

KREA university

Updated Proforma Submission for UGC Review

February 2026

By
Krea University

Sri City 517 646
Andhra Pradesh, India

Krea University **17th Feb 2026**

Updated Proforma Submission for UGC Review

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KREA university

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To,
The Joint Secretary
University Grants Commission
Bahadur Shah Zafar Marg
New Delhi – 110002

Subject: Submission of Updated Information and Clarification regarding Academic Structure

Dear Sir,

This is with reference to your letter No. F.No.8-15/2018(CPP-I/PU)/81802 dated 21st November 2025 regarding the information submitted by Krea University for inspection purposes under Section 13 of the UGC Act, 1956.

We hereby submit the updated information in the prescribed UGC proforma format, incorporating revised and current data along with duly attested Annexures and Appendices, as requested. The updated documents have also been uploaded on the University's website, and the relevant link and screenshot have been provided for your kind perusal.

We would also like to clarify the academic and administrative status of the IFMR Graduate School of Business (IFMR GSB) and the School of Interwoven Arts and Sciences (SIAS), as sought in your communication.

Krea University follows a School-based academic structure, wherein SIAS and IFMR GSB are distinct constituent Schools of the University and not departments. Each School is headed by its own academic leadership, operates within the statutory framework of the University, and offers degree programmes approved by the Academic Council and other competent authorities of the University. All degrees are awarded by Krea University in accordance with the provisions of the relevant State Act and UGC regulations.

Each School, in turn, has an internal disciplinary structure for academic administration, curriculum design, teaching, and research. IFMR GSB offers postgraduate, integrated management, executive management and doctoral programmes. Within the school, disciplinary areas and specializations include Marketing, Finance, Data Science, Economics, Human Resources and Organizational Behaviour (HROB), Strategy, and Operations. Each of these areas is led by a Chair.

The School of Interwoven Arts and Sciences (SIAS) is the University's liberal arts school and follows an interdisciplinary and multidisciplinary pedagogy in line with global liberal education practices. SIAS offers undergraduate liberal arts programmes leading to the award of Bachelor of Arts (B.A.) and Bachelor of Science (B.Sc.) degrees, and also supports doctoral programmes.

KREA university

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Within SIAS, academic disciplinary units span the natural sciences, social sciences, and arts, including Physics, Chemistry, Biology, Mathematics, Data Science, Computer Science, Economics, Psychology, Environmental Studies, Literature, Literature and Arts, Sociology and Social Anthropology, History and Politics. As with other liberal arts universities, it was a deliberate decision on the part of the founding leadership not to have formal departments. It was their view that such a structure would facilitate interdisciplinary teaching and research across boundaries and align with the University's mission of interwoven learning.

Thus, while Schools represent the primary academic units of the University, disciplinary areas function within Schools to support discipline-specific teaching, research, and academic governance. As part of its longer-term academic strategy, Krea University may consider constituting discipline-based departments and enhance its academic offerings through the establishment of additional Schools, subject to all necessary statutory approvals. In this context, the University is exploring the possibility of developing a School of Life Sciences and a School of Mathematical and Computational Sciences, which is envisaged to offer postgraduate programmes and undertake advanced research in areas such as computational biology and related interdisciplinary fields.

We trust that the above clarification and the updated submission meet the requirements outlined in your communication. We request that the above submission be taken on record and processed as required.

Thank you.

Yours faithfully,

17/02/2026

Krea University 5655, Central Express Way, Sri City, Tirupati Dt. AP-517 646

Deputy Registrar-Academic Administration and Statutory Affairs
KREA UNIVERSITY
Admin Office: 196 TTK, Alwarpet, Chennai, Tamil Nadu - 600 018
Campus: 5655, Central Expressway, Sri City, Andhra Pradesh 517646

Sanjay Gehlot
Deputy Registrar
(Academic and Statutory Affairs)
Krea University

Enclosures:

1. Updated UGC Proforma with Annexures and Appendices (duly attested)
2. Web link and screenshot of uploaded documents

UNIVERSITY GRANTS COMMISSION

BAHADUR SHAH ZAFAR MARG

NEW DELHI-110002

Proforma for submission of information by State Private Universities for ascertaining their norms and standards

A. Legal Status

1.1	**Name and Address of the University**	Krea University, 5655, Central Express Way, Sri City, Andhra Pradesh 517646
1.2	**Headquarters of the University**	Krea University, 5655, Central Express Way, Sri City, Andhra Pradesh 517646
1.3	**Information about University** **a. Website** **b. E-mail** **c. Phone Nos.** **d. Fax Nos.** **Information about Authorities of the University** **a. Ph. (including mobile), Fax Nos. and e-mail of Chancellor** **b. Ph. (including mobile), Fax Nos. and e-mail of Vice-Chancellor** **c. Ph. (including mobile), Fax Nos. and e-mail of Registrar** **d. Ph. (including mobile), Fax Nos. and e-mail of Finance Officer**	www.krea.edu.in registrar@krea.edu.in 044-6918-9000 ------- Chancellor Name: Mr. Lakshmi Narayanan Phone: 98846-06060 Lakshmi@LN-Lakshmi.com Vice-Chancellor Name: Dr Nirmala Rao Phone: 72000-74140 Nirmala.rao@krea.edu.in Deputy Registrar Name: Mr. Sanjay Gehlot Phone: 99100-64084 Sanjay.gehlot@krea.edu.in Chief Finance and Accounts Officer Name: Mr. Ravish Kumar Arora Phone: 97955-14750 Ravishkumar.arora@krea.edu.in

<table>
<tr><td>1.4</td><td>Date of Establishment</td><td>As per Andhra Pradesh Act No.: 18 of 2018, the Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act,2018, Dated: April 30, 2018</td></tr>
<tr><td>1.5</td><td>Name of the Society/Trust promoting the University (Information may be provided in the following format)

(Copy of the registered MoA/Trust Deed to be enclosed)</td><td>Name of the Society: Institute for Financial Management and Research (IFMR)

MoA of IFMR: Annexure 1.5.1

The Sponsoring body is Not for profit Society registered under Societies' Registration Act XXI of 1860

Certificate of Registration enclosed as Annexure 1.5.2</td></tr>
<tr><td>1.6</td><td>Composition of the Society/Trust

<table><tr><th>Name of the member</th><th>Address</th><th>Occupation</th><th>Designation in the Society/Trust</th></tr><tr><td></td><td></td><td></td><td></td></tr></table></td><td>Appendix 1.6</td></tr>
<tr><td>1.7</td><td>Whether the members of the Society/Trust are members in other Societies/Trusts or in the Board of Governors in companies? If yes, please provide details in the following format: -

<table><tr><th>Name of the Member</th><th>Address</th><th>Name of the Society / Trust</th><th>Designation in the Society / Trust</th></tr><tr><td></td><td></td><td></td><td></td></tr></table></td><td>Appendix – 1.7</td></tr>
</table>

<table>
<tr>
<td>1.8</td>
<td>Whether the promoting Society/Trust is involved in promoting/ running any other University/ Educational Institution? If yes, please give details in the following format: -
<table>
<tr><th>Name of the University / Educational Institution</th><th>Activities</th></tr>
<tr><td></td><td></td></tr>
</table>
</td>
<td>No.
IFMR is the sponsoring body of Krea University. It is a registered society that operates research centres. Many of these centres collaborate with faculty members of Krea University on research activities. IFMR does not promote or run any other university or educational institution.

Appendix 1.8</td>
</tr>
<tr>
<td>1.9</td>
<td>Whether the promoting society/trust is involved in promoting/running activities other than Educational? If yes, please give details in the following format: -
<table>
<tr><th>Name of the Organization</th><th>Activities</th></tr>
<tr><td></td><td></td></tr>
</table>
</td>
<td>Yes.

Appendix – 1.9</td>
</tr>
<tr>
<td>1.10</td>
<td>Act and Notification under which established (copy of the Act & Notification to be enclosed)</td>
<td>Enclosed.

Government of Andhra Pradesh ACT No. 18 of 2018: The Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act, 2018.

Annexure 1.10.1 ACT No.3 of 2016
Annexure 1.10 Amendment to the AP Private Universities Act</td>
</tr>
</table>

1.11	**Whether the University has been established by a separate State Act?**	Yes. Government of Andhra Pradesh Act No. 18 of 2018: The Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act, 2018. Annexure 1.10.1 ACT No.3 of 2016 Annexure 1.10 Amendment to the AP Private Universities Act

B. Organization Description

2.1	**Whether Unitary in nature** **(as per the UGC Regulation)**	Yes
2.2	**Territorial Jurisdiction of the University as per the Act**	Andhra Pradesh
2.3	**Details of the constituent units of the University, if any, as mentioned in the Act**	Not Applicable
2.4	**Whether any off-campus centre(s) established? If yes, please give details of the approval granted by the State Government and UGC in the following format: -** **a. Place of the off-campus** **b. Letter No. & date of the approval of State Government** **c. Letter No. & date of the approval of UGC** **(Please attach attested copy of the approval)**	No off-campus centres Not Applicable Appendix 2.4
2.5	**Whether any off-shore campus established? If yes, please give details of the approval granted by the Government of India and the host country in the following format: -** **a. Place of the off-shore campus**	No off-shore centres Not Applicable Appendix – 2.5

	b. Letter No. & date of the approval of Host Country **c. Letter No. & date of the approval of Government of India (Please attach attested copy of the approval)**	
2.6	**Does the University offer a distance education programme? If yes, whether the courses run under distance mode are approved by the competent authority? (Please enclose attested copy of the course-wise approval of competent authority)**	No The University does not offer courses under distance mode. Appendix – 2.6
2.7	**Whether the University has established study centre(s)? If yes, please provide details and whether these study centres are approved by the competent authority of the University and UGC?** **(Please enclose attested copy of the approval from the competent authority)**	No Appendix – 2.6

C. Academic Activities Description

3. Academic Programmes

3.1	**Details of the programmes permitted to be offered by Gazette Notification of the State Government and its reference** **(Details to be provided in Appendix-VIII)**	All the details for this section are provided in Appendix 3.1
3.2	**Current number of academic programmes/ courses offered by the University** **(Details to be provided in Appendix-IX)**	The total number of academic programmes currently offered by the University are 6: UG (BA, BSc Hons), PG (MBA), Integrated MBA (IMBA), L & T Executive MBA, PhD, Executive PhD. For other details, please refer to Appendix 3.2

<table>
<tr>
<td>3.3</td>
<td>Whether approvals of relevant statutory council(s) such as AICTE, BCI, DEC, DCI, INC, MCI, NCTE, PCI, etc. have been taken to:
a. Start new courses
b. To increase intake
If yes please enclose copy of approval and give course- wise details in the following format: -
<table>
<tr><th>Name of the Study Centre</th><th>Course offered</th><th>Whether approval taken</th></tr>
<tr><td></td><td></td><td></td></tr>
</table>
</td>
<td>Not applicable
Appendix – 3.3</td>
</tr>
<tr>
<td>3.4</td>
<td>If the University is running courses under distance mode, please provide details about the students enrolled in the following format:
<table>
<tr><th>Name of the Study Centre</th><th>Course offered</th><th>No.of students enrolled</th></tr>
<tr><td></td><td></td><td></td></tr>
</table>
(Please enclose copy of the course-wise approval of the competent authority)
</td>
<td>Not applicable
Appendix – 2.6</td>
</tr>
<tr>
<td>3.5</td>
<td>Temporal plan of academic work in the University Semester system/ Annual system</td>
<td>All the programmes follow a trimester-based system.
The University articulates a detailed annual academic calendar. It is further customised depending on programme requirements by the respective Dean / Chairperson. This academic calendar includes the teaching dates, exam dates,holidays etc. This helps in structuring the teaching plan for all the programmes in the University.</td>
</tr>
</table>

3.6	**Whether the University is running any course which is not specified under Section 22 of the UGC Act, 1956? If yes, please give details in the following format: -** **a. Name of the course(s) b. Since when started** **c. Whether the University has applied for permission from UGC?**	No Appendix – 3.6

4. Student Enrolment and Student Support:

Krea University came into existence on May 23, 2017 (vide section 1.4 above). In the setup phase of the University (23.05.2017 to 31.12.2018) the activities of the University, including its PG (MBA) and PhD programmes, were conducted by its sponsoring body, IFMR, on behalf of the University.

4.1	**Number of students enrolled in the University for the current academic year (2025-26) according to regions and countries (Please give separate information for the main campus and off-campus/off-shore campus)**						
	Gender	**No. of students from the same State where the University is located**	**No. of students from other States**	**No. of NRI students**	**No. of overseas students excluding NRIs**		**Grand Total**
					Foreign Students	**Person of Indian Origin students**	
UG 2022-26	**M**	**1**	**36**	**1**	**1**	**1**	**40**
	F	**0**	**60**	**2**	**1**	**0**	**63**
	T	**1**	**96**	**3**	**2**	**1**	**103**
UG2023-27	**M**	**3**	**89**	**0**	**1**	**1**	**94**
	F	**3**	**163**	**0**	**1**	**1**	**168**
	T	**6**	**252**	**0**	**2**	**2**	**262**
UG 2024-28	**M**	**1**	**93**	**1**	**1**	**1**	**97**
	F	**5**	**136**	**0**	**3**	**3**	**147**
	T	**6**	**229**	**1**	**4**	**4**	**244**
UG 2025-29	**M**	**2**	**106**	**0**	**1**	**1**	**110**
	F	**2**	**121**	**0**	**0**	**0**	**123**
	T	**4**	**227**	**0**	**1**	**1**	**233**
PG (MBA) 2024-26	**M**	**25**	**167**	**0**	**0**	**0**	**192**

	F	13	77	0	0	0	90
	T	38	244	0	0	0	282
PG (MBA) 2025-27	M	34	163	0	0	0	197
	F	10	89	0	0	0	99
	T	44	252	0	0	0	296
IMBA 2023-28	M	0	10	1	0	0	11
	F	1	18	0	0	0	19
	T	1	28	1	0	0	30
IMBA 2024-29	M	2	20	2	0	0	24
	F	2	31	0	0	0	33
	T	4	51	2	0	0	57
IMBA 2025-30	M	1	30	0	0	0	31
	F	2	29	0	0	0	31
	T	3	59	0	0	0	62
EMBA 2023-26	M	2	26	0	0	0	28
	F	0	0	0	0	0	0
	T	2	26	0	0	0	28
EMBA 2024-27	M	6	29	0	0	0	35
	F	1	0	0	0	0	1
	T	7	29	0	0	0	36
EMBA 2025-27	M	6	31	0	0	0	37
	F	1	2	0	0	0	3
	T	7	33	0	0	0	40
M.Phil.	M	0	0	0	0	0	0
	F	0	0	0	0	0	0
	T	0	0	0	0	0	0
GSB PhD. 2020	M	0	2	0	0	0	2
	F	0	0	0	0	0	0
	T	0	2	0	0	0	2
GSB PhD 2021	M	0	1	0	0	0	1
	F	0	0	0	0	0	1
	T	0	1	0	0	0	1
GSB PhD 2022	M	0	1	0	0	0	1
	F	0	2	0	0	0	2
	T	0	3	0	0	0	3
GSB PhD 2023	M	0	2	0	0	0	2
	F	0	1	0	0	0	1
	T	0	3	0	0	0	3
GSB PhD 2024	M	1	0	0	0	0	1
	F	0	2	0	0	0	2
	T	1	2	0	0	0	3

GSB PhD 2025	M	0	0	0	0	0	0
	F	0	0	0	0	0	0
	T	0	0	0	0	0	0
GSB Executive PhD 2023	M	0	1	0	0	0	1
	F	0	0	0	0	0	0
	T	0	1	0	0	0	1
GSB Executive PhD 2025	M	1	2	0	0	0	3
	F	0	0	0	0	0	0
	T	1	2	0	0	0	3
Ph. D. 2023 (SIAS)	M	0	1	1	0	0	2
	F	0	0	0	0	0	0
	T	0	1	1	0	0	2
Ph. D. 2024 (SIAS)	M	1	2	0	0	0	3
	F	0	2	0	0	0	2
	T	1	4	0	0	0	5
Ph. D. 2025 (SIAS)	M	0	5	0	0	0	5
	F	0	1	0	0	0	1
	T	0	6	0	0	0	6
Executive Ph. D. 2025 (SIAS)	M	0	1	0	0	0	1
	F	0	0	0	0	0	0
	T	0	1	0	0	0	1
Diploma	M	0	0	0	0	0	0
	F	0	0	0	0	0	0
	T	0	0	0	0	0	0

4.2. Category- wise No. of Students (admitted during Current Academic year):

Category-wise no. of students (admitted during the current academic year)

Category	Female	Male	Total
SC	-	-	-
ST	-	-	-
OBC	-	-	-
PH	-	-	-
General	785	919	1704

Programme*	F	M	T
UG 2022-26	63	40	103
UG 2023-27	168	94	262
UG 2024-28	147	97	244
UG 2025-29	123	110	233
PG (MBA) 2024-26	90	192	282
PG (MBA) 2025-27	99	197	296
IMBA 2023-28	19	11	30
IMBA 2024-29	33	24	57
IMBA 2025-30	31	31	62
EMBA 2023-26	0	28	28
EMBA 2024-27	1	35	36
EMBA 2025-27	3	37	40
GSB PhD. 2020	0	2	2
GSB PhD 2021	0	1	1
GSB PhD 2022	2	1	3
GSB PhD 2023	1	2	3
GSB PhD 2024	2	1	3
GSB PhD 2025	0	0	0
GSB Executive PhD 2023	0	1	1
GSB Executive PhD 2025	0	4	4
Ph. D. 2023 (SIAS)	0	2	2
Ph. D. 2024 (SIAS)	2	3	5
Ph. D. 2025 (SIAS)	1	5	6
Executive Ph. D. 2025 (SIAS)	0	1	1
Total	785	919	1704

We admit students based on merit, and we don't actively seek caste-based data for our programmes.

*Data of Current Academic Year 2025-26

4.3	Details of the two batches (UG & PGD) of students admitted and graduated in 2024, 2023									
	2024					2023				
Particulars	UG SIAS 2021 -24	PG Diploma SIAS 2023-24	PG MBA 2022-24	EMBA 2021-24	PhD 2019 and 2018	UG SIAS 2020 -23	PG Diploma SIAS 2022-23	PG MBA 2021-23	EMBA 2020-23	PhD 2018 and 2017
No. admitted to the Programme	189	38	178	43	13	133	38	188	45	9
No. of Dropouts (a) Within four months of Joining (b) Afterwards (c) Trimester(s) break	a) 24 b) 4 c) 0	a) 2 b) 3 c) 0	a) 4 b) 1 c) 0	a) 2 b) 0 c) 0	a) 0 b) 0 c) 4	a) 2 b) 2 c) 0	a) 0 b) 3 c) 0	a) 4 b) 0 c) 0	a) 4 b) 0 c) 0	a) 0 b) 0 c) 4
No. Appeared for the final year examination	161	31[2]	173	41	6[3]	129	35	184	40[5]	2[6]
No. Passed the final exam	121[1]	31	172	41	6	123[4]	35	184	40	2
No. Passed in first class**	120	30	162	36	NA	123	35	168	36	NA

For Table 4.3:

[1]Out of a total of 161 students, 121 successfully passed the final examination, while 37 students progressed to the fourth year of the UG Honours programme

[2]Among the 33 students, two students did not write the final exam

[3]In 2024, six students PhD graduated from the 2018 and 2019 batches out of the total nine students. The remaining three graduated in 2025 (2 students) and 2023 (1 student), respectively.

[4]In 2023, 123 students passed the examination out of 129 students from the UG SIAS 2020–23 batch. Of the remaining six students, two did not graduate, two graduated in 2024, one graduated in 2025, and one student is still continuing.

[5]In 2023, 40 out of 41 students from the EMBA 2020–2023 batch successfully passed the examination. The remaining student did not appear for the examination.

[6]In 2023, two students PhD graduated from the 2017 and 2018 batches out of the total five students. The remaining three graduated in 2022, 2024 and 2025, respectively.

*University's grading system is based on Cumulative Grade Point Average (CGPA)

4.4	**Does the University provide bridge/remedial courses to the educationally disadvantaged students? If yes, please give details**	Yes. The university conducts academic bridge programmes and preparatory programmes in both the schools (IFMR GSB and SIAS) before the commencement of Trimester 1 classes. **SIAS:** An academic programme is conducted for selected students identified through a diagnostic assessment conducted by the admissions team and the Office of Inclusive Learning Support. This programme is carried out for Math and Digital Literacy. Additional support is provided to educationally disadvantaged students and students with Disabilities in the form of tutoring through the Office of Inclusive Learning Support for their academic requirements in consultation with the course instructors. **IFMR GSB:** The preparatory programme in four modules (Accounting, Economics, Mathematics for Manager and Excel Skills) is carried out before the commencement of Trimester 1 classes. In addition to this, Communication and several other workshops are offered based on students' requirements throughout the programme. The University has a dedicated office called the **Office of Inclusive Learning Support** to provide academic and other forms of support to students that come from educationally disadvantaged backgrounds and/or have any disabilities or any other challenges. This support is provided in terms of bridge programmes but also through interventions designed to run throughout the academic year. The interventions are individually customized based on the student's needs.

4.5	**Does the University provide any financial help to the students from socially disadvantaged groups? If yes, please give details**	School of Interwoven Arts & Sciences (SIAS): We provide need based financial assistance. Based on the applications received from students, the Financial Aid Office screens the applications on the basis of budgets planned and allots a specific percentage of tuition fee waiver towards financial aid.

4.6	**In case the University is running an M.Phil./Ph.D. programme, whether it is full time or part time and whether these programmes are run as per UGC Regulations,2009 on M.Phil. / Ph.D.**	Yes, Ph. D – Both Part-Time & Full time programme. These are run as per UGC regulations.
4.7	**Whether the University have a website?** **If yes please give website address and whether the website is regularly updated?**	Yes, the University has a website and it is regularly updated. www.krea.edu.in
4.8	**How are the prospective students informed about the criteria for admission, rules & regulations, facilities available, etc?**	MBA Programme We have a brochure hosted on our website. In our web-based application portal, we have FAQ section [Frequently Asked Questions]: https://krea.edu.in/ifmrgsb/faq-mba/ Our programme brochure can be viewed at https://krea.edu.in/admission-download-brochure/ and click on 'Download MBA Brochure' Refer to Annexure 4.8 A MBA for MBA brochure For other details of the MBA Programme 2026-2028: https://krea.edu.in/ifmrgsb/mba-admissions-2/ UG Programme

		We have a brochure hosted on our website. In our web-based application portal, we have FAQ section [Frequently Asked Questions]: https://krea.edu.in/sias/faq-undergraduate-programme/ Our programme brochure can be viewed at https://krea.edu.in/admission-download-brochure/ and click on 'Download BA (Hons) and B.Sc. (Hons) Brochure' Refer to Annexure 4.8 B for UG Brochure IMBA Programme We have a brochure hosted on our website. In our web-based application portal, we have FAQ section [Frequently Asked Questions]: https://krea.edu.in/ifmrgsb/faq-integrated-mba// Our programme brochure can be viewed at https://krea.edu.in/admission-download-brochure/ and click on 'Download IMBA Brochure' Refer to Annexure 4.8 C for IMBA Brochure For other details of the IMBA Programme: https://krea.edu.in/ifmrgsb/bba-mba-integrated-course/ PhD Programme We have a brochure hosted on our website.

		In our web-based application portal, we have FAQ section [Frequently Asked Questions]: https://krea.edu.in/ifmrgsb/phd-admissions-2025-faq/ Our PhD programme brochure can be viewed at https://krea.edu.in/admission-download-brochure/ and click on 'Download PhD Brochure' Refer to Annexure 4.8 D for PhD Brochure For other details of the PhD Programme 2026: https://krea.edu.in/ifmrgsb/phd-admissions-2025/ L&T MBA Programme This is an exclusive MBA Programme offered by IFMR GSB, Krea University in collaboration with Larsen & Toubro (L&T) for its employees only. The details for this programme have been hosted on our website. In our web-based application portal, we have FAQ section [Frequently Asked Questions]: https://krea.edu.in/ifmrgsb/lt-mba-programme/#faqs Refer to Annexure 4.8 E for L&T MBA Brochure For other details of the Programme, please refer to: https://krea.edu.in/ifmrgsb/lt-mba-programme/

<table>
<tr>
<td>4.9</td>
<td>Whether any grievance redressal mechanism is available in the University? If yes, please provide details about the complaints received against malpractices, etc in the University in the following format: -
<table>
<tr><td>Name of the complainant</td><td>Complaint against</td><td>Date of complaint</td><td>Action taken by the University</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
</table>
</td>
<td>Yes.

1. Internal Complaints Committee Cases (Refer to Annexure 4.9 ICC Files)
2. Appendix 4.9 Disciplinary cases (Non-academic)</td>
</tr>
</table>

5. Curriculum, Teaching Learning Process/Method, Examination/Evaluation System

5.1	**Which University body finalized the curriculum? The composition of the body may be given. (Board of Studies, Academic Council, Board of Management)**	The **Academic Council (AC)** is the statutory body that maintains overall oversight of the curriculum for all programmes of the University and serves as the final approving authority. SIAS (Liberal Arts School): **Board of Studies** prepared the founding curriculum, which was reviewed by the **Curriculum Committee (CC)** of SIAS and finally discussed and approved by the AC. For new courses, faculty groups within each discipline submit course outlines to the BoS and the Curriculum Committee. Upon review and recommendation by the BoS and CC, the proposals are forwarded to the Academic Council for final approval. The Curriculum Committee is an interdisciplinary group of SIAS faculty, who review the graduation requirements, the existing course catalogue as well as new courses. This Committee ensures that the curriculum remains dynamic and interdisciplinary. Composition of Academic Council is in Appendix – 5.1 and Board of Studies and Curriculum Committee (SIAS) is in Annexure 11.3 B

		IFMR GSB (PG School): The faculty gives course outlines for new courses to the area chair who presents the same to the **BoS** and the **Curriculum Review Committee**. With their recommendations, the courses are presented to the **Academic Council** who is the final approving body. Composition of Board of Studies (IFMR) are in Annexure 11.3 A Annexure 5.1: List of Committees (IFMR GSB)
5.2	**What are the Rules/regulations/ procedure for revision of the curriculum and when was the curriculum last updated?**	All revisions to the curriculum are reviewed and approved by a majority vote of the Academic Council, which has overall statutory oversight of academic matters. The University has established structured processes to ensure periodic and systematic review of curricula across its Schools. **SIAS:** Curriculum revision in SIAS is undertaken through a multi-level process. At the institutional level, the Academic Council provides oversight. At the School level, the Curriculum Committee meets every trimester to review proposals for new courses and revisions to existing courses. At the disciplinary level (such as Physics, Chemistry, History, Psychology, etc.), faculty review curricula on a periodic basis, either annually or as required, and recommend changes to course content, graduation requirements, and major/minor structures. These recommendations are forwarded to the Curriculum Committee and, thereafter, to the Academic Council for approval. The Dean, SIAS oversees both the Curriculum Committee and the discipline-wise course catalogue offered each trimester. The most recent comprehensive curriculum revisions in SIAS were approved by the Academic Council in 2023 and subsequently in 2024, in connection with the transition to the **Four-Year Undergraduate Programme (FYUP)**. During these reviews, curricula across all disciplines were revised to align with FYUP guidelines, including updated graduation requirements, provision of

		exit options, and restructuring of curricula in accordance with the **National Education Policy (NEP) 2020** and relevant UGC guidelines. Refer to Annexure 5.2 for minutes for Academic Council meetings for FYUP curriculum revision in SIAS. Annexure 5.2.A: Supporting documents to Annexure 5.2 **IFMR Graduate School of Business (IFMR GSB):** At IFMR GSB, the curriculum is reviewed formally every three years by the Curriculum Committee and is subsequently placed before the Academic Council for final approval. In addition, disciplinary areas and specialisations (such as Marketing, Finance, Human Resources and Organisational Behaviour, Strategy, etc.) review their course offerings annually to ensure continued relevance and alignment with contemporary academic and industry practices. Proposals for new elective courses are examined by the respective Boards of Studies (BoS) and, upon their recommendation, are submitted to the Academic Council for approval prior to inclusion in the course catalogue. In this process, new electives have been introduced into the course catalogue in both 2024 and 2025 following approval of the relevant BoS. Please refer to Annexure 5.1 (List of Committees), Annexure 11.3 A, Annexure 11.3 B and Appendix – 5.1 for the list of Board of Studies, Curriculum Committee as well as the Academic Council

5.3	**Whether approval of statutory bodies such as Board of Studies, Academic Council and Board of Management of the University has been taken to start various courses?** **If yes, please enclose extracts of the minutes.**	Yes. Given below are the details of Academic Council Meetings: 1. 10 March 2020: SIAS: 4th year Programme 2. 13 January 2023: BBA/Integrated MBA Programme at IFMR GSB – presentation 3. 23 November 2023: Introduction of new major in Data Science Annexure: 5.3: Extracts from the minutes of above meetings Annexure 5.3 A: Supporting documents to Annexure 5.3

5.4	**Furnish details of the following aspects of curriculum design:** **Innovation such as modular curricula** **Inter/multidisciplinary** **approach**	**Curriculum Design: Innovation and Inter-/Multidisciplinary Approach** **SIAS:** The undergraduate curriculum at SIAS is designed in accordance with liberal arts principles and is both modular and flexible in structure. It consists of general education requirements (Core and Skills courses) alongside discipline-based Major and Minor programmes. Students have the flexibility to choose courses across disciplines and are not restricted to a single field of study, thereby actively encouraging interdisciplinary and multidisciplinary learning. Course modules are designed with clearly defined outcomes and integrate academic knowledge with essential skills needed in a complex world. Students also undertake faculty-supervised research projects and mandatory internships, which provide exposure to research practices, industry contexts, and social immersion. Interdisciplinarity is a defining feature of curriculum design at SIAS. Course development is undertaken collectively, with course outlines shared across the faculty body for review and feedback. Cross-listing of courses across disciplines is a regular practice, enabling students to count the same course towards requirements in different majors or

		minors, as appropriate. The University also encourages team teaching and joint faculty appointments across disciplines, which further strengthens interdisciplinary pedagogy. Regular faculty discussions are organised to support curriculum development and continuous refinement of pedagogical and assessment practices. **IFMR GSB:** At IFMR GSB, curriculum design incorporates both disciplinary depth and interdisciplinary perspectives. Faculty present course outlines to the broader faculty body comprising members from multiple disciplinary areas to solicit feedback and ensure alignment with evolving academic and industry contexts. This process supports academic rigour while embedding interdisciplinary thinking within management education. The curriculum includes several interwoven and interdisciplinary courses such as Design Thinking and Problem Solving and Ethics, Business and Society. In addition, interdisciplinary electives and workshops are offered in areas such as Basic Econometrics, Supply Chain Finance, Derivatives and Risk Management, Fixed Income Securities, Pricing and Revenue Optimisation, FinTech, and Private Equity and Entrepreneurship. These offerings enable students to integrate perspectives from economics, finance, analytics, technology, and strategy. The five-year Integrated MBA (IMBA) programme at IFMR GSB further exemplifies the University's commitment to interdisciplinary and modular learning. This programme combines a sequence of courses that build logically from foundational to advanced managerial knowledge, integrating principles from business management with an interdisciplinary approach, including opportunities in areas such as professional business management, family business, entrepreneurship, and business journalism. The IMBA's structure enables a blend of disciplinary depth and cross-domain perspectives, preparing students for leadership roles with a

		broad, interconnected understanding of business and societal contexts.
5.5	**Has the University conducted an academic audit? If yes, please give details regarding frequency and its usage.**	An External Review Team comprising of, Prof Raghu Sundaram, (Stern School of Business, USA), Prof Rishikesh Krishnan (Director, IIM Indore) and Prof V Anantha Nageswaran (Faculty, Singapore Management University) undertook an extensive review of all aspects of the university ranging from curriculum, admissions, placement, MDP, alumni affairs, student affairs, infrastructure and facilities on February 12-13, 2018. The next external review is scheduled for 2026. In the case of the School of Interwoven Arts and Sciences, a new UG curriculum was implemented in 2019 and was reviewed in 2022-23 as the first batch of graduates passed out. The University introduced the curriculum for the Four-Year Undergraduate Program, which was implemented as per UGC directives from the academic year 2023-24. As a young university, Krea is yet to conduct a periodic review of its programmes offered at the departmental level. Periodic reviews will be regular, systematic evaluation (typically 5 to 6 years) of the academic department focusing on maintaining standards, enhancing student experience and identifying good practices aligning with NAAC requirements. These reviews will involve self-evaluation documents, external peer panels, and will aim to ensure quality in teaching, research, and programme relevance, leading to re-approval for another cycle of programme delivery.
5.6	**Apart from classroom instruction, what are the other avenues of learning provided for the students? (Example: Projects, Internships, Field trainings, Seminars, etc.)**	In alignment with the principles of the National Education Policy (NEP) 2020, Krea University emphasises experiential, research-oriented, and multidisciplinary learning by creating strong linkages between classroom instruction and real-world contexts. Students are required to undertake graded internships or projects during summer breaks as an integral part of the

		curriculum. For example, in our MBA Programme (IFMR GSB), each student is assigned a faculty mentor at the commencement of their summer internship and is additionally guided by a workplace mentor during the engagement. The summer internship carries the equivalent of one full academic credit and involves structured deliverables such as joining reports, interim progress reports, and final project reports. In SIAS, in addition to internships, our undergraduate students undertake faculty-supervised capstone research projects that involve independent inquiry, data collection, analysis, and academic writing. Several of these capstone projects have led to conference presentations and peer-reviewed publications, providing students with intensive research training and exposure to scholarly practices. All students are at Krea exposed to applied learning through simulations, games, case-based pedagogy, field-based learning, and interdisciplinary projects embedded within the curriculum. The University facilitates extensive engagement with external experts across disciplines. Alongside initiatives coordinated by the Alumni and External Relations function, individual academic programmes regularly invite industry practitioners, policymakers, researchers, and academics to deliver guest lectures, conduct workshops, and lead seminars. The Office of Student Life complements academic learning by organising workshops and talks in areas such as performing arts, leadership, wellbeing, and other essential life skills. The University also regularly hosts conferences, conclaves, and academic forums on issues of contemporary and interdisciplinary importance, thereby enhancing students' exposure to professional practice, research, and current societal challenges.

5.7	**Please provide details of the examination system (Whether examination based or practical based)**	The University follows a Continuous and Comprehensive Evaluation (CCE) framework, in alignment with the principles of the National Education Policy (NEP) 2020, which emphasises formative, competency-based, and application-oriented assessment. Evaluation is not based on a single end-term examination but is carried out through multiple components spread across the academic term. In both our schools, faculty assess students using a combination of evaluation methods such as quizzes, assignments, projects, presentations, case analyses, class participation, short examinations, research papers, practical work, and final examinations, as appropriate to the discipline and course objectives. Faculty have the academic autonomy to design innovative assessment components aligned with clearly defined learning outcomes. **For example,** in the School of Interwoven Arts and Sciences (SIAS), no single evaluation component accounts for more than 40% of the total course grade, ensuring balanced and holistic assessment of student learning. Science programmes include both theory-based and practical examinations, while programmes in the arts, management, and related disciplines assess students through a combination of theoretical understanding and application-oriented components. In addition to letter grades, undergraduate courses include qualitative assessments of students' learning practices and academic engagement. Science degrees have both practical exams and theory exams. The arts degrees, MBA degree and Ph.D. degrees in management have evaluation criteria that are a combination of theory and application-oriented components. In the PhD programme, students are evaluated during the coursework using multiple evaluation components in each course. There are written and oral comprehensive examinations to assess the

		performance at the end of the coursework. The Doctoral Dissertation Committee / Research Advisory Committee evaluates the doctoral proposal and the doctoral dissertation of each student. In the final stage, the dissertation is evaluated by external examiners. A public viva voice is conducted for defending the thesis, and evaluation is done by the members of the Research Advisory Council and at least one external examiner who are present at the event. On successful passing the public viva voce, and on approval by the Academic Council, the doctoral student is granted the PhD degree in Management by Krea University. **Please refer to Annexures for further details from the Exams Manual- AY 2025-26** Annexure 5.7.1: SIAS UG Annexure 5.7.2: IMBA Annexure 5.7.3: MBA Annexure 5.7.4 EMBA Annexure 5.7.5 Executive PhD Annexure 5.7.6 PhD

5.8	**What methods of evaluation of answer scripts does the University follow? Whether external experts are invited for evaluation?**	External evaluation is mandated for Ph.D. dissertation and Viva voce. In all other cases, Krea faculty members evaluate the answer scripts. In cases of request for re-evaluation, support of external faculty members is sought. Further details are available in the Exams Manual. After results are declared, students have the option of seeking re-evaluation and a Krea faculty member capable of teaching that specific course will undertake re-evaluation. If such expertise is not available within Krea, then an external scholar will be appointed to complete re-evaluation.

5.9	**Mention the number of malpractice cases reported during the last 3 years and how they are dealt with.**	Malpractice cases reported during the exam and identified during evaluation are penalized as per the disciplinary action process guidelines detailed in the exam manual. (Refer to Annexure 5.7.1 to 5.7.6) For list of disciplinary cases, refer to Annexure 5.9
5.10	**Does the University have a continuous internal evaluation system?**	Yes. Continuous internal evaluation is integral to every course offered by the University. Each course across all degree programmes includes multiple evaluation components, and no single assessment determines the entire course grade. Students are provided with detailed course outlines at the beginning of each course, clearly specifying the evaluation components, assessment criteria, and weightages, ensuring transparency and consistency in the evaluation process. For example, in the School of Interwoven Arts and Sciences (SIAS), no single evaluation component accounts for more than 40% of the total course grade, thereby ensuring continuous and diversified assessment of student learning. Faculty employ a range of evaluation methods, including assignments, projects, presentations, quizzes, examinations, and participation, as appropriate to the course objectives.

5.11	**How are the question papers set to ensure the achievement of the course objectives?**	Course outlines/syllabi of each course at the University contain course description followed by course objectives, learning outcomes and assessment schemes. Further, efforts are undertaken to ensure that course deliverables such as assignments / projects / examinations are anchored on appropriate learning outcomes. This is conveyed by the faculty concerned in the course outline document, which is shared with all students prior to the commencement of the course. These syllabi/course outlines are also shared with the Academic and Examination offices, for both documentation as well as oversight purposes.

5.12	**State the policy of the University for the constitution of board of question paper setters, board of examiners and invigilators.**	As the University follows a continuous assessment model, assessment is primarily designed and implemented by the faculty member teaching the course. The assessment scheme for each course is reviewed by the relevant Board of Studies (BoS) to ensure alignment with approved academic standards and learning outcomes. The COE also undertakes grade review meetings with faculty of each department. Depending on the nature of the assessment, faculty may seek support from the Controller of Examinations (CoE) for the conduct of examinations, including invigilation. The CoE oversees the examination process in accordance with University norms, including supervision of invigilation, ensuring confidentiality and compliance in question paper setting, managing examination schedules, preventing and addressing malpractice, and overseeing evaluation, declaration of results, and revaluation processes as prescribed. The responsibility for setting question papers, evaluating student performance, and submission of grades rests with the faculty concerned. Invigilation duties are supported by Teaching Assistants and

<table>
<tr><td></td><td></td><td>Ph.D. scholars, as required, under the supervision of the CoE.

In addition to University-wide examination norms, each School follows internal academic processes suited to its programmes. For instance, at IFMR Graduate School of Business (IFMR GSB), examinations are further overseen by the Programme Chair and the Programme Committee, along with the faculty concerned, to ensure consistency, academic rigour, and adherence to programme-specific requirements.

Additionally, students have recourse to apply for revaluation and can pass the course through supplementary exams or improve their grade through an improvement exam that are conducted regularly by the Examinations Office.</td></tr>
<tr><td>5.13</td><td>How regular and time-bound are conduct of examinations and announcement of results? Substantiate with details of dates of examinations and announcement of results for the last 3 years. Details to be provided in the following format: -

<table><tr><th>Year</th><th>Date of exams</th><th>Date of announcement of results</th></tr><tr><td></td><td></td><td></td></tr></table></td><td>Results of examinations are released in a time bound manner.

Please refer to Annexure 5.13</td></tr>
</table>

D. Admission Process

6.1	**How are students selected for admission to various courses?** **Please provide faculty-wise information** **a. Through special entrance tests** **b. Through interviews** **c. Through their academic record** **d. Through a combination of the above** **Please also provide details about the weightage given to the above**	**For MBA 2025-27**: **Applicants are required to take any of the following competitive exams -** CAT: 2023 & 2024, XAT: 2024 & 2025, NMAT: Oct 2024 – Feb 2025, CMAT: 2025, GMAT: 2023, 2024, 2025, GMAT Focus: 2024 & 2025, GRE: 2023, 2024, 2025, GATE: 2024 & 2025, IIT-JAM: 2024 & 2025Eligibility Criteria MBA 2023-25 **1. Date of Birth - Should have been born after 01 Jan 1998** **2.** Class X - 60% **3.** Class XII - 60% **4.** UG - 60% **5.** Work Experience 0 to 36 months **6.** Competitive Exams: **a.** CAT: 2021 & 2022 – 75 percentile **b.** XAT: 2022 & 2023 – 75 percentile **c.** NMAT Oct 2022 – Feb 2023: 222 score **d.** CMAT: 2023: 220 score **e.** GMAT: 2021, 2022, 2023: 650 score **f.** GRE: 2021, 2022, 2023: 310 score **Applicants exempted from competitive exams:** IFMR GSB extends a special invitation to individuals who have attained top-ranking positions in the nation's most esteemed educational institutions. This provision is exclusively for applicants who have successfully completed their undergraduate degrees and achieved a university rank. Applicants who have secured positions within the top 20 ranks among universities and

		institutes acknowledged by NIRF (National Institutional Ranking Framework), as detailed in both the comprehensive rankings (https://www.nirfindia.org/Rankings/2024/OverallRanking.html) and university rankings (https://www.nirfindia.org/Rankings/2024/UniversityRanking.html), will not be obliged to submit competitive exam scores. However, it is essential to furnish documentary evidence confirming your university ranking. **For UG 2025-29:** Please refer to https://krea.edu.in/sias/eligibility-2/ Rigorous, merit-driven, multi-dimensional admissions process. Krea University's admission process is designed to identify and select talented, high-potential students keen to make a difference in society. Selection is purely based on individual merit and capability. The exacting, multi-stage process will evaluate students beyond just their scholastic abilities. The admitting students' selection and rating criteria will be fair and transparent. **For Integrated MBA 2025-28-30** **Eligibility** -Date of birth of the applicants should be January 1, 2006 or later - Applicants must have studied in the English Medium, obtained at least 60% marks [overall] both in Class X and Class XII with at least 60% in Mathematics in Class X; this could be from the Boards - IB, IGCSE, ICSE, CBSE or State Boards. - A student who has not been assessed by any of the above listed Boards in Class X, and is directly pursuing IB as a four-year programme after middle school will not be eligible, to apply for 2025 admission, unless

		such student has already completed IB in 2024 or earlier. Such a student must have qualified in IB with grade of at least 4 in Math - In Class X, regardless of the board, the student's marks will be considered from Math, English and three other non-overlapping subjects. (One of them could be a language other than English). If the student has written more than three subjects we will use the best three, along with Math and English to check for eligibility based on 60% criterion - In Class XII, the student's marks will be considered in three subjects (Math is not required, but it can be one of the three) apart from English or any other Language. English / Language marks are not included while checking for eligibility based on 60% criterion - Students who have not qualified in Math with 60% in class X in any of the above boards can qualify based on SAT score of at least 600 in Math. **Selection Process** - Applicants must meet any one of the following three criteria**:** a) SAT score with a minimum overall of 1300 and at least 600 in Math b) IPMAT 2024 - Raw Scores of 110 each in Quantitative and Verbal Sections IPMAT 2025 - Quantitative Ability Short Answer - 16, Quantitative Ability MCQ - 15, Verbal Ability - 75 c) A score of at least 15 each in the three sections of the Krea Aptitude Test (Problem Solving, Critical Thinking, Numerical Reasoning) - Candidates will be selected based on their

		scores in IPMAT or SAT or Krea Aptitude Test AND Personal Interviews. - Personal interviews shall assess the fit of the candidates to pursue programme objectives - Merit list of candidates will be prepared based on the overall performance and remarks if any from the interview panel, and admission offers will be issued subject to the sanctioned number of seats

6.2 Whether the University is admitting students from the national level entrance test or State entrance test? If yes, please provide the following details: -

For **MBA 2025-27**: Competitive Exams

CAT: 2023 & 2024	75 Percentile
XAT: 2024 & 2025	80 Percentile
NMAT: Oct 2024 – Feb 2025	222 Score
CMAT: 2025	AIR Up to 2000
GMAT: 2023, 2024, 2025 **GMAT Focus: 2024, 2025**	650 Score 600 Score
GRE: 2023, 2024, 2025	310 Score
GATE 2024 & 2025 (Engineering subjects)	Qualified
IIT-JAM 2024 & 2025 (Maths and statistics)	Qualified
Applicants exempted from competitive exams:	IFMR GSB recognizes candidates of academic excellence in the UG program who have graduated from the top 200 universities recognized by the NIRF (https://www.nirfindia.org/2022/UniversityRanking.html) and have been placed within the top 20 ranks of their degree program. Such applicants are not required to submit a score from any of the competitive exams.

