt clearing.</li> <li>• Administrative Support: Automated onboarding, exam scheduling, and grievance tracking via student dashboards.</li> <li>• Career Services: Includes LinkedIn profile building, executive coaching, interview training, and access to a job portal.</li> <li>• Personalized Interventions: Engagement analytics identify inactive learners, followed by outreach through faculty and counsellors.</li> </ul> <p>Support systems are automated, tracked, and improved using LMS feedback data.</p>	<p><a href="https://online.nmims.edu/help-and-support">https://online.nmims.edu/help-and-support</a></p> <p><a href="https://online.nmims.edu/career-services">https://online.nmims.edu/career-services</a></p>
7.	Assessment and Evaluation	<p>All assessments follow the CLOF-aligned design approved in PPRs. Key components include:</p> <ul style="list-style-type: none"> <li>• Formative and Summative Evaluations: MCQs, case studies, project work, and final proctored exams.</li> <li>• Integrity Mechanisms: Plagiarism checks, randomized question banks, AI-based proctoring, and session recordings.</li> <li>• Projects: Aligned to specialization and industry relevance, reviewed by faculty.</li> </ul>	

		<ul style="list-style-type: none"> <li>Assessment Moderation: Conducted by senior faculty, with faculty calibration sessions and rubrics.</li> </ul> <p>Assessment results, learner performance, and feedback are reviewed each semester in CIQA.</p>	
8.	Teaching Quality and Staff Development	<p>Teaching quality is maintained through structured processes:</p> <ul style="list-style-type: none"> <li>Faculty Pool: Over 100 faculty supported by academic operations team, with recruitment based on academic and professional credentials.</li> <li>Faculty Development: Programs include Microteaching workshops, AI-integrity training, UDL practices, and use of LMS tools.</li> <li>Performance Monitoring: Student feedback, attendance, and engagement metrics are tracked per course.</li> <li>Content Review: Academic team reviews each SLM and recorded session using a quality checklist and reviewer rubric.</li> </ul> <p>Annual bootcamps and monthly calibration meetings ensure ongoing capacity building.</p>	<p><b>Annexure 2.1.9.a</b> <a href="#">View Document</a></p> <p><b>Annexure 2.1.5.a</b> <a href="#">View Document</a></p> <p><b>Annexure 2.2.2.b</b> <a href="#">View Document</a></p>

### 2.3 Compliance of Process of Internal Quality Audit – As per Annexure-I (Part V (3)) of UGC (ODL Programmes and Online Programmes) Regulations, 2020:

Sr.No.	Provisions in Regulations	Action taken in respect of online programmes	Upload relevant document
1.	Academic Planning	Academic planning at NMIMS Online (NCDOE) follows a structured annual and semester-wise process. The Academic Calendar includes onboarding, live sessions, quizzes, exams, and feedback windows.	<b>Annexure 2.3.1</b> <a href="#">View Document</a>
2.	Validation	Validation processes are conducted at multiple levels. Course content and SLMs undergo three-level review: internal faculty, peer academic reviewer, and final validation by academic head or domain expert. The Content Review SOP ensures alignment with Four Quadrants, CLOF, conversational tone, and UGC credit structure.  Further, program structures are validated during <b>Board of Studies (BoS) meetings</b> with academic and industry experts. Feedback from learners and faculty is also used post-launch to validate effectiveness and relevance.	<b>Annexure 2.1.6.b</b> <a href="#">View Document</a>
3.	Monitoring, Evaluation and Enhancement Plans a. Reports from Examination Centers b. External Auditor or other External Agencies report c. Systematic Consideration of Performance Data at Programme, Faculty and Higher Educational Institution levels d. Reporting and Analytics by the Higher Educational Institution e. Periodic Review	Monitoring is continuous via the LMS, with real-time tracking of: <ul style="list-style-type: none"><li>• Content usage and completion</li><li>• Student attendance in live sessions</li><li>• Assessment performance</li><li>• Grievance resolution</li><li>• Faculty responsiveness</li></ul> Evaluation occurs at the end of each semester through academic audits, learner feedback, and assessment analytics. <b>Reports from CIQA and examination boards</b> analyse success rates, assessment integrity, and learner outcomes.  Enhancement Plans are derived from: <ul style="list-style-type: none"><li>• Internal audits (conducted by CIQA)</li><li>• External auditor suggestions</li><li>• BoS and industry expert feedback</li><li>• Bootcamp reflections and semester reviews</li><li>• Exam Center – Observer - reports</li></ul> These feed into curriculum redesign, teacher training (microteaching, AI ethics), and support services (career services).	<b>Annexure 2.1.9.a</b> <a href="#">View Document</a>  <b>Annexure 1.4.1</b> <a href="#">View Document</a>  <b>Annexure 1.4.2</b> <a href="#">View Document</a>  <b>Annexure 2.3.3.a</b> <a href="#">View Document</a>  <b>Annexure 2.3.3.b</b> <a href="#">View Document</a>

## Part – III: Human Resources and Infrastructural Requirements

### 3.1 Name and details of Director of Centre for Distance and Online Education (Dual Mode University) - Regular, full time, at least Associate Professor

Or

**Name and details of Head for each school (for Open University)** - Full time dedicated, not below the rank of an Associate Professor

Dr. Priya Mary Mathew (Regular)  
Designation: Professor and Director  
Qualification: Ph.D.

### 3.2 Name and details of Deputy Director of Centre for Distance and Online Education (Dual Mode University) - Full time or contractual basis, at least Associate Professor

Or

**Name and details of Deputy Director of Centre of Online Education** - Full time or contractual basis, not below the rank of an Associate Professor

Dr. Pradeep Pai  
Designation- Associate Professor & Deputy  
Director  
Qualification: Ph.D.

### 3.3 Name and details of Assistant Director of Centre for Distance and Online Education (Dual Mode University) - Full time or contractual basis, not below the rank of an Assistant Professor

Or

**Name and details of Assistant Director of Centre of Online Education** - Full time or contractual basis, not below the rank of an Assistant Professor

Dr. Sandeep Tomar  
Assistant Director  
Qualification: Ph.D.

### 3.4 Compliance status in respect of Human Resource – As per Annexure – IV of UGC (ODL Programmes and Online Programmes) Regulations, 2020

*HEI shall mention compliance details against the requirements in terms of Staffing norms, as mentioned in the Annexure-IV of the Regulations. In addition, the faculty details shall be provided in the following format:*

All recruitments have been carried out in adherence to the guidelines prescribed by the UGC under the “Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Measures for the Maintenance of Standards in Higher Education, 2018.” Additionally, the infrastructure requirements have been complied with as per the applicable regulatory guidelines.

