MBA-BM
TWO-YEAR FULL-TIME MASTER’S PROGRAM IN BUSINESS MANAGEMENT

This residential Program leads to the MBA degree of Xavier University, Bhubaneswar. While the Program is based on the standard model of management education as practised by top ranking institutions, this Program is distinguished by its rigour and discipline.

Program Objectives: This two-year Program is designed to develop competent men and women into accomplished professionals, capable of working in various organisations in the private as well as the public sectors.

This MBA Program is designed to develop holistic perspective about an organization and gain knowledge of various business functions and skills. They would also learn to work in teams and effectively communicate in oral and written form. The program aims to develop strong analytical skills among the students coupled with awareness of social and ethical responsibility.

ACADEMIC SYSTEM

Program Design: The Program consists of core course-credits and elective course-credits totalling 105 credits. A course can be of 1.5, 2, 3 or 4 credits. One credit is equivalent to 10 contact hours. In the first year, the students are exposed to the core courses only. These are certain basic and functional area courses. The objective is to expose the students to the social and economic environment within which businesses operate in India.

At the end of the first year (during the summer vacation), the students are required to spend a minimum of eight weeks in an organisation doing a project on some significant aspect or management problem to be given by the host organisation. The objective of the summer project is to provide the students with an opportunity to observe an organisation in operation and to relate what they have learnt to actual practice. The student is required to submit the project report to the guide in the organisation and also to the faculty guide at the Institute for evaluation. This is a compulsory requirement to be eligible for the award of the Degree.

Electives: Every year, each Area announces the list of electives to be offered. In an effort to continually update the syllabus, keeping with the faculty interests and industry requirements, elective courses can be added or deleted from the list. Currently, around fifty-three electives are being offered from the various functional Areas which is one of the highest amongst B-schools in the country. Only core courses from the OB and HR area offered to MBA - BM students. Electives from the OB and HR are generally not available for students of MBA - BM. Electives will be offered in groups of subjects and students would be required to choose one elective from each group, subject to a minimum and maximum.
Academic Calendar: The academic year consists of three terms, each of approximately three months’ duration. The first term extends from June to September, the second from September to December and the third from December to March. The full-time residential Program involves an average of 14 class sessions a week, each of 90 minutes’ duration. The students’ workload, including class sessions, required readings, term papers, project work and field visits, is expected to require about 70 hours of work per week.

Practical Exposure: Over and above the regular courses offered in the program, senior executives from industry are also invited regularly to offer Immersion Courses for the students with an objective of providing insightful discussions on specific topics, which are normally not covered in the regular course curriculum. Moreover, project assignments, seminars by eminent scholars and executives, and summer training in industry help the students acquire practical knowledge about the technical and human problems in organisations. The students are thereby enabled to observe the prevailing methods and practices in organisations, and relate them to the knowledge gained in the class room lectures. These immersion courses, seminars and projects aim at generating and evaluating alternative solutions to management issues. The students are thus prepared to face with confidence the problems they may encounter in their professional career.

Student Exchange: The institute has a students exchange program under which students from XIMB are sent to Universities in Europe. Similarly, students from Europe visit XIMB and undergo course work along with the MBA Students at the institute. For the work done in different places, the students get credit transfer. Our students have done their exchange Program courses in EUROMED Marseille Institute of Management, France, IESEG School of Management, Lille Catholic University, Lille, France and REIMS Management School, Reims Cedex-France, etc.

Extra-curricular Activities: As a policy, the Institute encourages students to develop citizenship qualities in addition to academic accomplishments. The Institute encourages students to understand the community in terms of their problems, difficulties way of living, livelihood systems, interface with the market, etc. Enough scope also exists in the campus for other extra-curricular pursuits such as sports, social service, book club, music, debates, quizzes, contests, etc. through area-specific voluntary student associations.

Degree: The University awards the MBA in Business Management to the students who have successfully completed the course work equivalent to 105 credits, fulfilled the prescribed academic standards, and have done the summer project as per the prescribed requirements. The Degree is awarded at the Annual Convocation which is usually held in the month of March/April.

This two-year program is designed to develop competent men and women into accomplished professionals.
Program Objectives: The achievement of sustained competitive advantage in any organization largely depends on the effective management of human resources. Technological, financial and operational resources and capabilities provide only short-term competitive advantage. Moreover, faced with the challenges of increasing globalisation and competition, organisations are rapidly expanding. They are facing ever increasing complexities ranging from environmental issues to cross-cultural and geo-political issues. In this context, the conceptualisation and implementation of effective human resource management practices to attract, develop, motivate and retain a highly competent and diverse knowledge workforce is imperative. This also requires highly competent human resource professionals who possess holistic understanding of business, society and government and are well-equipped in all aspects of Human Resource Management.

Curriculum Design: Academic Calendar: The MBA-HRM program is spread over six terms, each of approximately three months duration. An academic year consists of three terms. The first term extends from June to September, the second from September to December and the third from December to March. Students complete a minimum of 105 credits over the six terms, with 73 core course-credits and a minimum of 32 elective course-credits. One credit is equivalent to 10 teaching/contact (classroom) hours plus another 10 hours of academic work to be utilized outside the classroom in reading, research, assignments and/or activities related to the course, as specified by the Faculty. The program involves an average of 16 class sessions a week, each of 90 minutes duration. The students’ workload, including class sessions, required readings, term papers, project work and field visits, is expected to require about 70 hours per week.
Core Courses: The students are exposed to 25 core courses during the first four terms i.e. three terms in the first year and the fourth term in the second year. Each core course is of 2 or 3 course-credits. The core courses are designed to provide wide exposure to the participants in Organisational Behaviour, Human Resource Management, Employment and Industrial Relations disciplines. The students also go through core courses from other management areas like Accounting, Communication, Decision Sciences, Economics, Finance, General & Strategic Management, Information Systems, Marketing Management, and Operations Management, in order to develop a holistic and complete understanding of the complexities of business environments and business organizations with ethical and social sensitivity.