	Name of the National/ State Level Entrance exam:	No. of Students admitted:	% of Students from the Total admitted:	Remarks:	Data pertains to the batch that joined in 2025-27
	CAT/XAT/CMA NMAT/GMAT/GMAT Focus/GRE/GATE/IIT-JAM/University Rank	259	107.92%	NIL	**For Ph.D.**: As per UGC norms. Personal Interviews conducted for the selected candidates from applications received.
	AP ICET 2025 (On Reporting Day)	36	42.86%		**UG:** University in-house exam conducted called the Krea Aptitude Test (KAT)

Integrated MBA 2025-28-30: **Competitive Exams**

IPMAT 2024/25	IPMAT 2024 - Raw Scores of 110 each in Quantitative and Verbal Sections IPMAT 2025 - Quantitative Ability Short Answer - 16, Quantitative Ability MCQ - 15, Verbal Ability - 75
SAT	Score with a minimum overall of 1300 and at least 600 in Math
KAT	A score of at least 15 each in the three sections (Problem Solving, Critical Thinking,

Name of the National/ State level Entrance exam	IPMAT 2024, 2025/25/KAT/SAT	% of students from the total admitted	Remarks	Data pertains to the batch that joined in
IPMAT 2024, 2025/25/KAT/SAT	62	103.33%	NIL	2025-28-30

6.3	**Whether the admission procedure is available on the**	Yes. Krea university website: https://krea.edu.in/

	University website and in the brochure	Brochures for various academic programmes offered by the University can be accessed here: https://krea.edu.in/admission-download-brochure/ • MBA Admissions 2026-2028: https://krea.edu.in/ifmrgsb/mba-admissions-2/ • PhD Programme 2026: https://krea.edu.in/ifmrgsb/phd-admissions-2025/ • SIAS UG Programme 2026: https://krea.edu.in/sias/admission/ • IMBA Programme 2026: https://krea.edu.in/ifmrgsb/bba-mba-integrated-course/ • Executive Education - MBA: https://krea.edu.in/ifmrgsb/lt-mba-programme/
6.4	**Please provide details of the eligibility criteria for admission to all the courses.**	**For MBA 2025-27:** Criteria: 1. Graduates of full-time degree course and or students in the final year of the undergraduate degree can apply. 2. Students from ODL (Open and Distance Learning) institutions are also eligible to apply as per the UGC policy and notification. 3. Applicants must submit valid scores in one (or more) of the competitive exams as mentioned in the eligibility criteria. From among the competitive exam scores given by the applicant, the best score will be considered subject to meeting the eligibility cut off. 4. Work experience is not required. Fresh graduates as well as candidates with work experience are eligible. Full-time work experiences up to 36 months will receive credit during the evaluation of the application. 5. Applicants are required to take any of the following competitive exams - CAT: 2023 & 2024, XAT: 2024 & 2025, NMAT: Oct 2024 – Feb 2025, CMAT: 2025, GMAT: 2023, 2024, 2025, GMAT Focus: 2024 & 2025, GRE: 2023, 2024, 2025, GATE: 2024 & 2025, IIT-JAM: 2024 & 2025 within their respective cut off. **Applicants exempted from competitive exams:** IFMR GSB recognizes candidates of academic excellence in the UG program who have graduated from the top 200 universities recognized by the NIRF (https://www.nirfindia.org/2022/UniversityRanking.html) and have been placed within the top 20 ranks of their degree program. Such applicants are not required to submit a score from any of the competitive exams.

		For Integrated MBA Programme Eligibility: 1. Date of birth of the applicants should be January 1, 2006 or later 2. Applicants must have studied in the English Medium, obtained at least 60% marks [overall] both in Class X and Class XII with at least 60% in Mathematics in Class X; this could be from the Boards - IB, IGCSE, ICSE, CBSE or State Boards. 3. A student who has not been assessed by any of the above listed Boards in Class X, and is directly pursuing IB as a four-year programme after middle school will not be eligible, to apply for 2025 admission, unless such student has already completed IB in 2024 or earlier. Such a student must have qualified in IB with grade of at least 4 in Math 4. In Class X, regardless of the board, the student's marks will be considered from Math, English and three other non-overlapping subjects. (One of them could be a language other than English). If the student has written more than three subjects we will use the best three, along with Math and English to check for eligibility based on 60% criterion 5. In Class XII, the student's marks will be considered in three subjects (Math is not required, but it can be one of the three) apart from English or any other Language. English / Language marks are not included while checking for eligibility based on 60% criterion 6. Students who have not qualified in Math with 60% in class X in any of the above boards can qualify based on SAT score of at least 600 in Math. Any one of the Competitive Exam (SAT, IPMAT, KAT with their respective cut-off) is mandatory in addition to the above criteria **For L&T MBA Programme 2025-27:** Eligibility: L&T employees with the below mentioned criteria are eligible for the programme: Graduates, Commercial Trainees, Staff members, and lateral hires in S-1 to M1-A Cadres with at least 3 years of work experience (as on date of programme commencement) who are: • Up to 35 years • Consistent academic performance with above 60% marks in X, XII and Graduation • FAIR Rating 6 & Above Note: Employees already possessing full-time qualifications in management (e.g. MBA) are not eligible.

		Selection Process: 1. Written Test 2. Followed by in-person interviews **For SIAS UG 2026-30 Batch** Please refer to https://krea.edu.in/sias/eligibility-2/ Eligibility: 1. Applicants should either be in Grade XII or equivalent or should have passed Grade XII or equivalent in their own country of study with a minimum of 50% or equivalent grades/credits in X standard. 2. The applicant should be less than 21 years of age on August 1, 2026. In exceptional cases, we may consider applicants over the age of 21 years. 3. There is no restriction with respect to the Board of study i.e. applicants from all Boards, including ISC, CBSE, State Boards, IB, Cambridge International A levels and other International Examination Boards can apply. 4. With respect to International Baccalaureate (IB) and Cambridge International A levels, the following policies are applicable: Students in both IB Diploma and the IB Course (i.e. IB Certificate) can apply, provided that they have secured a minimum of 24 credits and passed a minimum of three subjects at Higher Level (HL) and three at Standard Level (SL). Students with Cambridge International A levels need a minimum of three subjects to apply and pass for admission. 5. Applicants who have taken standardised tests which measure the student holistically, such as the Scholastic Aptitude Test (SAT), Ei CREST or the American College Testing (ACT) are encouraged to provide the scores in the application form. 6. There is no minimum cut-off score or extra-curricular achievement required to apply. Selection: There are two stages in the selection process: 1. Krea Aptitude Test followed by Online KIC (Krea Immersive Case Study) (only for selected candidates) 2. Personal Interview For further details, read the Selection Process section. Please refer to https://krea.edu.in/sias/sias-selection-process/ For Ph.D. 2025: As per UGC norms. Personal Interviews conducted for the selected candidates from applications received.

<table>
<tr>
<td>6.5</td>
<td>Whether University is providing any reservation/ relaxation in admission? If yes, please provide details in the following format:
<table>
<tr><td>Category</td><td>No. of students admitted</td><td>% Of quota provided for reservation and preparation in respect of actual enrolment</td><td>Remarks</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
</table>
</td>
<td>Yes (only for AP ICET Students).
Admissions to the University are based purely on merit, and the University does not provide reservation or relaxation in admissions.
However, in compliance with the Government of Andhra Pradesh regulations, the University has, from the academic year 2023 onwards, admitted students to the MBA programme at IFMR Graduate School of Business (IFMR GSB) through lateral entry via the Andhra Pradesh Integrated Common Entrance Test (AP ICET). As per the applicable regulations, 35% of the seats in the MBA programme are allocated for candidates admitted through AP ICET lateral entry.
This allocation is statutory in nature and applies only to the MBA programme; all other admissions to the University continue to be merit-based. Refer to Annexure 6.5</td>
</tr>
<tr>
<td>6.6</td>
<td>Whether any management quota is available for admission to the University? If yes, please provide details in the following format: -</td>
<td>No.
Admission is based purely on merit</td>
</tr>
<tr>
<td>6.7</td>
<td>What is the admission policy of the University for NRI and overseas students?
<table>
<tr><td>Total no. of seats (Course-wise)</td><td>No. of total students</td><td>No of students admitted under management quota: 0</td><td>Remarks</td></tr>
</table>
</td>
<td>There is no NRI quota. However, admission is based purely on merit.</td>
</tr>
</table>

E. Fee Structure

7.1	**Present Course-wise fee structure of the University (Please provide head-wise details of total fee charged)**	Refer to Annexure 7.1 for course-wise fee details

7.2	**Any other fee charged by the University other than the fee displayed in the UGC website (e.g. Building Fee, Development Fee, Fee by any name, etc.)**	No
7.3	**Whether fee structure is available on the University website and in the prospectus?**	Yes, fee structure is available both in the website and in the prospectus (brochure).
7.4	**Whether fee is charged by the University as per fee structure displayed in the University website and in the prospects or some hidden charges are there?**	Yes, and there are no hidden charge/fee collected from the students across the programs.
7.5	**Mode of Fee collection**	NEFT/RTGS/Wire Transfer/DD.
7.8	**Whether the University is providing any concession in fee to students? If yes, please provide details.**	The University provides need based financial assistance to UG students. For AY 2023-24, AY 2024- 25 and 2025-26 in Annexure 7.8 PhD: Full tuition fee waiver is given to all full-time PhD students.
7.9	**Details of the Hostel Fee including mess charges**	Please refer to 7.1 above.
7.10	**Any other fee**	Nil

7.11	**Basis of Fee Structure**	The cost elements which were considered for arriving at the fees: 1.Infrastructure development costs (Buildings, IT Infrastructure, Sports Facilities, Laboratories, Libraries.) 2.Administrative costs. 3.Teaching & Non-Teaching remuneration costs. 4.Depreciation costs. 5.Prevailing fee structure for comparative Programmes in other institutes. By considering the above factors, a differential fee structure will be arrived at and the same is approved by Competent Authority.
7.12	**Whether the University has received any complaint with regard to fee charged or fee structure? If yes, please give details about the action taken.**	No

7.13	**Whether the University is providing any scholarship to students? If yes, please provide details.**	**For PG (MBA)** Institute will provide Merit cum Means Scholarship to top 10 students based on eligible criteria and recommendation by the Scholarship Committee. In addition to above mentioned Scholarships, based on the CGPA at the end of the second year, merit scholarships are awarded. ● Scholarships awarded in AY 2025-26 to MBA Batch 2023-25: Six students were awarded INR 2,00,000 each. **For UG (SIAS BSc/BA Honours)** Merit scholarship for UG ranges from 20% to 100% of the tuition fees based on the student performance at the admission process. There is no separate application for the merit scholarship. Those shortlisted for the scholarship will be intimated after

		every round of admission, but the formal offer will go out after Round 4. Those shortlisted for the scholarship will be intimated through their Admission offer letter at the end of every round. **<u>Financial Assistance (only for SIAS BSc/BA Hons Programme)</u>** The UG programme in SIAS has a need-blind admissions process and a need-based financial assistance process that ensures that every admitted student is able to pursue their education. We have provisioned for varying levels of financial assistance depending on the need of the student. The assistance may cover up to 100% of tuition fees and living expenses. Details of financial assistance given to students in AY 2022-23, AY 2023-24: 61, AY 2024-25, AY 2025-26 has been provided in Annexure 7.8. Eligibility for financial-assistance is broadly driven by family income (should be below Rs.35 Lakhs for AY 2025-2026 and Rs. 50 lakhs for AY 2026-2027) and other assessment parameters.

F. Faculty

8.1 **Total no. of Sanctioned and filled up posts (Institution wise and Department-wise)**

Sanctioned and Filled up posts (School-wise) as on December 2025 for Academic Year 2025-2026

Full-Time Faculty

Department	Assistant Professor		Associate Professor		Professor	
	Sanctioned	Filled	Sanctioned	Filled	Sanctioned	Filled
SIAS	15	9	8	0	9	1
GSB	2	2	2	1	1	0

Adjunct Faculty

Department	Visiting Assistant Professor		Visiting Associate Professor		Visiting Professor	
	Sanctioned	Filled	Sanctioned	Filled	Sanctioned	Filled
SIAS	5	12	0	0	0	0
GSB	0	5	0	0	0	0

8.2 Details of teaching staff in the following format (Please provided details – Institution- wise and Department-wise)

Dept	Name of The Teacher	Designation	Age	Educational Qualifications (whether qualified as per UGC Regulations)	Teaching experience in years	Date of appointment	Whether full time or part-time	Regular or Ad-hoc	Scale of Pay	No. of publication
Refer to Appendix 8.2_Faculty										

8.3	**Category-wise No. of Teaching Staff**	

Category	Female	Male	Grand Total
Adjunct Faculty	18	39	57
Full-time Faculty	42	77	119
Visiting Faculty	10	25	35
Distinguished Professor (Non-Teaching)	0	1	1
Grand Total	**70**	**142**	**212**

Faculty recruitment is conducted in accordance with the University's approved recruitment process, based on academic credentials, qualifications, experience, and merit. The University does not actively seek or use caste-based information

8.4	**Details of the permanent and temporary faculty members in the following format**		
Particulars	**Female**	**Male**	**Total**
Academic Year 2025-2026			
Total no. of permanent teachers	**42**	**77**	**119**
No. of teachers with Ph.D. as the highest qualification	40	73	113
No. of teachers with M.Phil as the highest qualification	1	0	1
No. of teachers with PG as the highest qualification	1	4	5
Total no. of Temporary teachers (Includes Visiting Faculty, Adjunct Faculty)	**28**	**65**	**93**
No. of teachers with Ph.D. as the highest qualification	18	43	61
No. of teachers with M.Phil as the highest qualification	0	2	2

No. of teachers with PG as the highest qualification	10	19	29
No. of teachers with UG as the highest qualification	0	1	1
Total (Permanent + Temporary)	**70**	**142**	**212**

Note on Faculty Classification: The University does not maintain a rigid distinction between UG and PG faculty appointments. Faculty recruitment at Krea is based on institutional norms that prioritise a Ph.D. as the highest qualification, except in select professional programmes (such as Management), where significant industry expertise may be considered in lieu of a doctoral qualification, in accordance with regulatory provisions. In line with the University's interdisciplinary philosophy, while faculty appointments are school-based (IFMR/SIAS), they do teach across programmes and Schools. SIAS faculty may offer courses in IFMR GSB programmes, and IFMR GSB faculty may teach across other programmes as appropriate. Teaching responsibilities are therefore not confined strictly to UG or PG levels. Accordingly, the data provided above reflects faculty classification by gender, employment status (permanent/temporary), and highest educational qualification.

8.5	**Ratio of full-time teachers to part-time/contract teachers**	**1.28: 1** (119:93) Full-time teachers: 119 Part-time/Contract teachers: 93 The composition of full-time and temporary/visiting faculty is aligned with the University's academic and programme requirements. Full-time faculty members carry prescribed annual teaching loads in addition to research, mentoring, academic administration, and other institutional responsibilities. The University engages specialized industry experts and domain practitioners as visiting faculty primarily for field-specific or practice-oriented courses. These faculty members typically teach one course for a limited duration and do not hold continuing academic or administrative responsibilities. Adjunct faculty are appointed for fixed terms, typically two to three years. In addition to teaching one to two courses per academic year, they may also contribute to select institutional service responsibilities.
8.6	Process of recruitment of faculty -Whether advertised? (pl. attach copy of the ad) -Whether selection	Faculty recruitment is conducted in accordance with UGC norms and the University's approved recruitment policies. All positions are publicly advertised through appropriate national platforms and the University website to ensure transparency and equal opportunity. Applications are processed by the Human Resources Department.

	committee was constituted as per the UGC Regulation?	Shortlisting is carried out by discipline-wise screening committees based on prescribed eligibility criteria, qualifications, research record, teaching competence, and experience. Selection Committees are constituted as per applicable UGC regulations and include senior academic leadership and external subject experts. Candidates undergo a structured evaluation process, including teaching/research presentations and interviews. Appointments are approved by the competent authority and are subject to verification of credentials and compliance with regulatory requirements. Online advertisement links: https://krea.edu.in/careers/ Advertisement in EJM, AEA. Link: EJM: https://econjobmarket.org/positions/12183 https://www.aeaweb.org/joe/listing.php?JOE_ID=2025-02_111477023& Refer to Annexure 8.6 for copy of the advertisements
8.7	**Does the University follow self-appraisal method to evaluate teachers on teaching, research and work satisfaction? If yes, how is the self-appraisal of teachers analyzed and used? Whether: - Self Appraisal Evaluation Peer Review Students Evaluation Others (specify)**	1) Yes, the University follows a structured self-appraisal system to evaluate teachers on teaching, research, publications, institutional roles, and overall professional engagement. 2) Each faculty member completes an annual self-review covering teaching performance, research output, publications, and institutional responsibilities, supported by relevant documentation. The self-appraisal is submitted to the Dean, followed by a one-to-one review discussion. Based on this interaction, the Dean records ratings, remarks, and recommendations, including those related to promotion and salary revision. These recommendations are reviewed and approved by a committee constituted for this purpose. 3) Students feedback is captured and reviewed as part of the appraisal forms and evaluated through the entire process. As per the guidelines and policy, evaluation is done in multiple stages to ensure unbiased review.
8.8	**Institution-wise and Department-wise teacher student ratio (only full time faculty)**	Krea University follows a School-based academic structure rather than a departmental structure. Accordingly, teacher–student ratios are provided institution-wise and School-wise.

		Institution-wise: Total number of full-time faculty: 119 Total number of students: 1704 Teacher–Student Ratio = 119: 1704 = 1: 14.3 **≈ 1: 14** **School-wise:** 1. School of Interwoven Arts and Sciences (SIAS) Full-time faculty: 83 Students: 856 Teacher–Student Ratio = 83: 856 = 1: 10.3 **≈ 1: 10** 2. IFMR Graduate School of Business (IFMR GSB – IMBA & MBA) Full-time faculty: 36 Students: 848 Teacher–Student Ratio = 36: 848 = 1: 23.6 **≈ 1: 24**
8.9	**Whether the University is providing UGC Pay Scales to the Permanent Faculty? If yes, please provide the following details: -**	Yes
	Scale of Pay with all the allowances **Professor –** **Associate Prof.-** **Assistant Prof. –**	The pay includes Basic pay, HRA, Special Allowance, Academic Allowance, Grade Allowance, Leave Travel Allowance, Medical Insurance, Dean Allowance, Associate Dean allowance **Assistant Professor:** Starting Pay scale from 21 lakhs per

	Mode of Payment – **(Cash/Cheque)**	annum/ CTC **Associate Professor**: Starting Pay scale from 30 lakhs per annum/ CTC **Professor**: Starting Pay scale from 40 lakhs per annum/ CTC In addition to the above, Research Grants, Krea Fellowship Awards, extra teaching incentive, incentive for publications, incentives for consultant projects and rent-free campus accommodation/transportation support (shuttle service) are offered to the faculty. Payment is done through online transfer.
8.10	**Pay/Remuneration provided to: -** **Part-Time Faculty –** **Temporary Faculty- Guest Faculty –**	<u>Adjunct Faculty Pay Scale:</u> SIAS (Liberal Arts School): 1) **Adjunct Assistant Professor**: Starting Pay scale from 15 lakhs per annum/ CTC 2) **Adjunct Associate Professor**: Starting Pay scale from 19 lakhs per annum/ CTC 3) **Adjunct Professor:** Starting Pay scale from 23 lakhs per annum/ CTC 4) **Faculty Teaching Associate (FTA)** - Starting Pay scale from 11 lakhs per annum + Group Medical Insurance+ Rent Free accommodation + transport support (shuttle service) IFMR GSB (Management School): 1) **Adjunct Assistant Professor**: Starting Pay scale from 9 lakhs per annum/ CTC 2) **Adjunct Associate Professor**: Starting Pay scale from 11 lakhs per annum/ CTC 3) **Adjunct Professor**: Starting Pay scale from 15 lakhs per annum/ CTC 4) **Faculty Teaching Associate (FTA)** - Starting Pay scale from 11 lakhs per annum + Group Medical Insurance+ Rent Free accommodation + transport support (shuttle service)

		In addition to the above, Research Grants, Krea Fellowship Awards, extra teaching Incentive, and rent-free campus accommodation/transportation support (shuttle service) is offered to the Adjunct Faculty. Payment is done through online transfer. <u>Remuneration for Visiting Faculty</u> Visiting Faculty are engaged on a short-term basis for specialized or practice-oriented courses. The remuneration for Visiting Faculty is at a starting rate of ₹6,000 per hour. In addition, transportation/accommodation support is provided through the University, wherever applicable.

8.11	**Facilities for teaching staff (Please provide details about Residence, Rooms, Cubicles, Computers/Any other)**	**A. Accommodation** **1.** FLATS: The following amenities are provided in the flats: one 3-seater sofa, two single-seater sofas, a coffee table, fans and light fittings, a 4-seater dining table set, air-conditioning in each bedroom, two single cots (2 Nos.) or one queen-size cot with mattresses and pillows (for 2BHK/3BHK units), a wardrobe in each bedroom, and a geyser. Satellite/cable setup and Wi-Fi connectivity are facilitated by Krea at its cost. The cost of housekeeping, satellite/cable charges, electricity, and drinking water shall be borne by the employee on an actual basis. Canteen and laundry facilities on campus can be availed on a payment basis at prevailing rates. **2.** ROOMS: Rooms are provided with the following facilities: television, air-conditioning, wardrobe, study table with chair, cot, mattress, pillow, free Wi-Fi connection, geyser, set-top box, fan, and light fixtures. Housekeeping, electricity, and water charges are borne by the University. Canteen and laundry facilities on campus can be availed on a payment basis at prevailing rates. Rooms with television are subject to availability; otherwise, standard student rooms will be provided. Kitchen facilities are not available in hostel rooms. **3.** Other Facilities: A local shuttle service is available for faculty and staff residing outside the campus. One weekly trip is arranged to Tada or Sullurupeta (nearby towns in Andhra Pradesh). Personal trips to Chennai may be availed on a paid basis at highly subsidized rates as per University policy. One Person-Centred Planning (PCP) accommodation is available for persons with disabilities in each Residence Hall. **B. Medical Insurance:** For employees of Krea, insurance coverage extends to the employee and up to five dependents. The sum assured is ₹5 lakhs (floater) per annum, which includes maternity coverage up to ₹50,000.

		Krea also provides a Group Personal Accident Policy for employees with coverage of ₹2 lakhs. **C. Transport:** Krea provides regular transport facilities to ensure safe, reliable, and timely commute between the Chennai Administrative Office and the Sri City campus, as per University policy. **D. Health Check-up Coupon:** As part of its commitment to employee well-being, Krea has offered a special health check-up coupon to employees through its partnership with E-Med Life. **E. Crèche:** Krea University has established an on-campus crèche facility to provide professionally managed childcare services for working staff. **F. Canteen and Food Court:** Canteen and food court facilities are available on campus. **G. Cubicles and Computers:** All faculty members are provided with workspaces (cabins, lounges, and access to seminar halls), laptops with access to printers, necessary software, library resources (including journals), as well as photocopiers and scanners. Note: Faculty residing in Sri City are provided semi-furnished, fully air-conditioned accommodation at no cost. Faculty who commute from Chennai are provided guest house facilities and free transport as per University policy.

G. Infrastructure

9.1	**Does the University have sufficient space for Land & Building?**	Yes. • Total Land Area: 134.83 acres • Current Operational Campus Area: 39.78 acres • Additional Land Acquired (2025): 65.85 acres (contiguous to the existing campus, for planned expansion) • Built-up Area: 17.62 acres The University currently operates from 39.78 acres of developed campus area, with a built-up area of 17.62 acres. In 2025, the University acquired an additional 65.85 acres of contiguous land to support future academic and infrastructure expansion.
9.2	**Does the University have sufficient class rooms?**	Yes
9.3	**Laboratories & Equipment**	Appendix 9.3
a)	**Item Description (make and model)**	Appendix 9.3
b)	**Location (Department)**	Appendix 9.3
c)	**Value (Rs.)**	Appendix 9.3
d)	**Present Condition**	Appendix 9.3
e)	**Date of Purchase**	Appendix 9.3
9.4	**Library**	
a)	**Total Space (all Kinds)**	Refer to Appendix 9.4
b)	**Computer / Communication facilities**	Refer to Appendix 9.4
c)	**Total no. of Ref. Books (Each Department)**	Refer to Appendix 9.4
d)	**All Research Journals subscribed on a regular basis**	Refer to Appendix 9.4
9.5	**Sports Facilities**	Refer Appendix – 9.5

a)	**Open Play Ground(s) for outdoor sports (Athletics, Football, Hockey, Cricket, etc.)**	Yes. Refer Appendix – 9.5
b)	**Track for Athletics**	Refer Appendix – 9.5
c)	**Basketball courts**	Yes. Refer Appendix – 9.5
d)	**Squash / Tennis Courts**	Yes. Refer Appendix – 9.5
e)	**Swimming Pool (Size)**	No
f)	**Indoor Sports Facilities including Gymnasium**	Yes. Refer Appendix – 9.5
g)	**Any other**	Refer Appendix – 9.5
9.6	**Does the University has provision for Residential Accommodation including hostels (boys & girls separately)**	Yes

H. Financial Viability

10.1 **Details of the Corpus Fund created by the University**

Amount –

FDR No. Date –

Period –

(Documentary evidence to be given)

Sl. No.	FD Number	Amount
1	000113129093	1,287,835
2	000113115435	16,786,943
3	000113115378	1,142,032
Total		19,216,810

FDs scanned copy attached in Annexure 10.1.1,10.1.2 & 10.1.3

10.2 **Financial position of the University (please provide audited income and expenditure statement for the last 3 years)**

Sl. No	Year	Income	Expenditure *
1	2022-23	914,308,434	832,843,524
2	2023-24	1,183,566,619	1,006,350,601
3	2024-25	1,406,484,667	1,187,885,401
* Including Depreciation			

10.3	**Source of finance and quantum of funds available for running the University (for last audited year)** **Fees –** **Donations** **Loan –** **Interest** **Any other (pl. Specify)-**	Details of Source of Finance & quantum of funds for the FY 2024-25 are given below: Fees- 1,274,902,881 Donations- 35,619,741 Loan: Nil Interest Income- 40,766,978
10.4	**What is the University's 'unit cost' of education? (Unit cost = total annual expenditure (budget accruals) divided by the number of students enrolled) Unit cost calculated excluding the salary component may also be given**	• Annual unit cost including salary = 8.79 lakhs • Annual unit cost excluding salary= 4.61 lakhs

I. Governance System

11. Organization, Governance and Management

11.1	**Composition of the statutory bodies of the University (please give names, profession & full postal address of the members and date of constitution): -** **Governing Council & Executive Council of GC** **Board of Management** **Academic Council**	Appendix 11.1 & 5.1
11.2	**Dates of the meetings of the above bodies held during the last 2 years**	Governing Council Academic Council Board of Management Annexure 11.2: Meeting Dates Annexure 11.2 A Signed Minutes of meetings

11.3	**What percentage of the members of the Boards of Studies, or such other academic committees, are external? Enclose the guidelines for BOS or such other Committees.**	BoS External members: About 25 to 30% **BoS Members List:** Annexure 11.3 A: MBA & IMBA (IFMR GSB) Annexure 11.3 B: (SIAS) **BoS Terms of Reference:** IFMR GSB (MBA): Annexure 11.3 C: Annexure 11.3 D: SIAS
11.4	**Are there other strategies to review academic programmes besides the academic council? If yes, give details about what, when and how often are such reviews made?**	Yes. In addition to review and approval by the Academic Council, the University has multiple mechanisms for the periodic review of its academic programmes. 1. **External Academic Review**: The University undertakes external academic reviews to assess the quality, relevance, and effectiveness of its programmes and institutional practices. In 2018, at the time of the University's establishment, the programmes were reviewed by a panel of 3 eminent external academics. The review covered curriculum design, teaching–learning processes, research activities, and institutional systems, and resulted in recommendations for further development. It was decided that such comprehensive external reviews would be conducted every three years. However, implementation of external reviews has experienced delays due to unforeseen circumstances. The University intends to institutionalize these reviews on a regular cycle with an external review scheduled for 2026. 2. **Board of Studies (BoS):** Each Board of Studies meets at least once annually. The BoS comprises internal faculty members and external experts drawn from leading academic institutions and relevant professional/industry backgrounds. The BoS reviews curriculum structure, course content, assessment methods, and programme outcomes. Recommendations for revisions or enhancements are submitted to the Academic Council for approval. 3. **School-Level Curriculum Review**: At the School and discipline levels, Curriculum Committees undertake

		ongoing review of programmes to ensure academic rigor, regulatory compliance, and alignment with emerging disciplinary and industry developments. 4. **Board of Management (BoM) and Governing Council Oversight:** The Board of Management maintains oversight of programmes based on recommendations from the Curriculum Committee. The Curriculum Committee makes a crucial contribution by ensuring interdisciplinarity. Final approval for implementation of new programmes and significant revisions to existing programmes is granted by the Governing Council. Together, these mechanisms ensure periodic, multi-level review of academic programmes and continuous quality enhancement.

J. Research Profile

S.no.	Description	
12.1.1	**Faculty-wise and Department-wise information to be provided in respect of the following: -** ➢ **Student Teacher Ratio**	**Institution-wise**: **1: 14 (1704: 119)** Students: 1704 Permanent Faculty: 119 **School-wise:** School of Interwoven Arts and Sciences (SIAS): **1: 10** Full-time faculty: 83 Students: 856 2. IFMR Graduate School of Business (Management School): **1: 24** Full-time faculty: 36 Students: 848 Note: Krea University follows a School-based academic structure rather than a departmental structure. Accordingly, teacher–student ratios are provided School-wise. Within each School, academic governance is

		organised through disciplinary areas that oversee curriculum, teaching, and research.
12.1.2	**Class rooms**	1. JSW Academic Building Ground Floor: • 3 Seminar Halls – Capacity: 180 each First Floor: • 5 Classrooms – Capacity: 35 each Second Floor: • 6 Classrooms – Capacity: 80 each • 2 Tutorial Halls – Capacity: 35 each Third Floor: • 9 Classrooms – Capacity: 32 each • 2 Classrooms – Capacity: 20 each • 1 Classroom – Capacity: 15 • 1 Student Lounge – Capacity: 120 • 1 Tutorial Room (Assignments Zone) – Capacity: 20 2. New Academic Building Ground Floor: • 2 Classrooms – Capacity: 45 each • 1 Auditorium – Capacity: 300 • 1 Meeting Room – Capacity: 15 First Floor: • 6 Classrooms – Capacity: 45 each • 1 Business Classroom – Capacity: 60 • 1 Meeting Room – Capacity: 10 • 1 Student Lounge (Silent Zone) – Capacity: 40

		Second Floor: • 5 Classrooms – Capacity: 45 each • 2 Classrooms – Capacity: 60 each • 1 Business Classroom – Capacity: 60 • 1 Meeting Room – Capacity: 30 • 1 Student Lounge (Open Zone) – Capacity: 40 Third Floor: • 2 Classrooms – Capacity: 45 each • 2 Meeting Rooms – Capacity: 8 each 3. Library Building • 3 Tutorial Rooms – Capacity: 20 each Refer Annexure 12.1.2_ Classrooms & Meeting Rooms
12.1.3	**Teaching labs**	7 labs (Biology, Chemistry, Physics, Computer Lab, Data Analytics Lab, Media Lab, Psychology Lab) Refer Appendix 9.3
12.1.4	**Research Labs**	4 (Physical Sciences Research Lab – LASER, Bio Sciences Research Lab -CELL, Behavioural and Neuroscience, High Performance Computing Cluster) Refer to Appendix 9.3
12.1.5	**Research Scholars (M.Tech, Ph.D. Post-Doctoral Scholars)**	M.Tech. – Nil Ph.D Scholars - 25 Post-Doctoral Scholars: 15 (Including M.S.C.A.S.H.S.S. Post-Doctoral Fellows)
12.1.6	**Publications in last 3 years (year-wise list)**	Annexure 12.1.6
12.1.7	**No. of books published**	Annexure 12.1.7
12.1.8	**Patents**	NIL
12.1.9	**Transfer to technology**	NIL
12.1.10	**Inter-departmental Research (Inter-disciplinary)**	Annexure 12.1. 10

12.1.11	**Consultancy** **Externally funded Research Projects**	Annexure 12.1.11 A and 12.1.11 B
12.1.12	**Educational Programmes Arranged**	Annexure 12.1.12

K. Misc.

13.1	**Details of Non-Teaching Staff**					
Name	Designation	Age	Qualification	Scale of Pay (per annum)	Date of Appointment	Trained Yes/No If yes, Details
(Details provided in Appendix 13.1)						

13.2	Summary of the Non-teaching staff	Particulars	Female	Male	Total
		Administrative Staff			
		Group A	2	6	8
		Group B	49	46	95
		Group c	5	9	14
		Group D	Nill	Nil	Nil
		Sub total	56	61	117

		Technical Staff			
		Group A	Nil	Nil	Nil
		Group B	3	9	12
		Group c	1	5	6
		Group D	Nil	Nil	Nil
		Sub total	4	14	18
		Grand Total	60	75	135

13.3	**No. of Non-teaching staff category wise**	<table><tr><th>Category</th><th>Female</th><th>Male</th><th>Total</th></tr><tr><td>SC</td><td>0</td><td>0</td><td>0</td></tr><tr><td>ST</td><td>0</td><td>0</td><td>0</td></tr><tr><td>OBC</td><td>0</td><td>0</td><td>0</td></tr><tr><td>PH</td><td>0</td><td>0</td><td>0</td></tr><tr><td>General</td><td>75</td><td>60</td><td>135</td></tr><tr><td>Total</td><td>75</td><td>60</td><td>135</td></tr></table> Non-teaching staff are recruited strictly in accordance with the University's approved recruitment policies, based on qualifications, experience, and relevant role requirements. The University does not actively seek or use caste-based information as a criterion in the recruitment of non-teaching staff.
13.4	**Ratio of non-teaching staff to students**	1:12.6 (135:1704) Number of non-teaching staff is 135 Number of students is 1704

13.5	**Ratio of non-teaching staff to faculty**	1.14:1 (This only includes permanent faculty) Number of non-teaching staff is 135 Number of full-time permanent faculty is 119

14. Academic Results

14.1	**Faculty-wise and course-wise academic results of the past 3 years**	Refer to Annexure 14.1 for graduates list

15. Accreditation

15.1	**Whether Accredited by NAAC? If yes please provide the following details:** **Date of** **Accreditation** **Period** **Grade CGPA** **Grading System Followed**	Not applicable

15.2	**Whether courses are accredited by NBA? If yes please provide course-wise details as under: -**	No
15.3	**Other Accreditations, if any**	SAQS (South Asian Quality Assurance System): Accredited for a period of five years from 14 December 2017. The accreditation was renewed in 2024, and re-accreditation has been granted for a further

		period of five years, from 8 June 2024 to 8 June 2029.
15.4	**Any other information** **(including special achievements by the University which may be relevant for the University)**	Annexure 15.4

16. Strength and Weaknesses of the University

16.1	**Strengths of the University**	• The University benefits from the guidance of an experienced Board comprising eminent academics and industry professionals. In addition, the sponsoring body brings over four decades of experience in higher education and research, particularly in the areas of financial inclusion, development economics, and policy-oriented research, which contributes to informed governance and institutional stability. • The University's multidisciplinary and liberal arts–based academic model aligns closely with the objectives of NEP 2020, including holistic education, curricular flexibility, integration of arts and sciences, research orientation at the undergraduate level, and experiential learning. • Through the School of Interwoven Arts and Sciences, the University offers an interdisciplinary curriculum that enables students to engage across the natural sciences, social sciences, and arts, fostering critical thinking, analytical reasoning, and intellectual breadth. • The University has a strong faculty body with doctoral qualifications from leading institutions in India and abroad. The faculty includes members with international academic and research experience,

		contributing global perspectives to teaching, research, and curriculum design. • The University has developed advanced teaching and research laboratories, particularly for undergraduate education, equipped with high-end instrumentation and facilities across disciplines such as biology, chemistry, physics, data analytics, and computational sciences. • The University has implemented a comprehensive need-based financial assistance programme to promote access and socio-economic diversity. This ensures that admitted students are able to pursue their education irrespective of financial background, in alignment with NEP 2020's emphasis on equity and inclusion. • The University has established multiple international academic collaborations that support faculty exchange, research collaboration, and student exposure to global academic practices. • The University offers a fully residential campus with smart classrooms, a robust Learning Management System (LMS), well-equipped libraries, computing facilities, and comprehensive student support infrastructure.
16.2	**Weaknesses of the University**	• As a young university, Krea is still in the process of building institutional depth, alumni networks, and long-term academic traditions, which typically evolve over time in higher education institutions. • The University currently operates a full range of academic programmes and a relatively small student body. While this enables personalised education and close faculty–student engagement, it also limits scale and breadth compared to older, larger universities. • The University is in a phase of planned and

		gradual expansion of academic disciplines and Schools, which requires sustained investment, faculty recruitment, and infrastructure development over time. • There is a need to formalize and strengthen succession planning mechanisms across senior leadership and key administrative roles to ensur continuity, institutional memory, and long-term stability. • As a recently established institution, Krea has no conducted a periodic review of its programmes yet at the departmental level. Periodic reviews will be regular, systematic evaluation (typically 5 to 6 years) of the academic department focusing on maintaining standards, enhancing student experience and identifying good practices aligning with NAAC requirements. These review will involve self-evaluation documents, external peer panels, and will aim to ensure quality in teaching, research, and programme relevance, leading to re-approval for another cycle of programme delivery.

Certificate

This is to certify that all the information provided above is true to the best of my knowledge and belief. The University will adhere to the rules, regulations and guidelines of the UGC, Central Government and relevant Statutory Council(s) and abide by all the provisions under the UGC Regulation. The above information is also posted on the website of the university: www.krea.edu.in

Nirmala Rao

Krea University 5655, Central Express Way, Sri City, Tirupati Dt. AP-517 646

Prof. Nirmala Rao
Vice-Chancellor

Signed and Sealed by the Head of the Institution
17th February 2026

University Grants Commission

Appendix-1.6

Composition of the Society/Trust

S. No.	Name	Address	Occupation	Designation in the Society/Trust
1	Mr. R Seshasayee	Krishna, New No.20, Old No.52/1, Luz Avenue, Mylapore, Chennai, Tamil Nadu 600004	Ex-Chairman IndusInd Bank Ltd	Chairman
2	Ms. Nayantara Kothari	19 Friends Colony West, Friends Club West, Sriniwaspuri, South Delhi, Delhi - 110065	Director, Kothari Safe Deposits Ltd	Member
3	Mr. Kapil Viswanathan	7,1st East Street, Kamaraj Nagar, Thiruvanmiyur, Chennai – 600041	President, IFMR Society	President
4	Mr. S. Mahalingam	No.6, Subbaraya Iyer Avenue, Abhiramapuram Chennai 600028	Former Chief Financial Officer (CFO) & Executive Director Tata Consultancy Services	Member
5	Mr. D. Sundaram	TVS Capital Funds (P) Limited | IL& FS Financial Centre 2nd Floor, Quadrant 'B', Unit 2 Bandra Kurla Complex, Bandra (East) Mumbai - 400051	Vice Chairman & Managing Director TVS Capital Funds Ltd	Member
6	Mr. S Krishnan	M/o Electronics and IT Electronics Niketan 6, CGO Complex, New Delhi-110003	Secretary to the Govt. of India (IAS)	Member

University Grants Commission

Appendix-1.7

Part I- Information about Members of the Society/Trust

S.No.	Name of the Member	Address	Nameof the Society/ Trust	Designation in the Society/Trust
1	Mr. R Seshasayee	Krishna, New No.20, Old No.52/1, Luz Avenue, Mylapore, Chennai, Tamil Nadu 600004	Asian Paints Ltd Indus Ind Bank Ltd Cancer Institute Schizophrenia Research Foundation (SCARF) Music Academy	Board Member Chairman Chairman of Executive Council President Vice President
2	Ms. Nayantara Kothari	19 Friends Colony West, Friends Club West, Sriniwaspuri, South Delhi, Delhi - 110065	Kothari Safe Deposits Ltd	Director
3	Mr. Kapil Viswanathan	7,1st East Street, Kamaraj Nagar, Thiruvanmiyur, Chennai – 600041	Kodaikanal International School	Director
4	Mr. S. Mahalingam	No.6, Subbaraya Iyer Avenue, Abhiramapuram Chennai 600028	Tata Consultancy Services Ltd Nani Palkhivala Arbitration Centre JSW Steel Limited Sundaram Finance Limited Sundaram Fasteners Ltd CMC Limited CSI Publications Kasturi & Sons Sundaram Home Finance	Former CFO/Executive Director Director Director Director Independent Director Independent Director Independent Director Independent Director
5	Mr. D. Sundaram	TVS Capital Funds (P) Limited | IL&FS Financial Centre 2nd Floor, Quadrant ‘B’, Unit 2 Bandra Kurla Complex, Bandra (East) Mumbai - 400051	TVS Capital Funds Ltd. SBI General Insurance GSK Pharma India Crompton Greaves Consumer Limited Infosys	Vice Chairman & Managing Director Independent Director Independent Director Independent Director Independent Director
6	Mr. S Krishnan	M/o Electronics and IT Electronics Niketan 6, CGO Complex, New Delhi-110003	Ministry of Electronics and Information Technology, Government of India	Secretary

Part II: Members of the IFMR Society:

1. ICICI Bank Ltd
2. Indian Overseas Bank
3. Madras Fertilizers Limited
4. Nagarjuna Group
5. Indian Bank
6. Reliance Industries Limited
7. Fisher Rosemount (I) Limited
8. Sanmar Group
9. Ashok Leyland Limited
10. Andhra Sugars Limited
11. TVS Group
12. Jindal Iron & Steel Co. Ltd
13. Murugappa Group
14. Samcor Group
15. Elcot New Era Technologies Ltd
16. Rane Group
17. MRF Limited
18. Mafatlal Group
19. Mysore Cements Limited
20. Bajaj Auto Limited
21. Tata Group
22. ITC Group
23. Kothari Industrial Corporation Ltd
24. HCK Group of Companies
25. Finolex Cables Limited
26. Oriental Bank of Commerce
27. Madras Management Association
28. Eicher Tractors Limited
29. VXL India Limited

University Grants Commission

Appendix-1.8

Information about promoting Society/Trust – other educational institutions

S.No.	Name of the University/ Educational Institution	Activities
	Not Applicable	

University Grants Commission

Appendix- 1.9

Information about promoting Society/Trust – Other activities- Research

S.No.	Name of the Organization	Activities
1	Leveraging Evidence for Access and Development (LEAD)	IFMR has established IFMR LEAD, a world-class research centre under its aegis. LEAD is a research organisation that specialises in conducting high-quality policy-oriented and action-oriented research by partnering with influential stakeholders to inform policymaking debates. It collaborates with the world's leading academics and economists, development specialists, and industry experts on research design and implementation, and data analysis and dissemination. http://ifmrlead.org/
2	CATALYST	CATALYST – Inclusive Cashless Payment Partnership is housed in IFMR LEAD. It is an initiative seeded by an alliance between the Government of India & USAID, to significantly expand and accelerate the use of digital payments by low-income consumers and merchants across India. In doing so, CATALYST aims to work closely with the private sector players and serve as an incubation platform to demonstrate innovative and viable business models in digital finance, targeting low-income populations (https://catalystaic.org/).
3	Centre for Digital Financial Inclusion (CDFI)	The Centre for Digital Financial Inclusion (CDFI) has been launched by IFMR Society to reduce inequities in financial access and services using technology. To achieve its objectives, the Centre focuses on four key areas – Research, Innovation & Scale, Policy and Programme Support and Dissemination (http://www.cdfi.in).
4	Abdul Latif Jameel Poverty Action Lab (J-PAL)	J-PAL South Asia, based at the IFMR in India, leads J-PAL's work in the South Asia region. J-PAL South Asia conducts randomized evaluations, builds partnerships for evidence-informed policymaking, and helps partners scale up effective programs. JPAL South Asia has a growing number of partnerships in Bangladesh, India, Nepal, Pakistan, and Sri Lanka. In 2011, JPAL South Asia was selected to host the South Asia Center for CLEAR, a global initiative coordinated by the World Bank's Independent Evaluation Group. Under this initiative, JPAL South Asia hosts a knowledge-sharing roundtable series and equips practitioners with the expertise to carry out rigorous evaluations through training courses, advisory services, and joint research projects. (http://www.povertyactionlab.org/south-asia)
5	Initiative for What Works to Advance Women and Girls in the Economy (IWWAGE)	IWWAGE is a research and policy initiative that aims to support solutions and inform policymaking through a multi-stakeholder platform grounded in evidence and research, with the objective of advancing women's economic empowerment in India. The initiative is motivated by the growing recognition that women's economic empowerment is central to achieving sustainable economic growth and gender equity. While significant progress has been made in this area, IWWAGE recognises the continued need to identify persistent challenges, refine existing approaches, and

		introduce innovative and alternative perspectives within the policy discourse. IWWAGE is housed at IFMR LEAD and is funded by the Bill & Melinda Gates Foundation. Further details are available at www.iwwage.org.
6	Inclusion Economics India Centre (IEIC)	The Inclusion Economics India Centre (IEIC), formerly known as EPoD India, is a policy-engaged research centre based at IFMR/Krea University. IEIC collaborates closely with Inclusion Economics at Yale University to conduct data-driven research and engage with the policy community in India, with the goal of informing and advancing evidence-based discussions on economic and social inclusion. Inclusion Economics began operations as an independent research centre at IFMR in November 2020, continuing the body of research and policy work previously undertaken under the name EPoD India. IEIC's vision is a world in which research and informed dialogue promote economic justice, social opportunity, and environmental protection. Its mission is to enable inclusive economies and societies. IEIC's work in India spans multiple states. It addresses some of the country's most pressing challenges, including pollution and climate change, women's economic participation, engagement with technology, effective governance, and state capacity building. The Centre works in partnership with the Ministry of Rural Development, Government of India, as well as various departments of the Government of Chhattisgarh and the Government of Bihar.
7	Water, Environment, Land and Livelihoods (WELL) Labs	WELL Labs is an organization dedicated to transforming water systems at scale across India through research, strategic partnerships, and collective action. It undertakes complex and systemic challenges by designing comprehensive, evidence-based solutions that aim to generate significant social returns. WELL Labs' work is science-led and community-focused, addressing the interconnected dimensions of water, environment, land, and livelihoods. To achieve impact at scale, the organization integrates its solutions within government systems, engages with the private sector, and collaborates with civil society organizations and active citizens.
8	The Sapien Labs Centre for the Human Brain and Mind	The Sapien Labs Centre for the Human Brain and Mind aims to pursue research and learning related to the human brain and mind. It also intends to build a globally distributed infrastructure for large-scale, real-time data acquisition and insights, as well as the development of interventions and tools that can become scalable products and services embedded in the world to move the needle. The Centre brings together cross-disciplinary faculty, large-scale acquisition of multi-dimensional human physiological data, cutting-edge data workflows, and engagement with the non-profit, start-up and government sectors.