#### i. Programme name:

##### a. Programme Coordinator

S.N.O.	Names with Designation	Qualification	Experiences	Type (Regular/ Contract) with gross salary/month	Date of joining programme
1	Dr Vikas Gaundare (MBA)	Ph.D.	19.1 yrs	Regular	05-03-2024
2	Dr. Sunil Pathak (MBA WX)	Ph.D.	27.1 yrs	Regular	17-04-2024
3	Mr. Abhay Singh Chauhan (BBA)	Ph.D.	10.11 yrs	Regular	03-06-2024
4	Dr. Ritu Tripathi (B.Com.)	Ph.D.	15.1 yrs	Regular	01-08-2018

##### b. Course Coordinator

S.No	Course name	Names with Designation	Qualification	Experiences (Years)	Type (Regular/ Contract) with gross salary/month	Date of joining programme
1	Financial Accounting	Abhay Singh Chauhan	PhD	10+	Regular	June-2024
2	Principles of Marketing	Abhijit Bhagwat	Masters	10+	Regular	June-2024

3	Strategic Management	Abhijit Bhagwat	Masters	10+	Regular	June-2024
4	International Management: Culture	Alpha Lokhande	Masters	10+	Contract	Jan - 2023
5	Business Communication	Archana Jog	Masters	10+	Regular	June -2024
6	Cost & Management Accounting	Ashwini Sanmath	PhD	10+	Regular	Nov - 2024
7	Legal Aspect of Business	Basim Nevrekar	Masters	10+	Regular	Jul -2024
8	Information Systems for Managers	Brinda Sampat	PhD	10+	Regular	Sep - 2013
9	Essentials of IT	Brinda Sampat	PhD	10+	Regular	Sep - 2013
10	Marketing Management	Chhavi Taneja	PhD	10+	Contract	Jan - 2023
11	Consumer Behaviour	Chhavi Taneja	PhD	10+	Contract	Jan - 2023
12	Business Statistics for Decision Making	Gourav Manjrekar	Masters	10+	Regular	Nov - 2024
13	Security Analysis and Portfolio Management II	Kiran Kumar KV	Masters	10+	Contract	Jan - 2023
14	Organization Behaviour & HRM	Monika Bhoir	Masters	10+	Contract	Aug - 2024
15	Human Resource Management	Monika Bhoir	Masters	10+	Contract	Aug - 2024
16	Logistics Management	N P Girish	Masters	10+	Regular	April - 2021
17	Operations Management	N P Girish	Masters	10+	Regular	April - 2021
18	Micro Economics & Macro Economics	Ritu Tripathi	PhD	10+	Regular	Aug - 2018
19	Strategic Management	Sandeep Khedkar	Masters	10+	Regular	June - 2024
20	Marketing Management	Sandeep Khedkar	Masters	10+	Regular	June - 2024
21	Art of Leadership	Shrinivas Shikaripurkar	Masters	10+	Contract	July - 2022
22	Project Part II	Vikas Gaundare	PhD	10+	Regular	March-2024
23	Principles of Management	Vikas Gaundare	PhD	10+	Regular	March-2024
24	Financial Accounting: Information for Decisions	Vittal Somayajula	Masters	10+	Contract	Jan - 2023

**c. Course mentor**

Sr.No	Course name	Names with Designation	Qualification	Experiences (Years)	Type (Regular/ Contract) with gross salary/month	Date of joining programme
1	Capstone Project	Anuradha Kane	Masters	10+	Contract	July - 2023
2	Taxation- Direct and Indirect	Akhil MP	PhD	10+	Contract	Jan- 2024
3	Social Media and Content Marketing	Akram Ali	Masters	10+	Contract	Jan - 2023
4	International Management: Culture	Alpha Lokhande	PhD	10+	Contract	Jan - 2023
5	Corporate Finance	Amit Parakh	Masters	10+	Contract	Jan - 2023
6	Simulation: Mimic Social	Amol Patkar	Masters	10+	Contract	Jan- 2024
7	Cross Functional Collaboration	Anand Bhatnagar	Masters	10+	Contract	July - 2024
8	Business: Ethics, Governance & Risk	Anita Chouhan	Masters	10+	Contract	July - 2022
9	Audit - I	Ankit Bajaj	Masters	10+	Contract	July - 2022
10	Corporate Finance - II	Ankit Bajaj	Masters	10+	Contract	July - 2022
11	Financial Management	Ankit Bajaj	Masters	10+	Contract	July - 2022
12	Fundamentals of Taxation	Ankit Bajaj	Masters	10+	Contract	July - 2022
13	Digital Payments	Apurva Joshi	Masters	10+	Contract	Jan - 2023
14	Rural Marketing	Arun Kohli	Masters	10+	Contract	July - 2022
15	Customer Relationship Management	Ashish Mathur	Masters	10+	Contract	July - 2022
16	Principles of Marketing	Ashish Mathur	Masters	10+	Contract	July - 2022
17	Commercial Banking System & Role of RBI	Ashok Dubey	PhD	10+	Contract	July - 2022
18	Retail Banking	Ashok Dubey	PhD	10+	Contract	July - 2022
19	Data Management	Ashvini Chaudhari Bhongade	PhD	10+	Regular	July - 2024

20	IT Project Management	Ashvini Chaudhari Bhongade	PhD	10+	Regular	July - 2024
21	Managing Business Process Outsourcing	Asif Rampurawala	PhD	10+	Contract	July - 2022
22	Capital Market and Portfolio Management	Bhagyashree Tahakar	Masters	10+	Contract	July - 2022
23	Indian Accounting Standards	Bhagyashree Tahakar	Masters	10+	Contract	July - 2022
24	Portfolio Management	Bhagyashree Tahakar	Masters	10+	Contract	July - 2022
25	Consumer Behaviour	Chhavi Taneja	PhD	10+	Contract	Jan - 2023
26	Integrated Marketing Communications	Chhavi Taneja	PhD	10+	Contract	Jan - 2023
27	Digital Marketing	Dhananjay Singh	Masters	10+	Contract	July - 2022
28	Supply Chain and Logistics Analytics	Anandhi K Muralidharan	PhD	10+	Contract	Jan - 2023
29	Essentials of HRM	Moumita Acharyya	PhD	10+	Contract	Jan - 2023
30	Retail Store Operation and Inventory Management	Durgesh Buxy	Masters	10+	Contract	July - 2022
31	Total Quality Management	Furqan Shaikh	Masters	10+	Contract	Jan - 2023
32	Gratitude Leadership - Fuel Your Passion and Purpose	Geetha Krishnan	Masters	10+	Contract	July - 2024
33	Investment Products & Analysis	Harshad Sambhus	Masters	10+	Contract	Jan - 2023
34	Decision Analysis & Modeling	Hemant Solanki	Masters	10+	Contract	Jan - 2023
35	Business Ethics and Corporate Governance	Hiteshwari Jadeja	PhD	10+	Contract	Jan - 2023
36	Human Resource Management	Hiteshwari Jadeja	PhD	10+	Contract	Jan - 2023
37	Services Marketing	Hory Mukerjee	PhD	10+	Contract	July - 2022
38	Compensation & Benefits	Kamal Mukherjee	Masters	10+	Contract	Jan - 2023
39	Finance Online Course	Kiran Kumar KV	Masters	10+	Contract	Jan - 2023