Electives: Electives for the MBA-HRM program commence from the fourth term in the second year. The students are required to take electives having credits equivalent to not less than 32. Although more number of electives would be offered from OB/HR/IR areas, the students are encouraged to take electives from other Areas as well to gain an all-rounded understanding of business management and acquire cross-functional skills. Every year each Area announces the list of electives to be offered during the second year. In an effort to continually update the syllabus, keeping with faculty interests and industry requirements, elective courses can be added or deleted from the list.

Summer Internship: At the end of the first year, the students are required to undergo a summer internship in an organisation for a period of six to eight weeks. They are to carry out a project on some significant aspect of a human resource management problem. The objective of the summer internship is to provide the students with an opportunity to observe and study an organisation in operation and to relate what they have learnt through concepts, theories and projects to actual practice. This is a compulsory requirement to be eligible for the award of the MBA-HRM degree.

Independent Research Projects (IRP): The program encourages and provides students with an opportunity, to pursue Independent Research Projects (IRP) in their second year. These build on the interest and willingness of students to learn about a specific topic and develop their research skills. The IRP comprises a research project carried out over a period of one or two terms. It contributes to a deeper understanding of the human resource management discipline. IRPs are customized offerings and are optional in the second year of the program.

Immersion Courses: HR leaders are invited to offer Immersion Courses for the students with an objective of providing insightful discussions on specific topics, which are normally not covered in the regular course curriculum. The students are provided with an opportunity to take up Immersion Courses, taught by thought leaders and professionals in their areas of interest. The invited faculty provide exposure to and understanding of upcoming areas in the industry and new initiatives in the field of HRM. This unique educational innovation enables the students to broaden their horizons, learn about the cutting-edge developments in their field and explore newer opportunities. Over the years immersion courses have included topics like HR analytics, Appreciative Inquiry, and HR Audit to name a few.

Industry Interface and Exposure: Over and above the regular courses offered in the program, students are exposed to industry practices through talks that are conducted by senior executives and industry leaders. Moreover, project assignments, seminars by eminent scholars and executives, and summer training in industry help the students acquire practical knowledge about human resource problems in today’s organisations. These Immersion Courses, Seminars and Projects aim at generating and evaluating alternative solutions to management issues. The students are thus prepared to face with confidence the problems they may encounter in their professional career through blended learning.

Student Exchange: Students have the opportunity to spend one term, during the second year, at Universities in Europe through the student exchange program. For the work done in different places, the students get credit transfer. Our students have done their exchange Program courses in EUROMED Marseille Institute of Management, France, IESEG School of Management, Lille Catholic University, Lille, France and REIMS Management School, Reims Cedex-France.

Extra-curricular Activities: As a policy, the Institute encourages students to develop team skills and citizenship qualities in addition to academic accomplishments. Enough scope exists in the campus for extracurricular activities through participation in interest-specific voluntary student associations and other pursuits such as sports, social service, book clubs, music, debates, quizzes, contests, etc.

Degree: The Xavier University awards the MBA-HRM degree to the students who have successfully completed the course work equivalent to 105 credits, fulfilled the prescribed academic standards, and have done the summer internship as per the prescribed requirements. The degree is awarded at the Annual Convocation which is usually held in March/April.
The two-year full-time residential Program in Rural Management of XSRM is the second-oldest in the country. It has evolved in response to the demand for professionals with the knowledge and expertise to work in rural communities and markets, in businesses as well as the development programs of government and civil society organizations. Its unique feature is the dual competencies - in management and in development - which are built in the graduates. The Program is designed to create professionals with the expertise to run business and development organizations, and the passion to use their capabilities for the betterment of rural communities. This unique program is proud of preparing committed and competent leaders who can analyse, reflect, plan and execute sustainable development strategies in rural areas.

Program Objectives: A variety of tasks are involved in developing sustainable rural businesses, markets and communities, and the RM graduates must therefore learn to be multi-dextrous. The program therefore aims to do the following -

• Engender the ability to analyse and solve complex problems in rural markets
• Equip students to support livelihood development and social change in rural areas
• Enable students to evolve alternative perspectives and paradigms for development
• Encourage students to plan, nurture and incubate social enterprises

Over a period of two years, the students develop the competencies to analyse managerial and developmental problems in a holistic manner, and to seek, organize and present information for insightful, practical and innovative solutions. They learn to understand and work with rural communities to identify opportunities and develop financially, socially and ecologically sustainable initiatives that serve all stakeholders. The curriculum helps them decipher the complex and go beyond the obvious; the hallmarks of our graduates are discipline, versatility and creativity.

ACADEMIC SYSTEM

Program Structure: The MBA-RM Program comprises six kinds of learning segments carrying 110 credits, of which 78 credits are core requirements, and 32 credits are elective, spread over six terms in two years. Learning segments include classroom-based courses as well as field seminar and research segments, and carry credits ranging from 1.0 to 4.0. All courses and other components in the first year are compulsory (core). In the second year students can select elective courses of their choice from the many offered, along with a few compulsory courses. Each credit includes 10 hours of classroom contact or its field equivalent, and an equal duration outside the classroom to be utilized for preparatory reading and assignments.

Classroom Learning: The conceptual and theoretical fundamentals of management and development are provided in the core classroom segments, as well as the analytical frameworks and tools which equip them to maximize their learning in the field segments. The core courses provide the essential understanding and skills in all the functional areas of management including Accounting, Finance, Organization Behaviour, Human Resources, Operations, Marketing, Strategy; also of development, such as Community Mobilization and Institution-building, Microplanning, Societal Analysis and Participatory Rural Appraisal, Development Program Management, Development Finance and Rural Project Financing, Microfinance, Gender, Governance and Social Entrepreneurship. These stand on foundational courses like Managerial Analysis and Communication, Economics and Research Methods. Elective courses offered from Term IV, provide advanced exposure in all the above areas and more, ranging from Agriculture Input and Output Marketing, Consumer Behaviour and Transformational Leadership to Corporate Social Responsibility, Ecosystem Management, Disaster Management, Relief and Rehabilitation and Development Training.
Rural Living and Learning segments are an integral pedagogical component of the MBA-RM and mandatory for all students. Animated by our conviction that students of the MBA (RM) must have the willingness, capacity and drive to learn from the lives of people with whom they are going to work, the main component is the Rural Living and Learning Experience (RLLE). During this the students are attached to a development organization and stay in a village for several weeks to understand village society, economy and polity in all its complexities, learn to appreciate the difficulties faced by communities and experience for themselves the wisdom and resilience with which households and communities order their lives. Students are often placed in underserved rural areas and carry out active projects and the research and documentation necessary for conveying local conditions and processes to the world; this not only helps them to learn but also to add value to the communities and organizations which host them. Fieldwork to learn Participatory Rural Appraisal, and micro research and field application projects included in other courses also provide practical opportunities. These help students to design systems that connect the local, regional and global and plan innovative interventions in rural areas.