University Grants Commission

Appendix- 2.4

Information about off-campus centre(s)

S.No.	Address of the Off-Campus centre	Courses Run
	Not Applicable	

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Appendix-2.5

Information about off-Shore campus centre(s)

S.No.	Address of the Off-Shore campus centre	Courses Run
	Not Applicable	

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Appendix- 2.6

Information about Courses run under distance mode and study centre(s)

S.No.	Address of the Study centre	Courses Run	No. of students enrolled
	Not Applicable		

University Grants Commission

Appendix-3.1

Information about the programmes permitted to be offered by the Gazette Notification of the State Government- (AY 2025-26):

Important Note:

- UG, PG and PhD: Refer to Point No. 8 in Annexure 3.1.1 with minutes of the Academic Council Meeting held on 20 Dec 2018.
- In 2022, a new five-year Strategic Plan was approved by the Board of Management (BoM), and the Governing Council (GC) established revised targets for student recruitment in alignment with the University's projected growth trajectory. The five-year Strategic Plan is reviewed and updated annually by the GC and the BoM. This review is based on factors such as programme performance, student intake patterns, effectiveness of outreach-admissions efforts, and the University's financial position. Based on these considerations, the sanctioned intake for programmes may be reviewed, increased, or modified to ensure alignment with institutional goals and sustainability. The latest approved five-year Strategic Plan is attached as **Annexure 3.1.2.**

Sl No	Programme	Sanctioned Intake	Actual Enrolment
1	UG	2019-22 - 200 2020-23 - 200 2021-24 - 200 2022-26 - 200 2023-27 - 200 2024-28 - 200 2025-29 - 320	2019-22: 113 2020-23: 133 2021-24: 189 2022-25: 181 2023-27:262 2024-28:246 2025-29:233
2	PG (MBA)	2017-19: 250 2018-20: 250 2019-21: 250 2020-22: 250 2021-23: 250 2022-24: 250 2023-25: 250 2024-26: 250 2025-27: 280	2017-19: 239 2018-20: 187 2019-21: 175 2020-22: 177 2021-23: 186 2022-24: 175 2023-25: 254* 2024-26: 281* 2025-27: 296* *The additional numbers are due to admissions through APICET (Andhra Pradesh Integrated Common Entrance Test) under the 35% Government quota as stipulated in the Andhra Pradesh Private Universities Act (Amendment), 2021.
3	PG Diploma (SIAS)	This was a one-year diploma programme after completing a 3-year UG programme at SIAS, Krea University. It was optional and voluntary.	2022-23: 38 2023- 24: 33*

		The intake number does not exceed the UG intake, as admission to the PG Diploma programme is based on the students' applications who have graduated from the three-year UG programme. *This programme was phased out after the introduction of FYUP Programme in 2023. The last batch of the PG Diploma programme graduated in 2024.	
4	IMBA	2023-27 - 60 2024-28 - 60 2025-28 - 60	2023-27 - 30 2024-28 - 57 2025-28 - 62
5	L&T MBA Programme This is an exclusive MBA Programme offered by IFMR GSB, Krea University, in collaboration with Larsen & Toubro (L&T) for its employees only	2019 - 22:45 2020 - 23: 45 2021 - 24: 45 2022 - 25: 45 2023 - 26: 45 2024 - 27: 45 2025 - 27: 45	2019-22:40 2020-23: 40 2021-24: 41 2022-25:36 2023-26: 28 2024-27: 36 2025-27: 40
6	Certificate Course	NA	NA
7	M.Phil.	NA	NA
8	Ph.D.	2017 Batch: 25 2018 Batch: 25 2019 Batch: 25 2020 Batch: 25 2021 Batch: 25 2022 Batch: 25 2023 Batch: 25 2024 Batch: 25 2025 Batch: 25	2017 Batch: 3 2018 Batch: 6 2019 Batch: 7 2020 Batch: 2 2021 Batch: 2 2022 Batch: 3 2023 Batch: 7 2024 Batch: 8 2025 Batch: 5
9	Executive PhD	2023 Batch:25 2025 Batch:25	2023 Batch:1 2025 Batch: 5

University Grants Commission

Appendix-3.2

The total number of academic programmes currently offered by the University are **6**: UG (BA, BSc Hons), PG (MBA), Integrated MBA (IMBA), L & T Executive MBA, PhD, Executive PhD.

Sl No	Programme	Sanctioned Intake	Actual Enrolment
1	UG	2019-22 - 200 2020-23 - 200 2021-24 - 200 2022-26 - 200 2023-27 - 200 2024-28 - 200 2025-29 - 320	2019-22: 113 2020-23: 133 2021-24: 189 2022-25: 181 2023-27:262 2024-28:246 2025-29:233
2	PG (MBA)	2017-19: 250 2018-20: 250 2019-21: 250 2020-22: 250 2021-23: 250 2022-24: 250 2023-25: 250 2024-26: 250 2025-27: 280	2017-19: 239 2018-20: 187 2019-21: 175 2020-22: 177 2021-23: 186 2022-24: 175 2023-25: 254* 2024-26: 281* 2025-27: 296* *The additional numbers are due to admissions through AP ICET (Andhra Pradesh Integrated Common Entrance Test) under the 35% domicile quota as stipulated in the Andhra Pradesh Private Universities Act (Amendment), 2021.
3	IMBA	2023-27 - 60 2024-28 - 60 2025-28 - 60	2023-27 - 30 2024-28 - 57 2025-28 - 62
4	L&T Executive MBA Programme This is an exclusive MBA Programme offered by IFMR GSB, Krea University, in collaboration with Larsen & Toubro (L&T) for its employees only	2019 - 22:45 2020 - 23: 45 2021 - 24: 45 2022 - 25: 45 2023 - 26: 45 2024 - 27: 45 2025 - 27: 45	2019-22:40 2020-23: 40 2021-24: 41 2022-25:36 2023-26: 28 2024-27: 36 2025-27: 40
5	Ph.D.	2017 Batch: 25 2018 Batch: 25 2019 Batch: 25 2020 Batch: 25 2021 Batch: 25 2022 Batch: 25 2023 Batch: 25 2024 Batch: 25	2017 Batch: 3 2018 Batch: 6 2019 Batch: 7 2020 Batch: 2 2021 Batch: 2 2022 Batch: 3 2023 Batch: 7 2024 Batch: 8

		2025 Batch: 25	2025 Batch: 5
6	Executive PhD	2023 Batch:25 2025 Batch:25	2023 Batch:1 2025 Batch: 5

University Grants Commission

Appendix-3.3

Information about the approval of the courses by the concerned statutory council(s)

S.No.	Course	Name of the Statutory Council	Whether approval has been taken
		Not Applicable	

University Grants Commission

Appendix 3,6

Information about the courses run which are not specified by the UGC

S.No.	Course	Date of starting	Whether applied to UGC for specification
	Not Applicable		

University Grants Commission

Appendix-4.9

Information about the complaints received under the Grievance Redressal Mechanism

The cases presented below are illustrative samples provided to demonstrate the functioning and application of the University's grievance redressal mechanisms for students and employees. These examples do not represent an exhaustive list of grievances received or addressed by the University. All grievances at Krea University are handled in accordance with the applicable grievance redressal policies, through duly constituted committees, following principles of natural justice, confidentiality, and proportionality. Detailed records of all complaints and their resolution are maintained by the University as per policy and regulatory requirements. The names mentioned below have been replaced with fictional names in order to maintain the privacy and confidentiality of the individuals involved.

S. No	Nature of the complaint	Complaint against	Date of event	Action taken by the University
1	Six students were together at a party during the COVID-19 pandemic, leading to a breach of COVID-19 quarantine protocol	R. Kapoor, N. Mehra, P. Iyer, S. Rao, T. Malhotra, and K. Desai	24-Jan-21	1) Warning Letter 2) three-day quarantine period
2	Violation of the quiet hour policy	Arun Sharma and Mohit Nair	3-Dec-22	1) Confiscation of music speakers for 1 week 2) Issue of Warning Letters
3	Unauthorised access to the University's vehicle and driving the University vehicle on campus without permission	Prithvi P, Abhay Sharma, Arunachalam, and Aryaan Singh	18-Dec-22	Warning letters were issued to all 4 students
4	Violation of professional code of conduct outlined for teaching staff.	Visiting Faculty Member, Dr. K. Ramanathan.	18-Nov-24	The visiting faculty was asked to leave campus immediately after the fact-finding committee found the allegations to be true. A note was placed on their HR Record so they cannot be hired again at the University, and a second examiner was appointed to ensure that all evaluation components of the particular course were re-evaluated.
5	A group of students occupying leadership positions in the student government complained against their peers who misbehaved with them during a student government organized cultural event.	Aditya, Karthik, Rohan, Devansh, Rahul, Varun, Siddharth, Nikhil, Shreyas, Aman, and Harsh	11-Oct-25	A fact-finding committee investigated the case, and 11 students received suspension from the University for different durations depending on their involvement and the severity of violations

Employee Grievances for Redressal				
S. No	**Nature of the complaint**	**Complaint against**	**Date of event**	**Action taken by the University**
1	Allegation of hostile working conditions and violation of employee code of conduct	Dr. Anuradha Subramanian (Finance Office)	6-Jan-22	1. Suspension of the finance-related function for the respondent 2. Look for a suitable position to accommodate her and provide her with an opportunity to prove her competence within the ecosystem for another 2 to 3 months. 3. In case Ms Meera so chooses to exit voluntarily, severance pay equal to 2 to 3 months may be granted
2	Allegation of unfair remarks made during departmental meeting	Dr. Kamin, Dr. Vijay, Dr. Surendra (Male faculty members)	18- Dec-23	A committee was constituted by the HR under the Employee grievance policy who examined the complaint. The three faculty colleagues were asked to send a written apology for their remarks to the complainant
3.	Complaint of unprofessional working conditions	Ms. Divya, Visiting Faculty, 2023-2024	17-Feb-24	A committee was constituted by the HR under the Employee grievance policy who examined the complaint. The committee was not able to establish any clear evidence of unprofessional working conditions and saw this as a case of expectation mismatch between her and the faculty supervisor

University Grants

Commission

Appendix-5.1 & 11.1

Information about the composition of the statutory bodies of the Krea University

Governing Council				
SL No	Name	Designation	Name of the Entity(ies) Associated with	Address
1	Mr. Lakshmi Narayanan	Chancellor, Chairperson	Co-Founder of Cognizant and Director	8, Royal Enclave, Besant Avenue, Adyar, Chennai 600020
2	Dr. Nirmala Rao	Member Vice-Chancellor	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
3	Dr. Raghuram Rajan	Member	Chicago University	
4	Mr. Kapil Viswanathan	Member	Lumina Datamatics	7,1st East Street,Kamaraj Nagar,Thiruvanmiyur,Chennai – 600041.
5	Mr. Ashwin Bajaj	Member	JSW Group	JSW Center, BKC, Bandra East, Mumbai 400 051
6	Mr. Srinivasa Raju	Member	Cognizant	iLabs Hyderabad Technology Centre Pvt Ltd, Building no.3, iLabs Centre, Software units layout, Madhapur, Hitech city - 500081
7	Ms. Vishakha Desai	Member	Columbia University	Columbia University,Office: 202 Low Library, USA
8	Mr. P.R. Venketrama Raja	Member	Ramco Group	Ramco Industries Limited, 6 th Floor, Auras corporate Centre,98A, Dr. Radhakrishnan Road,Mylapore, Chennai – 600 004
9	Dr. Esther Duflo	Member	Massachusetts Institute of Technology	MIT Department of Economics, 77 Massachusetts Avenue, Building E52-544, Cambridge, MA 02139. USA
10	Mr. Rajiv Memani	Member	Ernst & Young Global Limited	Ernst & Young LLP, 6th Floor, Worldmark – 1, IGI Airport Hospitality District, Aerocity, New Delhi - 110 037, India
11	Dr. Tara Thiagarajan	Member	Madura Micro Finance LTd	Madura Micro Finance Ltd., Karumuttu Centre, 634, Anna Salai, Nandanam, Chennai - 600 035
12	Mr. D Sundaram	Member	TVS Capital Funds Ltd	TVS Capital Funds (P) Limited | IL&FS Financial Centre 2nd Floor, Quadrant 'B',Unit 2 Bandra Kurla Complex, Bandra (East) Mumbai - 400051
13	Mr. S Mahalingam	Member	Tata Consultancy Services	No.6, Subbaraya Iyer Avenue Abhiramapuram, Chennai 600028
14	Mr. Amitava Saha	Member	Biocon	08/1005, Udita, Bengal Ambuja,1050/1, Survey Park,Ajoynagar, Santoshpur,Kolkata 700075
15	Dr. Vidya Vencatesan	Member	Director, Centre for European Studies - University of Mumbai	324 samudra mahal dr annie besant road worli, mumbai 400018
16	Ms. Kalpana Morparia	Member	JP Morgan	A52,AHUJA TOWER CHS,RAJABHAU DESAI MARG PRABHADEVI,MUMBAI - 400025
17	Dr. Raghu Sundaram	Member	New York University Stern School of Business	E 10th Street, #18A, New York, NY 10003, USA
18	Dr. Ravindra Sannareddy	Member	Founder and Managing Director of Sri City	Sri City Pvt Limited, 85 Kutchery Road, Mylapore, Chennai 600004
19	Dr. C S Venkatakrishnan	Member	Barclays Group Chief Executive	Barclays, 1 Churchill Place, London, E14 5HP

Board of Management				
SL No	**Name**	**Designation**	**Name of the Entity(ies) Associated with**	**Address**
1	Dr. Nirmala Rao	Chair	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
2	Dr. Meenakshi Gopinath	Member	Former Principal of Lady Shri Ram College	A - 86, Nizamuddin East, New Delhi - 110013, India
3	Ms. Paula Mariwala	Member	Aureolis Ventures	8B Saahil, 14 Altamount Road, Mumbai 400 026.
4	Mr. Rajiv Memani	Member	Ernst & Young Global Limited	Ernst & Young LLP, 6th Floor, Worldmark – 1, IGI Airport Hospitality District, Aerocity, New Delhi 110 037, India
5	Dr. Lakshmi Kumar	Member	FMR Graduate School of Business	196, TTK Road,Alwarpet, Chennai - 600018
6	Dr. Prithvi Datta Chandra Shobhi	Member	SIAS Krea University	5655, Central Expessway Sri City, Andhra Pradesh-517646
7	Ms. Roxana Daver	Member	Estee Lauder and Shiseido	23 Stevens Drive 03-02 Singapore 257914
8	Dr. Balaji Srinivasan	Member	JP Morgan and Goldman Sachs in Hong Kong	

Academic Council				
SL No	**Name**	**Designation**	**Name of the Entity(ies) Associated with**	**Address**
1	Dr. Nirmala Rao	Chair	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
2	Dr. Anannya Dasgupta	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
3	Dr. Bishnu Mohapatra	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
4	Dr. Kalidindi N. Satyanarayana	Member	IIT Tirupati	Venkatagiri Road, Yerpedu Post, Tirupati District, Andhra Pradesh - 517619.
5	Dr. Kalyan S Chakrabarti	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
6	Dr. Kumaravel S	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
7	Dr. Lakshmi Kumar	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
8	Dr. Bharath Sundram	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
9	Dr. Prithvi Datta Chandra Shobhi	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
10	Dr. Shivani Jadeja	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646
11	Dr. S Sivakumar	Member	Krea University	5655, Central Expessway Sri City,Andhra Pradesh 517646

Finance Committee				
SL No	**Name**	**Designation**	**Name of the Entity(ies) Associated with**	**Address**
1	Dr. Nirmala Rao	Member - Vice-Chancellor	Krea University	5655, Central Expessway Sri City, Andhra Pradesh 517646
2	Mr. S. Mahalingam	Member	Tata Consultancy Services	No.6, Subbaraya Iyer Avenue Abhiramapuram Chennai 600028
3	Mr. D. Sundaram	Member	TVS Capital Funds Ltd	TVS Capital Funds (P) Limited | IL&FS Financial Centre 2nd Floor, Quadrant 'B',Unit 2 Bandra Kurla Complex, Bandra (East) Mumbai - 400051
4	Mr. P.R. Venketrama	Member	Ramco Group	Ramco Industries Limited, 6 th Floor, Auras corporate Centre,98A, Dr. Radhakrishnan Road,Mylapore, Chennai – 600 004

Appendix 8.2: Details of Teaching Staff

Scale of Pay: Data Given in the document sent to UGC (Confidential)

S no	Department (School: IFMR/SIAS)	Name	Designation	Age	Qualification	Teaching Experience	Date of Appointment	Part Time/ Full Time	Regular or adhoc	Scale of Pay (per annum) Rs. In lacs	No of Publications
1	IFMR	Jyoti Kumari	Assistant Professor	44	Ph.D	6	24-06-2024	Full Time	Regular		0
2	IFMR	Vasupradha Srikrishna	Assistant Professor	40	Ph.D	19	01-07-2024	Full Time	Regular		2
3	IFMR	Ajay Philip	Assistant Professor & Area Chair	36	Ph.D	9	21-08-2024	Full Time	Regular		0
4	IFMR	Ankur Paliwal	Assistant Professor	43	Ph.D	15	16-11-2022	Full Time	Regular		0
5	IFMR	Arnab Biswas	Assistant Professor	36	Ph.D	6	04-08-2025	Full Time	Regular		0
6	IFMR	Debankur Saha	Assistant Professor & Area Chair	35	Ph.D	3	01-07-2024	Full Time	Regular		2
7	IFMR	Debasish Mishra	Assistant Professor & Area Chair	34	Ph.D	2	22-01-2024	Full Time	Regular		9
8	IFMR	Easwaran K. V	Professor Of Practice	55	PGDM	10	01-06-2023	Full Time	Regular		0
9	IFMR	GP Suresh	Assistant Professor	32	Ph.D	8	01-06-2023	Full Time	Regular		4
10	IFMR	Jayaram R	Professor Of Practice	49	Ph.D	20	01-06-2023	Full Time	Regular		0
11	IFMR	Jayasankar R	Associate Professor	41	Ph.D	11	15-06-2021	Full Time	Regular		1
12	IFMR	JYOTI PRASAD MUKHOPADHYAY	Associate Professor & PHD Chair	43	Ph.D	12	01-06-2016	Full Time	Regular		7
13	IFMR	Krishna Kumar Balaraman	Associate Professor	54	Ph.D	7	10-12-2025	Full Time	Regular		0
14	IFMR	Kriti Krishna	Assistant Professor	38	Ph.D	1	02-12-2024	Full Time	Regular		0
15	IFMR	Kumaravel	Assistant Professor & Discipline Coordinator	36	Ph.D	5	01-08-2021	Full Time	Regular		0
16	IFMR	LAKSHMI KUMAR	Professor & Dean IFMR IFMR	62	Ph.D	36	21-01-2000	Full Time	Regular		7
17	IFMR	MADHURI SARIPALLE	Professor & MBA Chair	53	Ph.D	22	15-06-2015	Full Time	Regular		4
18	IFMR	Narendra Subramanian	Professor Of Practice	56	Ph.D	4	04-08-2025	Full Time	Regular		0
19	IFMR	Neelam Nakra	Assistant Professor & Area Chair	35	Ph.D	10	23-11-2023	Full Time	Regular		2
20	IFMR	Pallavi Pandey	Assistant Professor	37	Ph.D	2	02-05-2022	Full Time	Regular		0
21	IFMR	PRAVEEN BHAGAWAN M	Associate Professor & Area Chair	45	Ph.D	25	20-04-2015	Full Time	Regular		5
22	IFMR	Rajesh VN	Associate Professor	52	Ph.D	27	02-06-2021	Full Time	Regular		0
23	IFMR	Sairam Moturi	Assistant Professor	37	Ph.D	8	13-06-2024	Full Time	Regular		0
24	IFMR	Sathya Saminadan	Associate Professor of Practice	44	Ph.D	14	16-07-2019	Full Time	Regular		0
25	IFMR	SATHYANARAYANAN.R	Associate Professor	49	Ph.D	18	18-11-2015	Full Time	Regular		1
26	IFMR	Sesha Sai Ram Mekha	Assistant Professor	40	Ph.D	9	16-11-2021	Full Time	Regular		3
27	IFMR	Soumya Pal	Assistant Professor &	33	Ph.D	5	01-06-2023	Full Time	Regular		0

			Outreach and Admissions Chair								
28	IFMR	Srinivasan Kalyanasundaram	Professor Of Practice	57	MBA	5	06-04-2022	Full Time	Regular		0
29	IFMR	Sumit Mishra	Assistant Professor & Area Chair	39	Ph.D	14	21-06-2018	Full Time	Regular		1
30	IFMR	SURESH VENKATRAMAN	Professor Of Practice & IMBA Chair	58	FPM	12	01-12-2014	Full Time	Regular		0
31	IFMR	Swayam Sampurna Panigrahi	Assistant Professor	34	Ph.D	6	19-02-2024	Full Time	Regular		3
32	IFMR	Tapan Kar	Assistant Professor	39	Ph.D	6	24-06-2022	Full Time	Regular		3
33	IFMR	Venkatanagarajan	Assistant Professor	36	Ph.D	4	28-07-2025	Full Time	Regular		0
34	IFMR	Vijaya C	Assistant Professor & EMBA Chair	47	Ph.D	16	02-08-2024	Full Time	Regular		2
35	IFMR	VIJAYALAKSHMI.C	Professor	61	Ph.D	20	15-09-2005	Full Time	Regular		1
36	IFMR	Vinod Kumar	Associate Professor	50	Ph.D	11	15-06-2021	Full Time	Regular		9
37	SIAS	Suryodaya Sharma	Assistant Professor	34	Ph.D	3	01-07-2024	Full Time	Regular		1
38	SIAS	Aashique Ahmed Iqbal	Asst. Prof & Displ Co-Or & Co-convenor	37	Ph.D	12	01-03-2019	Full Time	Regular		1
39	SIAS	Abhishek De	Assistant Professor	31	Ph.D	3	15-10-2025	Full Time	Regular		1
40	SIAS	Abhishek Shukla	Assistant Professor & Discipline Coordinator	40	Ph.D	11	01-07-2021	Full Time	Regular		0
41	SIAS	Akanksha Adya	Assistant Professor	37	Ph.D	9	30-06-2023	Full Time	Regular		0
42	SIAS	Anannya Dasgupta	Associate Professor & Director CWP	51	Ph.D	29	02-01-2019	Full Time	Regular		6
43	SIAS	Anil Kumar C P	Associate Professor	49	Ph.D	16	11-10-2021	Full Time	Regular		1
44	SIAS	Annu Jalias	Associate Professor & Discipline Coordinator	53	Ph.D	21	03-01-2022	Full Time	Regular		2
45	SIAS	Anwesha Chakrabarti	Assistant Professor	41	Ph.D	17	08-09-2023	Full Time	Regular		1
46	SIAS	Arani Basu	Assistant Professor	42	Ph.D	12	01-12-2018	Full Time	Regular		0
47	SIAS	Aritra Gupta	Assistant Professor	37	Ph.D	9	21-01-2025	Full Time	Regular		0
48	SIAS	Bharath Sundaram	Associate Professor, Director, Co-Ord cell + Campus Sustainability Officer, Associate Dean (Academics)	48	Ph.D	20	01-01-2019	Full Time	Regular		1
49	SIAS	Bishnu Mohapatra	Professor & Director of Moturi Satyanarayana Centre	65	Ph.D	36	23-07-2025	Full Time	Regular		0
50	SIAS	Brijesh Kumar Mishra	Associate Professor	46	Ph.D	16	17-09-2021	Full Time	Regular		7

51	SIAS	Chirag Dhara	Assistant Professor	41	Ph.D	7	01-07-2021	Full Time	Regular		6
52	SIAS	Debajit Maiti	Assistant Professor	40	Ph.D	2	03-09-2025	Full Time	Regular		1
53	SIAS	Debangana Mukherjee	Assistant Professor	37	Ph.D	7	27-06-2023	Full Time	Regular		1
54	SIAS	Deepashree Dutta	Assistant Professor	33	Ph.D	1	01-09-2025	Full Time	Regular		0
55	SIAS	Dyotana Banerjee	Assistant Professor	43	Ph.D	6	17-07-2023	Full Time	Regular		2
56	SIAS	Gangotryi Sorcar	Assistant Professor	39	Ph.D	16	18-10-2024	Full Time	Regular		2
57	SIAS	Geeti Das	Assistant Professor	44	Ph.D	21	01-07-2021	Full Time	Regular		0
58	SIAS	Gowhar Ashraf Fazili	Assistant Professor	54	Ph.D	17	01-07-2023	Full Time	Regular		1
59	SIAS	Guha Dharmarajan	Professor & Discipline Coordinator	52	Ph.D	19	01-02-2022	Full Time	Regular		13
60	SIAS	Inzemamul Haque	Senior Lecturer	34	Ph.D	6	02-06-2025	Full Time	Regular		0
61	SIAS	Joya John	Assistant Professor	46	Ph.D	23	25-08-2020	Full Time	Regular		1
62	SIAS	Kai Easton	Professor of Literature & Visual Cultures	60	Ph.D	1	30-01-2025	Full Time	Regular		0
63	SIAS	Kalyan S Chakrabarti	Associate Professor & Associate Dean Students	46	Ph.D	19	02-01-2019	Full Time	Regular		1
64	SIAS	Karthik Rao Cavale	Assistant Professor	39	Ph.D	11	01-07-2021	Full Time	Regular		1
65	SIAS	KN Raghavan	Professor	62	Ph.D	35	02-05-2024	Full Time	Regular		2
66	SIAS	Lakshman Varanasi	Assistant Professor	46	Ph.D	24	02-02-2021	Full Time	Regular		0
67	SIAS	Lakshmi Narayanan Viswanathan	Assistant Professor & Discipline Coordinator	42	Ph.D	17	16-11-2023	Full Time	Regular		5
68	SIAS	Lidija Stankovikj	Lecturer	49	PGDM	3	01-10-2024	Full Time	Regular		0
69	SIAS	Madhavilatha Maganti	Associate Professor & Discipline Coordinator	56	Ph.D	30	01-12-2023	Full Time	Regular		1
70	SIAS	Manasvin Rajagopalan	Assistant Professor	32	Ph.D	14	03-10-2025	Full Time	Regular		0
71	SIAS	Mithilesh Kumar	Senior Lecturer	40	Ph.D	4	02-06-2025	Full Time	Regular		0
72	SIAS	N Chandrakumar	Distinguished Research Professor	74	Ph.D	31	25-01-2024	Full Time	Regular		0
73	SIAS	Neha Mishra	Assistant Professor of Practice	34	M Phil	6	02-01-2024	Full Time	Regular		1
74	SIAS	Nicolas Gheeraert	Assistant Professor	37	Ph.D	7	19-08-2024	Full Time	Regular		1
75	SIAS	Panchali Ray	Associate Professor	45	Ph.D	14	21-07-2021	Full Time	Regular		1
76	SIAS	Prajwal Parajuly	Assistant Professor of Practice	41	MS	8	03-06-2024	Full Time	Regular		0
77	SIAS	Preeti Gulati	Assistant Professor & Discipline Coordinator	35	Ph.D	5	01-08-2023	Full Time	Regular		0
78	SIAS	Preeti Sampat	Associate Professor	51	Ph.D	16	01-08-2024	Full Time	Regular		1
79	SIAS	Prithvi Datta Chandra Shobhi	Associate Professor	55	Ph.D	24	03-04-2019	Full Time	Regular		0

			and Dean, SIAS								
80	SIAS	Proma Ray Choudhury	Assistant Professor	35	Ph.D	6	24-02-2023	Full Time	Regular		2
81	SIAS	Raghu Vamsy Maligal Ganesh	Assistant Professor	41	Ph.D	5	29-01-2024	Full Time	Regular		7
82	SIAS	Rakesh Sen Gupta	Assistant Professor	43	Ph.D	20	02-06-2025	Full Time	Regular		3
83	SIAS	Rakshi Rath	Assistant Professor	44	Ph.D	16	01-07-2019	Full Time	Regular		0
84	SIAS	Rama Koteswara Rao Kamineni	Associate Professor	43	Ph.D	12	05-10-2023	Full Time	Regular		3
85	SIAS	Rishi Vyas	Assistant Professor	40	Ph.D	7	15-10-2018	Full Time	Regular		1
86	SIAS	Rohan Ravindra Gudibande	Assistant Professor & Co Coordinator	38	Ph.D	14	14-07-2021	Full Time	Regular		0
87	SIAS	Sabah Siddiq	Assistant Professor	40	Ph.D	19	01-07-2021	Full Time	Regular		5
88	SIAS	Sambaiah Gundimeda	Associate Professor & Discipline Coordinator	53	Ph.D	16	01-03-2023	Full Time	Regular		1
89	SIAS	Sandesh Kamath	Assistant Professor	42	Ph.D	6	22-09-2025	Full Time	Regular		0
90	SIAS	Sarabjeet Dhoby Natesan	Associate Professor	62	Ph.D	33	13-02-2019	Full Time	Regular		2
91	SIAS	Sayandeb Chowdhury	Senior Assistant Professor	49	Ph.D	17	24-07-2023	Full Time	Regular		0
92	SIAS	Sayantan Datta	Assistant Professor of Practice	29	M.Sc	8	02-01-2024	Full Time	Regular		8
93	SIAS	Sayantan Mandal	Assistant Professor	38	Ph.D	8	03-02-2025	Full Time	Regular		0
94	SIAS	Shibi Vasudevan	Assistant Professor	41	Ph.D	19	01-07-2021	Full Time	Regular		2
95	SIAS	Shikha Rajpurohit	Assistant Professor	33	Ph.D	2	01-07-2024	Full Time	Regular		0
96	SIAS	Shilpi Singh	Assistant Professor	38	Ph.D	10	07-08-2023	Full Time	Regular		0
97	SIAS	Shiv Issar	Assistant Professor	35	Ph.D	6	22-09-2025	Full Time	Regular		0
98	SIAS	Shivani Vijayraj Jadeja	Assistant Professor	39	Ph.D	20	15-10-2018	Full Time	Regular		1
99	SIAS	Shriddha Shah	Assistant Professor & Discipline Coordinator	39	Ph.D	10	21-08-2024	Full Time	Regular		0
100	SIAS	Shyam Kumar Sundhakar	Associate Professor & Discipline Coordinator	38	Ph.D	11	01-07-2021	Full Time	Regular		4
101	SIAS	Sivakumar	Professor & Dean Research	59	Ph.D	38	02-01-2019	Full Time	Regular		3
102	SIAS	Soumya Dey	Assistant Professor	36	Ph.D	13	16-11-2022	Full Time	Regular		1
103	SIAS	Srajana Kaikini	Assistant Professor	40	Ph.D	8	15-07-2019	Full Time	Regular		1
104	SIAS	Suchika Chopra	Assistant Professor	32	Ph.D	7	24-07-2023	Full Time	Regular		0
105	SIAS	Sumantra Bose	Professor	58	Ph.D	36	21-01-2025	Full Time	Regular		1
106	SIAS	Sumitra Ranganathan	Associate Professor	63	Ph.D	14	01-01-2019	Full Time	Regular		0
107	SIAS	Surajit Kayal	Assistant Professor & Discipline Coordinator	38	Ph.D	9	03-07-2023	Full Time	Regular		1
108	SIAS	Sushant Raut	Asst. Prof & Displ Co-Or	41	Ph.D	13	03-08-2020	Full Time	Regular		3

			& Co-convenor								
109	SIAS	Swarnamalya Ganesh	Associate Professor of Practice & Discipline Coordinator	45	Ph.D	28	01-03-2019	Full Time	Regular		0
110	SIAS	Syed Mohammad Meesum	Assistant Professor	39	Ph.D	9	09-03-2020	Full Time	Regular		1
111	SIAS	Tanmoy	Assistant Professor & Discipline Coordinator	40	Ph.D	10	01-07-2021	Full Time	Regular		8
112	SIAS	Turaga Venkata Hanumanta Prathamesh	Assistant Professor & Discipline Coordinator	42	Ph.D	19	01-08-2019	Full Time	Regular		1
113	SIAS	Vaishali Sharma	Scientific Officer (Bio science)	46	Ph.D	12	03-08-2020	Full Time	Regular		0
114	SIAS	Venkata Srinu Bhadram	Assistant Professor	39	Ph.D	11	01-07-2021	Full Time	Regular		1
115	SIAS	Venugopal Maddipati	Associate Professor	49	Ph.D	5	04-12-2024	Full Time	Regular		0
116	SIAS	Vidya Bharathi Rajkumar	Assistant Professor & Discipline Coordinator	34	Ph.D	6	01-07-2021	Full Time	Regular		0
117	SIAS	Vivek Kumar R	Assistant Professor	34	Ph.D	6	01-06-2023	Full Time	Regular		1
118	SIAS	Vivek Tewary	Assistant Professor & Discipline Coordinator	38	Ph.D	4	01-11-2022	Full Time	Regular		4
119	SIAS	Yadugiri Tiruvaimozhi	Assistant Professor	38	Ph.D	3	01-06-2023	Full Time	Regular		2
120	IFMR	Aishwarya Krishnaswamy	Adjunct Assistant Professor	39	Ph.D	28	01-11-2022	Part Time	Adhoc		0
121	IFMR	Aravind Selvaraj	Adjunct Associate Professor	46	MBA	6	01-07-2025	Part Time	Adhoc		0
122	IFMR	Balasubramanian	Senior Professor & Advisor	67	Ph.D	42	01-11-2023	Part Time	Adhoc		6
123	IFMR	Chandrasekaran N	Professor & Area Chair	66	Ph.D	24	29-05-2025	Part Time	Adhoc		6
124	IFMR	Krishnan C	Adjunct Professor	75	Ph.D	5	01-08-2024	Part Time	Adhoc		0
125	IFMR	Madhusoodanan TP	Adjunct Professor	65	Ph.D	14	01-06-2023	Part Time	Adhoc		0
126	IFMR	RAGHU RAMAN.S	Visiting Professor	57	Ph.D	34	20-12-2022	Part Time	Adhoc		0
127	IFMR	Ravi Thilagan	Adjunct Associate Professor	61	Ph.D	1	05-06-2023	Part Time	Adhoc		0
128	IFMR	Shouvik Bhattacharyya	Associate	31	MA	1	21-07-2025	Part Time	Adhoc		0
129	IFMR	Suresh Chandar	Adjunct Professor	57	Ph.D	14	23-07-2025	Part Time	Adhoc		0
130	IFMR	Anuradha Prashant	Visiting	46	PhD	14	22-09-2025 to 13-12-2025	Part Time	Adhoc		0
131	IFMR	Austin PM	Visiting	64	PG	22	03-10-2025 to 13-12-2025	Part Time	Adhoc		0
132	IFMR	B.K.Mohanty	Visiting	67	Ph.D	30	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
133	IFMR	Ganesh Sankar	Visiting	41	Ph.D	12	03-10-2025 to 13-12-2030	Part Time	Adhoc		0

134	IFMR	Geetha Mahadevan	Visiting	54	PG	11	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
135	IFMR	Jayashree Rammohan	Visiting	58	PG	23	14-07-2025 to 26-09-2025	Part Time	Adhoc		0
136	IFMR	K R Arumugam	Visiting	55	PhD	30	22-09-2025 to 13-12-2025	Part Time	Adhoc		0
137	IFMR	Kumar Venkatesan	Visiting	54	PG	4	03-10-2025 to 13-12-2028	Part Time	Adhoc		0
138	IFMR	M S Gayathri	Visiting	41	PG	14	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
139	IFMR	Manivannan R Rajan	Visiting	66	PG	30	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
140	IFMR	Narendra Kumar	Visiting	54	PG	28	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
141	IFMR	Ramana Kumar	Visiting	57	PG	30	22-09-2025 to 13-12-2025	Part Time	Adhoc		0
142	IFMR	Satish Krishnan	Visiting	54	PG	6	03-10-2025 to 13-12-2027	Part Time	Adhoc		0
143	IFMR	Srikant Rajan	Visiting	41	PG	7	22-09-2025 to 13-12-2025	Part Time	Adhoc		0
144	IFMR	Sriram Srinivasan	Visiting	48	PG	10	22-09-2025 to 13-12-2025	Part Time	Adhoc		0
145	IFMR	Stanly Johny	Visiting	54	PG	28	22-09-2025 to 13-12-2025	Part Time	Adhoc		0
146	IFMR	T K Badrinath	Visiting	47	PhD	17	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
147	IFMR	Velyudham	Visiting	19	UG	26	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
148	IFMR	Vikram Sridhar	Visiting	42	PG	3	07-07-2025 to 20-09-2025	Part Time	Adhoc		0
149	IFMR	Arun Kumar	Visiting	54	Ph.D	38	03-10-2025 to 13-12-2031	Part Time	Adhoc		0
150	IFMR	Chiranjib Bhattacharya	Visiting	57	Ph.D	6	03-10-2025 to 13-12-2026	Part Time	Adhoc		0
151	IFMR	Gayathri Balaji	Visiting	41	PG	14	07-07-2025 to 20-09-2030	Part Time	Adhoc		0
152	IFMR	Kidambi Srinivasan	Visiting	79	PG	30	03-10-2025 to 13-12-2025	Part Time	Adhoc		0
153	IFMR	Mrinalini Ramakrishnan	Visiting	48	PG	3	03-10-2025 to 13-12-2033	Part Time	Adhoc		0
154	IFMR	Parthajit Kayal	Visiting	40	Ph.D	11	01-01-2018	Part Time	Adhoc		0
155	IFMR	Ramanathan Kannan	Visiting	78	PG	23	07-07-2025 to 20-09-2027	Part Time	Adhoc		0
156	IFMR	Roli Sehgal	Visiting	54	PG	8	07-07-2025 to 20-09-2026	Part Time	Adhoc		0
157	IFMR	Sathish Balasubramaniam	Visiting	53	PG	6	07-07-2025 to 20-09-2028	Part Time	Adhoc		0
158	SIAS	Abhayraj Naik	Visiting Associate	43	PGDM	17	27-01-2025	Part Time	Adhoc		1

			Professor of practice								
159	SIAS	Abuthahir Abdulrahman	Visiting Assistant Professor	41	Ph.D	4	01-07-2024	Part Time	Adhoc		2
160	SIAS	Albert Jodhimani	Visiting Professor	65	Ph.D	4	01-07-2025	Part Time	Adhoc		0
161	SIAS	Anakshi Pal	Visiting Assistant Professor	33	Ph.D	6	01-07-2025	Part Time	Adhoc		0
162	SIAS	Anjana Rajagopalan	Visiting	35	PG	1	19-Jan-2025 to 10-April-2026	Part Time	Adhoc		0
163	SIAS	Anurag Singh	Visiting	57	Ph.D	8	01-07-2025	Part Time	Adhoc		0
164	SIAS	Arindam Chatterjee	Post-doc fellow	34	Ph.D	3	01-07-2025	Part Time	Regular		0
165	SIAS	Aswin Sai Narain Seshasayee	Visiting	42	Ph.D	4	7-Jul-2025 to 26-Sep-2025	Part Time	Adhoc		0
166	SIAS	Brijesh Kumar Jha	Visiting Assistant Professor	34	Ph.D	4	01-08-2024	Part Time	Adhoc		10
167	SIAS	Chiranjib Sur	Visiting Professor	49	Ph.D	5	17-07-2023	Part Time	Adhoc		1
168	SIAS	Debdulal Thakur	Visiting Professor	47	Ph.D	16	01-07-2024	Part Time	Adhoc		1
169	SIAS	Dipanjali	Visiting Assistant Professor	39	Ph.D	4	01-07-2024	Part Time	Adhoc		0
170	SIAS	Dr Rakesh Nigam	Visiting	61	Ph.D	15	19-Jan-2025 to 10-April-2026	Part Time	Adhoc		0
171	SIAS	Gautam Banerjee	Visiting Professor	59	Ph.D	1	15-07-2024	Part Time	Adhoc		0
172	SIAS	Henry Vumjou	Post-doc fellow	31	Ph.D	8	04-08-2025	Part Time	Regular		0
173	SIAS	Iyappan I	Post-doc fellow	40	Ph.D	6	03-02-2025	Part Time	Regular		0
174	SIAS	Jaideep	Visiting	52	Ph.D	6	01-07-2024	Part Time	Adhoc		0
175	SIAS	Junaid Iqbal	Post-doc fellow	31	Ph.D	0	01-09-2025	Part Time	Regular		1
176	SIAS	Kaveri Bharath	Visiting	50	PGDM	17	03-07-2023	Part Time	Adhoc		0
177	SIAS	KS Viswanathan	Visiting Professor	72	Ph.D	31	03-08-2020	Part Time	Adhoc		0
178	SIAS	Masum Saini	Visiting	43	Ph.D	5	19-Jan-2025 to 10-April-2026	Part Time	Adhoc		0
179	SIAS	Meghna Bohidar	Associate	36	Ph.D	13	01-07-2025	Part Time	Regular		0
180	SIAS	Mukund Padmanabhan	Distinguished Professor	70	M Phil	7	01-07-2022	Part Time	Adhoc		0
181	SIAS	Mullai Thiagu	Visiting Assistant Professor	44	Ph.D	6	03-07-2023	Part Time	Adhoc		0
182	SIAS	Nangsel Sherpa	Associate	29	M Phil	3	01-07-2025	Part Time	Regular		0
183	SIAS	Naveen Prabhakar	Visiting Professor	54	Ph.D	8	03-10-2025	Part Time	Adhoc		0
184	SIAS	Nazifa Ahmed	Visiting Lecturer	42	Ph.D	6	01-07-2025	Part Time	Adhoc		0
185	SIAS	Prayaag Akbar	Visiting Associate Professor	43	M.Sc	6	02-07-2020	Part Time	Adhoc		1
186	SIAS	Pulapre Balakrishnan	Visiting Professor	71	Ph.D	28	01-08-2024	Part Time	Adhoc		0
187	SIAS	Rahul Pillai	Associate	31	Ph.D	12	01-07-2025	Part Time	Regular		0
188	SIAS	Rajiv Rajendra	Visiting	51	PG	29	19-Jan-2025 to 10-April-2026	Part Time	Adhoc		0

189	SIAS	Ramachandra Guha	Distinguished University Professor	68	Ph.D	34	03-08-2020	Part Time	Regular		1
190	SIAS	Ramadas	Post-doc fellow	33	Ph.D	4	01-08-2025	Part Time	Regular		0
191	SIAS	Ravi Prakash Iyer	Visiting Professor	65	Ph.D	14	30-01-2024	Part Time	Adhoc		3
192	SIAS	Sara Abraham	Visiting	59	Ph.D	28	19-Jan-2025 to 10-April-2026	Part Time	Adhoc		0
193	SIAS	Sathvika Talasila	Visiting Assistant Professor	37	Ph.D	5	18-11-2024	Part Time	Adhoc		0
194	SIAS	Shankar Subramanian	Visiting Professor	54	Ph.D	1	15-07-2025	Part Time	Adhoc		0
195	SIAS	Shanti Pappu	Visiting Professor	59	Ph.D	27	01-09-2021	Part Time	Adhoc		6
196	SIAS	Sharin Naomi	Post-doc fellow	42	Ph.D	2	02-01-2025	Part Time	Regular		1
197	SIAS	Shilpi Sarkar	Visiting Assistant Professor	50	Ph.D	16	03-07-2023	Part Time	Adhoc		0
198	SIAS	Shimna Kannoth	Post-doc fellow	39	Ph.D	0	03-06-2025	Part Time	Regular		1
199	SIAS	Sneha Raina	Post-doc fellow	31	Ph.D	1	03-03-2025	Part Time	Regular		0
200	SIAS	Somasundaram Natarajan	Visiting	73	Ph.D	10	19-Jan-2025 to 10-April-2026	Part Time	Adhoc		0
201	SIAS	Soumya Madabhushi	Visiting	45	Ph.D	14	06-10-2025	Part Time	Adhoc		0
202	SIAS	Srikumar K Subramanian	Visiting Associate Professor	51	Ph.D	3	01-07-2021	Part Time	Adhoc		0
203	SIAS	Srinivas Padmanabhuni	Visiting Professor	56	Ph.D	8	03-10-2025	Part Time	Adhoc		0
204	SIAS	Sudip Roy	Adjunct Professor	49	Ph.D	19	01-07-2021	Part Time	Adhoc		0
205	SIAS	Suhail Ahmad Dar	Post-doc fellow	31	Ph.D	1	15-04-2025	Part Time	Regular		0
206	SIAS	Surabhi Goel	Associate	34	M Phil	2	01-07-2025	Part Time	Regular		0
207	SIAS	Swarna Rajagopalan	Visiting Professor	62	Ph.D	18	01-07-2021	Part Time	Adhoc		0
208	SIAS	T R Govindarajan	Visiting Professor	76	Ph.D	13	01-08-2022	Part Time	Adhoc		2
209	SIAS	Thozur Madabusi Anil alias Anil Srinivasan	Visiting Professor of Practice	49	M Phil	21	03-07-2023	Part Time	Adhoc		0
210	SIAS	V Subha	Visiting	40	Ph.D	3	03-10-2025	Part Time	Adhoc		0
211	SIAS	Varun Viswanathan	Visiting Assistant Professor	37	MA	20	17-06-2025	Part Time	Adhoc		0
212	SIAS	Vikas Kumar Choudhury	Teaching Associate	35	Ph.D	3	01-07-2024	Part Time	Regular		0

*The Vice-Chancellor, Professor Nirmala Rao, is a full-time statutory academic functionary and does not carry a regular teaching load. Accordingly, she has not been included in the count of teaching.