40	Corporate & Information Technology Law	Madhwesh K	Masters	10+	Contract	Jan - 2023
41	Behavioural Science and Analytics	Manik Sinha	Masters	10+	Contract	Jan - 2023
42	Digital and Social Media Analytics	Manisha Sahay	PhD	10+	Contract	July - 2022
43	Business Law	Mario Sequeira	Masters	10+	Contract	Jan - 2023
44	Crafting and Providing Marketing Services	Nidhi Tak	Masters	10+	Contract	Jan - 2023
45	Marketing in a Digital World	Nikhil Prabhakar	Masters	10+	Contract	Jan - 2023
46	Business and Allied Law	Pavithra P	Masters	10+	Contract	Jan - 2023
47	Business Law and Ethics	Pavithra P	Masters	10+	Contract	Jan - 2023
48	E-Business	Praful More	PhD	10+	Regular	July - 2023
49	Lean Six Sigma	Praful More	PhD	10+	Regular	July - 2023
50	Operations and Supply Chain Management	Praful More	PhD	10+	Regular	July - 2023
51	Operations Management	Praful More	PhD	10+	Regular	July - 2023
52	Operations Research	Praful More	PhD	10+	Regular	July - 2023
53	Procurement Management	Praful More	PhD	10+	Regular	July - 2023
54	Project Management	Praful More	PhD	10+	Regular	July - 2023
55	International Business	Prakash Valecha	PhD	10+	Contract	July - 2022
56	International Business	Prakash Valecha	PhD	10+	Contract	July - 2022
57	IT Infrastructure Management	Pratiksha Seth	Masters	10+	Contract	Jan - 2023
58	Ethical and Professional Standards - Applications	Radhika Menon	Masters	10+	Contract	July - 2022
59	Performance Management System	Rajashree Gujarathi	Masters	10+	Contract	July - 2022
60	Custom Shipping and Insurance	Ramakrishnan Vijayan	Masters	10+	Contract	July - 2022
61	Custom Shipping and Insurance	Ramakrishnan Vijayan	Masters	10+	Contract	July - 2022

62	Export Import Procedures and Documentation	Ramakrishnan Vijayan	Masters	10+	Contract	July - 2022
63	Quantitative Methods Online Course	Ranjan Kumar	Masters	10+	Contract	Jan - 2023
64	Tax Insurance and Retirement Planning	Renu Singh	Masters	10+	Contract	Jan - 2023
65	Decision Science	Rooshabh Mehta	PhD	10+	Contract	July - 2022
66	Multivariate Techniques	Rooshabh Mehta	PhD	10+	Contract	July - 2022
67	Corporate Accounting	Sadaf Hashmi	PhD	10+	Contract	July - 2022
68	International Marketing	Sameer Charania	Masters	10+	Contract	July - 2022
69	Quantitative Methods for Valuation	Samprit Chakrabarti	PhD	10+	Contract	July - 2022
70	Derivatives - Valuation and Strategies	Santosh Kumar	PhD	10+	Contract	July - 2022
71	Financial Modeling	Santosh Kumar	PhD	10+	Contract	July - 2022
72	Dress for Business Success: The Art of Non-Verbal Communication Through Style	Sharmila Katre	Masters	10+	Contract	July - 2024
73	Architecting Enterprise Applications and Design Thinking-2	Shilpa Kadam	Masters	10+	Contract	Jan - 2023
74	Capstone Project	Shridhar Sampath	Masters	10+	Contract	Jan - 2023
75	Time Series Forecasting	Shrikant Mulik	PhD	10+	Contract	July - 2024
76	Art of Leadership	Shrinivas Shikaripurkar	Masters	10+	Contract	July - 2022
77	Customer Relationship Management	Shrinivas Shikaripurkar	Masters	10+	Contract	July - 2022
78	Customer Relationship Management	Shrinivas Shikaripurkar	Masters	10+	Contract	July - 2022
79	Environment and Disaster Management	Shrinivas Shikaripurkar	Masters	10+	Contract	July - 2022

80	Managing Organization Change	Shriram Deshpande	Masters	10+	Contract	Jan - 2023
81	Business Communication and Presentation Skills for Data Analytics	Sonali L	PhD	10+	Contract	Jan - 2023
82	Economics for Analysts	Sonali Yadav	Masters	10+	Contract	July - 2022
83	India's Foreign Trade	Sreedhar Kadambi	Masters	10+	Contract	July - 2022
84	Cost Accounting	Surabhi Gawade	Masters	10+	Contract	July - 2022
85	Retail Store Design and Location	Suresh Bhat	Masters	10+	Contract	July - 2022
86	Audit - II	Swapnil Wagh	Masters	10+	Contract	July - 2022
87	Entrepreneurship Management	Utsavi Patel	Masters	10+	Contract	July - 2022
88	Cloud Computing	Vijay Sai	Masters	10+	Contract	Jan - 2023
89	Information Systems for Managers	Vijay Sai	Masters	10+	Contract	Jan - 2023
90	Quantitative Research Methods	Vinay Chowdary	PhD	10+	Contract	July - 2024
91	Quantitative Research Methods	Vinay Chowdary	PhD	10+	Contract	July - 2024
92	Equity Analysis and Evaluation - II	Vittal Somayajula	Masters	10+	Regular	Jan - 2023
93	Financial Accounting: Information for Decisions	Vittal Somayajula	Masters	10+	Contract	Jan - 2023
94	Marketing Management	Sandeep Khedkar	Masters	10+	Regular	June - 2024
95	Strategic Management	Sandeep Khedkar	Masters	10+	Regular	June - 2024
96	Business Statistics for Decision Makers	Sunil Pathak	PhD	10+	Regular	June - 2024
97	Quantitative Methods - I	Sunil Pathak	PhD	10+	Regular	June - 2024
98	Employee Development & Talent Management	Archana Jog	Masters	10+	Regular	June - 2024
99	Business Communication	Archana Jog	Masters	10+	Regular	June - 2024
100	Cost & Management Accounting	Abhay Chauhan	PhD	10+	Regular	June - 2024
101	Analytics in Business domains	Brinda Sampat	PhD	10+	Regular	Sep - 2013

102	Data Visualization with Tableau	Brinda Sampat	PhD	10+	Regular	Sep - 2013
103	Emerging Technologies: IoT, Augmented Reality, Virtual Reality	Brinda Sampat	PhD	10+	Regular	Sep - 2013
104	Information Systems for Managers	Brinda Sampat	PhD	10+	Regular	Sep - 2013
105	Introduction to Analytics	Brinda Sampat	PhD	10+	Regular	Sep - 2013
106	Research Methodology	Brinda Sampat	PhD	10+	Regular	Sep - 2013
107	Principles of Management	N P Girish	Masters	10+	Regular	April - 2021
108	Production & Total Quality Management	N P Girish	Masters	10+	Regular	April - 2021
109	Corporate Finance	Pooja Gholap	PhD	10+	Regular	July - 2024
110	Financial Accounting	Pooja Gholap	PhD	10+	Regular	July - 2024
111	Banking and Insurance	Ritu Tripathi	PhD	10+	Regular	Aug - 2018
112	Financial Institutions & Markets	Ritu Tripathi	PhD	10+	Regular	Aug - 2018
113	Micro Economics	Ritu Tripathi	PhD	10+	Regular	Aug - 2018
114	Micro Economics & Macro Economics	Ritu Tripathi	PhD	10+	Regular	Aug - 2018
115	Organizational Behavior	Vikas Gaundare	PhD	10+	Regular	March-2024