Management Traineeship segments for observation and study of organizations in operation, and for practical exposure are also mandatory. They comprise internship opportunities with reputed organizations working in the rural management domain, during the Summer Internship Program (SIP) and the organizational attachments for RLLE. It provides students with an opportunity to understand the working environment of an organisation, observe managerial practices and gain practical experience. It helps to equip the students with more effective techniques and better decision making abilities. It exposes the students to opportunities of real life application of development management concepts learnt in the classroom, and develop innovative and target-oriented solutions to the major issues faced by the organisation. Students are placed in locations which offer opportunities to observe and be part of the operational and strategic processes; to hone both functional and strategy formulation skills.

Seminar and Colloquium components include the National Colloquium in Rural Management (NCRM) in the first year and the Development Ethics Seminar (DES) in the second year, both of which are core requirements. The NCRM features eminent speakers from the rural management field to discuss various aspects of the field’s development, contemporary issues and future directions. In the DES, students are sensitized to the ethical responsibilities of a development practitioner, the dilemmas which they are likely to confront, and ways to make principled choices and decisions.

Immersion Courses are an unique innovation to provide students with an exposure and understanding of topics which are still emergent and not fully explored in the regular courses. These are non-credited modules offered during the second year; students are required to take at least two of those which are offered. The modules are taught by thought leaders and professionals working in new areas in the industry and social sectors, and enable students to broaden their horizons, learn about the cutting-edge developments in their field and explore newer opportunities. Topics covered over the years have included geographical information systems, business planning for social enterprises, product and brand management, commodity trading, ICT for governance, human rights and social justice, renewable energy management and quality certification sys ems.

Focus Areas in the MBA-RM Rural management graduates serve in a variety of organizational contexts, and are therefore required to be competent in a number of substantive areas. The core segments are designed to enable all students to develop this multi-dexterity. In addition, the students can build specialized expertise in any of the rapidly growing areas in the domain, by selecting a combination of elective courses that enables concentrated attention on their focal area(s).

The following concentrations are offered in the MBA-RM

- Agribusiness and Rural Marketing
- Rural and Inclusive Finance
- Livelihoods and Development Management
- Social Entrepreneurship

The Agribusiness and Rural Marketing concentration builds the ability of students to catalyse market access for and by the rural citizen. Courses in this concentration equip students more strongly for a career in marketing agri–inputs and outputs, food products, consumer goods, crafts and services, and in developing rural markets and value chains. Courses offered include supply chain management, value chain analysis, product and brand management, design thinking & innovation, sales & distribution management, agri-input & output marketing, procurement management, market research and craft marketing. These are revised in keeping with emerging trends and complemented by frequent industry interface.

The Rural and Inclusive Finance concentration provides the specialized understanding of rural financial markets, institutions, products and services necessary for extending the range of financial services to those who lack access. Deeper understanding of the financial intermediation process and the complex inter-dependencies of different stake holders enables the development of the specialized capabilities required for building viable architectures for sustainable rural financial delivery, and enabling wealth creation and poverty reduction. Courses including micro finance management, commercial and development banking, commodity derivatives and insurance & risk management are available in this area.

The Livelihood and Development Management concentration provides a closer understanding of various livelihood models and approaches, and their applications and experiences at national and international level, and the issues and challenges confronted in building sustainable livelihoods. While the primary focus is on the development of agri-based, livestock-based and natural resource-based livelihood options in rural areas, a richer understanding of development Programs in various sectors (Health, Education, WASH, Food Security and Nutrition) can be built, including about policies, institutional mechanisms and the groups served. The concepts and tasks of decentralized planning and governance are also taught, set within an overarching rights-based approach to development, and linked to rights-based policies and legislation.

The Social Entrepreneurship concentration enables those students with innovative
social-business ideas who are keen on developing their own enterprises; it also enables students to work with start-ups in the social enterprise sector. The courses train students to understand newer forms of organisations such as producer companies and the emerging domain of social impact investing, manage social enterprises and measure their social impacts. Students interact with social entrepreneurs in the XUB network who offer specialised modules on social business plans and the management challenges in start-ups. Students will be encouraged to intern with social enterprises during their field work components, and encouraged to opt out of the placement process, access venture funds to start their own enterprises and thus expand the entrepreneurial ecosystem in the country.

Industry Interface & Practical Exposure: The MBA-RM students organize and conduct a number of events and activities, geared to develop their managerial and team-work capabilities and also increase their involvement with local communities and with industry segments. A flagship event is the Gramotsava, a weekend of rural and social marketing fairs organized in villages in the region. Students undertake live projects in partnership with sponsoring organizations, and collaborate with the village leaders and the community to organize the events. In the RLLE mela at the end of their village stay, students share the details of the village, their experience and the projects undertaken with the students, faculty and visitors of XUB. The RMax – the association of the RM students – organizes Abhivyakti, the annual Rural Management Conclave, with senior leaders from industry and sector organizations; it also publishes Dhwani, the rural management magazine and organizes case-writing competitions during the year. Leadership Talks are also a regular feature, bringing business and social leaders to campus to interact with students.

Academic Calendar: The MBA-RM academic year comprises three terms of approximately 12-14 weeks. The RLLE segment is part of Term II in the first year, and the SIP is scheduled for 8-10 weeks between terms III and IV. The weekly schedule typically has 16-20 sessions, which include classroom sessions and time for other segments such as the NCRM and the DES. The Gramotsava, Abhivyakti, RLLE Mela and some other co-curricular events are scheduled on working days, while Leadership Talks and Immersion courses are often organized over some weekends.