** The University maintains Publication data for only full-time faculty.

University Grants Commission

Annexure 9.3

Information about Laboratories & Equipment

S.No.	Item description	Area (in sq ft)	Location Department	Construction Cost (in INR Lakhs)	Interiors Cost (in INR Lakhs)	Equipment cost (in INR Lakhs	Total Value (in INR Lakhs)	Present Condition	Date of Purchase
	Teaching Labs								
1	Trading Floor Lab	1180	Academic Building (1st floor)	50	4	28	82	Working	2024
2	Data Science Lab	1180	Academic Building (1st floor)	50	4	67	121	Working	2025
3	Chemistry Lab	1146	Academic Building (2nd floor)	49	22.25	89.65	160.9	Working	2019
4	Media Lab	777	Academic Building (2nd floor)	33	37	27.76	97.76	Working	2019
5	Biology Lab	1264	Academic Building (3rd floor)	54	20.2	91.56	165.76	Working	2019
6	Physics Lab	1314	Academic Building (3rd floor)	56	23.2	41.08	120.28	Working	2019
7	Psychology Lab	1500	Residence Hall 2 - Ground Floor	17	10	8.75	35.75	Working	2022
	Research Labs								
8	Physical Sciences Research Lab - **LASER**	3360	Academic Block (Library building - Ground floor)	128	120	1700	1948	Working	2022
9	Bio Sciences Research Lab -**CELL**	2570	Academic Block (Library building - Ground floor)	55	80	500	635	Working	2022
10	Behavioral and Neuroscience Lab	400	JSW Academic Building (Third Floor)	11	14	170	195	Working	2025
11	High Performance Computing Cluster	385	JSW Academic Building First Floor	11	6	100	117	Working	2023
	Other General Facility								
12	Occupational Health Centre 2260 sq ft	2260	Residence Hall 6 - Ground Floor	96	65	10	171	Working	2022

Major Research Instrumentation (Lab-wise Details)

The following high-end scientific instruments and research facilities form part of the equipment infrastructure reflected in the above table and are housed within the respective research laboratories. Krea University has established advanced research infrastructure that is significant in scope and depth for an undergraduate-focused institution in India, enabling hands-on research exposure and interdisciplinary learning at an early stage of academic training.

1. Physical Sciences Research Lab – LASER
(Academic Block – Library Building, Ground Floor)

- Nuclear Magnetic Resonance Spectrometer NMR console 300 NHM
- Nuclear Magnetic Resonance Spectrometer NMR console 600 NHM
- Universal Plan Semi- Apochromatic- Objective Lens
- PB24-100-k-Pce RF Pulse Blaster
- Microwave Signal Generator: 50 MHz - 6 GHz frequency range
- Oscilloscope: 2-Channel, 200 MHz, 8-bit USB oscilloscope
- Motorized Rotation Stage & MRSC Series Motorized Rotation Stage

2. Bio Sciences Research Lab – CELL (Bio Safety Level-2 Facility)
(Academic Block – Library Building, Ground Floor)

Automatic Fume hood - Biology Research lab
Dymamic pass box for BSL-2 lab.
The FLUOstar Omega - Microplate reader -BMG LABTECH
Circulating Cooling Water Bath with Touch screen
High speed Ultra centrifuge CR22N -Eppendorf
AKTA Go System - Fast Processing Liquid Chromotography [FPLC]
Gel filteration and Ion exchange Columns for FPLC
-25°C Deep Freezer -Blue star- DW-YL450
-80°C Deep Freezer -Blue star- DW-YL450
GelDoc Go Gel Imaging System - Biorad 12009077
Portable Spectrophotometer
Visi Cooler - Double Door Laboratory Refrigerator 1000 L - TRUFROST
3. Behavioural and Neuroscience Lab **(JSW Academic Building – Third Floor)**
Tobii Pro Eye Tracker
Geodesic Electroencephalogram (EEG) System
Functional Near Infrared Spectroscopy (fNIRS) System
Galvanic Skin Response (GSR) System
Emotiv EEG Headset
4. High-Performance Computing Cluster **(JSW Academic Building – First Floor)**
High-Performance Computing (HPC) Cluster supporting advanced computational research in Physical Sciences, Biosciences, Data Science, and related interdisciplinary areas.

University Grants Commission

Appendix-9.4

Information about the Library

S.No.	Total Space (all kinds)	Computer/ Communication facilities	Total No. of Ref. Books (Each Department)	All Research Journals subscribed on a regular basis
	Ground Floor - 310 SQM/3337 SQFT First Floor- 487 SQM/5242 SQFT Grand Total - 797 SQM/8579 SQFT	Computer system - 8 nos.	PG (Management) - 21,299 nos. (Ref. Books - 1327)	Weekly, Monthly and Quarterly Total Print Journals: 39 e-Journals Packages: ● Science Direct ● EBSCO ● JSTOR ● Emerald ● Informs ● J-Gate ● Nature ● Project Muse ● ProQuest ABI Inform
		Printer & Xerox for students - 1 nos.	UG (SIAS) – 18,374 nos. (Ref. Books - 20)	
		OPAC system - 1 nos.	e-Journals - 40,000+ nos. (Under Databases Sub.)	
		Bloomberg Terminal - 2 nos.	Print Research Journals (National) - 31 nos.	
		Circulation counter - 2 nos.	Print Research Journals – (International) - 08 nos.	
			Databases - 17 nos.	

University Grants Commission

Appendix-9.5

Sports Infrastructure

I. Facility

Open Play Ground(s) for outdoor sports

(a) (Athletics, Football, Hockey, Cricket, etc.):

- 9-a-side playground, Football ground with FIFA Standards (approx. 50,000 sq feet)
- Futsal Ground, 12000 sq. ft
- Cricket ground (17800 sq feet) with additional practice pitch and nets
- Volleyball Courts, 2 courts (4655 sq ft),
- Badminton courts: 4 Courts, Synthetic Turf, 8,000 sq. Ft.

(b) Track for Athletics:

No

(c) Basketball courts:

Yes, with Acrylic Surface courts, 2420 sq. Ft.

(d) Squash/Tennis Courts

Yes, synthetic tennis courts meet international standards for doubles, measuring 7,200 sq ft

(e) Swimming Pool (Size)

No

(f) Indoor Sports Facilities, including a gymnasium

Yes,
1) Indoor Sports (6,000 Sq. Ft): Includes Table tennis, Carrom, Chess, Foosball, Billiards
2) Well-equipped Gym (12,000 sq. Ft).

(g) Any other:

1. In house dining facility for 2000 people at a time
2. 5 External food joints and an open-air cafe
3. Student Dining Hall Air-Conditioned (15000 Sq ft)
4. Dedicated Student Hub (12000 Sq ft) with a Sound-Proof Music Studio, Dance Studio, Multi-purpose Hall and Indoor Gym
5. Recreations room and TV, Induction, Microwave, Fridge in every Residence Hall
6. Convenience Store
7. Saloon
8. Laundry Service (900 sq. ft) - Fully equipped with washing machines and ironing service
9. Ambulance vehicle (equipped with basic lifesaving equipment)
10. Health Centre: 24*7, Doctor and nursing staff with necessary medicines available. Dentists and Physiotherapists also available on request

Appendix 13.1: Details of Non-Teaching Staff

S.No	Name	Designation	Age	Qualification	Scale of Pay (per annum) Rs. In lacs	Date of Appointment
1	Mukesh Kumar N	Assistant Manager	35	MBA		7-Jan-19
2	Sunitha Bhaskaran	Senior Manager	48	M.Sc		16-Jan-19
3	Vanitha Chettiar	Assistant General Manager	46	B.Com		9-Dec-19
4	ASWIN KUMAR.V	Associate Director	58	MBA		8-Jul-13
5	Kunal Dhawan	Senior Manager	45	PGDM		20-Apr-20
6	RAVI SHANKAR.G	Assistant General Manager	53	Ph.D		16-Sep-92
7	Aravind K	Senior Manager	37	MBA		28-Aug-19
8	Menaka	Assistant General Manager	45	M.Sc		15-Mar-17
9	Venugopal	Lead - IT Infrastructure Engineer	38	BCA		20-Jul-20
10	Sai Ganesh	Senior Lab Technician	40	Ph.D		1-Sep-20
11	Narendra P	IT Infra Engineer	33	Diploma		5-Apr-21
12	BALA GOPAL.R	Manager	52	MA		1-Apr-12
13	Anita Mankottil	Assistant General Manager	40	PGDM		25-Jun-19
14	Suresh Babu	Senior Graphic Designer	39	BCA		15-Dec-20
15	KRISHNA KUMAR .D	Deputy Manager	52	BA		9-May-90
16	RAMAKRISHNAN.D	Deputy General Manager	52	B.E		7-Mar-10
17	Anten Edilbert	Manager	35	MBA		14-Jun-19
18	Rakhi Rai	Senior Manager	47	M.Sc		15-Feb-21
19	Farzana Begum	Senior Executive	39	MBA		24-Dec-18
20	Munuswamy, K.E	Manager	68	B.Com		7-Mar-16
21	Parthajit Kayal	Operations Management for Energing market journal	40	Ph.D		1-Jan-18
22	Payal M	Assistant Director	47	MBA		2-Jun-21
23	Suresh K	Senior Manager	56	MBA		18-Oct-21
24	Ganesan C	Senior IT InfraStructure Engineer	41	MBA		15-Jul-21
25	Arunkumar	IT Infrastructure Architect	34	B.Tech		3-Jan-22
26	Mahendran	Assistant Library	36	MA		8-Nov-21
27	Ramanathan Hariharan	Executive Director - Institutional Development	65	MA		1-Sep-21
28	Aryapadmam Charusila	Manager	32	MA		3-Jan-22
29	Bhavani	Assistant General Manager	39	MBA		17-Jan-22
30	Amanjit Kaur Ahuja	Director	33	MA		1-Mar-22
31	Sathish	Senior Executive	28	M.Com		2-Mar-22
32	Devendran	Network Support Engineer	35	BCA		9-Mar-22
33	Senthil Prabu K	Senior Full Stack Developer	25	BCA		1-Apr-22
34	Sridhar S	Sr.Network Engineer	39	BCA		5-May-22
35	Harika N	Executive	33	B.Com		9-May-22
36	Satyabadi Jena	Deputy Manager	58	Army Degree		19-May-22
37	Lekshmi Gopinathan	Assistant General Manager	39	PGDM		7-Jun-22
38	Jayashankar	Head	59	MBA		1-Oct-19
39	Senthil Kumar	Assistant General Manager	57	MBA		1-Oct-19
40	Naveen	Executive	32	BA		19-Oct-22
41	Abhishek Pamula	Executive	26	B.Tech		28-Nov-22
42	Ramkumar S	Software Developer	43	M.Sc		19-Aug-22
43	Surekha Rudraraju	Deputy Manager	38	MBA		28-Sep-22
44	Paulraj Mariappan	Senior Executive	53	BA		2-Nov-22
45	Susnata Har	Residence Manager	44	MCA		28-Oct-22
46	Pooja	Senior Manager	33	MBA		4-Jan-23
47	Satya Saran CP	Chief Administrative Officer	56	PGDM		4-Jan-23
48	Akshayaa C	Assistant Manager	28	MBA		2-Jan-23
49	Suganya	Senior Manager	37	CA-Inter		18-Jan-23
50	Sucheeta Sahu	Senior Manager	33	MA		6-Mar-23
51	Kaushal Kishore Mishra	Assistant General Manager	39	MBA		15-Feb-23
52	Vaikundaraj Gunasekaran	Senior Project Engineer	28	Diploma		1-Jun-23
53	Arunachalam Sathiyanarayanan	Assistant Manager	31	B.E		1-Jun-23
54	Siva N	Assistant Manager	36	B.E		3-Apr-23
55	Siddharth Ravikanth	Consultant	35	PGDM		12-Apr-23
56	Easwar	Library Assistant	32	BA		9-Sep-22
57	GANAPATHI M	Executive	34	Diploma		7-Nov-22
58	Umapathi P	Library Assistant	28	Bsc		5-Jul-23
59	Satyajit Mishra	Senior Manager	50	CA-Inter		8-May-23
60	Jayaprasanth N	Senior Executive	34	B.E		1-Jun-23
61	Ramamoorthy	Senior Executive	31	BA		1-Jun-23
62	Priyanka R	Senior Executive	28	B.Tech		1-Jun-23
63	Vedavalli	Deputy Manager	47	M.com		1-Aug-23
64	Sreevidhya Balasubramanian	Executive	38	MBA		1-Aug-23
65	Bhuvanesh Kumar	Lab Technician	27	M.Sc		13-Sep-23

S.No	Name	Designation	Age	Qualification	Scale of Pay (per annum) Rs. In lacs	Date of Appointment
66	Dhanya Radhakrishnan	Manager	39	Ph.D		3-Oct-23
67	Lavanya Murali	Manager	37	MA		24-Oct-23
68	Rasika Umamahesh	Associate Director	49	MA		1-Dec-23
69	Illaya Subash	Manager	26	M.Com		12-Dec-23
70	Sourav Adhikari	Assistant Manager	35	MBA		18-Jan-24
71	Rajkumar	Assistant Manager	30	MSW		12-Feb-24
72	Sharukh	Executive	30	MBA		19-Feb-24
73	Supriya	Executive	38	MBA		19-Feb-24
74	Balaji Damodaran	Chief Technology Officer	50	B.E		1-Mar-24
75	Santoshi M	Assistant Manager	35	MBA		1-Apr-24
76	Akila S	Executive	24	MBA		1-Apr-24
77	Kathiresan	Assistant Manager	35	MBA		15-Apr-24
78	Jayadeva Sarma	Deputy Manager	31	CA-Inter		1-Apr-24
79	Rajagopal	Junior IT InfrastructureEngineer	30	B.E		6-May-24
80	Balaji	Junior IT InfrastructureEngineer	25	B.Tech		8-May-24
81	Itismita	Lab Technician	25	M.Sc		10-May-24
82	Dinesh Lingareddy	Executive	27	B.Sc		9-May-24
83	Divya Bharathi	Executive	32	B.E		9-May-24
84	Sujitha Raj	Executive	36	MBA		22-May-24
85	Bhavitha	Executive	30	B.COM		24-Jun-24
86	Arpit Kumar solanki	Director	36	B.Tech		1-Aug-24
87	Aparna	Consultant	34	M Phil		1-Apr-24
88	Venkateswaran GR	Consultant	61	MBA		26-Jun-24
89	Jayakumar G	Assistant Manager	31	MBA		22-May-24
90	Shaik Sabjan	Executive	36	BA		22-May-24
91	Deep Mala Chowdhury	Deputy General Manager	44	BA		22-May-24
92	Sakshi Mahadik	Assistant Manager	25	MBA		27-Sep-24
93	Sathish M	Executive	26	B.Sc		29-Sep-24
94	Baradwaj Raman	Manager	41	MA		01-Nov-24
95	Prabakaran Anandan	Manager	34	B.E		5-Dec-24
96	Shiva Kumar	Assistant Manager	25	MBA		9-Dec-24
97	Gehna Parcha	Senior Executive	28	MA		16-Dec-24
98	Tulika Vaish	Senior Manager	39	B.Ed		23-Dec-24
99	Priya Raghuvansi	Senior Manager	34	B.Tech		26-Dec-24
100	Sridevi K	Executive	29	MBA		23-Jan-25
101	Saranya Kamalakannan	Executive	27	CMA -Inter		23-Jan-25
102	Premkumar	Assistant Librarian	35	Ph.D		27-Jan-25
103	Ravish Kumar Arora	Chief Financial Officer	42	CA		3-Feb-25
104	Divya Sree	Web Application Developer	26	B.Tech		3-Feb-25
105	Anupama R	HR Intern	23	MBA		17-Feb-25
106	Praveen Kumar	Web Application Developer	26	B.Sc		22-Feb-20
107	Sentamil Vasan	HR Intern	24	MSW		17-Feb-25
108	Oinam Bidya Rani	Assistant Manager	35	B.Ed		24-Feb-25
109	Dileep	Technician	26	Diploma		22-Apr-25
110	Charan Gudipati	Manager	29	M.Sc		28-Apr-25
111	Yashwanth Namburi	Executive	23	B.Tech		5-May-25
112	Ajith D	Assistant Manager	25	M.Sc		12-May-25
113	Silvia Maria	Manager	38	B.Sc		28-May-25
114	Dikshita Agarwal	Assistant Residence Manager	26	M.Sc		3-Jun-25
115	Vishnu Kumar	Junior Infra support engineer	23	B.E		12-Jun-25
116	Rebecca Andrea	Executive	24	MA		16-Jun-25
117	Yamuna Shri	HR Intern	25	MBA		17-Jun-25
118	Akhila Ramnarayan	Controller of Examinations & Head - Media Lab	52	PhD		1-Jul-25
119	Nagarani M	Director	65	PGDM		7-Jul-25
120	Zahida War	Assistant Director	30	M.Sc		7-Jul-25
121	Sanjana	Campus Communication Associate	24	PGDM		31-Jul-25
122	Yukti	Senior Executive	29	M.Sc		1-Aug-25
123	Gayathri Nair	Senior Executive	24	M.Sc		06-Aug-25
124	Urvi Bhatia	Senior Executive	22	B.Sc		11-Aug-25
125	Seena Ravindran	Deputy Manager	47	MA		18-Aug-25
126	Endly Vikki	Executive	30	M.Sc.		1-Sep-25
127	Shampa Chowdhury	Residence Manager	62	MA		1-Sep-25
128	Muthukumar Mohan	IT Infra Support engineer	26	M.Sc		06-Oct-25
129	Somasundaram D S	Manager	55	BA		06-Oct-25
130	Alekhya Thatireddy	Senior Executive	30	MBA		06-Oct-25
131	Shreya Sharma	Senior Executive	27	MA		27-Oct-25
132	Beera Niha	Senior Executive	29	MBA		10-Nov-25

S.No	Name	Designation	Age	Qualification	Scale of Pay (per annum) Rs. In lacs	Date of Appointment
133	Rishab R	Executive	24	MBA		19-Nov-25
134	Chitra Suresh	Assistant Manager	32	MBA		19-Nov-25
135	Wezume - Kumaran Chandrasekaran	Consultant	33	MBA		04-Nov-25

Note on Training: Employees are recruited as per the requirements of the department, with the relevant skills and qualifications. Need-based training programmes and workshops are organised by the respective functional heads in coordination with the Human Resources Department to support continuous professional development.

Annexure 1.5.1

MoA of IFMR

IFMR

INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH

Institute for Financial Management and Research Chennai

MEMORANDUM OF ASSOCIATION AND RULES



CERTIFICATE OF REGISTRATION OF SOCIETIES

ACT XXI OF 1860

S.NO. 249 OF 1970

I hereby certify that "INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH" has this day been registered under the Societies' Registration Act XXI of 1860.

Given under my hand at MADRAS this 6th day of OCTOBER One thousand nine hundred and SEVENTY

Sd/-
Registrar of Madras District

(Seal of the
Registrar of
Madras)

MEMORANDUM OF ASSOCIATION

MEMORANDUM OF ASSOCIATION OF THE

INSTITUTE FOR FINANCIAL MANAGEMENT & RESEARCH

1. (i) The name of the Society is the "Institute for Financial Management and Research"

   (ii) The registered office of the Society shall be situated in Madras District, Tamil nadu

2. In this Memorandum, unless the context otherwise requires, "Institute" shall mean the Institute for Financial Management and Research,

3. The objects for which the Institute is established is to undertake education, training, research, scientific, applied scientific, Industrial and managerial research and development in finance, economics, social sciences, humanities and sciences, industry, banking, government, social sector, education, health, governance and public policy with emphasis on financial research, management and related sciences and to be the Sponsoring Body in respect of any university established under any central or state legislations and to perform all functions and responsibilities and exercise all rights as may be available to such Sponsoring Body under the relevant enactments and generally to do all acts and undertake all activities, necessary, conducive, incidental or ancillary to attain the abovementioned main objects and to establish and carry on the administration and management of the Institute and more particularly:

   (a) to provide for training and extension of knowledge in applied scientific, industrial and managerial research and development and, in particular, to set up schools for training in financial management and financial research for persons from industries, institutions and bodies and associations connected with industry and other institutions with a view to equipping them with knowledge and ability to practise the art and profession in which they are trained for, such as, financial research and development and to participate in industry and in appropriate cases, to instruct others in the practice of these subjects;

   (aa) to raise, receive and contribute funds and to make contributions in relation to all assets whether movable or immovable , liabilities, incomes and expenses and to do all things necessary, as the society may deem fit in furtherance of its role as Sponsoring Body;

   (b) to establish and maintain laboratories and workshops and conduct experiments therein;

(c) to undertake research and publication of literature on problems relating to the objects of the Institute, in particular, Financial Research and Management;

(d) to assist, organise and carry out research into matters concerning the use of modern management and allied techniques and methods conducive to better and improved management of industries;

(e) to undertake, organise and facilitate study courses, conferences, lectures, seminars and the like to promote the objects of the Institute;

(f) to co-operate with other institutions in India and other parts of the world having objects wholly or partly similar to those of the Institute by exchange of teachers and scholars and by undertaking such other activities as may be considered conducive to closer cooperation with such other institutions;

(g) to institute and award fellowships, scholarships, prizes, medals and diplomas to stimulate promotion of the above objects;

(h) to fix and receive such fees and other charges from scholars or persons undergoing training, as may be necessary;

(i) to establish, maintain and manage residential quarters, hostels and other constructions for providing residential and related facilities for trainees, faculty members and other related persons;

j) to appoint or employ, temporarily or permanently, any person or persons that may be required for purposes of the Institute and to pay them or other persons salaries, wages, gratuities, provident funds, pensions and such other emoluments;

(k) to create such classes of members as may be considered necessary, such as, patrons, affiliated members and other professional, technical or honorary members and such offices as may be considered necessary to promote the above objects;

(l) to make and enforce Rules and to repeal, amend or alter the same from time to time:

(m) to accept any gift, grant, donation, contribution or subscription for the promotion of the Institute to and issue appeals and applications for money and funds;

(n) to undertake or accept the management of any funds or donations in furtherance of the objects of the Institute;

(o) to grant such rights and privileges as may be considered proper to benefactors of the Institute who have contributed to the funds or property of the Institute by way of gifts, grants, donations, subscriptions or other such benefits;

(p) to invest and deal with funds and monies of the Institute for achieving the objects of the Institute in accordance with the regulations that will be in force, such as Section11 (5) of the Income Tax Act1961;

(q) to purchase, accept as a gift or otherwise acquire and own or take on lease or hire, temporarily or permanently, any moveable or immoveable property necessary or convenient for the furtherance of the objects and activities of the Institute and to deal with the same in any manner whatsoever;

(r) to build, construct, maintain, repair, adapt, alter, improve or develop or furnish any building or works considered necessary or convenient for the purposes of the Institute;

(s) to sell, assign, mortgage, lease, exchange and otherwise transfer or dispose of, turn to account or otherwise deal with all or any property movable or immovable, of the Institute as may be necessary or convenient for the working of the Institute;

(t) to borrow, raise or secure the payment of money in such manner as the Institute shall deem proper or convenient for furtherance of the above objects and, in particular, by the issue of bonds, debentures, bills of exchange, promissory notes or other obligations as securities of the Institute and to purchase, redeem or payoff any such obligations or securities;

(u) to enter into any agreement with any Government or authority, state, municipality local body or any person, whatsoever, and to obtain from such Government or authority, state, municipality or local body any rights, privileges, concessions that the Institute may deem necessary or desirable to obtain for attainment of the above objects and to carry out, exercise and comply with such arrangements, rights, privileges and concessions and corresponding duties attached thereto;

(v) to prepare and maintain accounts and other relevant records and annual statement of accounts including the balance sheet of the Institute; and

(w) to constitute a Board of Governors in accordance with the Rules & Regulations attached hereto which shall take office on the expiry of this term of first Board of Governors setup under paragraph 7.

4. The income and property of the Institute, howsoever derived, shall be applied solely towards the promotion of the objects of the Institute and no portion thereof shall be paid or transferred directly or indirectly by way of dividend, gift, division, bonus or otherwise by way of profit to the Members of the Institute.

Provided that nothing herein shall prevent the payment in good faith of reasonable and proper remuneration to any officer or servant of the Institute or to any member of the Institute, in return for any services rendered to the Institute, or for any materials, labour, plant or power supplied for experimental or other purposes, nor prevent payment of interest at appropriate rates or payment of a reasonable and proper rent for premises demised or let to the Institute by any Member thereof.

Provided further that, except the Director, no Member of the Board of Governors shall be appointed to any salaried office of the Institute or any office of the Institute by way of fees, and that no remuneration or other benefit shall be given by the

Institute to any Member of such Board of Governors except by way of repayment or otherwise as aforesaid.

Provided also that nothing herein shall prevent any Member of the Institute, whether a Member of the Board of Governors or otherwise, from exercising any processes and making, using, acquiring and lending any articles and things in the ordinary course of his business for profit or otherwise under any licence or permission of the Institute in respect of any discovery, invention and patents resulting from the work of the Institute.

5. If upon the winding up or dissolution of the Institute there remains, after the satisfaction of all its debts and liabilities any property whatsoever, the same shall not be paid to or distributed among the Members of the Institute, but shall be given or transferred to some other institution or institutions having objects similar to the objects of the Institute.

6. True accounts shall be kept of the sums of money received and expended by the Institute and the matters in respect of which such receipts and expenditure take place, of all sales and purchases of goods by the Institute and of the property, credits and liabilities of the Institute. Once at least in every year, the accounts of the Institute shall be examined, and the correctness of the balance sheet ascertained by one or more properly qualified auditor or auditors.

7. Names; addresses and occupations of the first members of the Board of Governors of the Institute to whom by the Rules of the Institute the management of the Institute is entrusted are as follows:

Sl. No.	Name	Address and Occupation	Designation
1.	Shri. H.V.R. Iengar	Chairman The E.I.D.-Parry Group, Dare House, P.O. Box 12, Madras-1 Public Affairs	Chairman
2.	Shri. D.C. Kothari	Kothari & Sons 20, Nungambakkam High Road Madras-34 Industrialist	Member
3.	Shri H.T. Parekh	Vice-Chairman and Managing Director The Industrial Credit and Investment Corporation of India Ltd.(ICICI), 163, Backbay Reclamation, Bombay-20 Business Executive	Member

Sl. No.	Name	Address and Occupation	Designation
4.	Dr. F.A. Mehta	Director Tata Industries (Pvt.) Ltd. Bombay House, Bruce Street, Bombay-1 Economist	Member
5.	Nominee of the Government of Tamil Nadu	(nomination awaited)	Member
6.	Nominee of the Reserve Bank of India Member	(nomination awaited)	
7.	Nominee of the Institute of Chartered Accountants of India	(nomination awaited)	Member
8.	Vice-Chancellor of the University of Madras		Member
9.	Director of the Institute		Member (ex-officio)

The Director for the time being of the Institute shall be the Ex-Officio Member of the Board of Governors. Shri H.V.R. Iengar shall be the first Chairman of the Board of Governors. Shri S.L.N.Simha shall be the first Director of the Institute.

6. A copy of the Rules of the Institute, certified to be a correct copy by three members of the Board of Governors is filed with the Registrar of Societies, Madras, along with its Memorandum of Association.

We, the several persons whose names and addresses are given below having associated ourselves for the purposes described in this Memorandum of Association do hereby subscribe our names to this Memorandum of Association and set our several and respective hands hereunto and are desirous of being formed into a Society under Act XXI of 1860, this 5th day of October 1970 at Madras.

SL No.	Name	Address and Occupation	Signature	Name, address and Occupation of Witnesses	Signature of Witnesses
1	Shri G.L. Mehta	Chairman The Industrial Credit and Investment Corporation of India Ltd. 163, Backbay Reclamation Bombay-20 Public Affairs	Sd/-	Shri V.V. Diveche Chief Law Officer The Industrial Credit and Investment Corporation of India Ltd., 163, Backbay Reclamation Bombay-20	Sd/-
2	Shri H.V.R. Iengar	Chairman The E.I.D. Parry Group Dare House, P.O. Box 12 Madras-1 Public Affairs	Sd/-	Dr. P.R. Joshi C/o. The ICICI Ltd. 163, Backbay Reclamation Bombay-20 BR Service	Sd/-
3	Shri D.C. Kothari	Kothari and Sons 20, Nungambakkam High Road Madras-34 Industrialist	Sd/-	Shri C.S.Chaukekar C/o. The ICICI Ltd. 163, Backbay Reclamation Bombay-20 BR Service	Sd/-
4	Shri H.C. Kothari	Kothari and Sons 20, Nungambakkam High Road Madras-34 Industrialist	Sd/-	Shri S. Srinivasan C/o. The ICICI Ltd. 20, Nungambakkam High Road Madras-34 Service	Sd/-

sl. NO.	**Name**	**Address and Occupation**	**Signature**	Name, address and **Occupation of Witnesses**	Signature of **Witnesses**
5	Shri M.V. Arunachalam	Managing Director Carborundum Universal Ltd. Tiam House, 11/12, North Beach Road Madras-1 Industrialist	Sd/-	Shri C.S. Chaukekar C/o. The ICICI Ltd 163, Backbay Reclamation Bombay-20 Service	Sd/-
6	Shri AK. Sivaramkrishnan	Clo. Fraser and Ross Chartered Accountants Barrow House 12, McLean Street, Madras-1 Practising Chartered Accountant	Sd/-	Dr. P.R. Joshi Clo. The ICICI Lld 163, Backbay Reclamation Bombay-20 BR Service	Sd/-
7	Shri R.K. Chari	The Industrial Credit and Investment Corporation of India Ltd. Kothari Buildings 20, Nungambkkam High Road Madras-34 Service	Sd/-	Shri N.M. Ragunathan Clo. The ICICI Limited 20. Nungambakkam High Road Madras-34 Service	Sd/-

RULES OF THE

INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH

RULES OF THE INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH

Definitions

Address: 196, T.T.K. Road, Alwarpet, Chennai - 600018

1. In these Rules, unless the context otherwise requires.

(a) "Act" means the Andhra Pradesh Private Universities (Establishment and Regulations) Act, 2016;

(b) "the Institute" means the Institute for Financial Management and Research

(c) "the General Body" means the General Body of the Institute

(d) "the Board of Governors" means the Board of Governors of the Institute

(e) "the Governing Council' shall mean the Governing Body of the University;

(f) "Year" means the period commencing the first day of April and ending on the thirty-first day of March next.

(g) "Persons" shall mean and include individuals, Joint Hindu families, firms, societies, clubs, associations, corporations and incorporated bodies.

(h) "Business hours" means the hours during the day in which business is commonly conducted i.e. 9.15 a.m. to 5.15 p.m.

(i) "Special resolution" means a resolution passed by 3/4th of the members present in person or by proxy.

(j) "University" shall mean Krea University set up under the Act

Membership

2. The General Body of the Institute shall consist of the following

(i) Persons who are admitted to the Membership of the General Body as on September 12, 2018

(ii) Any person making a donation of not less than Rs. 10,00,00,000 to the University or the Society or any person nominated by such donors, subject to the approval of the Board of Governors by means of a resolution.

Board of Governors

3. The general Superintendence, direction and control of the affairs of the Institute and its income and all moveable and immoveable property or of any kind shall be vested in the Board of Governors of the Institute.

4. Composition of the Board of Governors.

   (a) The first Chairman, President and Members of the Board of Governors shall be as specified in the Memorandum of Association of the Institute and shall hold office until the Board of Governors is reconstituted under sub-rule (b) hereof

   (b) The Board of Governors shall be constituted and shall have 1 member who shall be a person nominated by the Governing Council of the University

      (i) Ten members elected by the general body
      (ii) One member nominated by the Governing Council of the University

   (c) The elected members referred in b (i) and (ii) shall hold office for a period of three years from the date of appointment and shall be eligible for re-election.

   (d) Resignation of a member from the Board shall be tendered to the Institute and shall not take effect until Board of Governors have accepted it on behalf of the Institute.

5. Subject to the provision of Rule 4 (a) above the Board of Governors shall elect one of its Members as the Chairman. Any casual vacancy amongst the elected members of the Board of Governors arising from death, resignation, removal or otherwise may be filled by co-option by the Board of Governors and the person co-opted shall hold office for the unexpired portion of the term of the member causing the vacancy. Any vacancy caused by death, resignation, removal or otherwise to the member nominated by the Governing Council of the University, shall be filled in by fresh nomination made by the member of the Governing Council entitled to nominate the member to the Board of Governors in whose place the vacancy is caused.

6. The Board of Governors shall function notwithstanding any vacancy therein and notwithstanding any defect in its constitution and no act or proceedings of the Board of Governors shall be invalid by reason only of the existence of any vacancy amongst its members or any defect in its constitution.

7. Powers and functions of the Board of Governors:

   (a) The Institute shall be managed by the Board of Governors who may exercise all such powers and do all such acts and things which the Institute is by its Memorandum of Association or otherwise authorised to exercise and do and are not by these presents or by statute directed or required to be exercised by the General Body.

(b) Without prejudice to the generality of the powers conferred by the foregoing sub-rule, the Board of Governors shall have the power:

(i) to prepare and execute detailed plans and programme for the furtherance of the objects of the Institute;

(ii) to prescribe and conduct the courses of study, training and research in Financial management and allied subjects;

(iii) to prepare and submit to the General Body an audited statement of accounts and report of the previous year;

(iv) to receive to have custody of and to expend the funds of the Institute and to manage the properties of the Institute;

(v) to appoint and control such staff as may be required for efficient management of the affairs of the Institute and to regulate their recruitment and conditions to service;

(vi) to prescribe rules and regulations for the admission of candidate to the various courses of study;

(vii) to institute and award fellowships, scholarships, prizes and medals;

(viii) to co-operate with any other organisation in the matter of education and training in Management and allied subjects;

(ix) to enter into agreements for and on behalf of the Institute;

(x) to authorize President of the society to sue or be sued and defend the Institute in all legal proceedings.

(xi) to appoint Committees for disposal of any business of the Institute or for advice in any matter pertaining to the Institute;

(xii) to make, adopt and vary from time to time Bye-laws for the regulation of and for any purposes connected with the management and administration of the affairs of the Institute and for furtherance of is objects, in particular to make, adopt and vary from time to Bye-laws for conducting the business of the Board of Governors and the Committees to be appointed by it for delegation of its powers, for fixing the quorum and for co-option.

(xiii) to appoint or authorize a person or an Officer who is empowered to give directions in regard to the business of the Institute.

8. (i) The Board of Governors may meet together for the disposal of business, adjourn and otherwise regulate their meetings and proceedings as they think fit, provided however that the meetings of the Board of Governors shall be held four times in a year. The Chairman at any time and the President of the Institute shall upon a written requisition of not less than

three members, call for a special meeting. Not less than three days' notice shall be given for every meeting of the Board of Governors.

(ii) Two members of the Board of Governors shall constitute the quorum for any meeting of the Board of Governors. Apart from the 2 members constituting quorum, members who are unable to be physically present, may attend such meetings by audio or video call.

(iii) All meetings of the Governors shall be presided over by the Chairman but if at any meeting of Governors the Chairman be not present the Governors shall choose one of them then present to preside at the meeting.

(iv) Questions arising at any meeting of the Board of Governors shall be decided by a majority of votes and in case of an equality of votes the Chairman of the meeting shall have a second or casting vote.

9. The Board of Governors may by a resolution delegate to the Chairman, the President of the Institute or to a committee of Governors such of its powers as it may consider necessary or desirable.

10A. The Board may form such number of Committees within the Board consisting not less than three members. Such Committees can meet more frequently as may be required and take decisions with regard to the administrative issues delegated to it by the Board. The minutes of the meeting of the Committees will be placed at the subsequent meeting of the Board for their information.

10B. Urgent business of the Committee may be done by a circular resolution. Decisions so taken shall be effective as a resolution of the committee. The circular resolution passed shall be placed before the forth coming Board of Governors Meeting.

10. The members of the Institute, Board of Governors excepting the President of the Institute or of any Committee appointed by the Board of Governors shall not be entitled to any remuneration from the Institute or the Board of Governors; but non-official members of the Institute, the Board of Governors or any Committee, appointed by the Board of Governors shall be paid by the Institute such travelling and daily allowances as maybe determined by the Board of Governors from time to time in this behalf in respect of any journey undertaken by them for attending the meetings of the Institute, the Board of Governors or the Committee or in Connection with any other business of the Institute, the Board of Governors or the Committee as the case maybe.

11. The Chairman shall have the power to invite any person or persons not being members of the Board of Governors to attend the meeting of the Board of Governors, but such invitees shall not be entitled to vote at the meeting.

12. (a) The President of the Institute shall be appointed by the Board of Governors and his term of office and other conditions of service and his powers and functions shall be such as may be determined by the Board of Governors.

(b) Selection of candidates for the Courses of Study and training organised by the Institute shall be made exclusively by the President of the Institute in such manner as he deems fit.

(c) Subject to the Rules and Regulations and to any orders of the Board of Governors, the President of the Institute shall be responsible for the proper administration of the Institute and for the conduct of the subordinate staff.

Meetings of the General Body

13. The Annual General Meeting of the General Body shall be called by the Chairman of the Board of Governors on or before the 30th September of every year after giving at least 21 days' notice of the date, time, place and the general nature of business to be discussed at such meeting. At the Annual General Meeting the following business shall be transacted:-

(a) consideration of the annual report and the audited statement of accounts for the outgoing year;

(b) election of members to the Board of Governors in place of retiring members;

(c) appointment of auditors for the ensuing year;

(d) Other business on the agenda; and such other business as may be brought forward with the permission of the Chairman of the meeting as provided in Rule 18.

14. The Chairman of the Board of Governors may on his own accord and shall if requested to do so by requisition in writing signed by not less than seven members of the Institute, call a Special Meeting of the General Body. A notice of at least 14 days shall be given to members of the Institute for calling such special meeting.

15. The Chairman of the Board of Governors, or in his absence one of the members elected by those present, shall act as Chairman at the meeting of the General Body.

16. Two members of the General Body shall constitute the quorum for any meeting of the General Body. Apart from the 2 members constituting quorum, members of the General Body who are unable to be physically present, may attend such meetings by audio or video call.

17. No business not included in the notice convening a meeting shall be discussed in the meeting except with the permission of the Chairman of the meeting which shall be granted only after the general approval of a majority of those present at the meeting and entitled to vote.

18. Every question shall be decided by the General Body by a majority of those present and entitled to vote. Every member of the General Body shall have one vote and in case of equality of votes, the Chairman of the meeting shall have a second or casing vote.

General

19. The office of the Institute shall be located at Madras in the State of Tamil Nadu.

20. The accounts of the Institute shall be audited by auditors appointed for the purpose by the General Body. The First auditors shall be Messrs. Fraser & Ross, Madras.

21. The rights of an organization as a member shall be exercised by its representative whose name shall be notified to the Institute.

22. Any member of the General Body who has committed a breach of or who has refused or neglected to abide by any of these Rules or who has committed any act which, in the opinion of the Board of Governors, is calculated or likely to bring discredit to the Institute may be removed from the membership of the Institute by are solution of three-fourths of the members of the Board of Governors present at a special Meeting thereof convened for the purpose after at least 14 days' notice.

    Provided that no such resolution shall be passed unless the member concerned is informed by a registered letter at least 14 days before such meeting of the date, time and place of the meeting and of the grounds on which it is proposed to remove him from membership of the Institute and is given an opportunity to explain his conduct to the Board of Governors in writing or in person at such meeting.

23. (a) These Rules shall not be altered except by a resolution passed by a three-fourths majority of the members present at a meeting of the General Body convened for the purpose.

    (b) No proposal for alteration of these Rules shall be considered by the General Body, unless at least 28 days' notice thereof has been given to the President of the Institute and unless at least 14 days' notice thereof has been given by the President of the Institute to the members.

24. If upon the dissolution of the Institute, there shall remain after the satisfaction of its debts and liabilities any property whatsoever, the same shall not be paid to or distributed among the members of the Institute but shall be given to some other Institution/ institutions having objects similar to the objects of the Institute to be determined by the General Body.

25. The Board of Governors shall provide a seal of the Institute which shall be in the form of "Institute for Financial Management and Research". Such seal will be kept under the security of the President.

Inspection of Books of Accounts

26. The books and records of the Institute may be inspected free of charge at its registered office during business hours by any member upon giving reasonable notice.

27. (a) The Board shall supply the copies of its bye-laws, the receipts and expenditure accounts and balance sheet to its members upon application subject to payment of fees in sub-clause (b).

(b) The fees for the supply of the documents to a member shall be Re. 1/- (rupee one only) foreach copy of document required.

Cessation of Membership

28. A person shall cease to be a member of the Society:

(a) On tendering resignation in writing to the Board of Governors ,or

(b) on his death ;or

(c) in case of an institution or body corporate, on its winding up or dissolution; or

(d) if he is found to be of unsound mind ;or

(e) if he has applied to be adjudicated insolvent or is an un-discharged insolvent; or

(f) if he has been convicted by a Court or Tribunal of competent jurisdiction of any offence involving moral turpitude or other serious irregularities ;or

(g) if he or in case of a company or society or trust, any of the members of its Governing Body or Sub Committee, by whatever name called, is found to conduct himself in a manner unbecoming of a member of the Society by the Councilor a disciplinary Committee, if any, constituted by the Council under the Bye-laws or otherwise ;or

(h) if a member is black-listed by any Government Organisation/Department; or

(i) for any action by the member or in case of a company or society or trust, by any of the members of its Governing Body or Sub Committee, by whatever name called, which may be held by the Board of Governors to be dishonest or contrary to the stated objects of the Society, or to the spirit and objects of the Society.

29. Opportunity shall be given to a member before expulsion from membership to represent his case to the Board of Governors and expulsion shall be effective once it is approved by the Board.

30. In case of termination of membership of a member, such member shall be communicated there as on for termination in writing.

31. The Board of Governors may at its sole discretion and on and subject to such terms and conditions as it may, in its sole discretion, consider appropriate, readmit any member whose membership has been terminated pursuant to this Rule.

1. Certified that the copy is a correct copy of the rules and regulations of the Institute

2. For all things not specifically provided for in these rules and regulations, the provisions of the Societies Act XXI of 1860, will apply.

1. **H.V.R.Iengar** (Sd)

Z H.T.Parekh (Sd)

3. **D.C.Kothari** (Sd)



Annexure 1.5.2

Certificate of Registration

R 3790

Certificate of Registration of Societies

ACT XXI OF 1860.

S. No. 249 of 1960.

I hereby certify that "INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH" *has this day been registered under the Societies' Registration Act XXI of 1860.*

Given under my hand at MADRAS, *this* 6 TH *day of* OCTOBER *One thousand nine hundred and* SEVENTY

SEAL OF THE REGISTRAR OF MADRAS

Assistant Registrar of ~~Joint Stock Companies~~,
MADRAS *District.*

Old No. Regn. II-214/New No. Regn. II-137—2,009—29-7-60.

Page 3

Annexure 1.10.1

ACT No.3 of 2016

Registered No. HSE/49.

[Price : Rs. 6.50 Paise]

RIGHT TO INFORMATION

ఆంధ్రప్రదేశ్ రాజపత్రము

THE ANDHRA PRADESH GAZETTE

PART IV-B EXTRAORDINARY

PUBLISHED BY AUTHORITY

No. 3] HYDERABAD, MONDAY, JANUARY 11, 2016.

ANDHRA PRADESH ACTS, ORDINANCES AND REGULATIONS ETC.