### 3.5 Details of Administrative staff

#### a. Number of Administrative staff available exclusively for Online programmes

Admin Staff	Required	Available
Deputy Registrar	17	Yes
Assistant Registrar	17	Yes
Section Officer	17	Yes
Assistants	51	Yes
Computer Operator	34	Yes
Multi-Tasking Staff	34	Yes

(Attach duly attested photocopy of appointment letter with salary details)

#### b. Number and details of Technical Support for Online Programmes as per Annexure -IV:

##### i. Technical Team for Development of e-Content as Self-Learning e- Modules:

Post	Required	Available
Technical Manager (Production)	1	2
Technical Associate (Audio-Video recording and editing)	1	1
Technical Assistant (Audio-Video recording)	1	4
Technical Assistant (Audio-Video editing)	1	4

ii. **For Delivery of Online Programmes:**

Post	Required	Available
Technical Manager (LMS and Data Management)	1	4
Technical Assistant (LMS and Data Management)	2	4

iii. **For Admission and Examination for Online mode:**

Post	Required	Available
Technical Manager (Admission, Examination and Result)	1	1
Technical Assistant (Admission, Examination and Result)	2	2

## Part – IV: Examinations

### 4.1 Information of formative and summative assessments/examinations conducted with the actions taken to ensure sanctity of examinations:

S.No.	Provisions in Regulations	Whether complied Yes/No	If No, Reason thereof
1.	All processes of assessment of learners in different components of Examination shall be directly handled by the concerned Institution and no part of the assessment shall be outsourced	Yes	
2.	For ensuring transparency and credibility, the full-time faculty of the Online mode Higher Educational Institutions or qualified faculty from University Grants Commission recognised Higher Educational Institutions only should be associated to function as invigilators, examination superintendents, as observers etc	Yes	
3.	A Higher Educational Institution offering programme through Online mode shall conduct examinations either using Computer based test or pen and paper test in a proctored environment in designated test centre with all the security arrangements ensuring transparency and credibility of the examinations. It can also conduct online examination through technology mediated proctoring.	Yes	
4.	The examination centre must be centrally located in the city, with good connectivity from railway station or bus-stand, for the convenience of the students.	Remotely proctored online exam held	
5.	The number of examination centres in a city or State must be proportionate to the student enrolment from the region	Remotely proctored online exam held	
6.	Building and grounds of the examination centre must be clean and in good condition.	Remotely proctored online exam held	
7.	The examination centre must have an examination hall with adequate seating capacity and basic amenities	Remotely proctored online exam held	
8.	Fire extinguishers must be in working order, locations well marked and easily accessible. Emergency exits must be clearly identified and clear of obstructions	Remotely proctored online exam held	
9.	The Examination Centre shall have adequate and comfortable seating capacity and amenities including adequate lighting, ventilation and clean drinking water facilities	Remotely proctored online exam held	
10.	Safety and security of the examination centre must be ensured	Remotely proctored online exam held	
11.	Restrooms must be located in the same building as the examination centre, and restrooms must be clean, supplied with necessary items, and in working order	Remotely proctored online exam held	

12.	Provision of drinking water must be made for learners	Remotely proctored online exam held	
13.	Adequate parking must be available near the examination centre	Remotely proctored online exam held	
14.	Facilities for Persons with Disabilities should be available	Yes	

#### 4.2 Compliance of facilities required for the conduct of Online examination for online programmes

S. No.	Provisions in Regulations	Whether being complied Yes/No  If yes, please provide details and upload relevant documents	If No, Reason thereof
1.	Requirements at Test Centres (as mentioned in provision II (B)(13)(i) of Annexure II)	Yes <a href="https://s3.ap-south-1.amazonaws.com/online.nmims.edu-v3/uploads/media/2025/1/23/media_1737616340440.pdf">https://s3.ap-south-1.amazonaws.com/online.nmims.edu-v3/uploads/media/2025/1/23/media_1737616340440.pdf</a>	
2.	Requirement of proctors (as mentioned in provision II (B)(13)(ii) of Annexure II)	Yes Annexure 4.2 <a href="#">View Document</a>	
3.	Security arrangements in the testing centre (as mentioned in provision II (B)(13)(iii) of Annexure II)	Yes Annexure 4.2 <a href="#">View Document</a>	
4.	Remote Proctoring (as mentioned in provision II (B)(13)(iii) of Annexure II)	Yes Annexure 4.2 <a href="#">View Document</a>	

#### 4.3 Compliance status of 'Evaluation' and 'Certification' – As per Regulations 15 and 16 of UGC (ODL Programmes and Online Programmes) Regulations, 2020

S.No.	Provisions in Regulations	Whether complied Yes/No If Yes, Upload relevant document	If No, Reason thereof
1.	The Higher Educational Institution shall adopt the guidelines issued by the Commission for the conduct of proctored examinations.	Yes Annexure 4.2 <a href="#">View Document</a>	
2.	A Higher Educational Institution offering Online programmes shall have a mechanism well in place for evaluation of learners enrolled through Online mode and their certification.	Yes Annexure 4.2 <a href="#">View Document</a>	
3.	The evaluation shall include two types of assessments continuous or formative assessment and summative assessment in the form of end semester examination	Yes, the Higher Educational Institution ensures that evaluation	



	<p>or term end examination: Provided that no semester or year-end examination shall be held unless:</p> <p>i) The Higher Educational Institution is satisfied that at least 75 per cent. of the programme of study stipulated for the semester or year has been actually conducted;</p> <p>ii) For Online mode: the learner has minimum participation of 75 per cent. in all the activities of Online programme prior to end semester examination or term end examination.</p>	<p>in Online Programmes includes both continuous/formative assessments and summative assessments in the form of end-semester or term-end examinations. The institution strictly adheres to the regulatory provisions by conducting semester or year-end examinations only after confirming that (i) at least 75% of the programme of study for the semester has been actually delivered, and (ii) each learner has achieved a minimum of 75% participation across all mandated online activities before being permitted to appear for the examination.</p>	
4.	The curricular aspects, assessment criteria and credit framework for the award of Degree programmes at undergraduate and postgraduate level and/or Post Graduate Diploma programmes through online mode shall be evolved by adopting same standards as being followed in conventional mode/ODL mode by the dual mode Higher Educational Institutions and in Open Distance Learning mode by the Open Universities	<p>Yes</p> <p><b>Annexure 4.2</b></p> <p><a href="#">View Document</a></p>	
5.	<p>The weightage for different components of assessments for Online mode shall be as under:</p> <p>(i) continuous or formative assessment (in semester): Maximum 30 per cent.</p> <p>(ii) summative assessment (end semester examination or term end examination): Minimum 70 per cent.</p>	<p>Yes <b>Annexure 4.2</b></p> <p><a href="#">View Document</a></p> <p><b>Annexure 4.3.5</b></p> <p><a href="#">View Document</a></p>	
6.	The Higher Educational Institution shall notify all assessment tools to be used for formative and summative assessments	<p>Yes <b>Annexure 4.2</b></p> <p><a href="#">View Document</a></p>	
7.	Marks or grades obtained in continuous assessment and end semester examinations or term end examinations shall be shown separately in the grade card	<p>Yes</p> <p><b>Annexure 4.3.5</b></p> <p><a href="#">View Document</a></p>	
8.	A Higher Educational Institution offering a Programme in Online mode shall adopt a rigorous process in development of question papers, question banks, assignments and their moderation, conduct of examination, evaluation of answer scripts by qualified teachers, and result declaration, and shall so frame the question papers as to ensure that no part of the syllabus is left out of study by a learner.	<p>Yes <b>Annexure 4.2</b></p> <p><a href="#">View Document</a></p> <p><b>Annexure 4.3.5</b></p> <p><a href="#">View Document</a></p>	
9.	The examination of the programmes in Online mode shall be managed by the examination or evaluation Unit of the Higher Educational Institution and shall be conducted in the examination centre as given under these regulations.	<p>Yes <b>Annexure 4.2</b></p> <p><a href="#">View Document</a></p>	