ADMISSIONS
Candidates can seek admission to the Program in the following ways –

- Through the regular admission processes of XUB, as applicable to all MBA programs. Those appearing for the X-GMAT will be required to complete the RMAT section in the test.

- Candidates who have secured the 1st, 2nd or 3rd position (i.e., any of the top three ranks) in their undergraduate program can apply directly, without a CAT/XAT/X-GMAT score. The application must be accompanied by a certificate from the Head of the Institution to that effect. They will however, be required to attend the Personal Interview, if called.

Degree: The Xavier University awards the MBA in Rural Management Degree to students who successfully complete all curricular requirements equivalent to 110 credits, and fulfil other prescribed requirements of the MBA-RM Program. The Degree is awarded to qualifying students in the Annual Convocation, usually in the month of March.
XAVIER UNIVERSITY, BHUBANESWAR

XAVIER SCHOOL OF SUSTAINABILITY

MBA-SM
TWO-YEAR FULL-TIME MASTER’S PROGRAM IN SUSTAINABILITY MANAGEMENT

Xavier School of Sustainability offers a Value-Based Two Year Masters Program (MBA) in Sustainability Management.

In keeping with the challenge of building a better corporate business and aiming to attain the goal of sustainable business and also facing the challenge of building a better Society with the aim of creating a Sustainable community, this Program aims to equip students with values of Sustainability and how to manage Sustainability in creating a future world of the 21st century which deeply connects business and society.

Drawing inspiration from the Jesuit tradition of learning to care for environment, human development and sustainable communities and societies, the Xavier University in keeping with its vision and mission hopes to promote values of greater environmental justice and peace and thus create enlightened innovative Program to bring about change in the way corporate business is carried out in our Society and Economy. In the 21st century, a new school of business management conceived to have MBA Program in Sustainability. This Program offers unique opportunity to specialize in one of the functional areas of management and also to specialize in Sustainability offering its students a competitive advantage and a global advantage to their careers. In any economy production and consumption and its market equivalent of supply and demand are innovatively and holistically rethought in the context of conserving and preserving the natural commons for future generations of responsible citizens and for building up of our nations to play its rightful place in the global world.

Sustainability has become a guiding principle and a strategy for business growth and sustainable development. Business corporations, UN agencies, government departments, civil society and other development actors are seeking a different cadre of human resources who can align profit with ecological and social mission.

The role of universities in this context assumes significant in order to create and nurture the next generation of managers and leaders who can anchor and accelerate sustainability as a strategy for economic growth and sustainable human development. Building on XIMB’s cutting-edge Programs in business and rural management and its uncompromising spirit of connecting business and society, Xavier University Bhubaneswar (XUB) has decided to respond to the global call and cry to promote the cause of sustainability. The School of Sustainability is established in XUB to fulfil this indispensable mission. You can be part of the mission of creating a sustainable future for all. We have a distinguished Strategic Academic Advisory Board (SAAB) to guide and inspire the school. The SAAB members constitute of leaders from Industry, Academic Institutions, Civil Society, Government and Research institutions, UN and Bilateral Agencies and International Monitoring and Reporting Agency.

The two year full time residential MBA in Sustainability Management offered by the Xavier University, Bhubaneswar is designed to prepare students for managerial and leadership positions in both business corporations and national and international development agencies. It is a bold initiative to join the global movement for protecting Earth’s systems and resources as well as the spread of social and economic opportunities for all people. It will challenge and support the students to engage with the growing international debate and practice around sustainability, business and social responsibility. Our curriculum provides in-depth knowledge and skills in core sustainability competencies and how to apply them in the business and social environment for competitive advantage.

Program Focus

1. Human Development
2. Climate Change and Natural Resources Management
3. Sustainable Energy
4. Policies, Laws and Governance
5. Sustainability Leadership and Entrepreneurship

PROGRAM STRUCTURE

In the first year, students will learn general management courses and some courses in the above mentioned domains and in the second year, they will have the opportunity to specialize in Sustainability and one of the functional areas such as Accounting and Finance, Human Resource Management, Information Systems, Marketing, and Operations Management.

The total number of credits that a student has to earn is 105 credits in two years. Total number of credits for the core segment is 65 credits. The total number of credits in the specialization on Sustainability is 20 credits. The total number of credits in the specialization in a functional area is 20 credits.
“Sustainability as a concept has gradually transitioned from being an operational theme to that of being a board room - a strategic integration of business processes with value chain considerations.” It is in this background that Xavier School of Sustainability (XSOS), Xavier University Bhubaneswar (XUB)’s thought leadership in starting a separate school on sustainability augurs well for key stakeholders nationally and globally, more importantly, for future leaders with knowledge and know-how around sustainability issues irrespective of the field they choose to enter in future.

Pooran Chandra Pandey
Executive Director
United Nations Global Compact
Network India

PEDAGOGY:
The Core segment will use multiple teaching methods, including interactive lecture sessions, case analysis, group discussions, interaction with experts and practitioners and use of videos, documentaries and films related to sustainability. The core segment will also have the following practical components.

The students will have opportunities to engage in sustainability activities.

Sustainability Discovery Program (SDP-3 Credits) is an additional component to equip the student get ready for a sustainable world and to contribute to creating such a world on a broader scale. The discovery program enables students to explore and witness various sustainability programs and activities engaged by corporate, governments and NGOs and implemented at community level in rural, tribal and urban settings to promote sustainability and sustainable development both in India and in Asia-Pacific countries. The sustainability discovery program depends on students’ interest and capacity to meet the additional cost. The maximum duration of this discovery program is four weeks.

Summer Internship Program (SIP): Students will spend eight weeks in various organizations to learn and experience how sustainability is being mainstreamed in both organisations and the community. One of the important elements of SIP is conducting a Sustainability Audit of the host organisation. The SIP intends to equip the students focus on sustainability challenges in industry, government and civil society, and participate in the analysis and the problem solving process.