The following Act of the Andhra Pradesh Legislature received the assent of the Governor on the 8th January, 2016 and the said assent is hereby first published on the 11th January, 2016 in the Andhra Pradesh Gazette for general information:-

ACT NO. 3 OF 2016.

AN ACT TO PROVIDE FOR THE ESTABLISHMENT AND REGULATION OF PRIVATE UNIVERSITIES IN THE STATE OF ANDHRA PRADESH WITH OBJECTS TO PROVIDE HIGH QUALITY, RESEARCH ORIENTED AND INDUSTRY RELEVANT HIGHER EDUCATION LEADING TO INTERNATIONAL STANDARDS AND TO IMPROVE ACCESS AND EQUITY IN HIGHER EDUCATION IN ORDER TO ENHANCE THE GROSS ENROLMENT RATIO (GER) AND FOR THE MATTERS CONNECTED THEREWITH OR INCIDENTAL THERETO.

Be it enacted by the Legislature of the State of Andhra Pradesh in the Sixty-sixth year of the Republic of India, as follows :-

CHAPTER I

PRELIMINARY

Short title, extent and commencement.

1. (1) This Act may be called the Andhra Pradesh Private Universities (Establishment and Regulation) Act, 2016.

(2) It extends to the whole of the State of Andhra Pradesh.

(3) It shall come into force on such date as the State Government may, by notification, appoint.

Definitions.

2. In this Act, unless the context otherwise requires,-

Central Act No.52 of 1987.

(1) "AICTE" means the All India Council for Technical Education established under section 3 of the All India Council for Technical Education Act, 1987;

Central Act No.21 of 1860.

(2) "AIU" means the Association of Indian Universities registered under the Societies Registration Act, 1860;

(3) "BCI" means the Bar Council of India;

(4) "Central Government" means the Government of India;

(5) "Constituent College or Institution" means and includes a college or institution of the Sponsoring body;

(6) "CSIR" means the Council of Scientific and Industrial Research, New Delhi, a society registered under the Societies Registration Act 1860;

(7) "DBT" means the Department of Biotechnology of the Central Government;

(8) "DST" means the Department of Science and Technology of the Central Government;

(9) "Eminent Persons Panel" means a panel of nine persons of impeccable integrity having outstanding knowledge and expertise in academics, scientific research, public administration, finance, law or management etc. notified by the Government from time to time;

(10) "Expert Committee" means a Committee of eminent persons notified by the Government to promote, facilitate and assist in establishment of new Private Universities in Andhra Pradesh constituted under section 8;

(11) "Fee" means collection of amounts made by the University from students for different purposes under different heads and which is non-refundable;

(12) "Government" means the Government of Andhra Pradesh;

(13) "Green Field" means starting of a university fresh for the first time from scratch without any consideration to any existing educational institution(s) or anything related to such institution(s);

(14) "Higher Education" means study of a curriculum or course for the pursuit of knowledge beyond 10+2 level;

(15) "ICAR" means the Indian Council of Agricultural Research, registered under the Societies Registration Act, 1860; *Central Act No.21 of 1860.*

(16) "MCI" means the Medical Council of India constituted under the Medical Council Act, 1956; *Central Act No.102 of 1956.*

(17) "NAAC" means the National Assessment and Accreditation Council, an autonomous institution of the UGC;

(18) "NCTE" means the National Council for Teacher Education established under the National Council for Teacher Education Act, 1993; *Central Act No.73 of 1993.*

(19) "Notification" means a notification published in the Andhra Pradesh Gazette and the word 'notified' shall be construed accordingly;

(20) "PCI" means Pharmacy Council of India constituted under section 4 of the Pharmacy Act, 1948; *Central Act No.8 of 1948.*

(21) "Prescribed" means prescribed by rules made under this Act;

(22) "Private University" means a University established under section 3 of this Act and hereafter also referred to as University;

(23) "Regulatory Authority" means an Authority established under section 32;

(24) "Regulatory Body" means and includes a body such as UGC, AICTE, NCTE, MCI, PCI, NAAC, ICAR, DBT, DST, CSIR, BCI established by the Central Government or Government for maintenance of standard of higher education;

(25) "Regulations" means regulations made by any authority of the University under section 31;

(26) "Rules" means rules made under section 45;

(27) "Schedule" means the Schedule appended to this Act;

(28) "Specified" means specified by Ordinances, Statutes and Regulations under this Act;

(29) "Sponsoring body" in relation to a University established under this Act means,-

Central Act No.21 of 1860, Act No.35 of 2001.

(i) a society "not for profit" registered under the Societies Registration Act, 1860 or the Andhra Pradesh Societies Registration Act, 2001; or

Central Act No.2 of 1882.

(ii) a public trust "not for profit" registered under the Indian Trusts Act, 1882; or

(iii) any other society or trust "not for profit" registered as above and formed by consortia of academic institution(s), industry and/or educational societies; or

Central Act No.13 of 2013.

(iv) any company registered under section 8 of the Companies Act, 2013. or

(v) any company other than the company mentioned in item (iv), with such limitations as specified by the Government from time to time.

Act No.4 of 1991.

(30) "State University" means a university established under the Andhra Pradesh Universities Act, 1991;

(31) "Statutes" and "Ordinances" mean the Statutes and the Ordinances of the University made under this Act;

(32) "Student" means a student of the University and includes any person enrolled in the University for pursuing any course of study for a degree, diploma or other academic distinction duly instituted by the University, including a research degree;

(33)"Teacher" means a Professor, Associate Professor, Assistant Professor, or any other person required to impart education or to guide research or render guidance in any other form to the students for pursuing a course of study of the University;

Central Act No.3 of 1956.

(34)"UGC" means the University Grants Commission established under section 4 of the University Grants Commission Act, 1956.

CHAPTER II

ESTABLISHMENT OF UNIVERSITY

Establishment of University.

3. (1) The Government may permit the establishment of a University by inclusion of the name and location of the University, the name and address of the Sponsoring body and details of its registration in The Schedule.

(2) The location of the University shall be within the State of Andhra Pradesh and shall be notified by the Government.

(3) The University shall be a Green Field one and unitary in nature and shall not have power or provision to affiliate and recognize any college or institution to it, unless expressly permitted by the Government after a minimum period of five (5) years after commencement of the university.

(4) The University shall normally be permitted to have one campus to start with :

Provided that the Government may, under exceptional circumstances such as starting of few specialised courses close by the industrial clusters, if it deems fit, permit two additional campuses centres subject to adherence to quality levels and satisfactory accreditation standards as may be specified:

Provided further that the Government may permit to open additional campuses centres beyond the initial three campuses, if any, anywhere within the State of Andhra Pradesh subject to satisfactory running for a period of five years and an fulfilment of such infrastructure and other requirements as may be specified by Government.

(5) The University will be free to and is encouraged to use technology extensively as a part of its curriculum in line with modern pedagogic concepts.

(6) The University may be permitted by the Government to conduct distance education programmes after satisfactory running for a period of five years and after satisfactory demonstration of quality levels and accreditation standards.

(7) The Governing Body, the Board of Management, the Academic Council and the Chancellor, the Vice Chancellor, the Registrar, the Chief Finance and Accounts Officer and such other officers or authorities, so long as they continue to hold such office or membership of the respective University specified in the Schedule, hereby constitute a body corporate by the name of the said University.

(8) Each such University shall be a body corporate by the name included in the Schedule and shall have perpetual succession and common seal with power, subject to the provisions of this Act, to acquire and hold property, to contract and shall, by the said name, sue or be sued.

(9) The Universities shall not claim, as a matter of right, any grant-in-aid or other financial assistance from Central Government or the Government:

Provided that this shall not prohibit any Private University from applying for research projects or any other prescribed academic projects which may or may not entail financial grants from the Central Government or the State Government or any other institution.

Goals and Objects of the University.

4. The Goals and Objects of the University shall be as follows:-

(a) to provide for instruction, teaching, learning and training in the University in the field of higher education and make provisions for research, advancement and dissemination of knowledge;

(b) to establish and maintain a campus with international standards of education;

(c) to create higher levels of intellectual abilities;

(d) to create and maintain centers of excellence, for research and development and for sharing knowledge and its application;

(e) to encourage and use the latest technology for education, research and training;

(f) to develop state-of-art facilities for education, research and training;

(g) to establish educational programmes for diplomas, degrees and postgraduate courses, doctorate degrees and post-doctoral programmes;

(h) to collaborate with national and global institutions for offering programmes and creating capabilities for upgrading programmes;

(i) to confer degrees, diplomas and other academic distinctions on the basis of an approved method as established by the academic council of the University;

(j) to ensure that the standards of the degrees, diplomas and other academic distinctions are higher than those laid down by the Regulatory Bodies;

(k) to establish appropriate linkages with industry & society so that the programmes so offered are relevant to industry & society at large; and

(l) to pursue any other objectives as may be approved by the Government:

Provided that notwithstanding anything contained in this Act and save as provided in any Central Act, the University shall be eligible to undertake the functions of disseminating of knowledge only in the fields for which the Government has issued Letter of Intent or in the fields subsequently approved by the Government.

5. The University shall exercise the following powers and perform the following functions, namely:-

Powers and functions of the University.

(1)administer and manage the University;

(2)establish, administer and manage the University's constituent colleges, schools, institutes and centers for research, education, training, extension and outreach;

(3) provide an ecosystem for research, higher education including professional education, teaching, learning, training, extension and outreach in the approved fields of education;

(4) conduct programmes and courses of study that are in the opinion of the University, necessary for the furtherance of its objects;

(5) conduct innovative experiments in educational technologies, teaching and learning methods that improve the delivery of education and assist in achieving international standards of education;

(6) offer joint programmes in collaboration with national and international institutions recognized by Regulatory Bodies;

(7) hold examinations and confer degrees, diplomas and other academic distinctions or titles on persons subject to such condition as the University may determine and to withdraw or cancel any such degrees, diplomas and other academic distinctions or titles in the manner specified by the Regulations;

(8) confer honorary degrees or other distinctions in the manner provided by the Statutes;

(9) establish a new constituent college, institution or center for furtherance of its objects;

(10) collaborate with other national and international Universities, and acquire membership of bodies, authorities, or associations, in such manner and for such purpose as the University may determine by Statutes;

(11) sponsor and undertake research and educational programmes in the approved fields of education and obtain the intellectual property rights for such research or any other research;

(12) institute and award fellowships, scholarships, prizes, medals and other awards;

(13) regulate the expenditure, manage the finances and maintain the accounts of the University;

(14) fix, demand and receive or recover fees and such other charges as may be prescribed by the Statutes;

(15) receive funds, movable and immovable properties, from business, industry, other sections of society, national and international;

(16) to purchase or to take on lease or accept as gifts, bequests, legacies or otherwise any land or building or works which may be necessary or convenient for the purpose of the University and on such terms and conditions as it may think fit and proper and to construct or alter and maintain any such building or works;

(17) to sell, exchange, lease or otherwise dispose of all or any portion of the properties of the University, movable or immovable, with the prior permission of the Government, on such terms as it may think fit and consistent with the interest, activities and objects of the University;

(18)to draw and accept, to make and endorse, to discount and negotiate promissory notes, bills of exchange, cheques and other negotiable instruments;

(19) to raise and borrow money on bond, mortgages, promissory notes or other obligations or securities founded or based upon all or any of the properties and assets of the University or without any securities with the prior permission of the Government and upon such terms and conditions as it may think fit and to payout of the funds of the University, all expenses incidental to the raising of money, and to repay and redeem any money borrowed;

(20)to invest the funds of the University in or upon such securities and transpose any investment from time to time with the prior

permission of the Government in such manner as it may deem fit in the interest of the University;

(21) to execute conveyances regarding transfers, mortgages, leases, licenses, agreements, and other conveyances in respect of property, movable or immovable including Government securities belonging to the University or to be acquired for the purpose of the University with the prior permission of the Government;

(22) to admit students for the courses offered by the University in the manner prescribed by the Ordinances; to create academic, technical, administrative, ministerial and other posts prescribing qualifications by the Ordinances and to make appointments thereto;

(23) to create academic, technical, administrative, ministerial and other posts prescribing qualifications by the Ordinances and to make appointments thereto;

(24) to institute professorships, associate professorships, assistant professorships, readerships, lectureships, and any other teaching, academic or research posts and to prescribe by the Statutes, the qualifications for the persons to be appointed on such posts;

(25) to appoint qualified persons as professors, associate professors, assistant professors, or as teachers and researchers or other officers of the University in such manner as may be prescribed by the Statutes;

(26) to delegate all or any of its powers(except the power to make regulations) to any officer or authority of the University; and

(27) to do all such acts and things as the University may consider necessary conducive or incidental to the attainment or enlargement of all or any of the objects

Application for establishment of a University.

6. Any Sponsoring body desirous of establishing a Private University shall make an application to the Government, containing, among other things, an outline of the purpose and vision of the proposed Private University, the proposal, and the Project Report in such manner, with such particulars and along with such fee as may be prescribed.

Project Report

7. In addition to the particulars as may be stated in section 6, the project report shall contain the following, namely:-

(a) Details of the Sponsoring body along with the copies of its registration certificate, constitution and bye-laws;

(b) Information regarding financial resources of the Sponsoring body along with audited financial statements for the last five years;.

(c) Name, location and headquarters of the proposed University;

(d) Track record, experience and expertise of the Sponsoring Body in specific disciplines;

(e) Plan for pre-commencement activities, including in academic & non-academic areas;

(f) Projected detailed financial statements, and key operating ratios, detailed break-up of sources of revenues including student fees, ancillary income from student services such as student housing, and other professional income such as through consulting;

(g) Proposed fee structure, and proposed minimum concessions or rebates in fee or freeships and scholarships to the poor students from economically poor or socially backward families, including Scheduled Castes, Scheduled Tribes, other Backward Classes and physically challenged students;

(h) System proposed to be followed for appointment of faculty and other employees in the University;

(i) Details of facilities proposed to be created for sports and other extra-curricular activities ;

(j) Proposed approach & initial plan for academic & research excellence, including accreditations to be sought;

(k) Other required details as may be notified from time to time.

The power of Government for constituting Expert Committee and factors to consider proposal.

8. (1) The Government shall constitute an Expert Committee, consisting of such persons as may be prescribed, to examine the application received under sections 6 and 7.

(2) The Expert Committee shall consider the proposal and the project report based on the information given under sections 6 and 7 and recommend or otherwise whether the proposal to set up a Private University is acceptable and whether the Sponsoring body is competent to set up and manage the University.

(3) The Expert Committee shall consider each proposal and project report with reference to the following factors:

(a) financial soundness and assets of the Sponsoring body and its ability to setup the infrastructure of the proposed University;

(b) background of the Sponsoring body such as experience in the field of education, its credibility and general reputation;

(c) potentiality of the programmes and courses to be offered which are not only of conventional nature but also in tune with the contemporary requirements of emerging branches of learning and relevant to various development sectors and to the society in general;

(d) appropriateness of the objectives of the proposed University against the overall goals & objectives of the State; and

(e) any other factor that the Expert Committee may deem appropriate.

(4) The Expert Committee, while considering the proposal and the project report, may call for such other information from the Sponsoring body as it thinks proper for the purpose.

(5) The Expert Committee shall endeavor to present its recommendations to the Government within 60 days of its receipt of the application from the Government.

Additional measures.

9. The Expert Committee may recommend to the Government appropriate additional measures for Private Universities, from time to time.

Letter of intent.

10. (1) After receipt of the recommendations of the Expert Committee under section 8, the Government shall, as far as possible within a period of 30 days, take a decision on accepting, rejecting, or seeking modifications in the proposal and project report:

Provided that the Government may consider the additional measures as recommended by the Expert Committee under section 9.

(2) The Government shall inform the Sponsoring Body about it's decision within 10 days of taking such decision, through a Letter of Intent, a Letter of Regret. or a letter seeking additional clarifications.

(3) The Government, while issuing the Letter of Intent, shall require the Sponsoring body to fulfill such terms and conditions as recommended by the Expert Committee. If the letter from the Government seeks additional clarifications, the Sponsoring Body may provide the same and that shall be considered as a re-submission of the Application.

(4) The Sponsoring body shall fulfill the terms and conditions and report compliance to the Government within a period as prescribed from the date of issue of Letter of Intent:

Provided that Government may further extend the term for a maximum period of one year not exceeding six months at a time if it is satisfied that the sponsoring body has taken substantial steps towards setting up of the University.

(5) On receipt of compliance report, the Government shall, within a period of one month, request the Expert Committee, constituted under section 8 or constitute another similar Committee, to verify the compliance report within a period of 30 days.

Establishment of University by amending Schedule.

11. If the Government is satisfied that the Sponsoring body has complied with the conditions of Letter of Intent and on the specific recommendations of the Expert Committee, it shall endeavor within a maximum period of seven months for inclusion of the name of the University in Schedule with details of its location(s) by way of amendment of Schedule.

Management of certain Institutions.

12. Subject to the provision of sub-section (4) of section 3, the University may, as and when it deems fit and proper, establish and manage and additional campuses, centers for research, education, training, extension and outreach within the State of Andhra Pradesh.

University open to all irrespective of sex, religion, class, creed or opinion.

13. (1) No person shall be excluded from any office of the University or from membership of any of its authorities or from admission to any degree, diploma or other academic distinction or course of study on the ground of sex, race, creed, class, caste, place of birth, religious belief or political or other opinion.

(2) It shall not be lawful for the University to impose on any person any test whatsoever relating to sex, race, creed, caste, class, place of birth, religious belief or political or other opinion in order to entitle him to be admitted as a student or to hold any office or post in the University or to qualify for any degree, diploma or other academic distinction or to enjoy or exercise any privileges of the University or any benefaction thereof.

CHAPTER III

OFFICERS OF UNIVERSITY

Officers of University.

14. The following shall be the officers of the University, namely:-

(a) The Chancellor;

(b) The Vice Chancellor;

(c) The Registrar;

(d) The Chief Finance and Accounts Officer; and

(e) such other officers as may be declared by the Statutes to be the officers of the University.

Chancellor.

15. (1) The Chancellor shall be appointed by the Sponsoring body from a panel of three names selected by a Search Committee, by following such procedure and on such terms and conditions as may be prescribed.

Explanation: For the purposes of this Chapter, "Search Committee" shall mean a Search Committee constituted by the Sponsoring body and consisting of a minimum of three members nominated from the Board of Management.

(2) The Chancellor shall be the head of the University.

(3) The Chancellor shall preside at the meetings of the Governing Body and at the convocation of the University for conferring degrees, diplomas or other academic distinctions and in his absence by any other member of the Governing Body nominated by it.

(4) The Chancellor shall have the following powers, namely,-

(a) to call for any information or record;

(b) to remove the Vice Chancellor in accordance with the provisions of sub-section (6) of section 16;

(c) such other powers as may be prescribed by the Statutes.

(5) The term of the office of the Chancellor shall be as may be specified in the Statute.

Vice Chancellor.

16. (1) The Vice Chancellor shall be appointed by the Chancellor from out of a panel of three persons recommended by the Search Committee shall, and subject to the provisions of sub-section (6) hold office for a term of three years or up to the age of 70 years whichever is earlier;

Provided that after expiry of the term of three years, a person shall be eligible for re-appointment for another term of three years subject to the upper age limit of 70 years:

Provided further that a Vice Chancellor shall continue to hold office even after expiry of his term till a new Vice Chancellor takes charge of the office, but in any case this period shall not exceed one year:

Provided also that the Chancellor may appoint the first Vice Chancellor for a period of one year or until a regular Vice Chancellor is appointed under this section whichever is earlier.

(2) The Vice Chancellor shall be the principal executive and academic officer of the University and shall exercise general superintendence and control over the affairs of the University and shall execute the decisions of various authorities of the University.

(3) Where, in the opinion of the Vice Chancellor, it is necessary to take immediate action on any matter for which powers are conferred on any other officer or authority by or under this Act, he may take such action as he deems necessary and shall at the earliest opportunity thereafter report his action to such officer or authority as would have in the ordinary course dealt with the matter:

Provided that if in the opinion of the concerned officer or authority such action should not have been taken by the Vice Chancellor then such case shall be referred to the Chancellor, whose decision thereon shall be final:

Provided further that where any such action taken by the Vice Chancellor affects any person in the service of the University, such person shall be entitled to prefer, within three months from the date on which such action is communicated to him, an appeal to the Governing Body and it may confirm or modify or reverse the action taken by the Vice Chancellor.

(4) Where, in the opinion of the Vice Chancellor , decision of any officer or authority of the University is not within the powers conferred by this Act or is likely to be prejudicial to the interest of the University, he shall request the concerned authority to revise its decision within fifteen days from the date of its decision and in case the authority refuses

to revise such decision wholly or partly or fails to take any decision within fifteen days, then such matter shall be referred to the Chancellor and his decision thereon shall be final.

(5) The Vice Chancellor shall exercise such powers and perform such functions as may be specified by the Statutes or the Ordinances.

(6) If, at any time upon representation made or otherwise and after making such inquiry as may be deemed necessary, the situation so warrants and if the continuance of the Vice-Chancellor is not in the interests of the university, the Chancellor may, by an order in writing stating the reasons therein, ask the Vice- Chancellor to relinquish his office from such date as may be specified in the order:

Provided that before taking an action under this sub-section, the Vice Chancellor shall be given an opportunity of being heard, in person.

Registrar

17. (1) The appointment of the Registrar shall be made by the Chancellor in such manner as may be specified by the Statutes.

(2) All contracts shall be signed and all documents and records shall be authenticated by the Registrar on behalf of the University.

(3) The Registrar shall be the Member-Secretary of the Governing Body, the Board of Management and the Academic Council but he shall not have a right to vote.

(4) The Registrar shall exercise such powers and perform such duties as may be specified in the Statutes or the Ordinances.

Chief Finance & Accounts Officer.

18. (1) The appointment of the Chief Finance and Accounts Officer shall be made by the Chancellor in such manner as may be specified by the Statutes.

(2) The Chief Finance and Accounts Officer shall exercise such powers and perform such duties as may be specified in the Statutes or the Ordinances.

Other Officers.

19. (1) The University may appoint such other officers as may be necessary for its functioning.

(2) The manner of appointment of other officers of the University and their powers and functions shall be such as may be specified in the Statutes or the Ordinances.

CHAPTER IV

AUTHORITIES OF UNIVERSITY

Authorities of the University.

20. The following shall be the authorities of the University, namely:-

(a) The Governing Body;

(b) The Board of Management;

(c) The Academic Council; and

(d) such other authorities as may be declared by the Statutes to be the authorities of the University.

Constitution, Tenure, Powers, Quorum, etc. of the Governing Body.

21. (1) The Governing Body of the University shall consist of at least six members, including the Chancellor, the Vice Chancellor, and the remaining members to be nominated by the sponsoring body who shall be eminent people of standing; in the fields as may be specified:

Provided that it shall be the duty of sponsoring body, to maintain the gender parity, in nominating women members not less than one half of the total members in the composition of the Governing body.

(2) (a) Save as otherwise provided in this section, the term of nominated members of the Board shall be a minimum of three and a maximum of five years from the date of nomination:

Provided that each nominated member is eligible to hold the position for additional term not more than 10 years.

(b) An ex-officio member shall continue so long as he holds the office by virtue of which he is such a member;

(c) As nearly as one third of the nominated members, except the ex-officio member shall retire by rotation each year. In the first two instances, the Board may decide the procedure to identify the members who will retire;

(d) A member may resign his office by informing in writing to the Chairperson, but he shall continue in office until his resignation has been accepted.

(3) The Governing Body shall be the overarching supervisory and statutory authority of the University. All the movable and immovable property of the University shall vest in the Governing Body.

(4) The Governing Body shall have the following powers, namely,-

(a) to provide general superintendence and directions and to control functioning of the University by using all such powers as are provided by this Act;

(b) to review the decisions of other authorities of the University in case they are not in conformity with the provisions of this Act;

(c) to approve the budget and annual report of the University;

(d) to lay down the extensive policies to be followed by the University;

(e) to recommend to the Sponsoring body about the voluntary liquidation of the University; and

(f) such other powers as may be prescribed by the Statutes.

(g) to vest to the Board of Management or any other entity or official of the University such of its powers as it deems appropriate, along with the appropriate governance mechanism;

(5) The Governing Body shall meet at least four times in a financial year with one meeting in each quarter.

(6) A minimum of one-half of the members shall form a quorum for a meeting of the Governing Body.

Board of Management.

22. (1) The Board of Management shall consist of a minimum of 8 and a maximum of 12 members, including the following persons,-

(a) the Vice Chancellor;

(b) up to one-fourth members of the Board of Management to be nominated by the Sponsoring body;

(c) eminent persons from the fields of Management, Finance, Science & Technology or Public Administration, who are not the members of the Governing Body, to be nominated by the Sponsoring body;

(d) persons from amongst the Heads of Departments of the University, to be nominated by the Sponsoring body:

provided that it shall be the duty of the sponsoring body, to maintain the gender parity in nominating women members in any case not lessthan one fourth and not more than one half of total members in the composition of the Board.

(2) The Vice Chancellor shall be the Chairperson of the Board of Management:

Provided that in the absence of the Vice Chancellor, the Chancellor may, at his discretion, nominate any other member of the Governing Body to be the Chairperson of the Board of Management.

(3) The Powers and functions of the Board of Management shall be such as may be specified by the Statutes.

(4) The Board of Management shall meet at least once in every two months.

(5) A minimum of one-half of the members shall form a quorum for a meeting of the Board of Management.

Academic Council.

23. (1) The Academic Council shall consist of the Vice Chancellor, the Registrar and such other members as may be specified by the Statutes.

(2) The Vice Chancellor shall be the Chairperson of the Academic Council.

(3) The Academic Council shall be the principal academic body of the University and shall, subject to the provisions of this Act, the Statutes, the Ordinances and the rules made thereunder, co-ordinate and exercise general supervision over the academic policies of the University.

(4) The quorum for meetings of the Academic Council shall be such as may be specified by the Statutes.

Dis-qualifications.

24. (1) A person shall be disqualified from being a member of any of the authorities or bodies of the University, if,-

(a) he is of unsound mind and stands so declared by a competent court;

(b) he is an undischarged insolvent;

(c) he has been convicted of any offence involving moral turpitude;

(d) he is conducting or engaging himself in private coaching with or without pecuniary gain; or

(e) he has been punished for indulging in or promoting unfair practice in the conduct of any examination, in any form, anywhere.

25. No act or proceedings of any authority of the University shall be invalid merely by reason of any vacancy in or defect in the constitution of any authority or body of the University.

Vacancies not to invalidate the constitution of, or the proceedings of any authority or body of University.

26. The authorities of the University may constitute such committees with such terms of reference as may be necessary for specific tasks to be performed by such committees. The constitution of such committees, powers to be exercised and duties to be performed shall be such as may be specified by the Statutes.

Constitution of committees.

CHAPTER V

STATUTES, ORDINANCES AND REGULATIONS

27. (1) Subject to the provisions of this Act, and the rules made thereunder, the First Statutes may provide for all or any of the following matters, namely:-

First Statutes.

(a) the constitution, powers and functions of the authorities and other bodies of the University as may be constituted from time to time;

(b) the terms and conditions of appointment of the Vice Chancellor, his powers and functions;

(c) the manner and terms and conditions of appointment of the Registrar and The Chief Finance and Accounts Officer, their powers and functions;

(d) the manner and terms and conditions of appointment of other officers and teachers and their powers and functions;

(e) the terms and conditions of service of employees of the University;

(f) the procedure for arbitration in cases of disputes between employees or students and the University;

(g) the conferment of honorary degrees;

(h) framing of policy for admissions, including regulation of reservation of seats;

(i) fees to be charged from students; and

(j) the provisions regarding exemption from payment of tuition fee and awarding scholarships and fellowships to the students.

(2) The First Statutes of the University shall be made by the Governing Body and shall be submitted to the Government for its approval.

(3) The Government shall consider the First Statutes, submitted by the University and shall approve it as far as possible within two months from the date of its receipt, with or without modifications, as it may deem necessary provided that the Government shall mention reasons for such modifications, if any.

(4) The University shall communicate its agreement to the First Statutes as approved by the Government, and if it desires not to give effect to any or all the modifications made by the Government under sub-section (3), it may give reasons therefor and after considering such reasons, the Government may or may not accept the suggestions made by the University.

(5) The Government shall publish the First Statutes, as finally approved by it, in the Andhra Pradesh *Gazette*, and thereafter it shall come into force from the date of such publication.

Subsequent Statutes.

28. (1) Subject to the provisions of this Act and the rules made there under, the subsequent Statutes of the University may provide for all or any of the following matters, namely,-

(a) creation of new authorities of the University;

(b) accounting policy and financial procedure;

(c) representation of teachers in the authorities of the University;

(d) creation of new departments and abolition or restructuring of existing department;

(e) institution of medals and prizes;

(f) procedure for creation and abolition of posts;

(g) revision of fees;

(h) alteration of the number of seats in different disciplines; and

(i) all other matters which by or under the provisions of this Act require to be specified by the Statutes.

(2) The Statutes of the University other than the First Statutes shall be made by the Board of Management with the approval of the Governing Body.

(3) The Statutes made under sub-section (2) shall be submitted to the Government and it may approve or, if it considers necessary, give reasoned suggestions for modification as far as possible within two months from the date of receipt of the Statutes.

(4) The Governing Body shall consider the modifications suggested by the Government and return the Statutes to it with its agreement to such changes or with its comments on the suggestions made by the Government.

(5) The Government shall consider the comments of the Governing Body and may approve the Statutes with or without modifications and it shall be published by it in the Andhra Pradesh *Gazette*, and shall come into force from the date of such publication.

First Ordinances.

29. (1) Subject to the provisions of this Act, the rules and the Statutes made thereunder, the first Ordinances may provide for all or any of the following matters, namely,-

(a) the admission of students to the University and their enrolment as such;

(b) the courses of study to be laid down for degrees and diplomas of the University

(c) the award of degrees, diplomas and other academic distinctions, the minimum qualifications for the same;

(d) the rules & procedures for award of fellowships, scholarships, stipends, medals and prizes;

(e) the conduct of examinations, including the terms of office and manner of appointment and the duties of examining bodies, examiners and moderators;

(f) fees to be charged for the various courses, examinations, degrees or diplomas of the University;

(g) provision of various student facilities & services provided by the University including but not limited to student housing;

(h) provision regarding disciplinary action against the students;

(i) the creation, composition and functions of any other body which is considered necessary for improving the academic standards of the University;

(j) the manner of co-operation and collaboration with other Universities and institutions of higher education;

(k) such other matters which are required to be provided by the Ordinance by or under this Act.

(2) The First Ordinance of University shall be made by the Vice Chancellor which, after being approved by the Board of Management, shall be submitted to the Government for its approval.

(3) The Government shall consider the First Ordinances submitted by the Vice Chancellor under sub-section (2) as far as possible within two months from the date of its receipt and may approve it or give reasoned suggestions for modifications therein.

(4) The Vice Chancellor shall either modify the Ordinances incorporating the suggestion of the Government or give reasons for not incorporating any of the suggestions made by the Government and shall return the First Ordinances, after due consideration by the Board of Management, to the Government and on receipt of the same, it shall consider the comments of the Vice Chancellor and may approve the First Ordinances of the University with or without such modifications and it shall then be published by the Government in the Andhra Pradesh Gazette, and it shall come into force from the date of such publication.

Subsequent Ordinances.

30. All Ordinances other than First Ordinances shall be made by the Academic Council which after being approved by the Board of Management shall be submitted to the Government for its information and publication in the Andhra Pradesh Gazette.

Regulations.

31. The authorities of the University may, subject to the prior approval of the Board of Management make Regulations, consistent with this Act, the Statutes, the Ordinances and the rules made thereunder, for the conduct of business of each such authority and committees constituted by each such authority.

CHAPTER VI

REGULATION AND ACCREDITATION OF UNIVERSITY

Regulation and Accreditation of University .

32. (1) A Regulatory Authority shall be established by the Government for the purpose of providing an outcome oriented & light-touch regulatory mechanism at the state level for enabling development of high quality institutions, providing a facilitative environment for universities to operative and thrive, safeguard the interests of students, among others to be notified by the Government from time to time. The regulatory body will work as an interface between the Government, universities, central regulators, and other entities as needed. The Regulatory Authority shall also have the responsibility for setting up the framework under which independent accreditors will be authorized to carry out the task of accrediting universities, and to act as the overall supervision agency for such accreditors. The Regulatory Authority shall not accredit universities and other institutions directly.

(2) Once formed, the Regulator Authority shall create the framework of accreditation, which would cover all universities and colleges in the State, within 90 days after constitution. Accreditors shall be independent and could be a private or public entity. The first set of a minimum of two accreditors shall be identified and authorized for operation within 180 days of setting of the Regulatory Authority.

(3) The Regulatory Authority shall function under the general control of the Chief Minister of Andhra Pradesh.

(4) The Regulatory Authority shall consist of a Chairperson and such other members, not exceeding three, as the Government may decide from time to time.

(5) The Chairperson shall be an eminent educationist or a higher education administrator who has a thorough knowledge of the working of the institutions of higher education. The members shall be persons of repute in the field of education, finance, law, administration or management.

(6) The Chairperson and members shall be appointed by the Chief Minister from a list of three names each selected by a Search Committee of three members which shall be constituted by the Chief Minister. The members nominated shall, to the extent possible, be from the Eminent Persons panel.

(7) The Regulatory Authority shall have a full time Chief Executive Officer who has significant experience with and in higher education, who shall be a professional appointed by the Government and shall be an officer not below the rank of a Secretary to Government. The Regulatory Authority shall also have a full time Director for Accreditation Framework, who shall be a professional appointed by the Government and shall be an officer not below the rank of an Additional Secretary to the Government.

(8) The Chairperson, Chief Executive Officer, Director and the members shall not be connected in any way with any of the private universities established under this Act.

(9) The Chairperson and members of the Regulatory Authority shall hold office for a term of three years from the date on which the individual enters office, or until he attains the age of seventy years, whichever is earlier, and he shall be eligible to be considered for a second term of aforesaid years subject to the upper age limit of seventy years:

Provided that notwithstanding the expiry of the said period the Chairperson shall continue in office until his successor is appointed, but such period shall not exceed six months:

Provided further that after the expiry of the term, the Chairperson and the members of the Regulatory Authority shall be prohibited from accepting any pecuniary benefits in any form or in any name whatsoever and any assignment or employment in any of the private universities established under this Act.

(10) The other terms and conditions of services of Chairperson and the members, mode of authentication of orders and decisions of the Regulatory Authority and instrument issued by the Regulatory Authority, procedure of meeting of the Regulatory Authority, recruitment and service conditions of the staff of the Regulatory Authority, temporary association of persons with the Regulatory Authority for particular purpose, fund of the Regulatory Authority as budget, annual report, accounts, audit and such other matter, as may be required for proper functioning of the Regulatory Authority, shall be as prescribed.

(11) It shall be the general duty of the Regulatory Authority —

(a) to take all such steps as it considers necessary for enabling maintenance of standards of teaching, examination and research in the private universities;

(b) to provide the necessary guidance and supervision to the accrediting bodies ;

(c) notwithstanding anything contained in any other law for the time being in force to ensure that private universities collect such fees and other charges which cover the cost of education imparted by them and also give a reasonable surplus or returns on investment capital to enable them to maintain assets and carry out further expansion or increase endowment & other funds for future growth and expansion of the University.

(d) to ensure that a nurturing and facilitative ethos is created in the Universites that enables excellence in learning-teaching and research, while ensuring that there is no exploitation of any student from excessive collection of fee.

(e) to take action pertaining to and pursuant upon liquidation of a private university including arrangement for completion of courses, conduct of examinations, award of degrees etc. by assigning the jobs to some other State University in such a manner that the interest of the students are not adversely affected and the expenditure made for these arrangements for the students along with the process of liquidation of the private university shall be made good from the money deposited in the endowment fund and/or general fund.

(12) When there is evidence that may necessitate inspection of the University, the Regulatory Authority shall have powers to do so at any time after giving sufficient prior notice of such inspection.

(13) The findings of the Regulatory Authority shall be communicated to the University formally, with a request to rectify deficiencies or problems noted within an acceptable timeframe. At all times, the University shall have both the right to appeal to the Authority against conclusions on deficiencies or problems, as well as the responsibility to set them right expeditiously. A well-structured mechanism for appeals and their resolution shall be framed by the Authority, keeping in mind that an unnecessarily litigious environment should not be created, while working hard to enable the overall goal of the Government, viz, providing a high-quality higher education framework for the State.

(14) If the Regulatory Authority is not satisfied with the reply given and the remedial action by the University, it shall report to the Government for appropriate action.

(15) The Government may issue directions on matters of policy to the Regulatory Authority which shall be binding.

Admissions and Fee Structure

33. (1) The University shall have full autonomy, along with full disclosure and transparency, on starting various academic programme, and the admissions process thereof, so long as it adheres fully to the admission norms that it has committed to in its approved project proposal.

(2) The University shall have full autonomy, along with full disclosure and transparency, on setting fees for the various programmes that it decides to offer. Fees shall be determined by each University through a Fee Fixation Committee which would consist of members drawn from Board of Management, Academic Council, as well as external membes. The Fee Fixation Committee shall be headed by a member of the Board of Management.

Convocation.

34. The Convocations of the University for conferring degrees, diplomas or for any other purpose, may be held in every academic year in the manner as may be specified by the Statutes.

Accreditation University.

35. Within a period of five years from commencement of programmes, the University shall obtain such accreditation as may be prescribed by the Government from time to time. It shall also obtain certification/ accreditation from such other Regulating Bodies which are connected with the courses taken up by the University. It shall inform the Government about the grade provided to the University. The University shall ensure renewal of such accreditation from time to time.

University to follow rules, regulations, norms, etc. of regulating bodies.

36. Notwithstanding anything contained in this Act, the University shall be bound to comply all the rules, regulations, norms, etc., of the Regulating Bodies and provide all such facilities and assistance to such Bodies as are required by them to discharge their duties and carry out their functions.

CHAPTER VII

FUNDS OF UNIVERSITY

37. (1) The Sponsoring body shall establish an Endowment Fund for the University with an amount specified in the Letter of Intent. Endowment Fund.

(2) The Endowment Fund shall be used as security deposit to ensure that the University complies with the provisions of this Act and functions as per provisions of this Act, the Statutes, the Ordinances, the Regulations and the rules. The Government shall have the powers to order forfeiture, a part or whole of the Endowment Fund in case the University or the Sponsoring body contravenes the provisions of this Act or the Statutes, or the Ordinances, or the Regulations or the rules made thereunder. In such a case the forfeited amount shall be utilized for due compliance with the provisions of this Act, Statutes Ordinances, Regulations or the rules as the case may be:

Provided that before issuing an order of forfeiture under this sub-section, the Government shall afford an opportunity of representation to the University or the Sponsoring body as the case may be.

(3) The University if required may utilize 75% of the income from Endowment Fund for the development of infrastructure of the University and not to meet the recurring expenditure of the University. The balance and unutilized income shall be added to the Endowment Fund.

(4) The amount of Endowment Fund shall be invested in such highly secure & liquid instruments and kept invested until the dissolution of the University.

(5) The Governing Body shall be responsible and accountable for the safety & correct utilization of the Endowment Fund.

(6) The Governing Body shall ensure that the University prepares an audited report on the status and utilization of interest proceeds of the Endowment Fund annually, which may be sought by the Government from time to time:

Provided that the University which fails to maintain such a report may be enquired into as per section 44.

General Fund.

38. Every University shall establish a fund, which shall be called the General Fund to which the following shall be credited, namely:-

(a) fees and other charges received by the University;

(b) for procurement & upkeep of the assets of the University;

(c) any income received from consultancy and other work undertaken by the University in pursuance of its objectives;

(d) trusts, bequests, donations, endowments and any other grants; and

(e) all other sums received by the University.

Application of General Fund.

39. The General Fund shall be utilized for the following objects, namely:-

(a) for the repayment of debts including interest charges thereto incurred by the University for the purposes of this Act and the Statutes, the Ordinances, the Regulations and the rules made thereunder with the prior approval of the Governing Body;

(b) for upkeeping the assets of the University;

(c) for the payment of the fee for audit of the funds created under sections 37 and 38;

(d) for meeting the expenses of any suit or proceedings by or against the University;

e) for the payment of salaries, allowances, Provident Fund contributions, gratuity and other benefits to officers, employees and members of the teaching and research staff;

(f) for the payment of travelling and other allowances of the members of the Governing Body, the Board of Management, the Academic Council, other authorities and the members of any committee appointed by any of the authorities or the Chancellor or the Vice Chancellor ;

(g) for the payment of fellowships, freeships, scholarships, assistantships and other awards to the students belonging to economically weaker sections of the society or research associates, trainees or, as the case may be, to any student otherwise eligible for such awards under the Statutes, the Ordinances, the Regulations or the Rules;

(h) for the payment of any expenses incurred by the University in carrying out the provisions of this Act or the Statutes, the Ordinances, the Regulations or the Rules;

(i) for the payment of cost of capital, not exceeding the prime lending rate from time to time of the State Bank of India, incurred by the Sponsoring body for setting up the University and the investments made there for;

(j) for the payment of charges and expenditure relating to the consultancy work undertaken by the University in pursuance of the provisions of this Act or the Statutes, the Ordinances, the Regulations or the rules made there under;

(k) for the payment of any other expenses including service fee payable to any organization charged with the responsibility of providing any specific service, including the managerial services to the University, on behalf of the sponsoring body, as approved by the Board of Management to be an expense for the purposes of the University:

Provided that no expenditure shall be incurred by the University in excess of the limits for total recurring expenditure and total non-recurring expenditure for the year, as may be fixed by the Board of Management, without prior approval of the Board of Management.

CHAPTER VIII

ACCOUNTS, AUDIT AND ANNUAL REPORT

Annual Report.

40. The Annual Report shall be prepared by the University every financial year which shall include among other matters, the steps taken by the University towards the fulfilment of its objectives and shall be submitted to the Government.

Explanation: Financial year for the purpose of this Chapter shall be from April 1st to March 31st of the following year.

Annual Accounts and Audit.

41. (1) The Annual Accounts including balance sheet of the University shall be prepared by the University in a fair and transparent manner and the annual accounts shall be audited at least once in every year by the auditors appointed by the University for this purpose.

(2) A copy of the Annual Financial Statements together with the Audit Report shall be submitted to the Government every financial year.

(3) The Governing Board shall be responsible for accurate and detailed preparation of the Annual Financial Statements, and the timely submission of the same with the Anuual Report.

(4) The advice of the Government, if any, arising out of the accounts and audit report of the University shall be placed before the Governing Body. The Governing Body shall issue such directions, as it may deem fit, and compliance shall be reported to the Government.

CHAPTER IX

WINDING UP OF UNIVERSITY

Mariagement of University on dissolution of Sponsoring Body.

42. (1) If the Sponsoring body proposes to dissolve itself according to the provisions of law governing its constitution, it shall give at least six months prior notice to the Government.

(2) The Government shall, on receipt of such notice make such arrangements as may be necessary, for the administration of the University from the date of dissolution of the Sponsoring body till the completion of syllabus by the last batch of students admitted to the University.

(3) The Government may continue the functioning of the University by appointing an administrator in place of Sponsoring body, who shall be entrusted with the prescribed powers and functions.

(4) The Government on dissolution of the Sponsoring body after due consideration, may dissolve the University in such manner as may be prescribed.

Dissolution of University.

43. (1) The Government, after due consideration, may dissolve the University in such manner as may be prescribed:

Provided that the dissolution of the University shall have effect only after the last batches of students of the regular courses have completed their courses and they have been awarded degrees, diplomas or awards, as the case may be.

Provided further that the Government may continue the functioning of the University by appointing an administrator in place of the Sponsoring body entrusted with powers and functions as per sub-section (3) of section 42.

(2) On dissolution of the University all the assets and liabilities of the University shall vest in the sponsoring body in the manner as may be prescribed:
Provided that any specific concessions assigned by the Government to the University shall be resumed to the Government.

Special Powers of State Government in certain circumstances.

44. (1) Where the Government is of the opinion that the University has contravened any of the provisions of this Act, the Statutes or the Ordinances or the Regulations or the rules made thereunder or has violated any of the directions issued by it under this Act or a situation of Financial mismanagement or maladministration has arisen in the University, it shall issue notice requiring the University to show cause within forty-five days as to why an administrator be not appointed.

(2) On receipt of reply of the University on the notice issued under sub-section (1), if the Government is satisfied that there is a prima facie case of contravention of any of the provisions of this Act or the Statutes or the Ordinances or the Regulations or the rules made thereunder or violation of directions issued by it under this Act or there is financial mismanagement or maladministration, it shall make an order of such inquiry as it may consider necessary.

(3) The Government shall, for the purposes of any such inquiry under sub-section (2), appoint an inquiry officer or officers to inquire into any of the allegations and to make report thereon.

Central Act No.5 of 1908.

(4) The inquiry officer or officers appointed under sub-section (3) shall have the same powers as are vested in a civil court under the Code of Civil Procedure, 1908 while trying a suit in respect of the following matters namely,-

(a) summoning and enforcing the attendance of any person and examining him on oath;

(b) requiring the discovery and production of any such documents or any other material as may be predicable in evidence; and

(c) requisitioning any public record from any court or office.