10.	(a) The Examination Centre shall have proper monitoring mechanisms for Closed-Circuit Television (CCTV) recording of the entire examination procedure.	YES	
	(b) Availability of biometric system	No	Discontinued during Covid
	(c) The attendance of examinees shall be authenticated through biometric system as per Aadhaar details or other Government identifiers of Indian learners and Passports for International learners	Yes (Attendance data is available on student portal also captured at centers)	
	(d) In case of non-availability of the Closed- Circuit Television facilities, the Higher Educational Institution shall ensure that proper videography be conducted and video recordings are submitted by particular in charge of examination centre to the Higher Educational Institution	Yes	
11.	The Higher Educational Institution shall retain all such Closed- Circuit Television recordings in archives for a minimum period of five years	Yes	
12.	(a) There shall be an observer for each of the Examination Centre appointed by the Higher Educational Institution and	Yes <b>Annexure 4.3.12</b> <a href="#">View Document</a>	
	(b) It shall be mandatory to have observer report submitted to the Higher Educational Institution	Yes <b>Annexure 4.3.12</b> <a href="#">View Document</a>	
13.	An Higher Educational Institution offering programme through Online mode shall conduct examinations either using technology enabled online test with all the security arrangements ensuring transparency and credibility of the examinations, or through the Proctored Examination and in conformity with any other norms for such examination as may be laid down by the Commission	Yes	
14.	As restriction of territorial jurisdiction is not applicable for Online learning, such Higher Educational Institutions which are recognised to enroll international learners shall endeavor to conduct proctored examinations for such learners	Yes	
15.	(a) Each award of Degree at undergraduate and postgraduate level and post graduate diploma for Online mode shall be assigned a unique identification number and shall have i. Photograph ii. Aadhaar number or other government recognised identifier or Passport number, as applicable, iii. Other relevant details of the learner along with the Programme name.	Yes Complied	
	(b) Each award shall also be uploaded on the National Academic Depository	ABC ID has been created Document uploaded	
16.	It shall be mandatory for Higher Educational Institution to mention the following on the backside of each of the degrees/certificates and mark sheets issued by the Higher Educational Institution to the learners (for each semester certificate and at the end of the programme): (i) Mode of delivery; (ii) Date of admission; (iii) Date of completion; (iv) Name and address of all Examination Centres	Yes	

**4.4 Result and Student Progression****For Diploma, UG and PG Programmes:**

Program Name	Semester beginning	Admitted	Appeared for Exam	Passed Progressed to next year	% of student passed	Passed in first class	% of student Passed in first class
C- BM	Jan-25	3	1	1	33.3	1	100.0
D-BM	Jan-25	99	95	82	82	76	92.7
D-FM	Jan-25	17	17	15	78.9	14	93.3
D-HRM	Jan-25	14	14	13	92.9	11	84.6
D-MM	Jan-25	14	14	14	100	13	92.8
D-OM	Jan-25	7	4	4	57.1	2	50
BBA	Jul-24	252	158	145	68.1	130	89.7
BBA	Jan-25	276	152	138	62.2	128	92.8
B. Com	Jul-24	39	25	24	61.5	21	87.5
B. Com	Jan-25	53	36	33	62.3	31	93.9
MBA	Jul-24	2460	2137	2038	82.9	1979	97.1
MBA	Jan-25	4770	4028	3743	79.4	3640	97.2
MBA - WX	Jul-24	117	114	107	92.2	96	89.7
MBA - WX	Jan-25	209	207	160	77.3	148	92.5

## Part – V: Programme Project Report (PPR) and e-Learning Material (e-LM)

### 5.1 Compliance status of ‘Guidelines on Programme Project Report’ – As per Annexure - V of UGC (ODL Programmes and Online Programmes) Regulations, 2020

*HEI shall mention the process followed to ensure that PPRs are prepared as per the guidelines mentioned in the Regulations. The explicit details of approval by its Statutory Authorities shall also be mentioned.*

NCDOE prepares Programme Project Reports (PPRs) for all new and revised programmes strictly in accordance with Annexure-V of the UGC (Online Programmes) Regulations, 2020.  
Process followed:

- Initial Drafting: Academic team develops PPR including programme objectives, PLOs, CLOs, eligibility, fee structure, course design, Four Quadrants mapping, instructional design, and assessment methods.
- Quality Review: The draft undergoes review by the CIQA and is checked for regulatory alignment with UGC norms.
- Industry & Academic Validation: PPR is presented to the Board of Studies (BoS), which includes industry experts, for validation of relevance and employability outcomes.
- Statutory Approval: Post-BoS, the Academic Council provide formal approval before submission to UGC-DEB.

### 5.2 Compliance status of ‘Quality Assurance Guidelines of Learning Material in Multiple Media and Curriculum and Pedagogy’ – As per Annexure - VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020

*HEI shall mention compliance details against the requirements in terms of learning material (Print Media), Audio-Video Material, Online Material, Computer-based material and Curriculum and Pedagogy, as mentioned in the Annexure-VI of the Regulations for ODL programmes.*

NCDOE complies with Annexure-VI for learning material in print, audio-video, online, and computer-based formats.

#### **Compliance highlights:**

- **SLM:** Self-Learning Materials (SLMs) written in conversational style, broken into units/modules with learning objectives, summaries, self-check exercises, and references. Content mapped to CLOF and Four Quadrants.
- **Audio-Video Material:** Recorded faculty-led lectures, chapterized slides for learner orientation. Accessibility features such as captions are integrated.
- **Online Material:** e-SLMs, discussion forums, quizzes, case studies, and curated additional weblinks available on LMS, with usage analytics tracked fortnightly.
- **Computer-Based Material:** Interactive simulations, LMS-based assessments, e-proctored examinations.
- **Curriculum & Pedagogy:** Outcome-based education (OBE) model, CLOF mapping, blended synchronous-asynchronous delivery, industry integration via guest lectures and immersion sessions.