Independent Research Project (IRP) or Capstone Project (CP) - (4 Credits): As mentioned earlier, in order to specialize in a particular area, each student can either opt for an independent research or undertake a capstone project. Capstone Projects are usually more “experiential” projects where students take what they’ve learned in the class and apply it to examine a specific idea in the form of an action project and write his/her learning and experiences which can add to the development of knowledge, skill, and behavioral change. Independent Research Projects are micro studies, either desk based or desk and field based on a topic of current interest.

Immersion Courses: Immersion courses involve thought leaders and professionals who provide inputs to the students on upcoming areas in the field sustainability and sustainable development. This unique academic innovation at XUB enables the students to broaden their horizons into uncharted territories and provide intellectual stimulation.

Degree: The Xavier University will award the MBA in Sustainability Management to the students who successfully complete classroom and field learning equivalent to 105 credits, including SDP, and fulfill all the prescribed academic requirements of the program. The degree is awarded at the Annual Convocation which is usually held in the month of March/April.

“We inherit Mother Earth from the Past and the Future. We are part of a journey and share this planetary home with all other living sentient beings and the nonliving world, all of which follow rhythms and patterns of interconnectedness, interdependence and balance. Since we are endowed with self-consciousness and the ability to immensely and extensively transform the world around us by designing and/or re-designing it, we need to do this meaningfully and mindfully so that we do not disturb the rhythms of balance that flow through it.”

Dr. M Nadarajah

CORE COURSES (65 CREDITS)

Sustainability Focus (30 credits)

Human Development
- Human Development and Sustainable Development Goals
- Frontiers of Human Development: Economic Growth, Equity, Rights, Freedom, Peace, Gender and Security

Climate Change and Natural Resources Management
- Society, Science, Technology and Environment
- Natural Resource Management: Protection, Preservation and Promotion

Sustainable Energy
- Energy System, Society and Sustainability
- Renewable Energy: Policies, Planning and Management

Policies, Laws and Governance
- International Environmental Law and Institutions
- Governance and Management of Natural Resources

Sustainability Leadership and Entrepreneurship
- Sustainability Leadership and Social Entrepreneurship
- Designing Organisations for Sustainability and Change

Dr. Shambu Prasad, IRMA

“...the new declaration of rights of man in the twenty-first century is likely to be based more on the links between sustainability, plurality and justice than the earlier triad of liberty, equality and fraternity”
General Management Courses (20 credits)
- Sustainability Communication
- Social Research Methods
- Natural Resources Economics
- Decision Modelling
- Environmentally Sustainable Behaviour and Teamwork
- Quantitative Analysis and Environmental Statistics
- Strategy, Systems and Sustainability

Functional Area Core Courses (15 credits)
One subject each from five functional areas of 3 credits each viz., Accounting and Finance, Human Resource Management, Information Systems, Marketing, and Operations Management.
- Financial Reporting & Analysis
- Overview of Human Resource Development
- Information Systems for Sustainability
- Marketing Management
- Operations Management

Sustainability Discovery Program (3 Credits)

<table>
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<tr>
<th>SPECIALISATION/ELECTIVE COURSES: (33 COURSE-CREDITS + 4 INDEPENDENT RESEARCH PROJECT/CAPSTONE PROJECT CREDITS=37 CREDITS)</th>
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</table>

For specialisation, the students have to select 6 courses (18 credits) either from Cluster A or from Cluster B, and 6 courses (18 credits) from the list of electives offered by any one of the functional areas, viz., Accounting and Finance, Human Resource Management, Information Systems, Marketing, and Operations Management. Those who wish to specialize in any one of these areas, need to take at least 5 courses (15 credits) in that area only. The remaining 4 credits are either from IRP or from CP.

The list of elective courses offered by the functional areas can be referred on page 42 under list of courses for MBA-BM, and on page 43 under list of courses for MBA-HRM.

The four focus areas of the Program have been divided into two clusters. The following table presents the cluster specific courses.

<table>
<thead>
<tr>
<th>Cluster A</th>
<th>Cluster B</th>
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<tbody>
<tr>
<td><strong>Human Development</strong></td>
<td><strong>Climate Change and Natural Resources Management</strong></td>
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<tr>
<td>Poverty, Deprivation and Human Development</td>
<td>Land, Water, Forest and Sustainability</td>
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<tr>
<td>Agriculture, Food Security, Vulnerability, Adaptation and Livelihoods</td>
<td>The Earth’s Climate System: Mitigation, Modeling and Life Cycle Analysis</td>
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<tr>
<td>Political Ecology of Food and Agriculture</td>
<td>Green Accounting and Carbon Finance</td>
</tr>
<tr>
<td>Development Induced Displacement and Rehabilitation</td>
<td>Greenhouse Gas Emissions: Measuring and Minimising Carbon Footprint</td>
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<tr>
<td>GIS, Spatial Planning and Sustainable Communities</td>
<td>Environmental Risk and Impact Analysis</td>
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**Sustainability Leadership and Entrepreneurship**
- Community Mobilisation and Campaigning for Sustainability
- Corporate Social Responsibility
- Conflict Resolution and Peace Building
- Designing and Management of Innovative Business Models for Sustainability
- Sustainability Consulting and Networking

**Extra-curricular Activities:** As a policy, the Institute encourages students to develop citizenship qualities in addition to academic accomplishments. The Institute organizes exposure visits and leadership talks to provide a holistic learning platform to the students. Enough scope also exists in the campus for other extracurricular pursuits such as sports, social service, book club, music, debates, quizzes, contests, etc., through area-specific voluntary student associations.

**Sustainability Summit:** Sustainability Summit is an initiative to enhance engagement with different stakeholders of sustainability management. This will act as a platform to discuss, debate and build consensus on current topics, values, conflicts concerns, principles and tools in sustainability arena. Sustainability Summit is an annual event. This is a congregation of great minds from Industry, Academic Institutions, UN and bilateral Agencies, NGO’s, Government and Research Agencies and Social Sector Institutions representing different sustainability leadership stakeholders. In order to put sustainability in the centre of development agenda and nation building, a first of its kind Summit on Sustainability Leadership was organized on 5th and 6th July 2015. 40 noted national and international (representing countries like Russia, Lebanon, Japan) speakers presented their views and perspectives to the participants.