(5) On receipt of the inquiry report from the officer or officers appointed under sub-section(3), if the Government is satisfied that the University has contravened all or any of the provisions of this Act or the Statutes or the Ordinances or the Regulations or the rules made thereunder or has violated any of the directions issued by it under this Act or a situation of financial mismanagement and maladministration has arisen in the University which threatens the academic standards of the University, it may appoint an administrator.

(6) The administrator appointed under sub-section (5) shall exercise all the powers and perform all the duties of the Governing Body and the Board of Management under this Act and shall administer the affairs of the University until the last batch of the students of the regular courses have completed their courses and they have been awarded with degrees, diplomas or awards as the case may be.

(7) After having been awarded the degrees, diplomas or awards as the case may be, to the last batches of the students of the regular courses, or after transfer of all students to other institutions,if applicable, the administrator shall make a report to that effect to the Government.

(8) On receipt of the report under sub-section(7), the Government after due consideration, may decide to continue the functioning of the University by vesting the powers of the Governing body in the prescribed manner to other societies having similar objects or the government may decide to dissolve the University in such manner as may be prescribed.

CHAPTER X

MISCELLANEOUS

Powers of Government to make rules.

45.(1) The Government may, by notification, make rules to carry out all or any of the purposes of this Act.

(2) In particular and without prejudice to the generality of the foregoing powers, such rules may provide for all or any of the following matters namely,-

(a) the manner of making proposal and Project Report to establish University and the fees payable under section 6;

(b) other particulars of the Project Report under section 7;

(c) terms and conditions under sub-section (2) of Section 10;

(d) other matters relating to Statutes and Ordinances under sub-section (1) of sections 27, 28 and 29;

(e) matters relating to dissolution of the Sponsoring body under section 42;

(f) matters relating to dissolution of the University under section 43 and section 44.

(3) Every rule made under this Act shall, immediately after it is made, be laid, before each House of the State Legislature, if it is in session and if it is not in session, in the session immediately following for a total period of fourteen days which may be comprised in one session or in two successive sessions and if, before the expiration of the session in which it is so laid or the session immediately following the Legislature of the State agrees in making any modification in the rule or in the annulment of the rule, the rule shall, from the date on which the modification or annulment is notified, have effect only in such modified form or shall stand annulled as the case may be, so however, that any such modification or annulment shall be without prejudice to the validity of anything previously done under that rule.

Power to remove difficulties.

46. (1) If any difficulty arises in giving effect to the provisions of this Act, the Government may, by order published in the Andhra Pradesh Gazette, make provisions not inconsistent with the provisions of this Act, as appear to it to be necessary or expedient for removing the difficulty:

Provided that no such order shall be made under this section after the expiry of three years from the date of commencement of this Act.

(2)Every order made under this section shall, as soon as may be after it is made, be laid before the State Legislature.

SCHEDULE(See section 3)

Sl.No. (1)	Name and location (address) of the Private University (2)	Name & Address of the Sponsoring body (3)	Details of registration of the Sponsoring body (4)
1.			
2.			
3.			
4.			

C.S.S.V. DURGA PRASAD,
Secretary to Government,
Law Department.

Annexure 1.10

Amendment to the AP Private Universities Act, 2018

Registered No. HSE/49 [Price : Rs.1-00 Paise

RIGHT TO INFORMATION

ఆంధ్రప్రదేశ్ రాజపత్రము

THE ANDHRA PRADESH GAZETTE

PART IV-B EXTRAORDINARY

PUBLISHED BY AUTHORITY

No. 18] AMARAVATI, MONDAY, APRIL 30, 2018.

ANDHRA PRADESH ACTS, ORDINANCES AND REGULATIONS Etc.,

The following Act of the Andhra Pradesh Legislature received the assent of the Governor on the 28th April, 2018 and the said assent is hereby first published on the 30th April, 2018 in the Andhra Pradesh Gazette for general information :-

ACT No.18 of 2018

AN ACT FURTHER TO AMEND THE ANDHRA PRADESH PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016.

Be it enacted by the Legislature of the State of Andhra Pradesh in the Sixty-ninth Year of the Republic of India, as follows :-

Short title and commencement.

1. (1) This Act may be called the Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act, 2018.

(2) The entries 1 to 5 of the schedule of Section 3 shall be deemed to have come into force with effect on and from the 23rd May, 2017 and entry 6 thereof shall be deemed to have come into force with effect on and from the 7th February, 2018.

Amendment of section 11.

Act No. 3 of 2016.

2. In the Andhra Pradesh Private Universities (Establishment and Regulation) Act, 2016 (hereinafter referred to as the Principal Act) in Section 11, for the words, "way of amendment of schedule", the words, "issuing a notification amending the schedule", shall be substituted.

Amendment to schedule.

3. In the Principal Act, in the schedule in columns 1, 2, 3, and 4, the following entries shall be inserted, namely,-

1	2	3	4
1.	VIT-AP University Amaravati.	Vellore Institute of Technology-Andhra Pradesh(VIT-AP) No.1-38, Palasamudram (Village and Mandal), Chittoor District-517599, Andhra Pradesh.	07-08-2015
2.	SRM University, Amaravati.	SRM Trust, No. 3, Veerasamy Street, West Mambalam, Chennai-600033, Tamilnadu.	24-01-2012
3.	Centurion University of Technology and Management (AP), Vizianagaram.	Centurion School of Rural Enterprise Management Trust (CSREM Trust), HIG-5, Phase-1, BDA Duplex, Pokhariput, Bhubaneswar-751 020, Odisha.	24-08-2007
4.	KREA University, Sri City, Chittoor District.	Institute of Financial Management and Research, 24, Kothari Road, Nungambakkam, Chennai-600 034, Tamilnadu.	06-10-1970
5.	Great Lake International University, Sri City, Chittoor District.	Great Lakes Institute of Management (GLIM), 2nd Floor, NPL Devi Building No. 111, Kalki Krishnamurthy Salai (LB Road), Thiruvanmiyur, Chennai-600041, Tamilnadu.	13-02-2004
6.	Saveetha Amaravati University.	Saveetha Amaravati University, Vaishnavi Complex, 3rd Floor, Opp : Executive Club, Near Dr. Ramesh Hospital Junction (Mc. Donalds), Vijayawada-520 008, Andhra Pradesh.	27-07-2015

Repeal of Ordinance No. 1 of 2018.

4. The Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Ordinance, 2018 is hereby repealed.

DUPPALA VENKATA RAMANA,
Secretary to Government,
Legal and Legislative Affairs & Justice,

Annexure 3.1.1

Minutes of Academic Council Meeting held on 20 Dec 2018

Krea University: Academic Council Meeting20th December 2018, Chennai Minutes of Meeting

The Academic Council of Krea University met on 20th December 2018 at the KreaUniversity office in Chennai. The following members were present:

1. Dr Sunder Ramaswamy (Chairman)
2. Mr Kapil Viswanathan
3. Dr Gaurav Raina
4. Dr Tara Thiagarajan
5. Dr Jessica Seddon (on call)
6. Dr Srinath Raghavan (on call)
7. Dr Vishakha N. Desai (on call)
8. Ms Kanchi Khanna (Outreach team)
9. Mr Krishanu Singh (Outreach team)
10. Mr Akshay Jain (Admissions team)

The following points were discussed as per the agenda of the meeting:

1. Sanction of leave of absence

a. The leave of absence was granted to members not present during the meeting.

2. Krea University project updates

a. Launch of Krea University's admissions by Hon'ble Vice President of India from his residence in Delhi, marking Krea as a project of national importance.

b. Krea is under consideration of Krea for the Institution of Eminence (IoE) status. If Krea were to be selected, it might be able to offer four-year undergraduate programmes. However, there might be challenges complying with the IoE application requirements such as reaching a student body size of 10,000 in 15 years.

c. Krea has been listed on the UGC website alongside other state private universities.

d. Krea's administrative office has moved to and is now functional at 196, TTK Road.

e. Krea's faculty members met in Chennai on 11th and 12th December, 2018, to provide inputs regarding new campus to the architect.

3. IFMR Graduate School of Business (GSB)

a. IFMR-Graduate School of Business has been rebranded to be part of Krea University.

b. Dr Anantha Nageswaran has been appointed as the new dean of the IFMR-GSB at Krea.

c. A 2-day retreat is being planned to streamline organizational and cultural challenges at the GSB.

d. At the same time, various curricular changes are also being planned at the GSB, keeping in mind the rethinking on business education globally. GSB shall also adopt ideas of Interwoven Learning, and promote a liberal arts foundation to business education, with a distinct focus on ethics.

e. Several new faculty members are slated to join the GSB. A possible expansion of the Academic Council, with members with expertise on business education, is also under consideration.

4. Faculty Hiring

a. Krea now has an excellent cohort of 21 faculty members who have been selected through a rigorous evaluation process. The student-teacher ratio is to be kept below 10:1 after accounting for a full-time equivalence faculty load.

b. Given their backgrounds, the faculty members are capable of interweaving various disciplines while still retaining the ability to teach regular courses in their disciplines.

c. About half of the faculty members will be staying in Sri City and the remaining faculty members shall stay in Chennai.

d. Faculty hiring to continue for specific disciplines such as Computer Science, Data Science, Psychology and Philosophy. There has been high demand for a psychology major at Krea from students and parents.

e. While track 1 faculty is full-time and will build up the university, track 2 faculty shall be visiting for short durations. The academic council shall continue playing a key role in hiring both track 1 and track 2 faculty members.

f. There are different models of teaching core requirements such as a highly distributed model taught by several faculty vis-a-vis a model with a single large lecture. Krea is aiming to be somewhere in the middle.

g. Vishakha asked about the spread of specializations among the recruited faculty members. Dr Sunder highlighted that the overlap between specializations of faculty members has been kept to a minimum.

h. A faculty retreat is being planned to be held in Sri City in January.

5. Outreach and Admissions

a. An extensive outreach programme was conceived and executed with a small team within a short span of three months.

b. More than 125 schools have been visited across India and a student database of more than 5000 students has been built.

c. Given that the faculty has been onboarded now, various master classes and events across India are being planned with faculty members

d. The Interwoven Learning paradigm that Krea aims to pioneer has struck a chord with students and parents

e. Jessica highlighted the need for bridge programmes as well as psychological counselling prior to enrolments to ensure students from all backgrounds are comfortable at Krea

f. A rigorous and holistic admissions process has been designed with the aim of admitting a class of 125 bright, open-minded and curious risk-takers from diverse backgrounds. The selection process is two-staged wherein the first stage comprises filling an online application form and the second stage comprises a full day of immersion with Krea faculty members at an outdoor site.

g. Vishakha suggested that an article could be written for a nationally reputed outlet highlighting the unique admissions philosophy and process at Krea.

h. Tara highlighted the need for measuring quantitative ability of the students applying to Krea. The admissions team mentioned the inclusion of board score normalization as well as an on-the-spot quantitative reasoning test during the Krea immersion day to capture students' quantitative abilities. Also, it was discussed that SAT shall be used as an objective test from next year onwards.

i. A retention plan for bright students was discussed wherein members of the academic council or faculty might reach out to students to understand and encourage their interest in Krea.

6. Partnerships

a. Krea recently inaugurated its partnership with 'The Dalai Lama Centre for Ethics and Transformative Values' at MIT with a launch ceremony and panel discussion in Chennai.

b. A partnership with Inspirit, a VR research and design firm has also been initiated to interweave VR elements at the Krea Media Lab. Jessica provided inputs regarding how NPR and National Geographic use VR elements as pedagogic tools. She also highlighted the need for strong fundraising efforts to boost the VR effort at Krea.

c. Several other partnerships with international universities, think-tanks, not-for-profit organizations and industry-organizations are in the pipeline. A detailed dashboard shall be shared with all academic council members.

7. IFMR Research Centres

a. The various research centres at IFMR are being reviewed and only some might be taken under the Krea umbrella. A review shall take place in January and the naming and reporting structure of the research centres will be firmed up.

b. Dr Sunder updated the council on the recent funding received by IFMR Lead and IWAGE.

c. The role of the research centres in building the research ecosystem at Krea was discussed. The following questions were discussed briefly: When is Krea ready for graduate schools and PhDs? How does Krea bridge the gap for faculty in terms of access to research labs and collaborations by enabling access to shared labs and existing research collaborations?

d. The current campus is constrained in its ability to provide full-fledged research labs, especially for disciplines like life sciences. Hence, a critical mass of faculty members is required across disciplines before launching graduate schools and full- fledged research facilities.

e. There are low-hanging fruits in terms of research that can be done with no or low research equipment and/or grants-office support. Also, since Krea is pioneering a new model of learning, can it look at a completely new model of research emphasising the interwovenness between various disciplines?

8. Other matters discussed and resolved

a. The members discussed about the intake of students for SIAS, IFMR GSB, and PhD programs and recommended intake as

- MBA maximum of 250 students
- SIAS maximum of 200 students
- PhD maximum of 25 students

It is suggested that the student's intake should be gradually increased considering the availability of infrastructure, faculty, etc.

Signed

R. Sunder

Chairperson

Annexure 3.1.2

Krea University Strategic Growth Plan 2025

Krea University
Strategic growth plan_2025

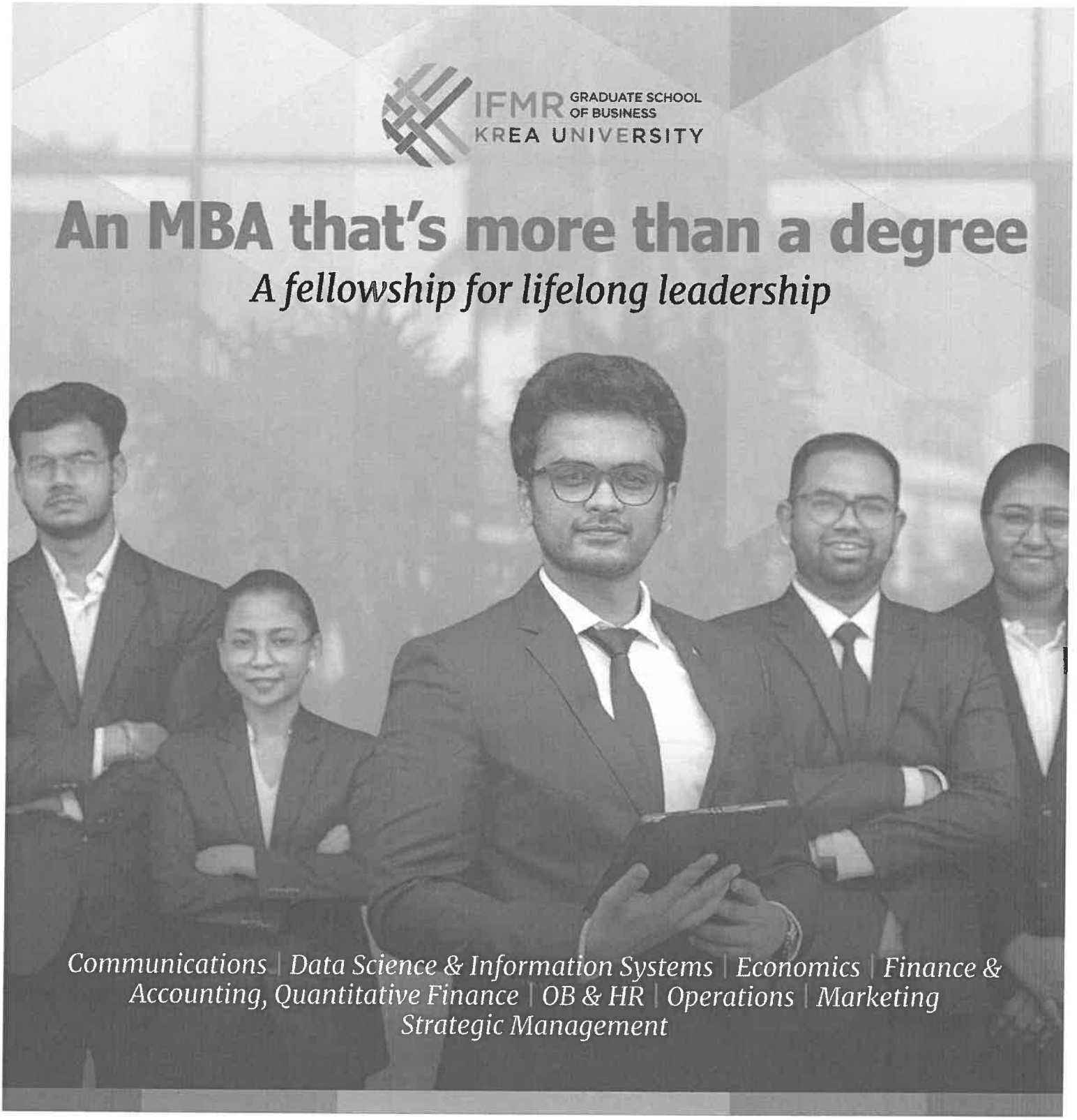
			2022-23	2023-24	2024-25	2025-26		2026-27	2027-28	2028-29
						Enrolled	Target			
	UG Arts/Science	**UG 1st year**	**180**	**265**	**245**	**233**	320	**320**	**350**	**380**
		UG 2nd year	170	176	256	242		233	320	480
		UG 3rd year	130	161	178	259		242	233	420
		UG 4th year	40	33	34	98		259	242	360
		TOTAL	**520**	**635**	**713**	**832**		**1054**	**1145**	**1640**
	MBA	**MBA 1st year**	**175**	**256**	**282**	**271**	**280**	**240**	**240**	**240**
		MBA 2nd year	184	173	254	280		271	240	240
		TOTAL	**359**	**429**	**536**	**551**		**511**	**480**	**480**
2023-24	Integrated UG/MBA	**1st year**		30	62	**62**	**60**	**80**	**80**	**100**
		2nd year			30	59		63	80	60
		3rd year				30		59	63	60
		4th year						30	60	60
		5th year							30	60
		TOTAL	**0**	**30**	**92**	**151**		**232**	**313**	**340**
	PhD	**1st year**	**3**	**5**	**9**	**8**		15	**15**	20
		2nd year		3	5	9		8	15	15
		3rd year			3	5		9	8	15
		4th year				3		5	9	8
		5th year						3	5	9
		TOTAL	**3**	**8**	**17**	**25**		**40**	**52**	**67**
2026-27	Math Institute (Maths, Science, CSC, AI)-Applied	**1st year**						30	30	30
		2nd year							**30**	**30**
		3rd year								**30**
		4th year								
		TOTAL				**0**		**30**	**60**	**90**
2027-28	School of Life Sciences	**1st year**							**60**	**60**
		2nd year								60
		3rd year								
		4th year								
		5th year								
		TOTAL	**0**	**0**	**0**	**0**			**60**	**120**
	STUDENT TOTAL		**882**	**1102**	**1358**	**1559**	**0**	**1867**	**2110**	**2737**

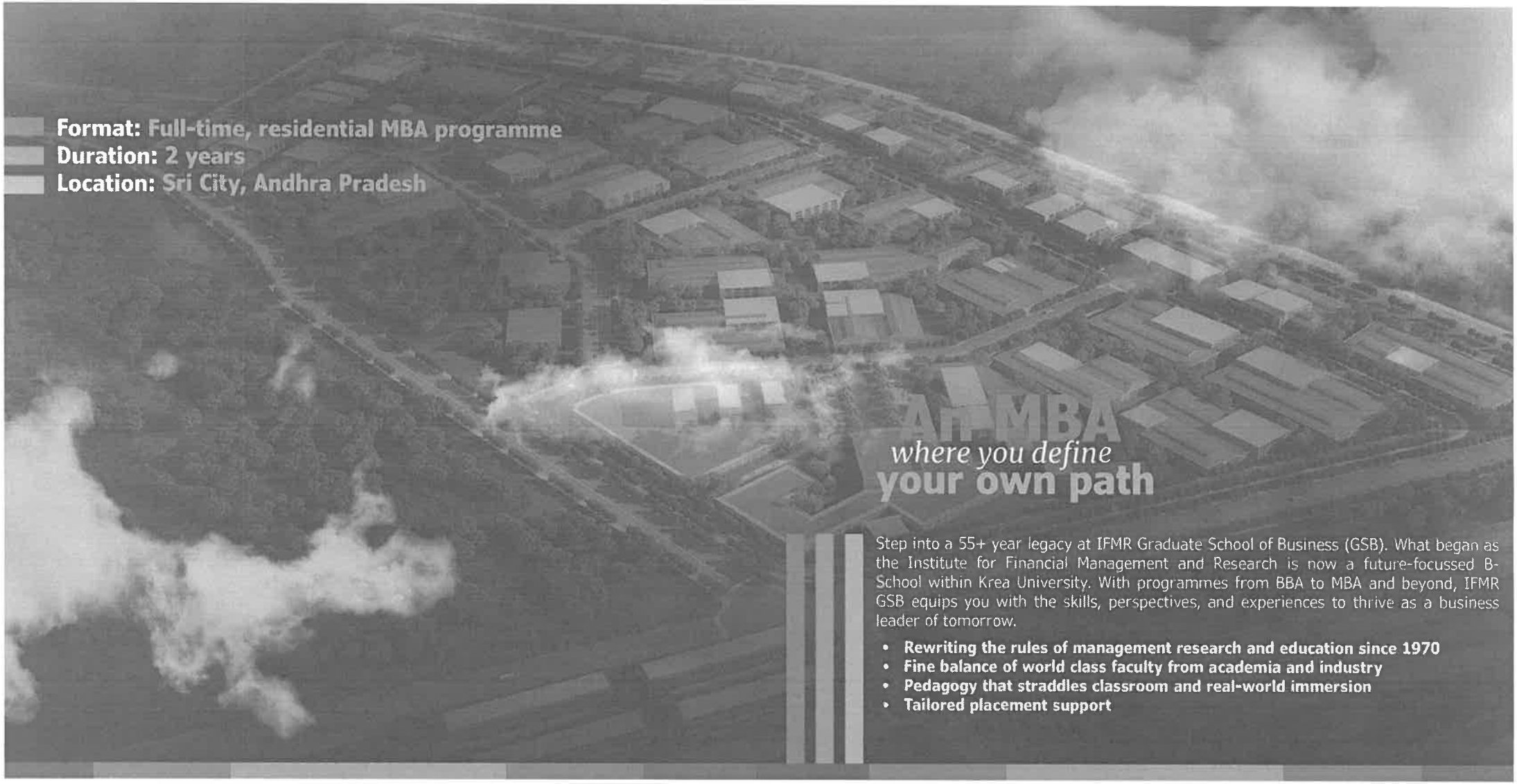
School		2022-23	2023-24	2024-25	2025-26		2026-27	2027-28	2028-29
UG Arts/Science		520	635	713	832		1,054	1,145	1,640
MBA		359	429	536	551		511	480	480
Integrated UG/MBA		0	30	92	151		232	313	340
PhD		3	8	17	25		40	52	67
Maths Institute							30	60	90
School of Life Sciences		0	0	0	0			60	120
Total		**882**	**1,102**	**1,358**	**1,559**		**1,867**	**2,110**	**2,737**
YoY Growth (in Nos)			**220**	**256**	**201**		**308**	**243**	**627**
YoY Growth (in %)			**25%**	**23%**	**15%**		**20%**	**13%**	**30%**

Summary of Faculty Strength		2022-23	2023-24	2024-25	2025-26		2026-27	2027-28	2028-29
SIAS									
GSB									
Total		110	**120**	**130**	140		150	170	**190**
YoY Growth (in Nos)			**10**	**10**	**10**		**10**	**20**	**20**
YoY Growth (in %)			**9%**	**8%**	**8%**		**7%**	**13%**	**12%**
Faculty/student ratio		**8**	**9**	**10**	**11**		**12**	**12**	**14**

Annexure 4.8 A

MBA Admissions Brochure

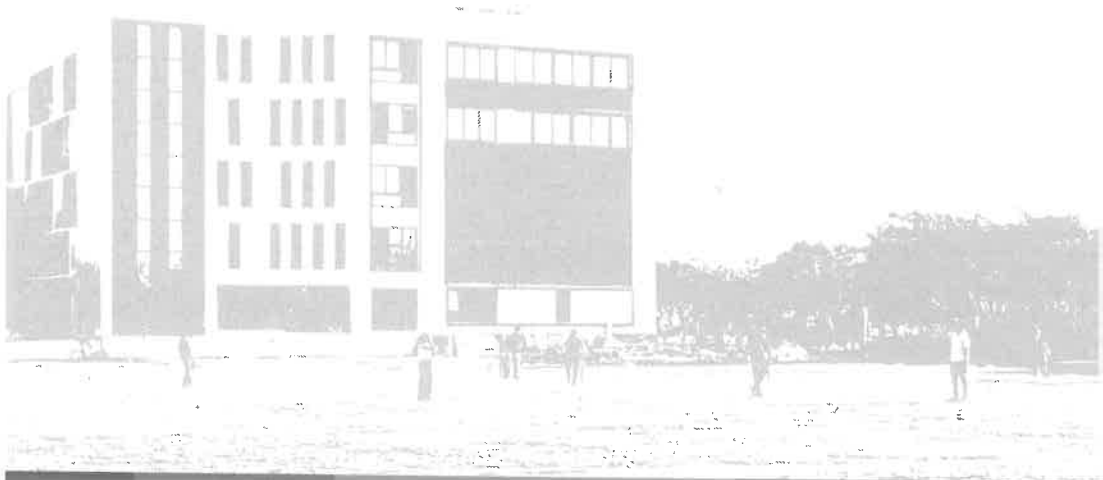

IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY
An MBA that's more than a degree
A fellowship for lifelong leadership
Communications | Data Science & Information Systems | Economics | Finance & Accounting, Quantitative Finance | OB & HR | Operations | Marketing Strategic Management


Format: Full-time, residential MBA programme
Duration: 2 years
Location: Sri City, Andhra Pradesh
MBA
where you define
your own path
Step into a 55+ year legacy at IFMR Graduate School of Business (GSB). What began as the Institute for Financial Management and Research is now a future-focussed B-School within Krea University. With programmes from BBA to MBA and beyond, IFMR GSB equips you with the skills, perspectives, and experiences to thrive as a business leader of tomorrow.
• Rewriting the rules of management research and education since 1970
• Fine balance of world class faculty from academia and industry
• Pedagogy that straddles classroom and real-world immersion
• Tailored placement support

11 Reasons Why IFMR GSB is Your Career-Accelerating Launchpad

- **Personalised learning experience** with a 7:1 student–faculty ratio
- **World-class academic expertise,** with 90% of faculty holding PhDs
- **Near 100% placements** year after year
- **65+ leading global recruiters** on campus
- **5000+ alumni worldwide,** shaping industries across sectors
- **7 Krea Research Centres,** offering opportunities to learn and collaborate
- **Dedicated Centre for Entrepreneurship,** nurturing innovators and founders
- **Dynamic campus life** with 50+ student-led events and activities
- **Regular industry exposure** through monthly interactions with experts
- **Strong industry and academic partnerships,** opening doors to global opportunities
- **A future-ready campus,** housed in an Integrated Business City

8 Areas **24** Core courses **13** Workshops **75+** Electives



Explore Areas Offered

- **Communications**
- **Data Science & Information Systems**
- **Economics**
- **Finance & Accounting, Quantitative Finance**
- **Marketing**
- **OB & HR**
- **Operations**
- **Strategic Management**

Scan QR code for the **Playlist to decoding areas videos**

A Typical Class

264 Students

22.6 years Average age

90 Female **174** Male

21 States

0-3 years of work experience



Placement Statistics 2025

95% from IFMR GSB's 2023–25 Cohort Placed in Top BFSI, Consulting, and IT Firms.

Highest CTC	Average CTC	Median CTC
₹21.32 lakhs/annum	₹12.04 lakhs/annum	₹11.5 lakhs/annum

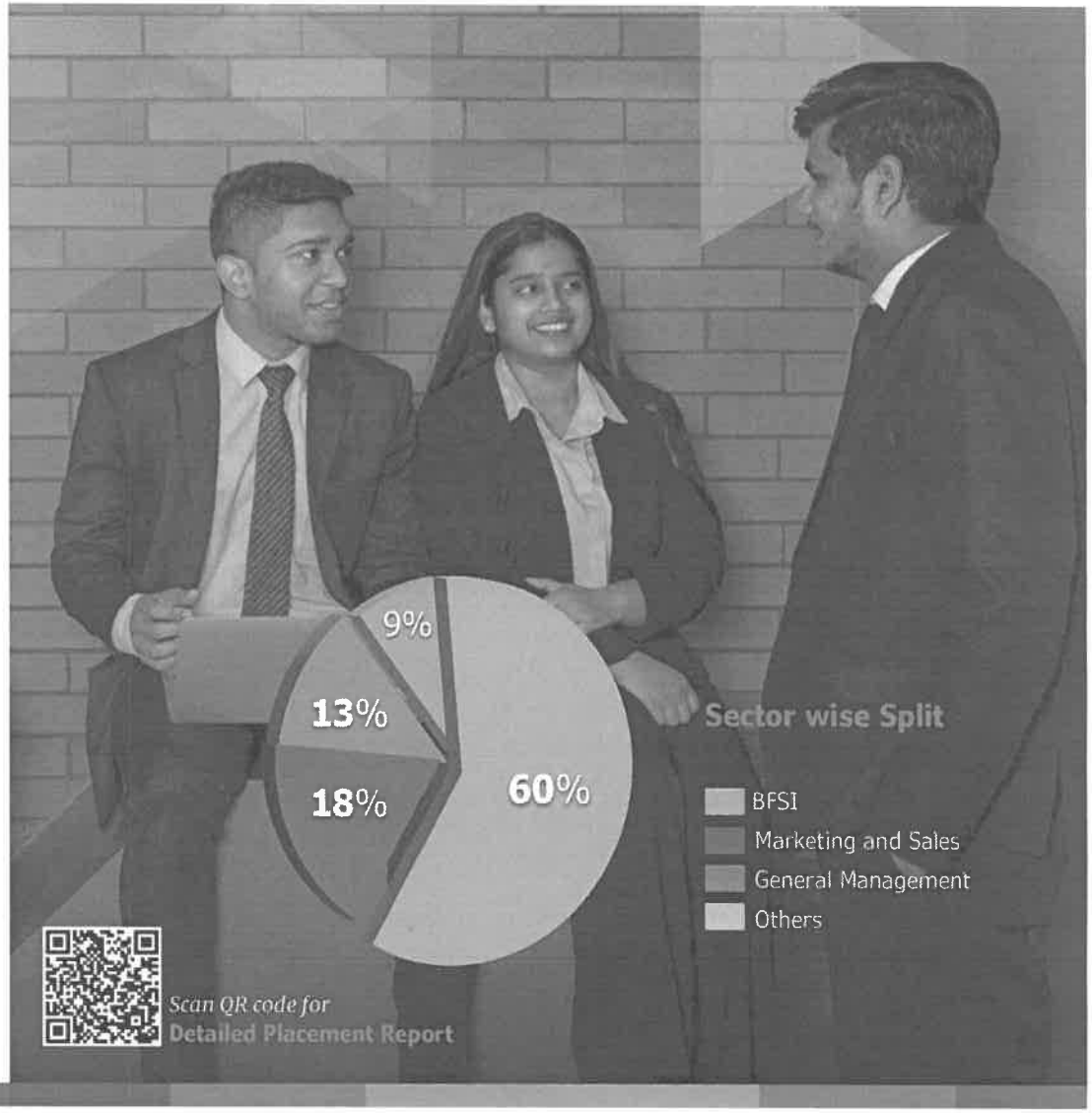


"Thrilled to be placed at BFL Brandfolio as a Purchase Management Executive—an international opportunity that feels like a dream come true. While I pursued my MBA in Finance and received a Pre-Placement Offer (PPO) from Bank of New York, a 5-month live project in lean manufacturing consulting ignited my passion for operations and supply chain. Excited to build on my strengths in problem-solving, critical thinking, and execution in this new journey."

Aditi Agrawal, *Finance, MBA Cohort of 2023-25*

Prominent Final Placement Recruiters 2024-25





Catalyst to Your Goals

At IFMR GSB, the **Corporate Relations and Career Services (CRCS)** team ensures you are industry-ready, guiding you from classroom to career with focussed training and personalised support.

You will be trained by experts in:

- Group discussions
- Public speaking
- Aptitude
- Communication skills
- One-on-one career coaching

In 2024-25 CRCS facilitated:

15 expert talks
by industry leaders

61 preparatory sessions
to sharpen skills



Porous Boundaries

Where Campus Meets Corporate

At IFMR GSB, the boundary between classroom and corporate is seamless. From Campus to Corporate, regular interactions with top leaders give you direct exposure to the skills and mindsets that matter in the workplace of the future.

Few leaders who came to IFMR GSB classrooms in the recent times:



Amit Kamath
Vice President
BlackRock



Sunil Subramaniam
Former Director
Sundaram Assets



Hari Krishnan
Managing Director
Publicis Groupe



Karthik Pasupathy
Director
Deutsche Bank



Aijaz Khan
Vice President
Bajaj Allianz



Debashish Ghosh
SVP & Country HR Head
Berkadia



Fatema Hunaid
Managing Partner
Grand Thornton



Bhaskar Banerjee
Strategic CFO
Flipcarbon



Sai Prasad S
CHRO
Samunnati



Muthukumar V
Managing Partner
Sett & Lucas



Julian Francis
SVP - Asset
Management, RMZ



Fabian Figredo
Head of Talent Acquisition
Shell



Srinivas Baratam
Managing Director
Stakeboat Capital



Hemasundar Reddy B
Director Operations - Middle Office
BNY

Learn. Experience. Achieve

Choose your experiential learning



"I did my Corporate Analyst Development Program (CADP) internship at JPMorgan Chase & Co, Mumbai, where I had the opportunity to apply theoretical knowledge from textbooks and classrooms to real-world financial operations. I also ended up securing a PPO (Pre-Placement Offer) with JPMorgan Chase & Co, after my internship there. At IFMR GSB, I found a curriculum that perfectly balanced theoretical depth with practical applications which helped me approach business problems systematically and strategically."

Ananya Manikandan, *MBA Cohort of 2023-25*

Industry Immersion

Learning on the ground with summer internships

Highest Internship stipend: **₹75,000/month**

Average Internship stipend: **₹22,000/month**

Niche roles across top-tier organisations

Live projects

Work on real-world business challenges for leading organisations

Past projects include:

- Preparing the Annual Operating Plan (AOP) for Agri Enterprise, Sammunati involving market mapping of Farmer Producer Organizations (FPOs) and Agri Enterprises across Rajasthan, Punjab, Haryana, and Delhi NCR.
- Developing pairs trading strategies for Paterson Securities Pvt Ltd, exploring statistical, technical, and fundamental approaches used by hedge funds.

Simulation Environment

In partnership with **Zerodha Varsity,** IFMR GSB offers a state-of-the-art **Virtual Trading Floor** that simulates real-time market conditions. Students can test investment strategies with virtual funds, gaining valuable insights into risk management and decision-making in a dynamic market.

Work-study programmes

Earn income, implement strategies, learn by doing as part of various work-study programmes that are available on campus and remote, applying classroom knowledge, building skills, and gaining professional experience.

Engage, Learn, Win

Our students consistently shine in national competitions, showcasing their talent, creativity, and problem-solving skills. Recent achievements include:

- JPMorgan Chase Finance Fast Forward - Winners
- PwC Whitepaper 4.0 - National Finalists
- Plutus 10.0 Business Valuation - National Finalists
- IMT Hyderabad Prakshepan Case Study - Winners
- EY Techathon 5.0 - Winners
- Finshiksha Learning Championship 2024 - National Rank Holders
- Chrysalis CRE-AI-TIVE Writing - Winners
- Young Business Leader by TAPMI - Winners
- NMIMS Modeling Menace - National Finalist









The MBA Chronology

At IFMR GSB, your MBA journey seamlessly flows from a rigorous foundational year one rooted in self-discovery to a second-year firm in electives, that align with your goals.

Trimester 1

- Accounting for Management - 1
- Human Behaviour in organizations
- Information Systems for Business
- Introduction to Managerial Decision Making
- Managerial Communication - 1
- Managerial Economics
- Marketing Management

Trimester 2

- Macro Economics
- Managerial Communication - 2
- Accounting for Management - 2
- Foundations of Finance
- People Management
- Probability Distributions for Managerial Decision Making
- Operations Management - 1

Trimester 3

- Corporate Finance
- Managerial Communication - 3
- Entrepreneurship
- Marketing Research
- Statistics for Managerial Decision Making
- Operations Management - 2
- Strategic Management
- Capstone Business Simulation

10 weeks - Summer Internship

Trimester 4 + Trimester 5 + Trimester 6

- Ethics, Business and Society
- Design Thinking and Problem Solving

- Area choices from Communications, Data Science & Information Systems, Economics, Finance & Accounting, Quantitative Finance, Marketing, OB & HR, Operations and Strategic Management
- 75+ elective choices such as Security Analysis and Portfolio Management, Modern Bank Management, Product and Brand Management, Foundation of Development, Integrated Digital Marketing, Mathematics for Financial Derivatives, HR Analytics, Fundamental of Industrial Relations, Cross-Culture Management, Behavioral Finance, Optimization Methods in Finance, Deep Learning and Natural Language Processing and more

13+ workshops such as Data Science Perspectives, Programming in Python, Legal Aspects of Business, FinTech, Excel Skills for Managers and more

Guided Summer Internships

Placements by CRCS to land careers aligned with your goals

Industry leader interactions, personalised and focussed coaching

Choose the experiential learning path that fits you best — from simulations to live projects, that fit your goals along with core courses.



Faculty Snapshot

You will be learning from faculty members who come with a rich pedigree across academia, industry and specific areas of studies. Steering cutting-edge research, they are also instrumental in shaping the Indian business pedagogy and narratives that move the world of business and management.

Few of our faculty members:

Accomplished Researchers



Professor Lakshmi Kumar
Professor, Economics and Dean - IFMR GSB
PhD, IIT Madras
Research veteran with 25+ years of academic experience



Professor Balasubramanian G
Senior Professor & Advisor, Finance, Accounting & Quantitative Finance
PhD, Madras University
35+ years of experience in executive teaching and research



Professor Madhuri Saripalle
Professor, Economics
PhD, University of Connecticut
Specialist in industrial organisation and economic development



Dr V N Rajesh
Associate Professor, Data Science and Information Systems
Fellow (PhD) Program in Management, IIM Bangalore
Seasoned Data Science and Business Analytics professional



Research Minds



Dr Pallavi Pandey
Associate Professor, OB & HR
PhD, IIT-ISM Dhanbad
Leads research in leadership styles and contemporary HR practices



Dr Jyoti Prasad Mukhopadhyay
Associate Professor, Economics and Chairperson - PhD Programme
PhD, IFMR GSB & University of Madras
Sectoral expert in Development Economics, Applied Econometrics, and Behavioral Economics



Dr Praveen Bhagawan M
Associate Professor and Area Chair, Finance, Accounting and Quantitative Finance
PhD, IFMR GSB and Madras University
Veteran researcher in Corporate Finance, International Financial Management and CSR



Professor Vijayalakshmi C
Professor, OB & HR
FPM, MDI Gurgaon
Expert in organisational behaviour, trainer of 1000+ executives

Practitioners as Professors



Sathyanarayanan Ramachandran
Sundram Fasteners Associate Professor, Marketing
MBA, SCSVMV
Brand Management expert and advertising pundit



Dr Vasupradha Srikrishna
Assistant Professor, Communications
PhD, Mudra Institute of Communication
Interdisciplinary communications consultant



Professor Srinivasan Kalyanasundaram
Professor of Practice, Finance
ACA, The Institute of Chartered Accountants of India
30+ years in Banking, Capital Markets, and Wealth Management



Professor Suresh Venkatraman
Professor of Practice, Operations and Management and Chairperson - Integrated MBA Programme
PhD, IIM Bangalore
Pedagogy innovator and industry expert in Business Process Management

Specialists, Authors, Grant Awardees



Professor Chandrasekaran N
Professor , Operations and Strategy, Area Chair - Strategic Management & Chairperson - Executive MBA Programme
PhD, University of Madras
Industry veteran, start-up specialist & author



Dr Debasish Mishra
Assistant Professor and Area Chair, Data Science and Information Systems
PhD, IIT Kharagpur
AI and ML expert, author of *Digital Twin – Fundamental Concepts to Applications in Advanced Manufacturing*



Dr Swayam Sampurna Panigrahi
Assistant Professor, Operations
PhD, XIM University
Fulbright-Nehru Postdoctoral Research Fellowship awardee



Dr Jyoti Kumari
Assistant Professor, Finance, Accounting and Quantitative Finance
PhD, IIT Kharagpur
ICSSR Major Research Projects Grant Awardee

Student Life at Krea

Beyond Classrooms: The IFMR GSB Experience



"As a person who was low in confidence, I wanted to be part of a vibrant learning community that would help me develop as a person, inculcate good habits, and throw challenges at me that I would love to face. IFMR GSB has given me exactly these. On top of these, it also gifted me a batch who were catalytic in helping me grow my talents even more."

Keerthana Visvanathan, *MBA Cohort of 2023-25*

Charting own stories, co-creating the IFMR GSB experience

Join a melting pot of diversity, of learners getting together beyond the classroom, beating geographical, ideological and social divides. The community ethos is strong here; we are stronger, together.

- **15 Committees, 7 Clubs spanning leadership, culture, arts, sports, and hobbies**
- **Inclusive Learning Support (ILS):** disability, mental health, academic support, 24/7 helpline
- **Cultural Festivals:** Pongal, Onam, Diwali, Christmas, Holi, and national events celebrated together
- **Student Government:** strong representation and leadership opportunities
- **Social & Community Engagement:** service initiatives, alumni networking, and industry interactions
- **A Diverse Community:** students from across geographies, ideologies, and social backgrounds, learning and growing together



Your Campus your home

- Infrastructure strategically built for a B-School experience such as the virtual trading floor
- Study and live on a vibrant 40-acre green campus in Sri City, just 70 km from Chennai
- Learn in tech-enabled classrooms, trading floor and cutting-edge labs
- Enjoy delicious, multi-cuisine meals across several dining spots
- Live comfortably in spacious 9 residential towers with plenty of spaces to hang out and unwind
- Play your favourite sports with courts and fields for badminton, basketball, cricket, football, and more
- Breathe easy surrounded by 700+ native trees, butterfly gardens, fruit orchards, in solar powered premises
- Dive into knowledge with a library housing 30,000+ books and 60,000+ e-journals at your fingertips
- Access essential support at the medical centre, unwind in welcoming student lounges, and conveniently purchase daily necessities from the on-campus store
- Sri City is home to over 200 companies from 28 countries including multinationals like Kellogg's, Isuzu, Mondelez, Pepsi, Panasonic, Daikin, Kimberly Clark, Alstom, Kobelco, Foxconn, Danieli



Alumni Snapshots

Torchbearers of legacy

You will have access to our **5000+ global alumni network of CXOs, entrepreneurs, academics and researchers,** to network, learn and get inspired by.

Here are few of the stories that were etched in the classroom here:



Rahul Dev Mandal
Cohort of 2014

At IFMR GSB, beyond the classroom, part of the Student Welfare Committee (SWC) and the Sponsorship team Abhudaya.
First Role: Senior Business Analyst at BNY Mellon
Now, the Co-founder & CEO, Nebeskie Labs

Learnings from **IFMR GSB–** Then to Now

"The foundational frameworks I learned in strategy, sales & marketing, operations, and finance often come into play in ways I didn't expect, particularly in my entrepreneurship journey as the Co-founder of Nebeskie Labs. Whether it's refining our go-to-market strategy, understanding customer segments, fundraising, or managing resources efficiently, the concepts taught at IFMR GSB continue to guide key decisions."



Preethi Rao
Cohort of 2026

At IFMR GSB, worked on a pan India study on the chit fund industry, and the research findings were used as supporting evidence for requests for the legislative amendment and included in the report of the Standing Committee of the Lok Sabha in 2015-16.
First Role: Research Associate at IFMR LEAD
Now, Director, Partnerships & Outreach, LEAD at Krea University

Learnings from **IFMR GSB–** Then to Now

"When I was studying at the business school, the then Chairman Mr N Vaghul and Dr Nachiket Mor, along with established professors from international universities such as Harvard and MIT, conceptualised and set up research centres to tackle key development issues in India. As they were setting up the research centres, we were approached by the centre heads for research positions at the centres. I joined the erstwhile Small Enterprise Finance Centre which focused on MSME research and development as a Research Associate in 2006."