### 5.3 Compliance status in respect of e-Learning Material– As per Annexure - VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020

*HEI shall mention the process followed to ensure that SLMs are prepared as per the guidelines mentioned in the Regulations. The explicit details of approval by its Statutory Authorities shall also be mentioned.*

NCDOE ensures that all e-Learning Material meets the standards prescribed in Annexure-VII. Process followed:

- SLM Development: Developed by subject matter experts (SMEs) as per credit-based workload norms (30 hours per credit), as per curriculum approved and delivered in conventional mode courses.
- Internal & Peer Review: Reviewed by faculty peers, content editors, and academic head for accuracy, quality, and learner engagement.
- Statutory Approval: All SLM structures and sample content are reviewed by BoS and approved by the Academic Council before course launch.
- Continuous Updating: Annual review cycle based on student feedback, industry trends, and regulatory changes.

## Part – VI: Programme Delivery through Learning Platform

### 6.1 Details of Learning Platform

*Please provide link and details of Learning Platform opted by HEI.*

*In case of Non-SWAYAM Learning Platform, evidence to ensure that it is not used in any franchise arrangement with a private service provider and HEI has the ownership of offering Online programmes including all the required components of Online education and compliance to all the provisions of the regulations*

NCDOE uses **non-SWAYAM Learning Platform**, for delivery of online programmes. It has been assessed and approved by the Technical Expert Committee duly constituted by the UGC and the learning platform has provisions mentioned in Annexure IX of University Grants Commission (Open and Distance Learning) Regulations, 2020. Technical Expert Committee Meeting of UGC-DEB was held on 24 July 2024. NCDOE received approval for learning portal on 26th July 2024.

Link : <https://studentzone-ncdoe.nmims.edu/>

### 6.2 Compliance status in respect of the Programme delivery

*HEI shall mention mechanism followed to ensure the learner's participation at least for two hours every fortnight as per provision 13 (C) (5) of the Regulations, 2020. Further, details of the norms followed by HEI for delivery of courses in Online mode in Teaching- Learning scheme (as per table 3, Annexure – VII)*

NCDOE ensures compliance with Provision 13(C)(5) through an integrated **LMS-based learner engagement tracking system**. For each course, the teaching plan includes mandatory synchronous (live) and asynchronous activities that ensure learners engage for at least **six hours every week**.

- **Synchronous Engagement:** Each course has scheduled live interactive sessions and doubt-clearing classes with faculty, recorded for later access. Attendance in these sessions is auto-tracked via the LMS and linked to student IDs.
- **Asynchronous Engagement:** Structured e-learning modules, quizzes, discussion forums, and assignments are released fortnightly. Completion tracking is automated, and reports are reviewed by academic coordinators.
- **Alerts & Interventions:** Weekly analytics identify low-engagement learners. Academic teams and student support contact such learners through email, LMS notifications, and phone calls to encourage participation.
- **Audit & Compliance:** Participation logs are part of the semester-end academic audit and CIQA review.

### 6.3 Whether e-learning material of any course in a particular programme was sourced through OER/ Massive Open Online Courses: Y/N

No

## Part - VII: Self- Regulation through disclosures, declarations and reports

### 7.1 Compliance status of Regulations 9 of UGC (ODL Programmes and Online Programmes) Regulations, 2020 - Self-regulation through disclosures, declarations and reports

S.No.	Provision	Complied Yes/No with explicit link address	If no. Reasons, thereof
1.	Joint declaration by authorised signatories, Registrar and Director of Centre for Internal Quality Assurance has been displayed on HEI website authenticating that the documents from Sr. No. '2' to '17' have been uploaded on the HEI website?	Yes <a href="https://online.nmims.edu/ciqa">https://online.nmims.edu/ciqa</a>	
Uploading of the following on HEI website			
2.	The establishing Act and Statutes there under or the Memorandum of Association, as the case may be or both, of the Higher Educational Institution, empowering it to offer programmes in Online mode	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
3.	Copies of the letters of recognition from Commission and other relevant statutory or regulatory authorities	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
4.	Programme details including brochures or programme guides inter alia information such as name of the programme, duration, eligibility for enrolment, programme fee, programme structure	Yes <a href="https://online.nmims.edu/">https://online.nmims.edu/</a>	
5.	Programme-wise information on syllabus, suggested readings, contact points for counselling/mentoring, programme structure with credit points, programme- wise faculty details, list of supporting staff, their working hours and mentoring (for Online mode) Schedule	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
6.	Important schedules or date-sheets for admissions, registration, re-registration, counselling/mentoring, assignments and feedback thereon, examinations, result declarations etc.	Yes <a href="https://online.nmims.edu/">https://online.nmims.edu/</a>	
7.	Detailed strategy plan related to Online programme delivery, if any including learning materials offered through Online and learner assessment system and quality assurance practices of Online learning programmes	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
8.	The feedback mechanism on design, development, delivery and continuous evaluation of learner-performance which shall form an integral part of the transactional design of the Online programmes and shall be an input for maintaining the quality of the programmes and bridging the gaps, if any	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	

9.	Information regarding all the programmes recognised by the Commission	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
10.	Data of year-wise and programme-wise learner enrolment details in respect of degrees and/or post graduate diplomas awarded	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
11.	Complete information about 'e-Learning Material' including name of the faculty who prepared it, when was it prepared and last updated for Online Programmes;	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
12.	A compilation of questions and answers under the head 'Frequently Asked Questions' with the facility of online interaction with learners providing hyperlink support for Online Programmes	Yes <a href="https://online.nmims.edu/faq">https://online.nmims.edu/faq</a>	
13.	List of the 'Examination Centres' along with the number of learners in each centre, for Online programmes	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
14.	Details of proctored examination in case of end semester examination or term end examination of Online programmes	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	
15.	Academic Calendar mentioning period of the admission process along with the academic session, dates of continuous and end semester examinations or term end examinations, etc	Yes <a href="https://online.nmims.edu/programs/hub/mba-online">https://online.nmims.edu/programs/hub/mba-online</a>	
16.	Reports of the third-party academic audit to be undertaken every five years and internal academic audit every year by Centre for Internal Quality Assurance	Yes <a href="https://online.nmims.edu/mandatory-disclosures">https://online.nmims.edu/mandatory-disclosures</a>	



## Part – VIII: Admission and Fees

### 8.1 Compliance status of 'Admissions and Fees' – As per Regulations 14 of UGC (ODL Programmes and Online Programmes) Regulations, 2020