“It is both a challenge and opportunity for the business sector to make the existing unsustainable models of planet earth redundant. To do this will require a radically innovative vision backed by deep commitment for the long term. My congratulations and best wishes to XUB for taking this pioneering step of giving young minds new eyes to see and engage with the issues that matter the most, not just for today but for future generations as well.”

**P S Narayan**
Vice President & Head of Sustainability, Wipro Ltd.
The MBA (Global) is a high-value management Program for exceptional individuals who want to fast track their careers in a global environment. This Program provides a unique composition of vigorous management theory instruction, interaction with cutting-edge business knowledge specialists and hands-on experiential learning - a winning combination that puts budding talent into real-world context.

The program helps graduates become effective decision-makers and communicators, and gain essential qualities for today's leaders in the international business scenario. The curriculum is taught by world-class faculty. They use an engaged-learning approach in which the classroom functions as a business laboratory.

The Program will give the graduates the power to transform business performance by arming them with knowledge and skills in finance, marketing, strategy and people management that can be directly applied to any business issue. The prospect to network on a truly global scale, integrating experience, attitudes and conditions of business in Europe, Asia and USA as well as augmenting leadership skills that will inspire growth and development towards global management responsibilities.

**PROGRAM GOALS**

Top global organisations want global executives who thrive in a multicultural environment, who have experience of other cultures and can manage across boundaries. There will be opportunities to:

- Get you out of your comfort zone from day one and encourage you to think, question and find solutions. Strategic thinkers with commercial flair, global understanding and excellent people skills are always in high demand - make yourself indispensable.
- Learn from an internationally renowned team of academics, industry experts and business leaders.
- Develop professional leadership skills embedded throughout the Program to move up or change career.
- Afford a diversity of team working environments via Global study teams and Regional study teams.

- Learning from unique global management program and developing skill in three major and diverse global economies.
- Enabling personal development and building strong network by interacting with international students and faculty members.
- Three certifications from the European, American and Indian Business School.

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FIRST YEAR PROGRAM – GLOBAL EXPOSURE

XIMB’s MBA-GLOBAL Program is a two-year, full-time residential program. First year of this Program uses a unique, 3 Continent model. Students spend four months each at Antwerp Management School, Belgium, next four months at Xavier Institute of Management, Bhubaneswar and the final four months of the first year at the Fordham University, New York, USA.

For the first year Program, the students are also awarded independent certification of 3 Continent Master of Global Management from Antwerp Management School, Belgium, Degree of Master of Science in 3 Continent Global Management from Fordham University, America and a course participation certificate from Xavier Institute of Management, Xavier University, India.

SECOND YEAR PROGRAM AT XIMB

In the second year, the students undertake three terms at XIMB, Xavier University, Bhubaneswar. The students would be exposed to rich insights by the XIMB faculty on aspects ranging from international business to strategic international policies, global competitive environment understanding and global trends and challenges expected to have been mastered by a global manager.

At XIMB, the students would be required to undertake four courses in the fourth and fifth terms, and the sixth term would have three courses which are compulsory in nature. The Capstone Project course would be the defining course of the Program at XIMB. It would seek to assimilate the international learning of the student along with testing his/her global understanding of issues and handling of complex cross-cultural environment challenges while also providing scope for the student to learn and grow in an experientially enriching process. During the second term study of the students at XIMB in the first year, they are expected to provide their choices of electives at XIMB for the second year.

MBA (Global) courses are taught in an interactive experiential setting by an internationally diverse faculty. Some things can’t be taught. They have to be learned through experience around the world.

The idea behind our Global MBA degree hinges on three simple values. The focus is first and foremost on personal development. Second, by interacting with an international group of fellow students, being engaged by an international faculty and personal coaches and being paired to local high level alumni mentors in three very different environments, students will not only take away beneficial management insights, but grow as individuals as well. Third, each student will follow an individual learning trajectory with a personalized evaluation, revealing personal talents, new skills and capabilities and paving the way for a smart career choice.

CAREER ADVISORY SERVICES

All the students may avail of the University’s Career Advisory Services at the end of their second year of study.

ADMISSION PROCEDURE

Eligibility: A three-year Bachelor’s degree (or equivalent) in any discipline, with at least 55% marks in aggregate, from a recognized University. Candidates who expect to complete the final part of their degree examinations by June 15, 2016 may also apply.

Admission Test: Applicants are required to take one or more of the Admission Tests: 1) CAT to be conducted by IIMs in November 2015, or 2) XAT to be conducted by XLRI Jamshedpur on 3 January 2016, or 3) GMAT taken in 2014 or 2015 (minimum score for applying 550), or 4) X-GMAT - an online test to be conducted on 10 January 2016, by Xavier University.

On-line Application: Applicants have to also fill up the online application form separately for the XIMB Program, by logging on to http://www.ximb.ac.in or http://www.xub.edu.in. Upon successfully filling up the online application form and paying the required application fee through the payment gateway, the applicant would receive the confirmation by email.

Selection Process: The admissions committee will evaluate the candidates based on the candidate’s academic history, recommendations, CAT/XAT/GMAT/X-GMAT score, personal interview, and Statement of Purpose (SoP). The selected students must be ready with their Belgium Visas for commencing the Program by the 3rd week of August, 2016. Obtaining the VISA is the Student responsibility.

FEE STRUCTURE

The total tuition fee for the Program is about 32,900 Euros, which will have to be paid in two equal instalments. The first instalment of 16,450 Euros is payable with the acceptance of the offer of admission and the second instalment is to be paid on or before 15th April 2017.