Few other notable alumni

Ashwin Thilak A
MBA Cohort, 2011-2013
Present: Delivery Manager - Regulatory Reporting, Societe Generale Global Solution Centre
Past: Lead Production Services Application Support Analyst, BNY Mellon

John Hansel
MBA Cohort, 2012-2014
Present: CMO, Open Weaver
Past: Principal Specialist-Marketing and Sales Enablement, Atos Syntel

Hasitha Dharani
MBA Cohort, 2012-2014
Present: HR Business Partner, EY
Past: HR Business Partner, TCS Talent Aquisition, Novartis

Rohit Walimbe
MBA Cohort, 2009-2011
Present: Head of Data Science Phone Pe
Past: Senior Data Scientist, Cummins Inc

Deepti Teresa George
MBA Cohort, 2006-2008
Present: Deputy Executive Director Head of Strategy, Dvara Research
Past: Head of Policy, IFMR Research Foundation

Roshni Tibrewala
MBA Cohort, 2011-2013
Present: Competitive Intelligence Lead, Low Carbon Solution, Shell
Past: Senior Research Analyst CRISIL Global Research and Analytics

MBA student week schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7:00 AM	**Physical Activity:** Football Coaching	**Physical Activity:** Morning Walk (perimeter)	**Physical Activity:** Work out at the Gym	**Physical Activity:** Football Coaching	**Physical Activity:** Work out at the Gym	**Physical Activity:** Morning Walk (perimeter)	**Free time**
8:00 AM	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
9:00 AM	**Academic:** Marketing Management	**Academic:** Human Behaviour in Organizations	**Academic:** Marketing Management	**Academic:** Accounting for Management-1	**Academic:** Managerial Communication-1	**Time Out:** Trek to Tada	**Physical Activity:** Work out at the Gym
10:00 AM							
11:00 AM	**Academic:** Data Science Perspective	**Academic:** Information Systems for Business	**Academic:** Managerial Economics	**Academic:** Information System for Business			**Study time**
12:00 PM							
1:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	
2:00 PM	**Academic:** Managerial Economics	**Academic:** Introduction to Managerial Decision Making	**Academic:** Accounting for Management-1	**Academic:** Human Behaviour in Organizations	**Academic:** Data Science Perspective	**Free time**	**Time Out:** Outing to Chennai
3:00 PM							
4:00 PM							
5:00 PM	**Work study:** Student Town-Hall news reporting	Meet for **Group project**	**Career:** Meet with CRCS (career pathways, one-on-one)	**Career:** Attend interview prep workshop	**Industry Encounters:** Attend a Corporate Guest lecture		
6:00 PM	**Physical Activity:** Football		**Time Out:** Friends		Meet for **group project**	**Study time**	
7:00 PM		**Work study:** Basketball tournament reporting	**Industry Encounters:** Attend a Corporate Guest lecture				
8:00 PM	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	
9:00 PM	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Time Out:** Music Night Performance in OAT	
10:00 PM							
11:00 PM	**Study time**	**Time Out:** Friends	Meet for **Group project**	**Study time**	**Study time**	**Time Out:** Friends	**Study time**

Admissions & Support

Start building your future today, with the IFMR GSB MBA

Admissions Process

Eligibility

- Work experience is not mandatory
- Work experience of more than or equal to 12 months will receive credit during the evaluation
- A minimum of 60% (inclusive of all subjects) in Class X, Class XII, and Undergraduate studies is mandatory
- Applicants must have qualified in any one of the following entrance exams: scored at least 75 percentile in CAT (2024/2025) or XAT (2025/2026); 222 in NMAT (Oct 2025 – Feb 2026); 525 in GMAT (2024/2025/2026) or GMAT Focus (2025/2026); 310 in GRE (2024/2025/2026); or have qualified GATE (Engineering/Economics, 2025/2026) or IIT JAM (Statistics, Mathematics, Physics, 2025/2026). The cutoff for CMAT 2026 will be announced after the results are declared
- Candidates who are among Top 20 in their UG programme and have graduated from the top universities of the country as recognised by the NIRF will be able to submit applications without a qualifying score from a competitive examination

Process

- Applicants who meet all eligibility criteria will be considered for a personal interview in the rank order of merit
- Final shortlisting will be based on academic background, competitive exam score, and performance in the personal interviews



Fees & Scholarships

Get a chance to avail opportunities that combine merit and promise

Fees

The tuition fee for the programme is Rs 15,00,000/-

Scholarships

Your financial situation shouldn't hold you back from applying to the degree of your dreams.

Merit-Cum-Means Scholarship

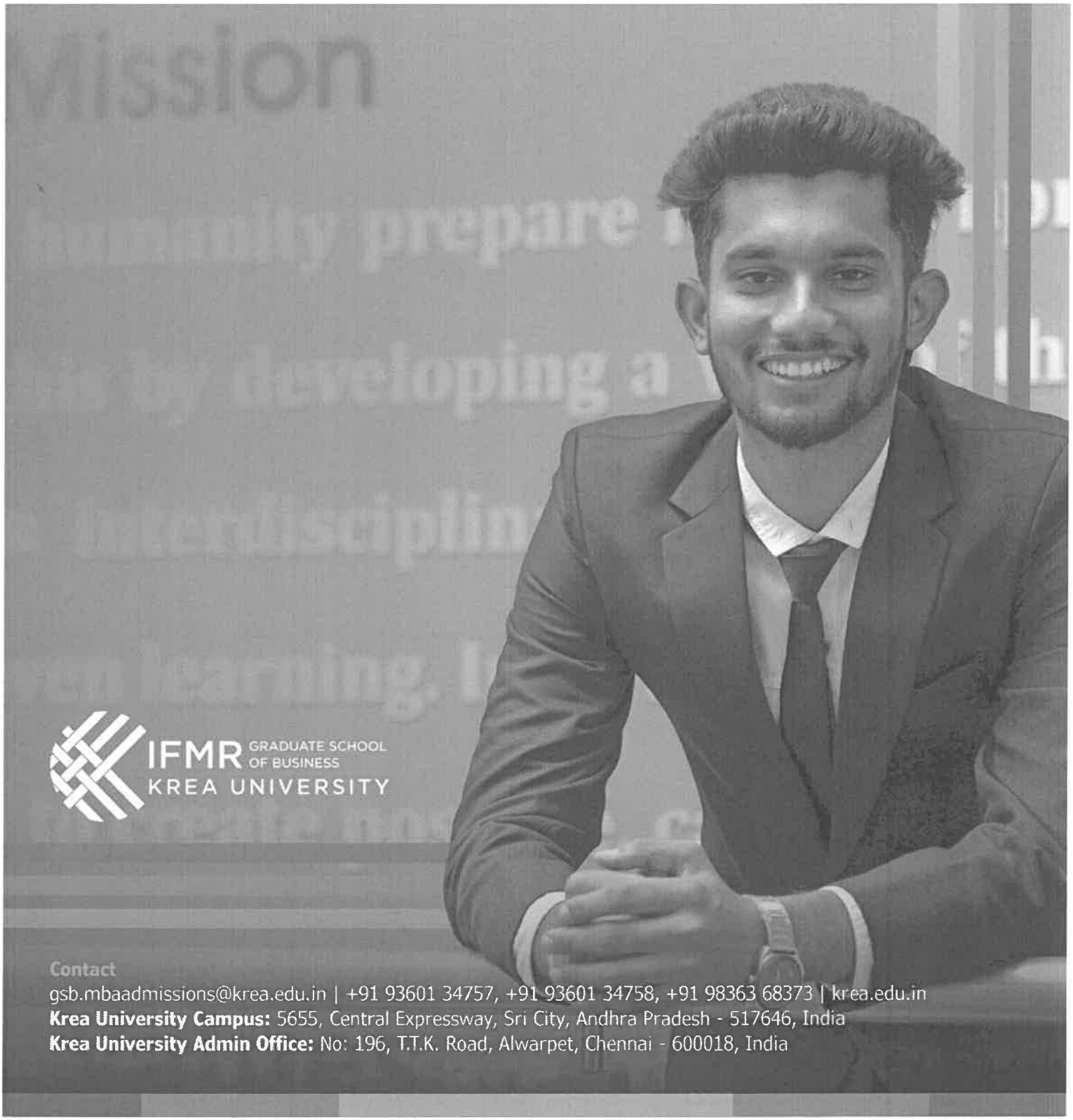
T Thomas Scholarship for Business Leaders
Selected by HUL for the award of T. Thomas Scholarship for Business Leaders to the second-year MBA student based on the academic performance at the end of Term-3

Merit Scholarships
Awarded to the first four rank holders, based on the CGPA at the end of the second year

CFA-CMA-IFMR GSB University Affiliation Program Partnership
IFMR GSB is authorised to nominate eligible students for a set number of scholarships given by the CFA institute to take the coveted CFA Programme while pursuing their MBA at IFMR GSB.

IFMR GSB is waiting for its next cohort of extraordinary business leaders. Could it be you?




IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY
Contact
gsb.mbaadmissions@krea.edu.in | +91 93601 34757, +91 93601 34758, +91 98363 68373 | krea.edu.in
Krea University Campus: 5655, Central Expressway, Sri City, Andhra Pradesh - 517646, India
Krea University Admin Office: No: 196, T.T.K. Road, Alwarpet, Chennai - 600018, India

Annexure 4.8 B

UG Admissions Brochure

SIAS SCHOOL OF INTERWOVEN ARTS AND SCIENCES
KREA UNIVERSITY

BA | BSc | BA (Hons) | BSc (Hons)

Biological Sciences | Business Studies and Finance | Chemistry | Computer Science
Data Science | Economics | Environmental Studies | History | Literature | Literature and Arts
Mathematics | Physics | Politics | Psychology | Sociology and Social Anthropology



Format: Full-time, residential programme
Eligibility: Applicants under 21 who have completed Class XII
Duration: 4 years
Location: Sri City, Andhra Pradesh

Flexible and futuristic Interwoven Learning pedagogy
Faculty with rich pedigree, global repute and cross-disciplinary experience
Immersive internships, placements, higher education and research opportunities

The *Krea* Ethos

A vision for the 21st Century and beyond

At Krea University, you will learn through an Interwoven Learning approach that links ideas across disciplines, guided by leaders from academia, research, and industry.

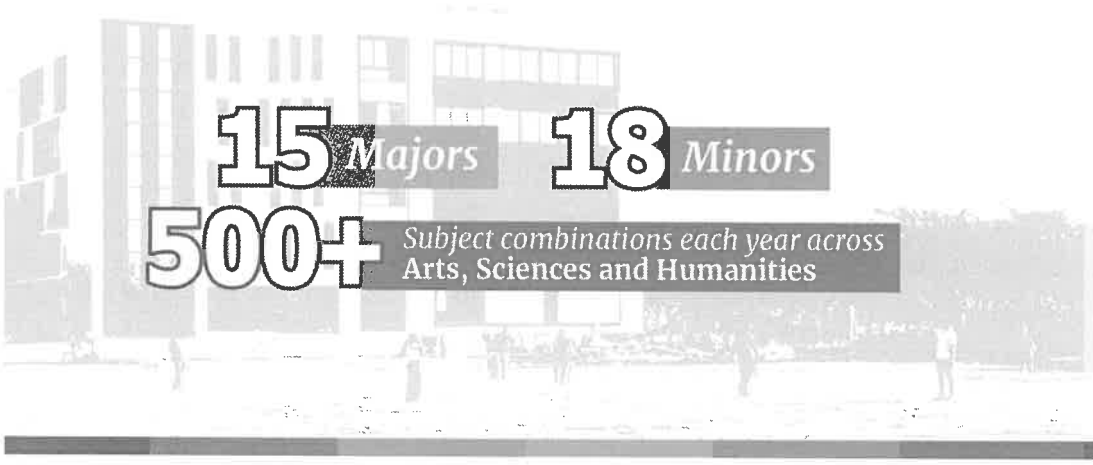
School of Interwoven Arts and Sciences (SIAS)

SIAS offers full-time residential study in Humanities, Social Sciences, Literature, Arts, and Sciences — giving you the freedom to explore, specialise, and excel.

Krea Course Differentiators

Holistic Approach Built on the Pillars of Interwoven Learning

- Connects Arts, Sciences, and Humanities
- Goes beyond interdisciplinarity to a deeper worldview
- Focuses on historicity, ethics, and data analytics
- Immersive, research-driven, and writing-intensive
- Encourages asking unanswered questions and exploring new ideas



Core and Skill Courses

There are 12 Core and Skill courses across the programme:

- **Core courses** provide broad exposure to subjects, helping students discover their passion and choose their second-year major
- **Skill courses** build market-ready abilities that complement core learning and support education and career goals

Leadership and Faculty

- Krea's vision is led by a diverse team of stellar leaders, entrepreneurs, academics, philanthropists, and visionaries
- 150+ faculty with industry and academic experience

Learning Beyond Classrooms

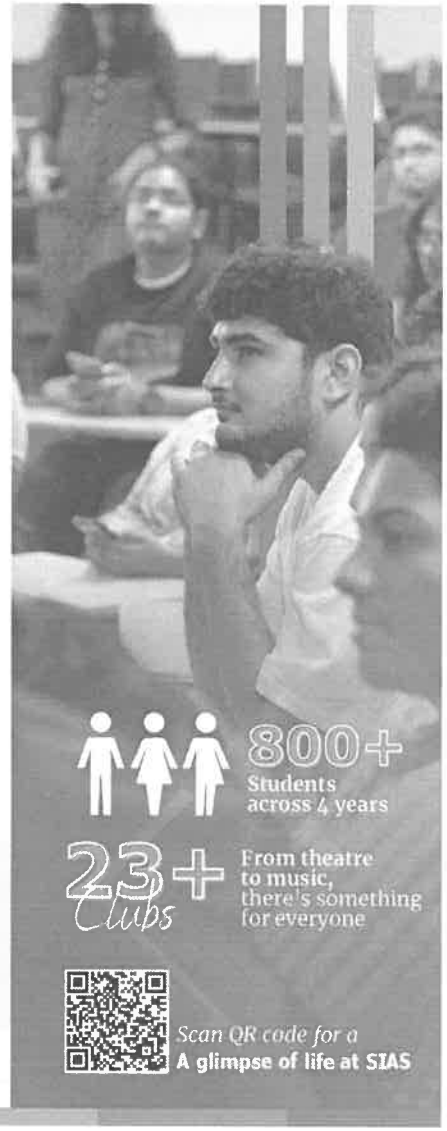
- The capstone project in the third and fourth year offers students the opportunity to conduct original research, often culminating in a thesis
- Students pursue internships every year to apply theoretical knowledge to solve real-world problems

Trimester Advantage

- Unique in India, offering rigorous academics with built-in flexibility
- Provides more classroom and learning time across the programme

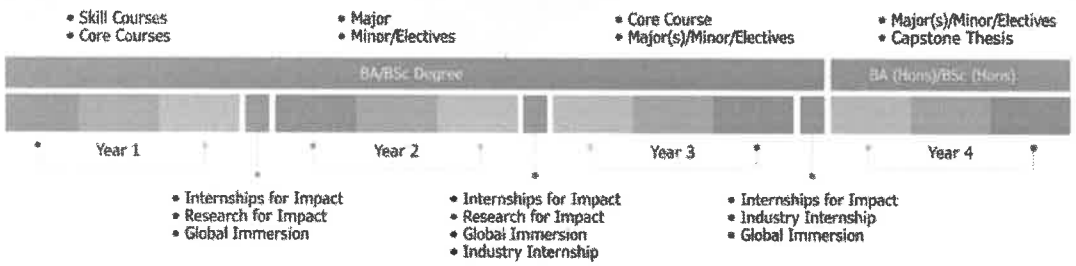
Centre for Entrepreneurship (CFE)

- Hub for students and faculty to explore entrepreneurial aspirations
- Zero to One by CFE is a pre-seed funding round to pitch visionary start-up ideas
- Currently four start-ups are supported by CFE and ₹4,25,000 has been awarded as funds



Course Overview

Undergraduate Course Structure





Courses Offered

Foundation Year

Core Courses

- Literature & Arts
- Mathematical Reasoning
- Exploring the Social and the Historical
- Scientific Reasoning
- Philosophical Perspectives Across Cultures
- Creative Expression
- Engaging with the Environment

Skill Courses

- Writing & Oral Communication
- Introduction to Computational Thinking
- Data Analytics
- Design Thinking
- Ethics

Scan QR code to
Hear faculty unpack the Foundation Year experience

Majors

Biological Sciences | Business Studies and Finance
Chemistry | Computer Science | Data Science | Economics
Environmental Studies | History | Literature
Literature and Arts | Mathematics | Physics | Politics
Psychology | Sociology and Social Anthropology

Double Majors

Any 2 subjects that are on offer as Majors can be combined to obtain a Double Major.

Minors

Finance | Philosophy | Global Arts

All the 15 Majors can be taken as Minors as well







Scan QR code to
Hear faculty break down the different majors at Krea and what sets them apart

Faculty

At Krea, you will learn from distinguished faculty who bring rich experience and will guide you every step of the way — building your confidence and fuelling your curiosity.

Accomplished Researchers



Dr Madhavilatha Maganti
Associate Professor, Psychology, SIAS
PhD, Osmania University
Developmental Psychology. Cognitive Science. Infancy and Early Childhood Development.



Professor S Sivakumar
Dean - Research, Professor, Physics
PhD, Indian Institute of Technology Madras
Theoretical physicist with research interests in Quantum and Classical Dynamics and Statistical Physics.



Dr Sushant Raut
Assistant Professor, Physics, SIAS
PhD, Indian Institute of Technology – Bombay
Particle physicist specialising in neutrino phenomenology and Beyond Standard Model physics.



Dr Shilpi Sarkar
Visiting Assistant Professor, Social Studies
PhD, Purdue University
Sociologist exploring mysticism, creativity, Buddhism, and education.

Industry Practitioners



Sharon Buteau
Visiting Professor SIAS
Executive Director, LEAD at Krea University
Researcher. Economist. Development Leader.



Professor Ramachandra Guha
Distinguished University Professor
PhD, IIM Calcutta
Author. Historian. Researcher.



Professor Sudip Roy
Adjunct Professor, Chemistry
PhD, University of Saarland
Scientist. Innovator. Entrepreneur.



Dr Swarnamalya Ganesh
Associate Professor of Practice, Literature and Global Arts
PhD, University of Madras
Dancer. Researcher. Historian. Actor.



Interdisciplinary Expertise



Dr Chirag Dhara
Assistant Professor, Environmental Studies
PhD, Max Planck Institute for Biogeochemistry
PhD, Institute of Photonic Sciences and Universitat Polytecnica de Catalunya
Quantum physicist turned climate scientist.



Dr Sumitra Ranganathan
Associate Professor, Music
PhD, University of California, Berkeley
Ethnomusicologist. Researcher. Socio-cultural Anthropologist.



Dr Aashique Ahmed Iqbal
Assistant Professor, History
DPhil, Oxford University
Technology. Politics. Culture. Aviation. Researcher.



Dr Karthik Rao Cavale
Assistant Professor, Political Economy
PhD, Department of Urban Studies and Planning, Massachusetts Institute of Technology
Political economy. Urban Studies. Economic Geography. Development Studies. Researcher.

Global Teaching Experts



Professor Govindarajan T R
Visiting Professor, Physics
PhD, Madras University
Visiting Professor at University of Texas, Max Planck Institute, Sao Paulo University, Brazil & more.



Dr Prithvi Datta Chandra Shobhi
Dean, SIAS & Associate Professor, History
PhD, University of Chicago
Taught at San Francisco State University.



Dr Sumantra Bose
Professor, International and Comparative Politics, SIAS
PhD, Columbia University
Held a Chair at the London School of Economics & Political Science.



Professor Kai Easton
Professor, Literature & Visual Cultures, SIAS
PhD, SOAS, University of London
Taught at SOAS University of London (2006–22), with fellowships in South Africa, Texas, and Adelaide.

Scan QR code to
Meet the faculty who will inspire your journey



Internships *and* Placements

Immersive Internships

At Krea, your learning goes beyond the classroom — summer internships let you work with start-ups, non-profits, corporates, research institutions, or global partners, helping you gain experience, build skills, and make an impact.

Where Krea Students Have Interned

Start-ups

the learning court · THE RED PEN · WealthUp · aureolis

Non-Profits

astitva अस्तित्व · amaha YOUR MENTAL HEALTH PARTNER · KATHA · Barefoot EDU · NITI Aayog · ASSIST Asia Society for Social Improvement and Sustainable Transformation · teri The Energy and Resources Institute Creating Innovative Solutions for a Sustainable Future

Corporates

pwc · Mahindra FINANCE · DANONE · Grant Thornton · Emirates NBD · ADITYA BIRLA CAPITAL · THE TIMES OF INDIA · EY Building a better working world

*Data from Summer internships 2025



"This summer, I returned to Astytva Learning Foundation — not as a student, but as a Biology teacher for the 12th grade. Krea's Interwoven Learning helped me merge content knowledge from my major courses with skills from foundational ones, enabling me to simplify concepts and connect ideas across disciplines. This blend of theory and practice allowed me to design engaging lessons and communicate complex topics effectively. I am grateful for how Krea has prepared me to contribute meaningfully beyond the classroom."

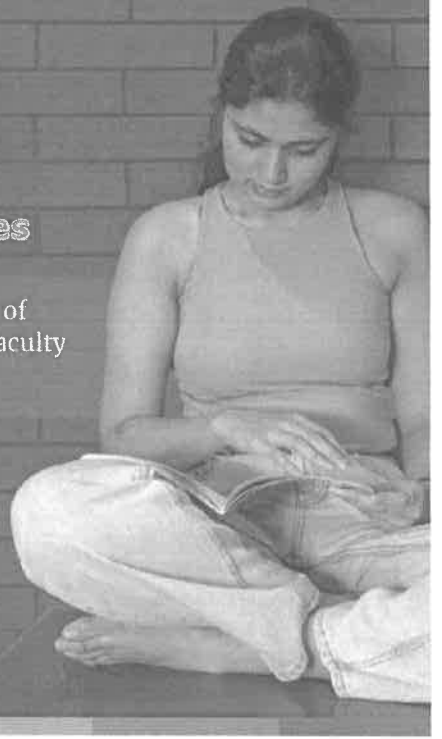
Pooja Chauhan
Cohort of 2023 - 27 | Biological Sciences Major
Teacher, Astytva Learning Foundation

Research *Internships*

26 *Students* **13** *Projects* *Countless* **Discoveries**

From skin health and wellness to the economic cost of religious conflict, Krea students collaborated with faculty on diverse, real-world research* across disciplines.

**Summer internships 2025*



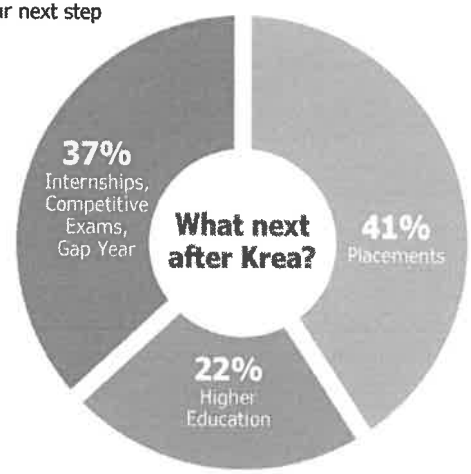
Future Pathways

At Krea, you will gain the skills, experiences, and networks to step confidently into the world — whether that is pursuing a master's, launching your career, or creating your own path.

Career Services Office (CSO) Advantage:

- Support with **internships & placements**
- **Application support** for universities and jobs
- **Counselling & Town Halls** to help you plan your next step

Here is where the **Class of 2025** *is headed:*



**The data is subject to change as students continue to secure opportunities*



"Krea gave me space to explore across Biology, Philosophy, and Literature — an interdisciplinary foundation that now shapes my scientific work. I'm now headed to the National Centre for Biological Sciences (NCBS) for an Integrated PhD."

Granville Austin
Cohort of 2022 - 25
Biological Sciences Major

Global University Admits

Kreators from class of 2025 have been offered into top institutions worldwide such as:

University of Bristol · Claremont Graduate University · Carnegie Mellon University · LSTM · University of Warwick · King's College London · SJU Saint Joseph's University · The University of Edinburgh · University of Liverpool · SMU · University of Glasgow · Johns Hopkins Bloomberg School of Public Health · SOAS · Manipal University · Durham University · ncbs · Sri Ramachandra Institute of Higher Education and Research · Christ · University of Leeds

Placements with Purpose

Kreators from class of 2025 are now working with:

KPMG · Foundation for Economic Development · FCBULKA · TeachForIndia · Flipkart · RISE · KIDO · NASCAR · zomato · The Red Pen · NIIT · Westminster College · Broadridge · ORAL · American World School · IndusGuru The Expertise Network · Sahyadri School · EY

Global Opportunities

Northeastern University · Macquarie University · University of Sussex · University of Exeter · University of Bristol · University of Cambridge · University of Liverpool · Johns Hopkins Carey Business School · SciencesPo

Our Alumni

A growing global alumni network excelling in reputed firms, pursuing Master's degrees at prestigious institutions, and shining in fields of their choice.



Karthika Satyanarayanan
Biological Sciences Major
Cohort of 2019 - 23
Master of Public Health in Epidemiology of Microbial Diseases, Yale University



Uditi Lunawat
Politics Major
Cohort of 2022 - 25
National Law School of India University



Chahna Ahuja
Literature and Arts Major
Cohort of 2021 - 24
Master of Cultural Studies KU Leuven



Chaarmikha Nagalla
Economics Major
Cohort of 2020 - 23
Senior Associate, Fintech and Starts-ups at the RBI Innovation Hub



Eeshna Gupta
Social Studies Major
Cohort of 2019 - 22
Politician focusing on Policy, Governance & Social Impact



Lochana Emandi
Computer Science Major
Cohort of 2019 - 22
Data Science Engineer Mammoth Analytics



Anusha A Prajapati
Physics Major
Cohort of 2022 - 25
MSc, Applied Geophysics IIT Kharagpur



Jash Shah
Mathematics Major
Cohort of 2019 - 23
Game Mathematician Aristocrat Interactive



Aditi Viswanathan
Literature Major
Cohort of 2021 - 24
Master's in Communication and Media Studies Sciences Po



Munirmaheadi Paviwala
History Major
Cohort of 2019 - 23
PhD, Boston College



Agnij Purushothaman
Environmental Sciences and Economics Major
Cohort of 2021 - 24
MSc Sustainability and Management University of Bath



Varunavi Gnana Ganesh
Psychology Major
Cohort of 2021-24
MSc, Human Cognitive Neuropsychology, University of Edinburgh



Shreya Sundaram
Computer Science and Economics (Double Major)
Cohort of 2021- 25
Master's in AI Northeastern University



Gauri Velloor
Chemistry Major
Cohort of 2019 - 23
Masters, Biochemistry and Molecular Medicine, Keck School of Medicine of the University of Southern California





A Safe Space to Learn and Grow

Our Office of Inclusive Learning Support (ILS) ensures everyone feels welcome and supported — academically, mentally, and physically. Krea University has been honoured with the Academic Inclusion Award by the India Education Equality Index (IEEI) twice, for consecutive years 2024 and 2025.

- Disability, mental health and academic support
- 24/7 Helpline
- Peer tutoring to help you strengthen your basics
- Peer Support Volunteers offering a caring, non-judgmental space and connections to mental health professionals

Scan QR code to
Discover more about ILS





Explore Your Passions

Imagine joining 23+ clubs where you can dive into **theatre, sports, debate, music, gaming, environment, and more**, discovering your talents and growing your skills.

Hues of Celebrations

Experience the joy of celebrating festivals like **Onam, Diwali, Christmas, Holi**, and **national events** with your peers, creating memories that last a lifetime.

United by Diversity

You will be part of a diverse, welcoming community with students from all over the world — learning, growing, and thriving together.









Your Campus your home

- Study and live on a vibrant 40-acre green campus in Sri City, just 70 km from Chennai
- Learn in tech-enabled classrooms and cutting-edge labs
- Enjoy delicious, multi-cuisine meals across several dining spots
- Live comfortably in spacious residential towers with plenty of spaces to hang out and unwind
- Play your favourite sports with courts and fields for badminton, basketball, cricket, football, and more
- Breathe easy surrounded by 700+ native trees, butterfly gardens, fruit orchards, in solar powered premises
- Dive into knowledge with a library housing 28,500+ books and 60,000+ e-journals at your fingertips
- Access essential support at the medical centre, unwind in welcoming student lounges, and conveniently purchase daily necessities from the on-campus store



Class of 2025: A Diverse Force

5 *Countries* **19** *States* **49** *Cities* **2** *Union Territories*

14 *Boards* *Our students are published authors, actors, social workers, pro athletes, entrepreneurs, and more!*

Scan QR code to **explore Krea's campus**











A Week in the Life of Kreator

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00 AM	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
9:00 AM	**Physical Activity:** Morning Walk (perimeter)	**Physical Activity:** Basketball Coaching	**Physical Activity:** Work out at the Gym	**Academic:** Minor Class (Developmental Psychology)	**Physical Activity:** Work out at the Gym	**Time Out:** Trek to Tada	**Physical Activity:** Work out at the Gym
10:00 AM	**Academic:** Major Class (Literature - Poetry, Criticism & Cultural Theory of T S Eliot)	**Academic:** Minor Class (Developmental Psychology)	**Study time**		**Study time**		**Study time**
11:00 AM							
12:00 PM			**Scholarly Encounters:** Attend a Krea Politics Talk	**Career:** Meet with CSO (career pathways, one-on-one)	**Scholarly Encounters:** Attend a Krea PsychologyTalk		**Time Out:** Outing with friends
1:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	
2:00 PM	**Academic:** Major Class (Literature - Ancient Greek Drama & Its modern adaptations)	**Study time**	**Study time**	**Academic:** Major Class (Literature - Poetry, Criticism & Cultural Theory of T S Eliot)	Meet for **group project**	**Free time**	
3:00 PM							
4:00 PM		**Physical Activity:** Work out at the Gym	**Academic:** Major Class (Literature - Poetry, Criticism & Cultural Theory of T S Eliot)		**Free time**		
5:00 PM	**Academic:** Major Class (Literature - Advanced creative writing)	Meet for **group project**		**Academic:** Major Class (Literature - Ancient Greek Drama & Its modern adaptations)			
6:00 PM					**Career:** Higher Education Fair (On Campus)	**Study time**	
7:00 PM		**Work study:** Football tournament reporting	**Physical Activity:** basketball		**Work study:** Student Government reporting		**Clubs & Co-curricular:** Club Meeting
8:00 PM	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
9:00 PM	**Clubs & Co-curricular:** Direct play (Theatre Club)	**Clubs & Co-curricular:** Direct play (Theatre Club)	**Clubs & Co-curricular:** Direct play (Theatre Club)	**Clubs & Co-curricular:** Direct play (Theatre Club)	**Clubs & Co-curricular:** Student Town-Hall meeting	**Time Out:** Performance in OAT (MBA students)	**Study time**
10:00 PM							
11:00 PM	**Internship** (Design & Writing)	**Time Out:** Friends	**Internship** (Design & Writing)	**Work study:** Peer Tutoring	**Internship** (Design & Writing)	**Time Out:** Friends	
12:00 AM							

Kreators in Spotlight

From classrooms to boardrooms, mountains to global universities — our students and alumni are making their mark across fields. With each graduating year, more laurels are added to Krea's wall of achievement, reflecting the strength of Interwoven Learning in shaping journeys that go far beyond the classroom.

2023

Naga Satish Pasupuleti, Cohort of 2022 - 25, SIAS, became the **world's youngest person to conquer Mount Kilimanjaro twice in just three days.** Naga Satish founded SAHAS, the Adventure Club at Krea.

2024

SIAS Women's Football Team has secured **1st place** at the Syminaret Football Tournament, Symbiosis Law School, Hyderabad (March 2024).

Rahul Milind, SIAS Alum, Cohort of 2023, **won Special Jury Mention at the 16th Jaipur International Film Festival** for his History capstone film - ***A Winter that Burned Delhi: Silent Screams and Broken Promises of 1984***

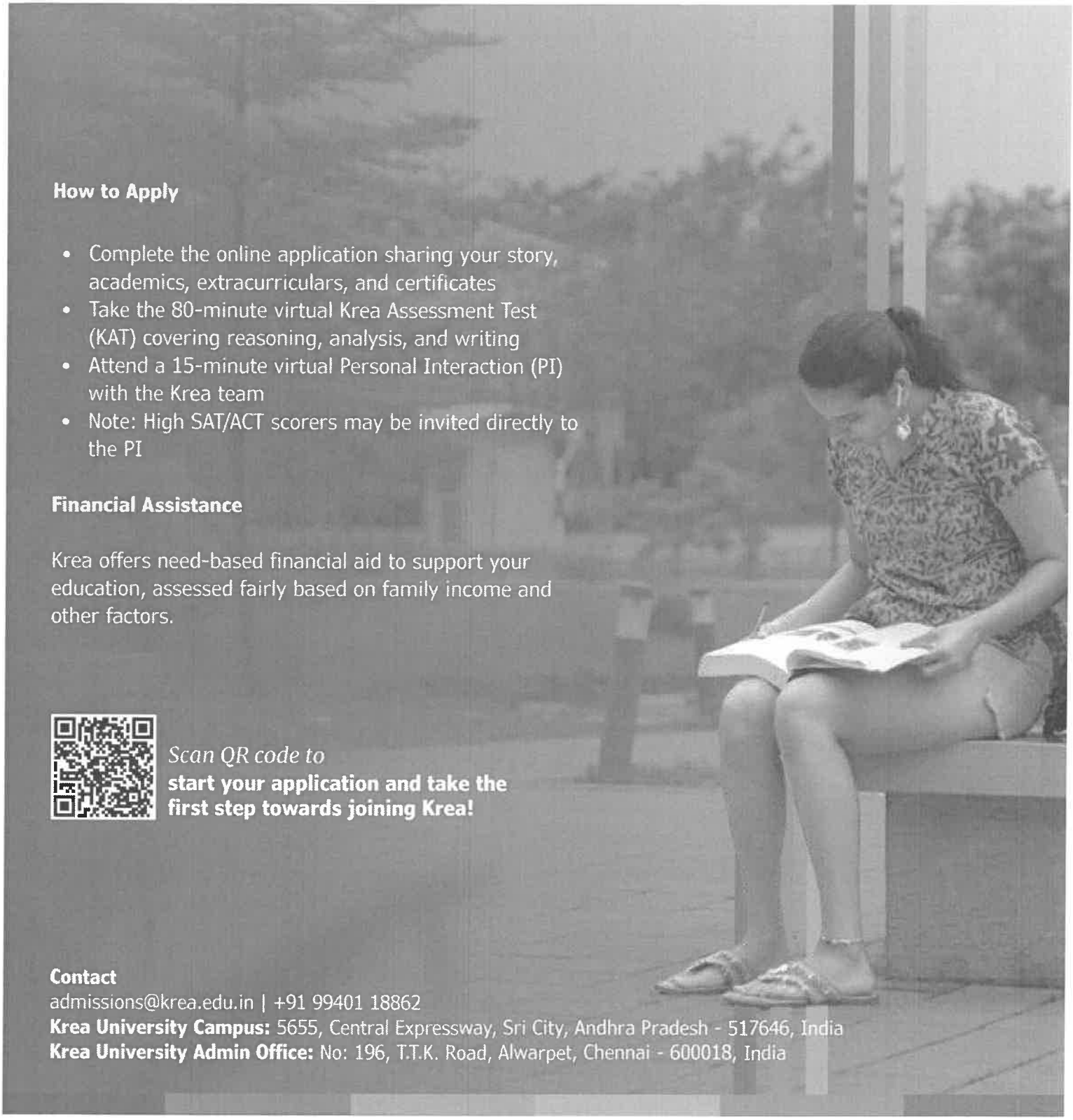
2025

Ritika Dubey, SIAS Alum, Cohort of 2024 has secured All India **Rank 9** in the **UPSC (CDS) Combined Defence Services Examination.** She will be joining training in 2025 and will be commissioned as **Lieutenant** in the Indian Army by **September 2026.**

Sibling, co-founded by **Mitansh Aggarwal, Adwitiya Roy & Viney Jain,** was selected for Catalyst AIC's - **Startup School Innovation Challenge 2025.** Sibling is a digital mental health platform transforming how schools deliver student wellbeing.

Inika Khosla, SIAS Alum, Cohort of 2020 – 23, **published Psychology capstone** dissertation in the **Cambridge Journal of Human Behaviour.**





How to Apply

- Complete the online application sharing your story, academics, extracurriculars, and certificates
- Take the 80-minute virtual Krea Assessment Test (KAT) covering reasoning, analysis, and writing
- Attend a 15-minute virtual Personal Interaction (PI) with the Krea team
- Note: High SAT/ACT scorers may be invited directly to the PI

Financial Assistance

Krea offers need-based financial aid to support your education, assessed fairly based on family income and other factors.

Scan QR code to
start your application and take the first step towards joining Krea!

Contact
admissions@krea.edu.in | +91 99401 18862
Krea University Campus: 5655, Central Expressway, Sri City, Andhra Pradesh - 517646, India
Krea University Admin Office: No: 196, T.T.K. Road, Alwarpet, Chennai - 600018, India

Annexure 4.8 C

IMBA Admissions Brochure

IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY

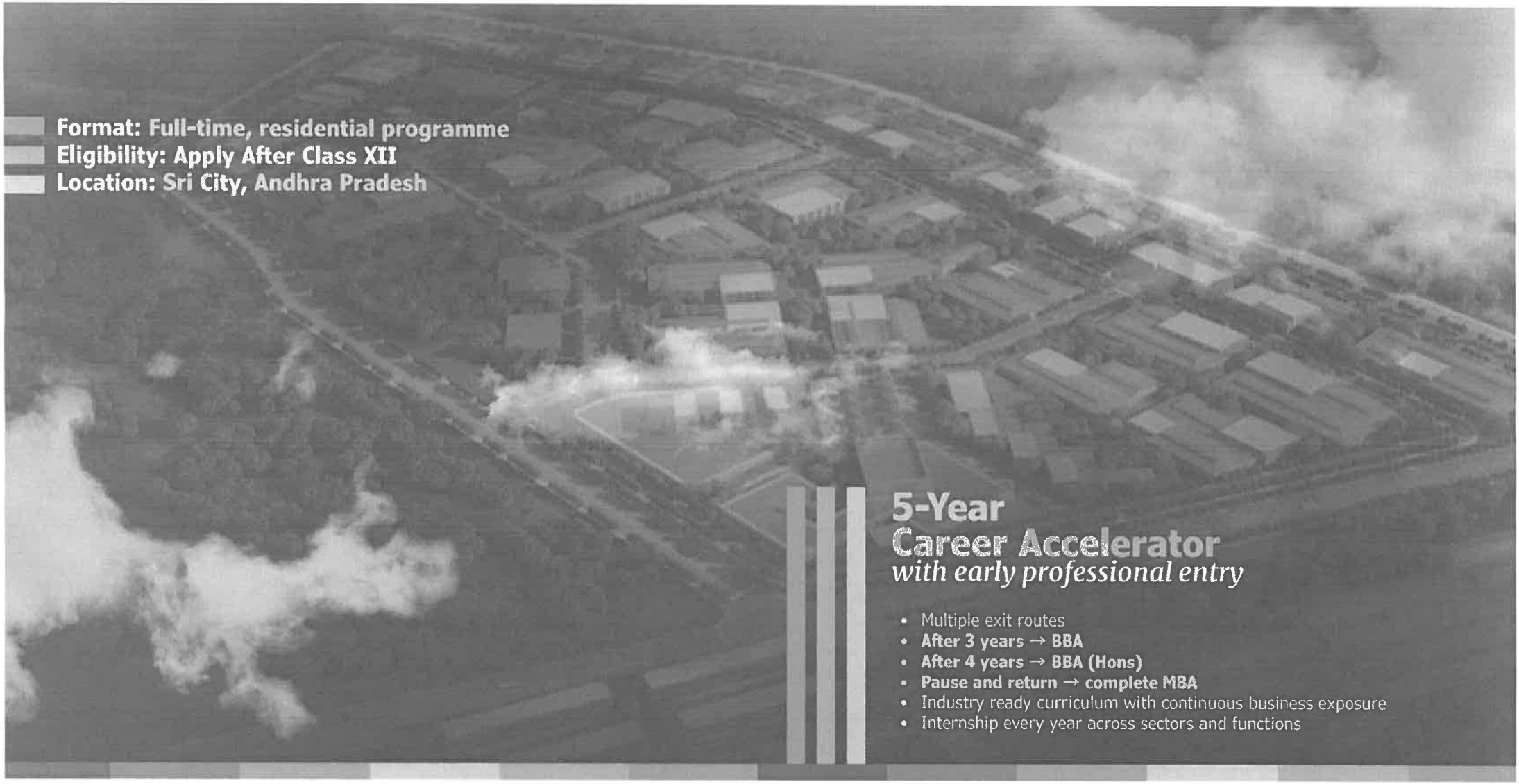
Job Ready at 21
Leadership Ready at 23

From Class XII to the C-Suite – *Faster, Smarter, Bolder*



BBA | BBA (Hons)
Integrated MBA

The Career-First Business School
Because You're Not Here to Wait


Format: Full-time, residential programme
Eligibility: Apply After Class XII
Location: Sri City, Andhra Pradesh
5-Year
Career Accelerator
with early professional entry
• Multiple exit routes
• After 3 years → BBA
• After 4 years → BBA (Hons)
• Pause and return → complete MBA
• Industry ready curriculum with continuous business exposure
• Internship every year across sectors and functions

IFMR Graduate School of Business (GSB)

Where Business Leaders Get Their Start

At IFMR Graduate School of Business (GSB), we believe the best way to build future leaders is to **start early and stay real.** We bring over **55 years of legacy** in business education. IFMR GSB combines deep academic learning with hands-on exposure – right from day one.

Our Integrated MBA programme is a **career accelerator** – designed for students who want to **move fast, think big and lead early.** While others are still figuring out their majors, you will already be interning, consulting entrepreneurs, and building your resume.

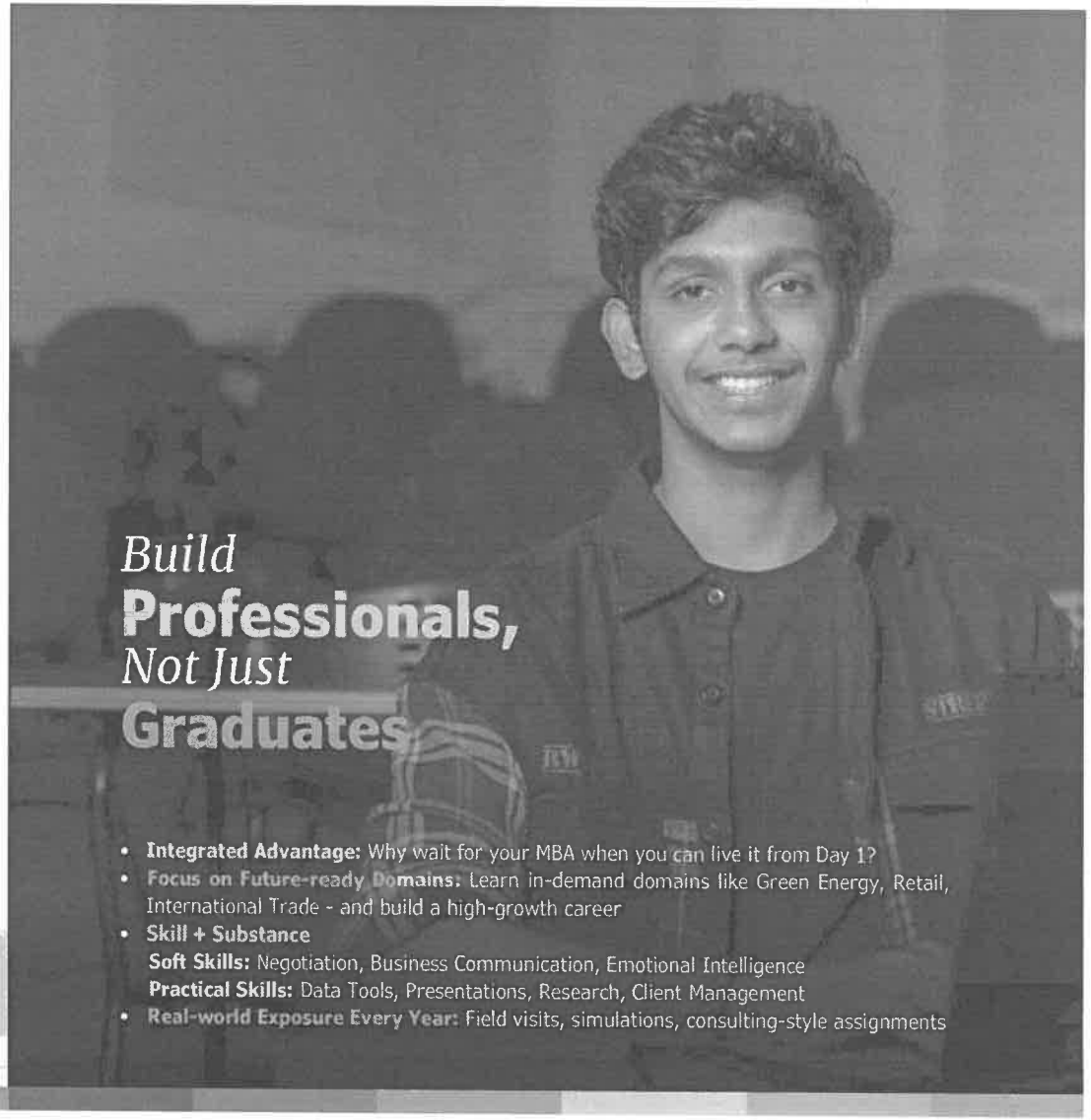
Located in **Sri City,** a booming industrial hub, just 70 km from Chennai, the campus places you in the heart of real business action. It's not just a place to study - **it's where your career begins.**

Why Choose This IMBA Programme?