S.No.	Provision	Whether being complied Yes/No
1.	Enrolment of learners to the Higher Educational Institution, for any reason whatsoever, in anticipation of grant of recognition for offering a programme in online mode, shall render the enrolment invalid	Yes
2.	A Higher Educational Institution shall, for admission in respect of any programme in online mode, accept payment towards admission fee and other fees and charges- (a) as may be fixed by it and declared by it in the prospectus for admission, and on the website of the Higher Educational Institutions; (b) with a proper receipt in writing issued for such payment to the concerned learner admitted in such Higher Educational Institutions; (c) only by way of online transfer, bank draft or pay order directly in favour of the Higher Educational Institution.	Yes
3.	It shall be mandatory for the Higher Educational Institution to upload the details of all kind of payment or fee paid by the learners on the website of the Higher Educational Institution.	Yes
4.	The fee waiver and/or scholarship schemes for Scheduled Caste, Scheduled Tribe, Persons with Disabilities category of learners and students from deprived section of society shall be in accordance with the instructions or orders issued by Central Government or State Government: Provided that a Higher Educational Institution shall not engage in commercialization of education in any manner whatsoever, and shall provide for equity and access to all deserving learners	Yes
5.	Admission of learners to a Higher Educational Institution for a programme in Online mode shall be offered in a transparent manner and made directly by the Head Quarters of the Higher Educational Institution which shall be solely responsible for final approval relating to admissions or registration of learners	Yes
6.	Every Higher Educational Institution shall- (a) record Aadhaar details or other Government identifier(s) of Indian learner and Passport for an International Learner; (b) maintain the records of the entire process of selection of candidates, and preserve such records for a minimum period of five years; (c) exhibit such records as permissible under law on its website; and be liable to produce such record, whenever called upon to do so by any statutory authority of the Government under any law for the time being in force.	Yes

7.	Every Higher Educational Institution shall publish, prior to the date of commencement of admission to any of its programme in Online mode, a prospectus (print and in e-form) containing the following for the purposes of informing those persons intending to seek admission to such Higher Educational Institutions and the general public, namely, as mentioned at sr. no. '8(a)' to '8(k)' below	Yes
8. (a)	Each component of the fee, deposits and other charges payable by the learners admitted to such Higher Educational Institutions for pursuing a programme in online mode, and the other terms and conditions of such payment	Yes
8. (b)	The percentage of tuition fee and other charges refundable to a learner admitted in such Higher Educational Institutions in case such learner withdraws from such Higher Educational Institutions before or after completion of programme of study and the time within, and the manner in, which such refund shall be made to the learner	Yes
8. (c)	The number of seats approved in respect of each programme of online mode, which shall be in consonance with the resources	Yes
8. (d)	the conditions of eligibility including the minimum age of a learner in a particular programme of study, where so specified by the Higher Educational Institution	Yes
8. (e)	The minimum educational qualifications required for admission in programme(s) specified by the Commission or relevant statutory authority or councils, or by the Higher Educational Institution, where no such qualifying standards have been specified by any statutory authority	Yes
8. (f)	The process of admission and selection of eligible candidates applying for such admission, including all relevant information in regard to the details of test or examination for selecting such candidates for admission to each programme of study and the amount of fee to be paid for the admission test	Yes
8. (g)	Details of the teaching faculty, including therein the educational qualifications and teaching experience of every member of its teaching faculty and also indicating therein whether such member is employed on regular or contractual basis or any other	Yes
8. (h)	Pay and other emoluments payable for each category of teachers and other employees	Yes
8. (i)	Information in regard to physical and academic infrastructure and other facilities, including that of each of the learner support centres (for ODL programmes) and in particular the facilities accessible by learners on being admitted to the Higher Educational Institution	Yes
8. (j)	Broad outline of the syllabus specified by the appropriate statutory body or by higher educational institution, as the case may be, for every programme of study	Yes
8. (k)	Activity planner including all the academic activities to be carried out by the higher educational institution during the academic sessions	Yes
9.	Higher Educational Institution shall publish information at <b>sr. no. '8'</b> above on its website, and the attention of the prospective learners and the general public shall be drawn to such publication on its website and Higher Educational Institution admission prospectus and the admission process shall necessarily be over within the time period mentioned in the Commission Order	Yes
10.	No Higher Educational Institution shall, directly or indirectly, demand or charge or accept, capitation fee or demand any donation, by way of consideration for admission to any seat or seats in a programme of study conducted by it	Yes

11.	No person shall, directly or indirectly, offer or pay capitation fee or give any donation, by way of consideration either in cash or kind or otherwise, for obtaining admission to any seat or seats in a programme in Online mode offered by a Higher Education Institution	Yes
12.	No Higher Educational Institution, who has in its possession or custody, any document in the form of certificates of degree, diploma or any other award or other document deposited with it by a person for the purpose of seeking admission in such Higher Educational Institution, shall refuse to return such degree, certificate award or other document with a view to induce or compel such person to pay any fee or fees in respect of any programme of study which such person does not intend to pursue or avail any facility in such Higher Educational Institution	Yes
13.	In case a learner, after having admitted to a Higher Educational Institution, for pursuing any programme in online mode subsequently withdraws from such Higher Educational Institution, no Higher Educational Institution in that case shall refuse to refund such percentage of fee deposited by such learner and within such time as notified by the Commission and mentioned in the prospectus of such Higher Educational Institution	Yes
14.	No Higher Educational Institution shall, issue or publish-  (a) any advertisement for inducing learners for taking admission in the Higher Educational Institution, claiming to be recognised by the appropriate statutory authority or by the Commission where it is not so recognised; any information, through advertisement or otherwise in respect of its infrastructure or its academic facilities or of its faculty or standard of instruction or academic or research performance, which the Higher Educational Institution, or person authorised to issue such advertisement on behalf of the Higher Educational Institution knows to be false or not based on facts or to be misleading	Yes

**8.2 Whether Higher Educational Institution provided the details of all international learners enrolled immediately after the beginning of the academic session to the Ministry of External Affairs, Ministry of Education and University Grants Commission: Yes/No  
If No, reason thereof:**

Yes

## Part – IX: Grievance Redressal Mechanism

### 9.1 Compliance status of ‘Grievance Redressal Mechanism’ – As per Annexure - X of UGC (ODL Programmes and Online Programmes) Regulations, 2020

*HEI shall mention the mechanism put into place along with brief details of grievances received and actions taken thereof. Also mention that how the learners have been made aware about this mechanism.*

Students can escalate the grievances to the Grievance Committee in case they are unhappy with Level 1 and level 2 escalation.

The committee member discuss each grievance and provide with the resolution. This is conveyed to the student via ticket/call. Click on link <https://online.nmims.edu/help-and-support>

### 9.2 Details of Grievance received

Numbers of Grievance Received	Numbers of Grievance Resolved
136 – Complaints to Grievance committee	ALL

### 9.3 Complaint Handling Mechanism

*HEI shall mention the mechanism adopted for Complaint Handling Mechanism as per Regulations. Also, mention details of Nodal Officers.*

Students can escalate the grievances to the Grievance Committee in case they are unhappy with Level 1 and level 2 escalation.