Other expenditure like Airfare, visa charges, medical insurance, board and lodge costs and living expenses at three institutions will have to be paid by students as per actual, which amounts to 14,000 Euros approximately.
Program: This is a dual-track Finance program. The first year, which would be housed in XIMB (Xavier Institute of Management, Bhubaneswar), the School of Business Management of the Xavier University, Bhubaneswar (XUB) would be common for both the tracks and would cover core and advanced courses from Accounting & Finance areas as well as core courses from other functional areas. At the end of the first year, those who are promoted to the second year (which requires satisfying the pre-specified promotion requirements) and also have an average/cumulative Quality Point Index (QPI) of 5.5 in the four Fordham Foundation Transfer Courses Taught at XIMB (shown under Course Details), would be given the option to choose one of the two tracks. The Standard Track, which would be open to all promoted students, would entail the students continuing their second year at XIMB, the successful completion of which would fetch them an MS (Finance) from XUB. The Fast Track would entail the students going to GBA (Graduate School of Business Administration) at Fordham University, New York, USA, taking an intensive 18 credits there in July-August, then returning to India, and submitting a PEER (Practical Experience Executive Report) to XIMB after six months of work experience; the successful completion of this track would fetch the student an MSGF (MS in Global Finance) from Fordham University and MBA (Finance) from XUB.


Duration: The Regular Track shall be of about two years’ (21 months’) duration, as is standard for all business management programs; it shall tentatively commence in the third week of June 2016 and end in the last week of March 2018 and would include a summer-internship during April-June 2017. The Fast Track shall have course work from June 2016 to August 2017 only, with also a summer-internship as above, but would contain a six-month PE (Practical Experience) component from September/October 2017 to February/March 2018.

Location and Accommodation: All XUB classes would be held at the XIMB campus. It would be mandatory for the students to also stay in the in-campus accommodation at XIMB (in Bhubaneswar city).

Eligibility: An outstanding academic career and, for one with work experience, also professional career, is required, along with proficiency in English and Mathematics as reflected in scores in one of the above-mentioned tests, high-school examinations (Class-X and Class-XII), university-level examinations (professional and bachelor’s level compulsory/pass/non-honors/general), or high-level examination (honors at the bachelor’s level or subject at the master’s level or beyond). Proficiency in a subject (English or Mathematics) has to be established through high score in that subject in the Admission Test or in the High School Board, Secondary Board, College, University, or Professional examinations. High weight would be given to a candidate, if the candidate has received, from a ranked college/university, a bachelor’s/master’s/MPhil degree in engineering, industrial engineering, finance, accounting, commerce, economics, mathematical economics, statistics, econometrics, operations research, mathematics, physics, business administration, and computer science or the professional certificate for chartered accountants, cost accountants, company secretaries, and chartered financial analyst from March 2014 onwards, with a rank among top-three in his/her college/institution or top-five in his/her multi-college university, or top-100 in the country in a above-cited professional examination. Subject to satisfying proficiency in English and Mathematics,
only those who have completed (or about to complete by 15 June 2016) a bachelor’s degree, having a score of at least 60% overall or in honors, grade-point of at least 7.00 in 10-point scale (to be adjusted for other scales), or equivalent in each of Class-X, Class-XII, and bachelor’s degree examinations (50% for the above-mentioned professional certifica es) shall be eligible to apply. In case an applicant has scored below the required minimum in the bachelor’s or equivalent professional examination, but secured 60% or more in a higher level examination (like, say, masters), then s/he would also be eligible.

Admission Process: Only if an applicant’s Career-Score exceeds a given benchmark would s/he be called to appear for an Interview through Skype or physically at a location specified by XUB. Those found acceptable - after the Interview, which would carry 10% weight - would be offered provisional admission, conditional upon satisfying all eligibility requirements and furnishing all required documents and fees.

Career Advisory & Advancement Services (CAAS): Career Advisory & Advancement Services (CAAS) would be provided for the students of this program. CAAS offi e would try its best to help each student get a suitable job commensurate with his/her academic career, prior work experience, if any, and performance in the program here. This service would be available also to those who branch off to Fordham.

Program Structure: The first year of the programs would be common for both tracks and would build a foundation on different areas of business-management with a lot of stress on accounting and fi nan e. The second year of both the tracks would be devoted exclusively to mandatory accounting and fi nan e electives; the number of electives varies across the two tracks.

Financial Aid: Loans from various banks would be available to fi nan e the study. Besides, at the end of each term at XIMB – both during the first year and the second – limited number of scholarships would be given to economically-backward students who have shown excellent performance in that term (average QPI of 5.5 in the term without any grade below C in any course). Besides Fordham-Bound scholarships would also be given by XIMB, XUB at the end of the first year, based on the year-end CQPI.

For further details and updates about the program, please visit http://www.ximb.ac.in/msfinance.
XAVIER SCHOOL OF COMMUNICATIONS

Xavier School of Communications (XCOMM) is the new kid on the block of professional training in media in India. XCOMM has specialized studios like professional audio studios, studio floor, online TV Production set-up, Edit suites lab and professional training in top high-end software in the industry like Final Cut Pro, Avid Media Composer, Adobe Photoshop, Illustrator, Premiere Pro, Dreamweaver and InDesign besides offering training in 4C+ and Quark XPress.

The idea behind establishing a school like XCOMM is basically aimed at training students for the media industry on professional lines using a well-equipped studio of XCOMM.

Another specialty of this school is that the equipment is given to the students. The students use high-end cameras like Panasonic P2HD PX 270 cameras and Canon 5D and Nikon D7000 for their production. Professional lights, Steadicam and professional tripods enhance the productions.

The edit suits lab which houses 10 apple Mac Mini and 10 Dell workstations give students ample chances to practice what they learn in class rooms and professional editing of video is done on all the 20 systems using Final Cut Pro (10) and Adobe Premiere Pro (10).

Audio is an important component of film and television production. Professional audio studios are part of the studios. The studios use the latest registered software Presonus Studio One Professional with a midi keyboard. Another Presonus hardware uses Pro Tools LE.

Faculty for XCOMM is drawn from both academics and industry. The visiting faculty is basically from the media industry coming from different disciplines of Film, Television, Journalism, Advertising and Public Relations. XCOMM faculty has experience and expertise.

ACADEMIC SYSTEM

Academic System of XCOMM follows semestral pattern. Each semester will have a minimum of 25 credits and a maximum of 36 credits. 50% of the courses are practical and a student has hands-on experience with all the equipment at Xavier Studios.

Admission Procedure: Applicants are required to fill-up the application form online at: www.xub.edu.in or at: w3.ximb.ac.in. The eligible candidates will have to appear for an online entrance test, which will be held on May 15, 2016, at Bhubaneswar, Delhi, Hyderabad, Kolkata and Mumbai. Final selection of the candidates will be on the basis of entrance test score, academic performance and personal interview. Proper weights are assigned to the test score, academic performance and performance in the personal interview.

A-MASS COMMUNICATION

The Program offers hands-on approach that allows students to experience the full range of technical expertise, conceptual skills and artistic expression that are required to become accomplished practitioners of the electronic media and teachers.

Through a comprehensive education in extensive production skills (in Photography, Radio, TV, and Film) and theoretical knowledge, the Program encourages the students to adopt creative, professional and scholarly approach to media practices. The graduates of the Xavier University could distinguish themselves in a diversity of media related careers as television producers, feature film directors, documentary filmmakers, reporters, editors, camerapersons, production designers, scriptwriters, teachers, and scholars.

It is also recommended that each student make provisions to have access to or purchase as SLR camera on their own for the still photography module.

LIST OF PROGRAMS

- MA-Mass Communication : (2 Years - 4 Semesters)
- PG Diploma in Film & Television : (One Year - 2 Semesters)
- PG Diploma in Broadcast Journalism : (One Year - 2 Semesters)
- BSc-Mass Communication : (3 Years - 6 Semesters)
PG DIPLOMA IN FILM & TV: DIGITAL VIDEO PRODUCTION

This Program aims to provide an integrated overview of film and television with emphasis on Film & TV content production. Value additions will be in terms of appreciation of this medium through hands-on, film screening, workshops, field trips and guest lectures. Sound theoretical subjects will put the students on a solid ground with regard to practical that she or he would encounter in future.

While the emphasis will be on the art and craft of audio-visual production (direction, scripting, cinematography, editing, sound and special effects) the course will also attempt to provide students with an opportunity to look at a range of classical and contemporary cinema in order to read and understand films in the changing social milieu of the new digital age.

Practical hands-on training forms the core of the learning process. The personal and group video productions will make the students competent to handle pressures as well as the quality of producing creative content for the media industry. Their abilities will be channelled and their skills sharpened and honed through multiple approaches, constant guidance and supervision by qualified instructors — practicing professionals in their areas of expertise.

CORE SUBJECTS
- Mass Communication Theories
- Mass Media
- Script Writing for Television
- Television Production
- Television Studies
- Still Photography
- Documentary Film Studies
- Management of Electronic Media
- Editing Video using FCP & Adobe Premiere
- Digital Audio Production
- Aesthetics
- Media Laws & Ethics

PG DIPLOMA IN FILM & TV (SPECIALIZATION)
- Film Studies
- Screen Writing
- Cinematography
- Directorial Practices
- PRACTICALS (Student’s Projects)
- Documentary Film Making
- Online TV Production
- Still Photography
- Non-Fiction Film
- Internship
- Ad Filmmaking
- Short Fiction Film
- Master Project

MODE OF DELIVERY OF THE PROGRAM

The Program has 12 core subjects and 4 specialized subjects. There are seven projects that would give them skills in direction, cinematography, and script writing. For every credit, which is 10 hours, the student is expected to put in 10 hours of pre-course and 10 hours of post-course. In addition, there will be film screening and workshops/guest lectures scheduled as per availability of the resource person. Sufficient prior intimation will be provided.

FACILITIES

XComm has a fully equipped air-conditioned studio, a soundproof control room, a sound studio, cameras and lights to enable students to prepare productions that will simulate real life work situations. XComm has a HDTV studio with professional lights and all that go with professional Film & TV production.
PG DIPLOMA IN BROADCAST JOURNALISM

Broadcast Journalism is a subject that covers a few areas of mass communication like Journalism, Television Production, Argumentation, Mass Communication Theories, Reporting for TV, Editing Video and Scripting for Radio & TV. Other related subjects that augment broadcast communication too would make a student a professional broadcast journalist. The student will be taught to provide truthful and intelligent account of the news, to serve as a forum for the exchange of comment and criticism, to present an accurate picture of constituent groups in society, to circulate and clarify goals and values of society and to gain full access to information through inputs and the practical projects that he/she would undertake using the high-end equipment provided at Xavier University, Bhubaneswar. The professional software such as FourC+, Quark XPress, and adobe software will give that cutting edge to students who want to work in the electronic print and TV industry.

PROGRAM OBJECTIVES
- To prepare a broadcast journalist with skills in broadcasting
- To expose the students to the latest technologies
- To make the students to understand the working of theories in action
- To get professional training with hands-on at Xavier School of Communications
- To give the students the glimpses to the world of broadcasting

CORE SUBJECTS
- Mass Communication Theories
- Mass Media
- Script Writing for Television
- Television Production
- Television Studies
- Still Photography
- Documentary Film Studies
- Management of Electronic Media
- Editing Video using FCP & Adobe Premiere
- Digital Audio Production
- Aesthetics
- Media Laws & Ethics

MODE OF DELIVERY OF THE PROGRAM

The Program has 12 core subjects and 12 specialized subjects. There are seven projects that would give them skills as broadcaster, editor, writer, documentary filmmaker, anchor, online journalism, and print. For every credit, which is 10 hours, the student is expected to put in 10 hours of pre-course and 10 hours of post-course. In addition to these, there will be field reporting, electronic news gathering and workshops/guest lecturers scheduled as per availability of the resource person. Sufficient prior intimation will be provided.

FACILITIES

XCOMM has a fully equipped air-conditioned studio, a soundproof control room, a sound studio, cameras and lights to enable students to prepare productions that will simulate real life work situations. XCOMM has a HDTV Studio with professional lights and all that go with professional Film & TV Production. The studio has facilities like professional Panasonic HD cameras; edit suites, online switcher which can handle 8-inputs, and a teleprompter.

ELIGIBILITY

Any graduate in Arts, Mass Media, Science or Commerce. There is an admission test followed by an individual interview.

Working persons are not eligible.

Attendance is compulsory for all the lectures, film screenings, workshops and other group activities in order to graduate and receive the diploma. As the course is physically demanding, absenteeism because of ill-health may disqualify a student.