The committee member discuss each grievance and provide with the resolution. This is conveyed to the student via ticket/call. Click on link <https://online.nmims.edu/help-and-support>

### 9.4 Details of Complaints received from UGC (DEB)

Numbers of Complaint Received	Numbers of Complaint Resolved	Whether Complaint was resolved within stipulated time i.e. 60 days? (yes/No)
40 Unique students	40	Yes

## Part – X: Innovative and Best Practices

### 10.1 Innovations introduced during academic year

- **192 learners accessed the job portal** and applied widely, resulting in multiple interview shortlists across domains.
- **23 students completed Career Development modules**, significantly improving CVs, LinkedIn profiles, and interview performance.
- **Alumni success stories** shared during Bootcamp sessions highlight transitions into leadership roles, career switches into digital domains, and international placements.
- **Notable example:** An MBA Marketing learner secured a senior role in a multinational FMCG firm after leveraging NCDOE's LinkedIn optimization workshop and mock interviews.

### 10.2 Best Practices of the HEI

- **Four Quadrant Delivery Model Compliance** – All courses designed with eSLM, recorded content, discussion forums, and supplementary resources, mapped to CLOF.
- **Content Review Process** – Multi-level review involving faculty, peer reviewers, and academic heads for quality and regulatory alignment.
- **Continuous Faculty Calibration** – Monthly reviews of learner feedback, assessment moderation, and session quality.
- **Learner Career Enrichment Model** – Blend of career coaching, skill-building modules, alumni engagement.
- **Robust Quality Governance** – Biannual CIQA meetings, documented ATRs, and integration of fortnightly academic review meetings' recommendations into academic planning.

### 10.3 Details of Job Fairs conducted by the HEI

Students have an access to a Job Portal, which source job opportunities from marketplace platforms and hiring partners. This brings access to thousands of jobs across locations, industries and roles.

### 10.4 Success Stories of students of Online mode of the HEI

The engagement for Career Enrichment was conducted with 107 students and 134 alumni. 192 students & alumni took the benefit from Job Portal of Career Service program which helped them to apply for a total of 9,819 jobs across domains and industries (Average – 51 jobs applied per student). 23 students benefitted from Career Development modules which helped them in crafting their career roadmap, creating their job search strategy, improve their CV and LinkedIn profile, practice for interviews with HR managers and Line managers.

**10.5 Initiatives taken towards conversion of e-LM into Regional Languages**

- Initiated **pilot translation of e-Learning Modules** for selected courses into Hindi and Marathi, ensuring inclusivity for learners from regional backgrounds.
- Explored AI-based translation tools for SLM content, followed by faculty review for contextual accuracy.
- Plan for 2025–26: Extend translation to five additional Indian languages based on learner demographic analysis.

**10.6 Number of students placed through Campus Placements**

192 students & alumni took the benefit from Job Portal of Career Service program which helped them to apply for a total of 9,819 jobs across domains and industries (Average – 51 jobs applied per student). The students apply for jobs from this portal and directly connect with the recruiters for further action. Students have also been supported through job opportunities received from CII which has multiple industry partners. Over 40 interviews were scheduled.

**10.7 Details of Alumni Cell and its activity**

Alumni Portal is the Knowledge Sharing platform for alumni. The members share their experiences, industry insights and job opportunities with peers through this platform. In total, there are 96,155 members registered on the Alumni Portal. Out of them 4615 members have been added in last one year. A total of 18,333 members are very active on the platform and have shared frequently in last one year. From them, 3816 members have networked with each other, 3070 messages have been exchanged, 2955 members have recently updated their profiles to let others know about their career growth, 803 group discussions have happened, 140 job opportunities have been shared and over 5000 job applications have been submitted and reviewed by peers. Alumni cell has categorized the members as Job Seekers and Job Providers. In last one year, emails have been sent out to 29,436 members inviting them to post job opportunities from their respective organizations. Multiple rounds of emails have been sent out to the rest inviting them to apply to a job opportunity posted on the portal.

**10.8 Any other Information**

No

**DECLARATION**

I hereby declare that the information given above and in the enclosed documents is true, correct and nothing material has been concealed therein. In case information provided is found to be contrary to the fact, it will result in cancellation of recognition to offer ODL programmes, along with initiation of action as per provision of the UGC (ODL Programmes and Online Programmes) Regulations, 2020 and its amendments.

Signature of the Director:

Name: Dr. Priya Mary Mathew

Seal **DIRECTOR  
NCDOE**

Date: 28 August 2025

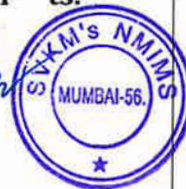


Signature of the Registrar:

Name: Dr. Tanmoy Chakraborty

**REGISTRAR**  
SVKM'S NMIMS  
V. L. Mehta Road,  
Vile Parle (West),  
Mumbai-400 056.

Date: 28 August 2025



**Note:** Kindly take the print out of dully filled CIQA report and submit it to UGC DEB office (after getting it approved by Statutory Authorities of the HEI) and upload the same on HEI's website also. Please refer provisions regarding CIQA mentioned in UGC (ODL Programmes and Online Programmes) Regulations, 2020 and its amendments.



## List of Annexures

### Part I

Annexure 1.1 Notification of NCDOE.pdf

Annexure 1.2 Appointment Letter Director NCDOE.pdf

Annexure 1.4.1 MoM 1.pdf

Annexure 1.4.2 MoM 2.pdf

### Part II

Annexure 2.1.2.a NCDOE Bootcamp 2024.pdf

Annexure 2.1.2.b Quality Audit Guidelines.pdf

Annexure 2.1.3.a Industry Sessions held in 2024-25.pdf

Annexure 2.1.3.b Instructional Design FDP in 2024.pdf

Annexure 2.1.4 Table of Reviewers of content.pdf

Annexure 2.1.5.a Feedback of Students for Teachers Jan 2025 Cycle.pdf

Annexure 2.1.5.b Learner engagement analytics.pdf

Annexure 2.1.6.a NCDOE KASH 2024-25.pdf

Annexure 2.1.6.b Minutes of BOS 8 Feb 2025.pdf

Annexure 2.1.7.a FDP 2024-25.pdf

Annexure 2.1.7.b GEN AI policy NCDOE.pdf

Annexure 2.1.9.a NCDOE annual report 2024-25.pdf

Annexure 2.1.11.a Academic Council Minutes.pdf

Annexure 2.1.11.b PPR of MBA.pdf

Annexure 2.1.14.a NCDOE Career Service program.pdf

Annexure 2.2.1 Strategic Plan.pdf

Annexure 2.2.1.a NCDOE Guidelines for SLM writers.pdf

Annexure 2.2.1.b NCDOE Guidelines for SLM reviewers.pdf

Annexure 2.2.2b Content Review sheet sample.pdf

Annexure 2.3.1 Jan 2025 Academic cycle.pdf

Annexure 2.3.3.a Exam Center Report December 2024.pdf

Annexure 2.3.3.b Exam Center Report November 2024.pdf

Annexure 2.1.14.b Academic Industry coTeaching.pdf

Annexure 2.1.26 Third Party audit.pdf

### Part IV

Annexure 4.2 NCDOE Exam conduct.pdf

Annexure 4.3.5 Question Paper Sample.pdf

Annexure 4.3.12 Observer Note.pdf

Annexure 4.3.13 Marksheet.pdf