While Others Graduate, You're Already Working

- **Start Right After School:** Join right after Class X11 and be job-ready by 21
- **Flexible Exit Points:** Choose when and how far you want to go - BBA, BBA (Hons), or MBA
- **Pause and Return:** Take a sabbatical and come back when you are ready
- **Industry-Backed Curriculum:** Designed with direct input from business leaders and hiring managers
- **Yearly Internships:** Great real-world experience across sectors, roles and geographies
- **Campus Built for Future Leaders:** More than a career, it's your launchpad
- **Step-by-Step Skill Building:** Master foundational skills in sales, negotiation, and core MBA subjects, leading to specialisation by Year 5





Six Ways Our Programme Puts You Ahead

1. Bottom of the Pyramid Project (Year 3)
- Real business consulting with grassroot entrepreneurs
- Improve revenue and margins

2. Four Mandatory Internships
- One every year, guided jointly by employer and faculty
- Builds resume from Year 1

3. Professional Competence Training
- Business writing, presentations, client meetings, personal branding

4. Specialised Domain Courses

Vertical-special knowledge to ensure employability
- Green Energy
- International Trade
- Retail

5. Field Visits & Industry Tours
- Courts, ports, markets, factories, studios and more – the real-world classroom of business

6. Business-Focussed Co-curriculars
- Debates, quizzes, Haat Markets, Shark Tank events – all performance-measured

Innovative Pedagogy

The Road map to your Career

As you progress, tailor your learning to match your ambitions by choosing from specialised concentration streams.

Pick Your Path:



Professional Business Management



Entrepreneurship and Family Business Management



Business Journalism

Scan to watch
Professor Suresh Venkatraman explain the philosophy of the IMBA programme



Year 1
- Core Business Courses
- Allied Courses
- Cross Disciplinary Courses
- Global Competencies

Internship: Accounting Role 6 to 8 weeks

Year 2
- Core Business Courses
- Cross Disciplinary Courses
- Professional Competencies
- Indian Languages

Internship: Sales Role 4 to 6 weeks

Year 3
- Concentration Courses
- Domain Courses
- Professional Competencies
- International Languages

Internship: Purchase Role 3 to 5 weeks

Year 4
- Common MBA Curriculum
- Mandatory 3 papers to be published and Industry Immersion

Internship: Analyst Role 8 to 10 weeks

Year 5
- Electives

Faculty Edge

At IFMR GSB, the faculty are not just teachers but economists, analysts, consultants, journalists, entrepreneurs, and C-suite leaders. They bring a unique blend of academic depth and industry sharpness, having walked the corridors of power and built success from scratch.

Academic Veterans



Professor Lakshmi Kumar
Professor, Economics and Dean - IFMR GSB
PhD, IIT Madras
Research veteran with 25+ years of academic experience



Professor Balasubramanian G
Senior Professor & Advisor, Finance, Accounting & Quantitative Finance
PhD, Madras University
35+ years of experience in executive teaching and research



Professor Madhuri Saripalle
Professor, Economics
PhD, University of Connecticut
Specialist in industrial organisation and economic development



Dr V N Rajesh
Associate Professor, Data Science and Information Systems
Fellow (PhD) Program in Management, IIM Bangalore
Seasoned Data Science and Business Analytics professional



Research Minds



Dr Pallavi Pandey
Associate Professor, OB & HR
PhD, IIT-ISM Dhanbad
Leads research in leadership styles and contemporary HR practices



Dr Jyoti Prasad Mukhopadhyay
Associate Professor, Economics and Chairperson - PhD Programme
PhD, IFMR GSB & University of Madras
Sectoral expert in Development Economics, Applied Econometrics, and Behavioural Economics



Dr Praveen Bhagawan M
Associate Professor and Area Chair, Finance, Accounting and Quantitative Finance
PhD, IFMR GSB and Madras University
Veteran researcher in Corporate Finance, International Financial Management and CSR



Professor Vijayalakshmi C
Professor, OB & HR
MSc in Agriculture, IRMA and PG Diploma, IRMA
Expert in organisational behaviour, trainer of 1000+ executives

Practitioners as Professors



Sathyanarayanan Ramachandran
Sundram Fasteners Associate Professor, Marketing
MBA, SCSVMV
Brand Management Expert and advertising pundit



Dr Vasupradha Srikrishna
Assistant Professor, Communications
PhD, Mudra Institute of Communication
Interdisciplinary communications consultant



Professor Srinivasan Kalyanasundaram
Professor of Practice, Finance
ACA, The Institute of Chartered Accountants of India
30+ years in Banking, Capital Markets, and Wealth Management



Professor Suresh Venkatraman
Professor of Practice, Operations and Management and Chairperson - Integrated MBA Programme
PhD, IIM Bangalore
Pedagogy innovator and industry expert in Business Process Management

Specialists, Authors, Grant Awardees



Professor Chandrasekaran N
Professor , Operations and Strategy, Area Chair - Strategic Management & Chairperson - Executive MBA Programme
PhD, University of Madras
Industry veteran, start-up specialist & author



Dr Debasish Mishra
Assistant Professor and Area Chair, Data Science and Information Systems
PhD, IIT Kharagpur
AI and ML expert, author of *Digital Twin – Fundamental Concepts to Applications in Advanced Manufacturing*



Dr Swayam Sampurna Panigrahi
Assistant Professor, Operations
PhD, XIM University
Fulbright-Nehru Postdoctoral Research Fellowship awardee



Dr Jyoti Kumari
Assistant Professor, Finance, Accounting and Quantitative Finance
PhD, IIT Kharagpur
ICSSR Major Research Projects Grant Awardee

Notable Visiting Faculty



Sriram Srinivasan
Conducts Critical Writing Seminar
Editorial Strategist
Digital Transformation Consultant
Storyteller & Coach
Ex-Editor, Business Line



Baradwaj Rangan
Teaches Commerce & Culture
Writer & Editor
National Film Award Winner
Film Critic



Geetha Mahadevan
Teaches Business of Retail
Retail expert with 25+ years of experience
Head - Brand Intelligence & Consumer Insights, BigBasket



Vikram Sridhar
Teaches Storytelling, Communication & Theatre
Performance Storyteller
Theatre Practitioner
TEDx Speaker, Independent
Co-founder, Tahatto



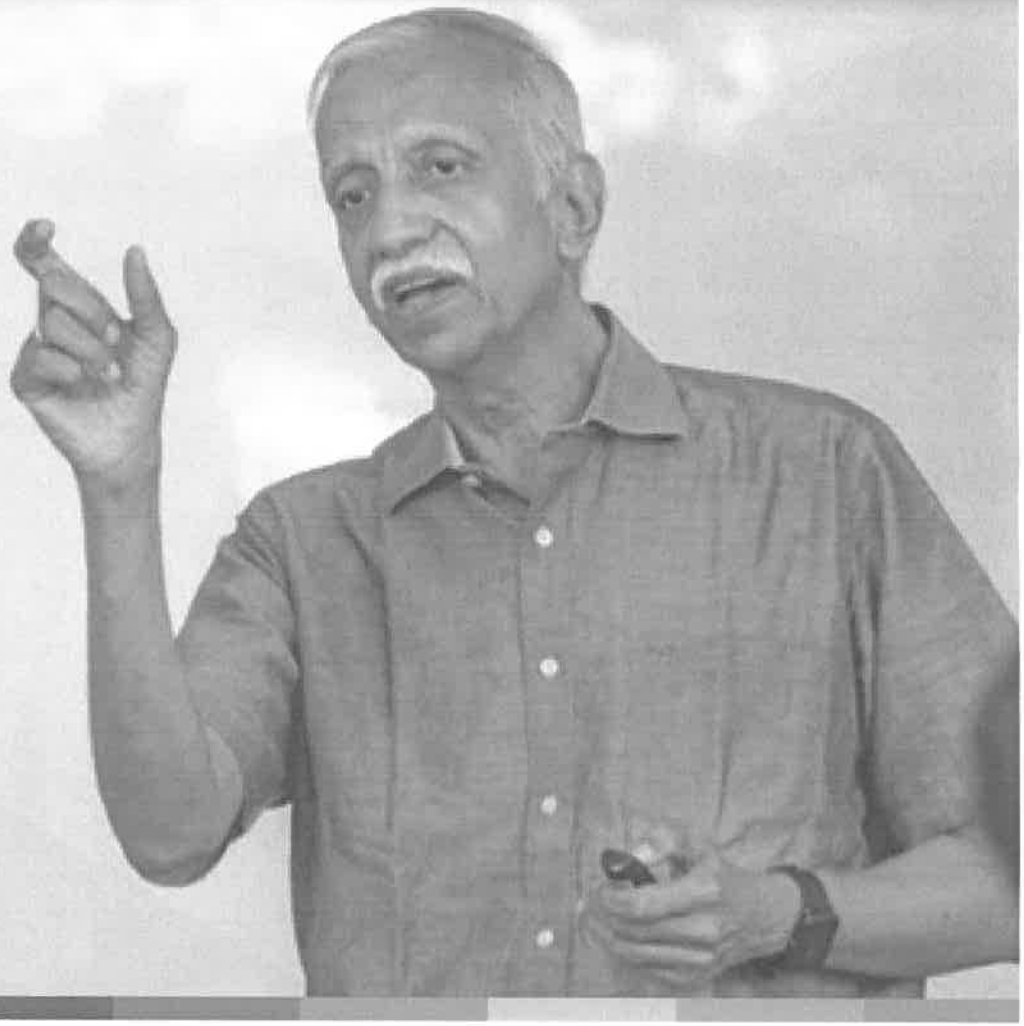
Stanly Johny
Teaches International Relations
Foreign Editor
Author & Researcher on Geopolitics
Visiting Faculty & Speaker
Editor, The Hindu



Narendra Kumar
Teaches Selling Skills
Professional Sales Coach
Experience across MNCs, PSUs, SMEs
Managing Director-Instivate Learning Solutions Pvt Ltd



Manivannan Rajan
Teaches Business of Green Energy
Industry Corporate Strategy & Sustainability
Advisor in Risk & Governance
Director, Comtec Management Consultants



Internships That Build Up

Intern Yearly, Graduate Ahead

Year	Internship Type	Internship At
Year 1	Accounting	CA Firms, Accounting BPOs
Year 2	Selling	Showrooms - Automobiles and White Goods
Year 3	Purchasing	Manufacturing, Retail Chains
Year 4	Business Analysis	Consulting Firms, Corporate office of Conglomerates

Four years in, and you have worked with various different roles – already ahead of the curve

Industry Immersion

Learning on the ground with summer internships

Highest Internship stipend:
₹75,000/month

Average Internship stipend:
₹22,000/month

Niche roles across top-tier organisations



Live projects

Work on real-world business challenges for leading organisations
Past projects include:

- Preparing the Annual Operating Plan (AOP) for Agri Enterprise, Sammunati involving market mapping of Farmer Producer Organizations (FPOs) and Agri Enterprises across Rajasthan, Punjab, Haryana, and Delhi NCR.
- Developing pairs trading strategies for Paterson Securities Pvt Ltd, exploring statistical, technical, and fundamental approaches used by hedge funds.

Simulation Environment

In partnership with **Zerodha** Varsity, IFMR GSB offers a state-of-the-art **Virtual Trading Floor** that simulates real-time market conditions. Students can test investment strategies with virtual funds, gaining valuable insights into risk management and decision-making in a dynamic market.

Work-study programmes

Earn income, implement strategies, learn by doing as part of various work-study programmes that are available on campus and remote, applying classroom knowledge, building skills, and gaining professional experience.

Where Our MBA Graduates Land

95% placed in top BFSI, IT and Consulting, Analytics firms including Deloitte, EY, KPMG, HDFC, Barclays, Infosys, and more.

Highest CTC	Average CTC	Median CTC
₹21.32 LPA	₹12.04 LPA	₹11.5 LPA

*MBA 2023–25 Cohort data**

Beyond Classrooms:
The IFMR GSB Experience

Learning happens everywhere - in teams, clubs, and real-world projects. Join a diverse community shaping tomorrow's leader with collaboration and culture at its core.

- **15 Committees | 7 Clubs**
- Purpose-built for B-School life - including a **live virtual trading floor**
- **40-acre green campus** in Sri City, just 70 km from Chennai
- **Tech-enabled classrooms,** cutting-edge labs, and collaborative learning spaces
- **9 residential towers** with spacious rooms and social zones to relax and recharge
- A library stocked with **30,000+ books and 60,000+ e-journals**
- Diverse dining spaces serving **multi-cuisine**
- **Sports courts and fields** for cricket, football, basketball, badminton & more
- Lush surroundings with **700+ native trees,** butterfly gardens, fruit orchards and solar-powered spaces
- On-campus **medical centre, student lounges, and convenience store** for daily needs
- Located inside **Sri City, home to 200+ companies** from 28 countries — including Kellogg's, Isuzu, Pepsi, Mondelez, Panasonic, Foxconn, and more








Support That Matters

Inclusive Learning Support (ILS)

Academic mentoring | Peer tutoring | Accessibility and mental health support

Together We Grow

One of the most unique attributes of the Integrated MBA programme is the enriching encounter with peers. Classes are small sized, with high potential individuals, and focussed on a robust student-to-teacher ratio. They come from across social brackets, with diverse interests and talents. They learn together and grow together, building success beyond the conventional.

From Across Boards of Education

72 Students

37 Female **35** Male

17.6 years Average age

15 States **34** Cities **2** Union Territories

Scan to listen to stories of diversity

Integrated MBA student week schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7:00 AM	**Physical Activity:** Football Coaching	**Physical Activity:** Morning Walk (perimeter)	**Physical Activity:** Work out at the Gym	**Physical Activity:** Football Coaching	**Physical Activity:** Work out at the Gym	**Physical Activity:** Morning Walk (perimeter)	**Free time**
8:00 AM	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
9:00 AM	**Academic:** Accounts	**Academic:** Math for Business	**Academic:** Economics of Markets	**Academic:** Accounts	**Academic:** Math for Business	**Time Out:** Trek to Tada	**Physical Activity:** Work out at the Gym
10:00 AM							**Study time**
11:00 AM	**Academic:** Critical Reasoning	**Academic:** Materials, Properties and Applications	**Academic:** Economics of Markets	**Academic:** Critical Reasoning	**Academic:** Materials, Properties and Applications		
12:00 PM							
1:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	
2:00 PM	**Academic:** Laws of Transactions	**Academic:** Data Visualisation	**Lab:** Tally	**Academic:** Laws of Transactions	**Lab:** Excel	**Free time**	
3:00 PM							
4:00 PM							
5:00 PM	**Work Study:** Student Town-Hall news reporting	Meet for **Group project**	Study for Quiz	**Physical Activity:** Cycling	**Industry Encounters:** Attend a Corporate Guest Lecture		**Time Out:** Outing to Chennai
6:00 PM	**Physical Activity:** Football		**Time Out:** Friends	Study for Quiz			
7:00 PM		**Work Study:** Basketball Tournament Reporting	Assignments	Assignments	Meet for **Group project**	Study time	
8:00 PM	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	
9:00 PM	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Clubs & Co-curricular:** Raga Music Club Rehearsals	**Time Out:** Music Night Performance in OAT	
10:00 PM							
11:00 PM	**Study time**	**Time Out:** Friends	Meet for **Group project**	**Study time**	**Study time**	**Time Out:** Friends	**Study time**

Ready to Join?
Here's How

Eligibility:

- Applicants must be born on or after January 1, 2007
- Candidates expected to complete Class XII or an equivalent examination by June 2026 are eligible to apply
- Applicants should have studied in the English medium and secured a minimum of 60% overall marks in both Class X and Class XII, with at least 60% in Maths in Class X. If the Maths requirement is not met, or if the applicant has not studied Maths in Class X, they can qualify through the SAT with a score of 600 or above in Maths
- Eligible boards include IB, IGCSE, ICSE, CBSE, or State Boards

Selection Process

Applicants must meet any one of the following four criteria:

- SAT score with a minimum overall of 1300 and at least 600 in Math
- IIT JEE (Main) 2025/26 score ≥ Cut-off specified by IITs for EWS category
- IPMAT 2025/26 score ≥ Cut-off specified by IIM Indore for EWS category
- A minimum score of 15 in each section of the Krea Aptitude Test (Problem Solving, Critical Thinking, Numerical Reasoning)

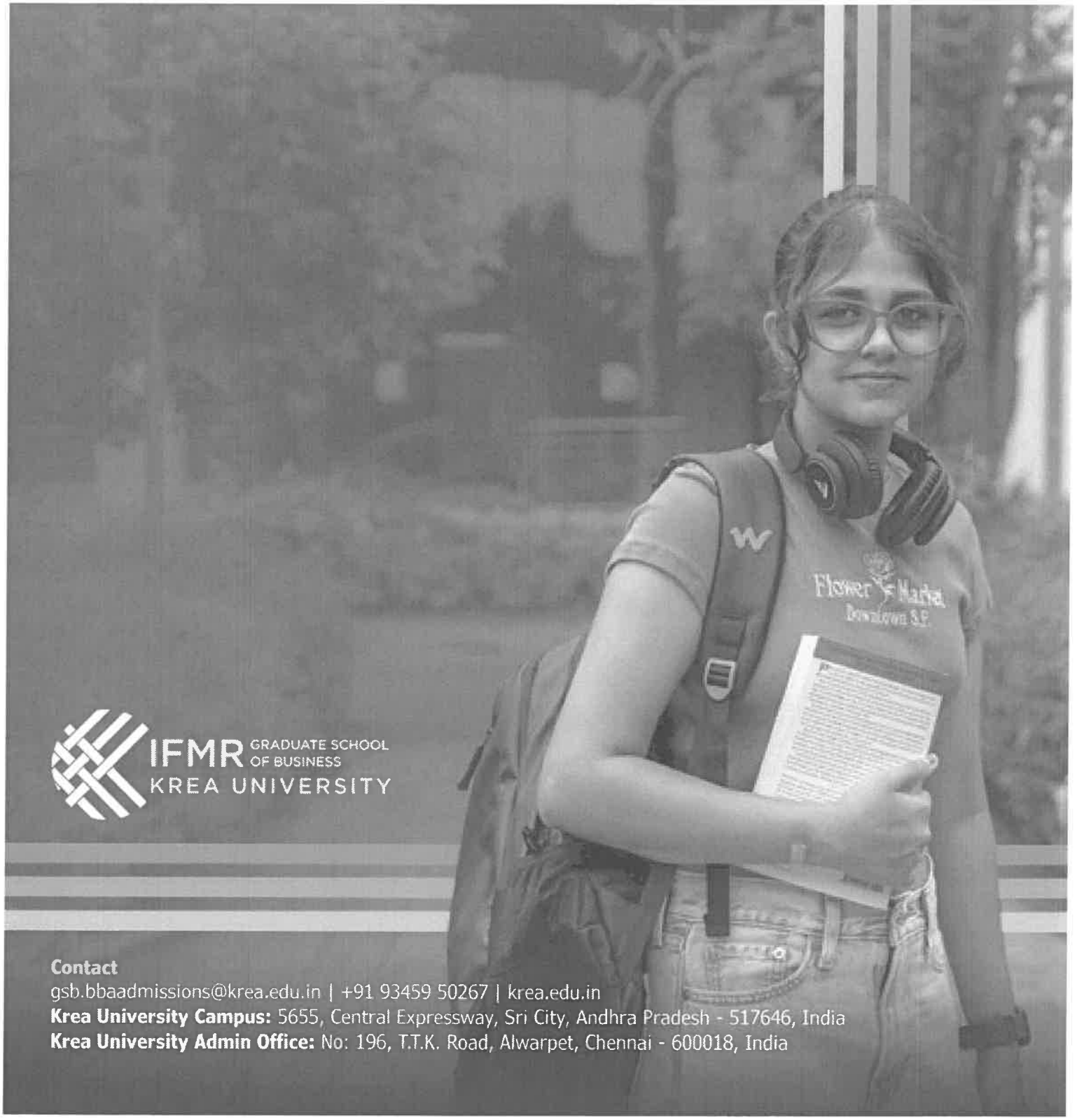
Selection will be based on scores from the entrance exams listed above, followed by an online personal interview.

Fees

Tuition Fee
- Years 1-3: ₹5 lakh per annum
- From Year 4 onwards: ₹7.5 lakh per annum (subject to revision)

Living Expenses : ₹2.15 lakh per annum

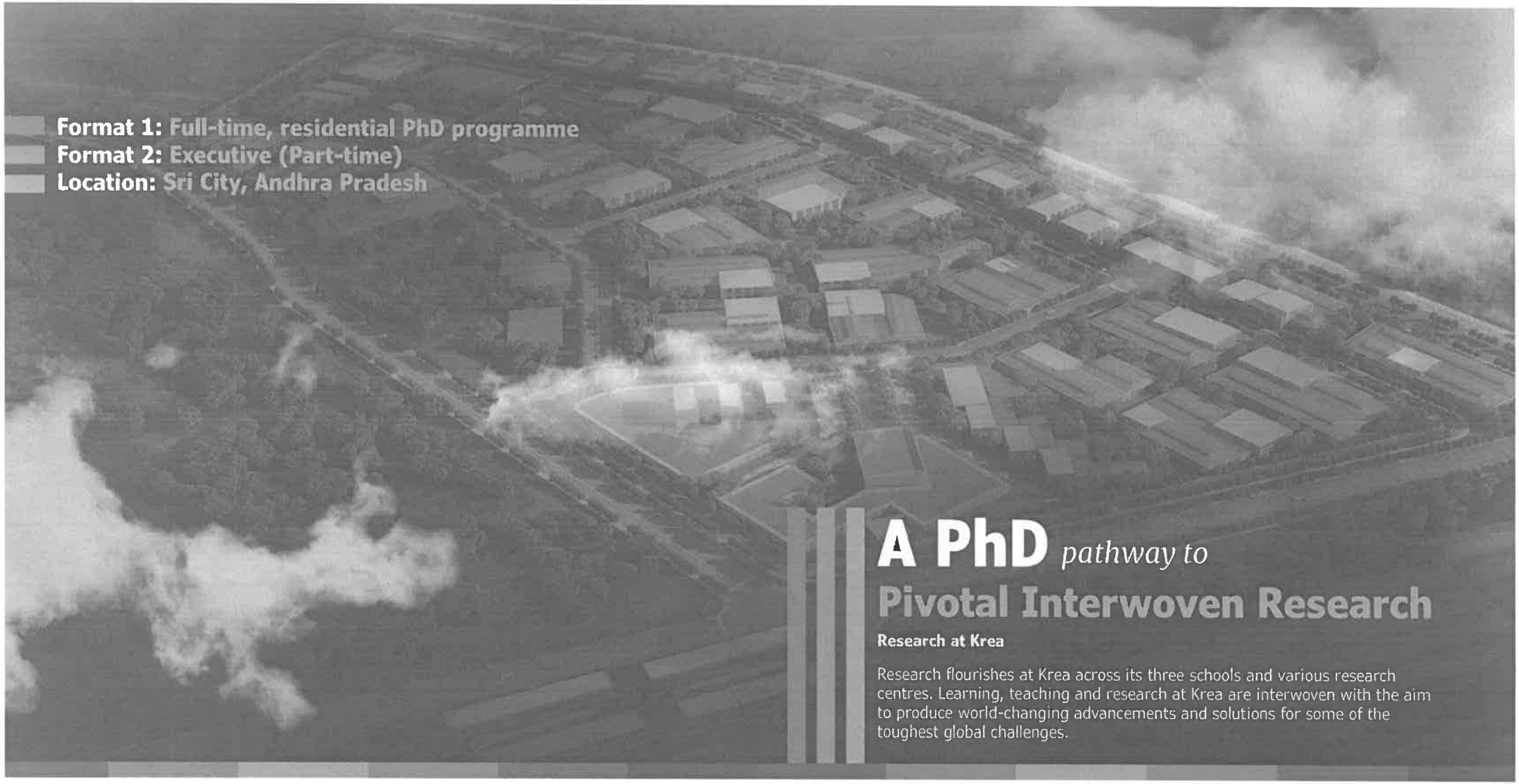



IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY
Contact
gsb.bbaadmissions@krea.edu.in | +91 93459 50267 | krea.edu.in
Krea University Campus: 5655, Central Expressway, Sri City, Andhra Pradesh - 517646, India
Krea University Admin Office: No: 196, T.T.K. Road, Alwarpet, Chennai - 600018, India

Annexure 4.8 D

PhD Admissions Brochure


KREA
university
Frontier research in
Arts, Humanities, Sciences
and Management.
Original insights. Global impact.
2 Schools
1 Doctoral Ecosystem
PhD PROGRAMME 2026
Full-time/Executive (Part-time)



A PhD *pathway to* Pivotal Interwoven Research

Research at Krea

Research flourishes at Krea across its three schools and various research centres. Learning, teaching and research at Krea are interwoven with the aim to produce world-changing advancements and solutions for some of the toughest global challenges.

Krea University

Krea University was established in 2018, backed by 55 years of strong history. Its sponsoring body, IFMR Society was set up in 1970 as a not-for-profit society focused on research, training and education in the areas of Macro and Microeconomics, Finance and Management. Conceptualised and developed by some of the finest minds from around the globe and the country, Krea University's distinct teaching method focuses on creating a new generation of adaptable, resilient and empathetic leaders, giving them critical thinking skills and the ethical grounding needed to forge ahead. Krea University currently houses three Schools - School of Interwoven Arts and Sciences (SIAS), IFMR Graduate School of Business (GSB) and Krea Doctoral College - with subjects across management, liberal arts and sciences, and provides strategic oversight to various Research Centres.

Research is core to Krea and drives everything we do at the University. Our work transcends disciplines and works across subjects, in deep collaboration. As the world faces enormous challenges, we understand that the solutions seek urgency and the collective efforts of academicians, breaking silos. It calls for extensive, interdisciplinary and interwoven thinking. The research vision at Krea is steered with the aim of solving complex challenges with impactful innovation through knowledge and research. Our resolute mission is to be a catalyst of change and create lasting value through change that is multi-dimensional. In line with this ethos, Krea is preparing research leaders who can tackle global challenges with knowledge, ingenuity, skills and empathy.



Faculty Highlights

- **Mentorship depth:** Accomplished researchers with peer-reviewed impact and global collaborations across arts, humanities, sciences, and management.
- Nearly **100 peer-reviewed publications each year**, with faculty combining rigorous scholarship and industry-linked expertise to guide PhD research across disciplines.

Global Paper Presentations

From research topic ideation to thesis defense stages — doctoral ideas here carry weight across continents. Yours could be next.

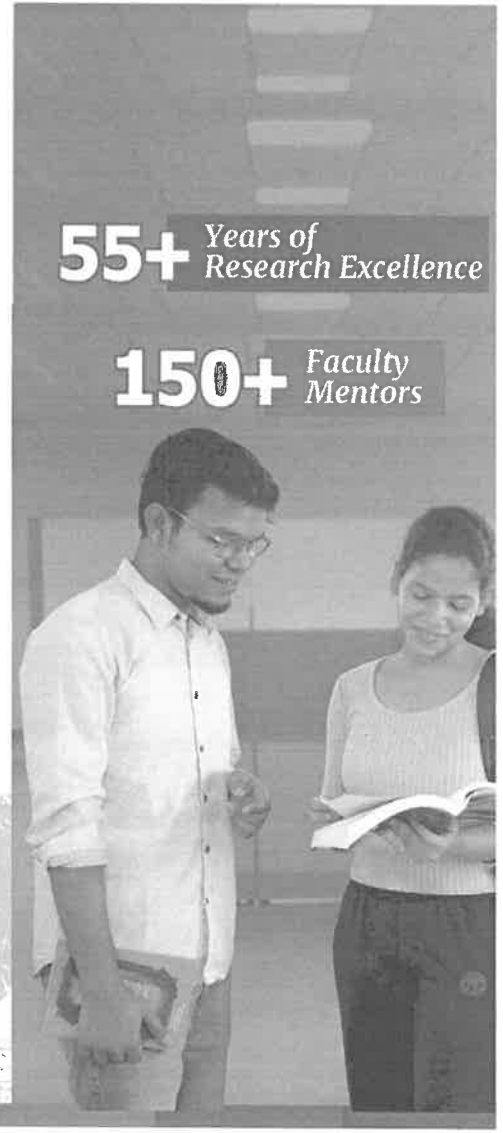


A Bibliometric Study of the Literature on Advertising Ethics
American Marketing Association (AMA) Winter Academic Conference 2025 (Virtual)

Jyothis Maria Franklin (Current PhD Scholar) **& Dr Jayasankar Ramanathan**

The Mitigating Impact of Technology at Crisis Times
XIX International Conference on Public Policy and Management, 2025

Utkarsh Choudhary (Current PhD Scholar)



Message from the Dean



PROFESSOR SIVAKUMAR SRINIVASAN,
Dean of Research, Krea University

The PhD programme at Krea has been designed to strengthen the creativity and scholarship of research scholars to engage in deep and impactful research. It adopts a comprehensive strategy by enhancing core knowledge through coursework and promoting critical thinking and innovation to make unique research contributions.

Scholars will be exposed to a wide range of fields and areas of interest, thanks to the broad research interests of our faculty members. Krea has established research facilities that include fully equipped laboratories, software and a well stocked library. These along with the research centres will provide an enriching experience to graduate students at Krea. It is an experiential programme that encourages scholars to engage with the world around them. All these features will positively reinforce scholarship and creativity that, in turn, will enable the Krea research community to contribute to the welfare of humanity through academia, research, and industry.

Counting on the strengths of our acclaimed faculty and upcoming high-end research facilities, we are confident that our PhD scholars will make significant contributions to further the horizons of knowledge in various disciplines.

I invite PhD aspirants to apply for the Doctoral Programme at Krea and emerge as scholarly, ethical, and responsible researchers.

Why Krea University's PhD Programme?

The PhD programme at Krea University transcends the interdisciplinary and dives into the interwoven, providing excellent opportunities for research and teaching to scholars.

- Preparing scholars not just for a career in academics but also for the corporate world
- Research mentoring throughout the PhD journey
- Providing an excellent platform to showcase work at the annual research symposium
- Offering opportunities to work with Research Centres on various topics of applied research and public policy
- Strong PhD alumni network across academia and industry
- Access to a world-class digital library and latest databases on the world economy and corporate annual reports
- Networking opportunities with faculty from renowned international institutions
- Tuition fee waiver, accommodation support and a monthly fellowship
- Funding support for national and international conferences for full-time PhD students



Krea Ecosystem

Krea University houses three schools and provides strategic oversight to various research centres. It's a thriving ecosystem which enables a transformative and cutting-edge university experience.

Schools

IFMR GRADUATE SCHOOL OF BUSINESS, KREA UNIVERSITY

SIAS SCHOOL OF INTERWOVEN ARTS AND SCIENCES, KREA UNIVERSITY

KDC KREA DOCTORAL COLLEGE, KREA UNIVERSITY

Research Centres

LEAD LEVERAGING EVIDENCE FOR ACCESS AND DEVELOPMENT, KREA UNIVERSITY

IWWAGE INITIATIVE FOR WHAT WORKS TO ADVANCE WOMEN AND GIRLS IN THE ECONOMY

CATALYST AIC Inclusive Tech For The Last Mile

CDFI Centre for Digital Financial Inclusion

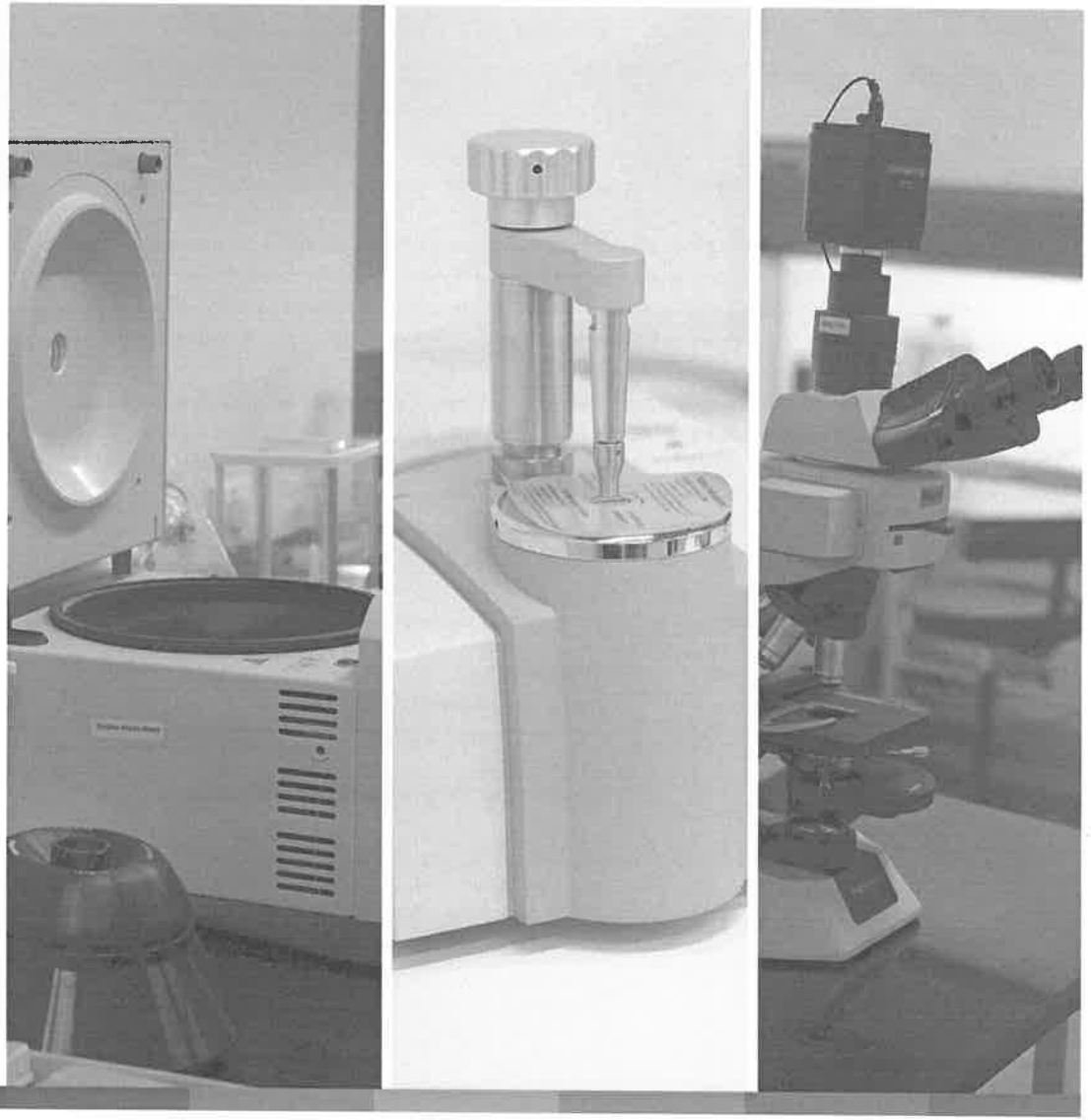
Inclusion Economics India CENTRE

J-PAL

MOTURI SATYANARAYANA CENTRE FOR ADVANCED STUDY IN THE HUMANITIES AND SOCIAL SCIENCES, KREA UNIVERSITY

SAPIEN LABS | CENTRE FOR HUMAN BRAIN AND MIND, KREA UNIVERSITY

WELL LABS WATER · ENVIRONMENT · LAND · LIVELIHOODS



PhD Programme at Krea University

The PhD programme at Krea, spread across SIAS and IFMR GSB, is designed to strengthen the creativity and scholarship of research scholars who are expected to engage in deep and impactful research. The programme takes a holistic approach, strengthening foundational knowledge through coursework and encouraging critical thinking to produce original scholarship and new knowledge during the course of the doctoral programme.

The faculty members of Krea come from diverse research backgrounds, giving scholars access to mentorship across the breadth of disciplines and areas of interest. Combined with state-of-the-art facilities including a fully equipped library, laboratories, and research centres, the graduate experience at Krea prepares scholars to contribute to humanity through academia, research, and industry.

Specialisations

PhD students may choose to work in one or more of the following specialisation(s):

SIAS

- Biological Sciences
- Chemistry
- Computer Science
- Environmental Studies
- History
- Mathematics
- Physics
- Politics
- Psychology
- Sociology & Social Anthropology

IFMR GSB

Management with specialisations in:

- Data-Science & Information Systems
- Economics
- Finance, Accounting and Quantitative Finance
- Marketing
- Operations
- Organizational Behaviour & HR
- Strategic Management

Course Structure

The pedagogy is strategically designed across both schools to provide scholars with the best available theory, practice, and methodology for executing their research. An outline of research scholars' academic progression while at Krea is indicated below.

SIAS

Year 1

- Coursework
- Assigning advisor(s)
- Formation of the Doctoral Committee (DC)

Year 2

- Formulation of research problem
- Inputs and approval from the Discipline-specific-Advisory Group (DAG)
- Basic training on relevant techniques/methodologies
- Detailed presentation to the DC for approval

Year 3,4,5

- Research/Field Work
- Presentations in conferences
- Publishing in Journals

Important

- The Doctoral Committee will conduct a progress review for every candidate at the end of each academic year.
- For candidacy, scholars must complete the required coursework and get the necessary approvals on their research proposal within the time period stipulated by the DC.
- All full-time PhD scholars are required to work as Teaching Assistants for 2 courses every academic year, from the 2nd year onwards.



IFMR GSB

Year 1, 2

- Combination of Core & Area level doctoral courses, MBA-level Courses
- Course of Independent Research Study
- End-of-Year 1 Examination
- Comprehensive Examination

Year 3, 4 (for Full-time scholars) & Year 3, 4, 5, 6 (for Part-time scholars)

- Formation of Doctoral Committee
- Proposal Presentation
- Periodic progress report and Public Seminar
- Thesis Presentation
- Synopsis & Thesis submission
- External Review
- Viva Voce Examination
- Final Thesis Submission



Eligibility

Scholars need to meet the below criteria to be eligible to apply for the PhD programme of their choice.

SIAS

Full-time PhD Programme

- 30 years and below
- Postgraduate degree (MA/MSc/MPhil) and above, or a four year undergraduate degree in the respective discipline from a UGC recognised institution
- A minimum of 55% marks in HSC, Pre-University Exam (12th grade), UG and PG are essential

Please Note:
The age limit is applicable only for receiving a Krea PhD Fellowship and does not apply to candidates with existing/new fellowship from sources not affiliated to Krea University
A relaxation of 5% marks or equivalent will be given to candidates who belong to SC, ST, OBC (NCL), PwD, and EWS categories.

Part-time/ FIP*

- 50 years and below
- Postgraduate degree (MA/MSc/MPhil) or above in the respective discipline(s) from UGC recognised institutions
- A minimum of 55% marks in HSC, Pre-University Exam (12th grade), UG and PG is essential.
- 3 years of work experience including probation (if any)
- NOC from Employer

*They are not eligible to receive the Krea PhD Fellowship



Best paper award for the paper, *Caste and COVID-19: Exploring Variations in Health Expenditures among Different Caste Groups in India* at the Japan STI Conference, Centre for Society and Policy, Indian Institute of Science, Bangalore, India & Keio University, Japan in the 'sustainability impact' track.

Mohammed Hashim, (Current PhD Scholar)

IFMR GSB

Full-time PhD Programme

- 30 years and below*
- 60% marks in the undergraduate degree
- Masters Degree or equivalent PG Diploma in any discipline, with 55%* percent marks in the qualifying examinations

or

- Five-Year integrated Master's degree/Dual degree or equivalent in a relevant discipline with 55 percent marks in the qualifying examinations

or

- Professional Qualification like ACA/FAC/AICWAI/ACSI Qualifications of the Institute of Chartered Accountants of India, Institute of Cost & Works Accountants of India and Institute of Company Secretaries of India
- Valid Scores of Standardised Tests (CAT, CMAT, GATE, GMAT, GRE, NET JRF, NMAT, XAT) – or pass an entrance test
- Graduates of full-time post-graduate degree course and candidates in the final year of the post-graduate degree are eligible to apply

Part time PhD Programme

- MBA degree with 55 percent marks in the qualifying examinations
- Five years of Work Experience after MBA
- NOC from the employer

Students with Undergraduate and/or Postgraduate degrees from ODL (Open and Distance Learning) institutions are also eligible to apply as per the UGC policy and notification

*Please Note: A relaxation of 5% marks or equivalent will be given to candidates who belong to SC, ST, OBC (NCL), PwD, and EWS categories.

Future Pathways

Krea University's PhD alumni are working successfully in several prestigious and reputed academic institutions which include the following:

Faculty in prestigious academic institutions such as :

- Ashoka University
- Bengaluru B.R Ambedkar School of Economics
- BITS Pilani, Hyderabad Campus
- Center for Development Studies
- Great Lakes Institute of Management
- Gulati Institute of Finance and Taxation, Trivandrum
- IIM Amritsar
- IIM Indore
- IIM Indore
- IIM Kashipur
- IIM Shillong
- IRMA
- Madras School of Economics
- Mahindra University
- Rajagiri Business School
- The Loyola Institute of Business Administration
- OP Jindal Global University

Our alumni are also in significant roles in research institutes, think-tanks and corporates such as

CRISIL An S&P Global Company · Deloitte. · EY · ICICI Bank · Institute for Human Development · SCOPE

Access research papers/articles written by PhD scholars here



Best Paper Award (First Position) at the 6th International Conference on Financial Markets & Corporate Finance, IIT (ISM) Dhanbad

Soumyabrata Basu, (Current PhD Scholar)

Faculty Snapshot

You will be learning from faculty members who come with a rich pedigree across academia, industry and specific areas of studies. Steering cutting-edge research, they are also instrumental in shaping the Indian business pedagogy and narratives that move the world of business and management.

Few of our faculty members:

Accomplished Researchers



Professor Lakshmi Kumar
Professor, Economics and Dean - IFMR GSB
PhD, IIT Madras
Research veteran with 25+ years of academic experience



Professor Balasubramanian G
Senior Professor & Advisor, Finance, Accounting & Quantitative Finance
PhD, Madras University
35+ years of experience in executive teaching and research



Dr Madhavilatha Maganti
Associate Professor, Psychology
PhD, Osmania University
Developmental Psychology. Cognitive Science. Infancy and Early Childhood Development.



Professor Guha Dharmarajan
Professor, Biological Sciences
PhD, Purdue University
Disease Ecologist. Researcher. Educator.

Distinguished Scholars



Professor Ramachandra Guha
Distinguished University Professor
PhD, IIM Calcutta
Author. Historian. Researcher.



Professor Mukund Padmanabhan
Distinguished Professor of Philosophy
MPhil, Delhi University
Editor. Commentator. Curator.



Professor Chandrakumar N
Distinguished Research Professor
PhD, IIT Kanpur
Scientist. Innovator. Mentor.



Professor Sumantra Bose
Professor, International and Comparative Politics
PhD, Columbia University
Political Scientist. Scholar. Author.

Research Minds



Dr Pallavi Pandey
Associate Professor, OB & HR
PhD, IIT-ISM Dhanbad
Leads research in leadership styles and contemporary HR practices



Dr Jyoti Prasad Mukhopadhyay
Associate Professor, Economics and Chairperson - PhD Programme
PhD, IFMR GSB & University of Madras
Sectoral expert in Development Economics, Applied Econometrics, and Behavioral Economics



Dr Sushant Raut
Assistant Professor, Physics, SIAS
PhD, Indian Institute of Technology – Bombay
Particle physicist specialising in neutrino phenomenology and Beyond Standard Model physics.



Professor Vijayalakshmi C
Professor, OB & HR
FPM, MDI Gurgaon
Expert in organisational behaviour, trainer of 1000+ executives

Practitioners as Professors



Sathyanarayanan Ramachandran
Sundram Fasteners Associate Professor, Marketing
MBA, SCSVMV
Brand Management expert and advertising pundit



Dr Vasupradha Srikrishna
Assistant Professor, Communications
PhD, Mudra Institute of Communication
Interdisciplinary communications consultant



Sharon Buteau
Visiting Professor SIAS
Executive Director, LEAD at Krea University
Researcher. Economist. Development Leader.



Professor Sudip Roy
Adjunct Professor, Chemistry
PhD, University of Saarland
Scientist. Innovator. Entrepreneur.

Specialists, Authors, Grant Awardees



Professor Chandrasekaran N
Professor , Operations and Strategy, Area Chair - Strategic Management & Chairperson - Executive MBA Programme
PhD, University of Madras
Industry veteran, start-up specialist & author



Dr Debasish Mishra
Assistant Professor and Area Chair, Data Science and Information Systems
PhD, IIT Kharagpur
AI and ML expert, author of *Digital Twin – Fundamental Concepts to Applications in Advanced Manufacturing*



Professor Govindarajan T R
Visiting Professor, Physics
PhD, Madras University\
Visiting Professor at University of Texas, Max Planck Institute, Sao Paulo University, Brazil & more.



Dr Jyoti Kumari
Assistant Professor, Finance, Accounting and Quantitative Finance
PhD, IIT Kharagpur
ICSSR Major Research Projects Grant Awardee

Fellowship

Full-time PhD students reside on campus for the entire duration of the programme. This means that a student cannot take up alternate employment during their course of study. Krea University provides a monthly fellowship to full-time PhD students to support them in their studies. The details of monthly fellowship are as shown below and are subject to change every year:

S. No.	Year	Amount per month (INR)
1	First Year	50,000/-
2	Second Year	50,000/-
3	Third Year	52,000/-
4	Fourth Year	52,000/-
5	Fifth Year	52,000/-

Please note:

- The fellowship is offered for four years and may be extended to the fifth year based on recommendation from the Doctoral Committee and approval from the PhD Chair and Dean of Research.
- A candidate can take up to 8 years to complete their PhD. However, the above-mentioned benefits such as fellowship and permission to stay on-campus will not be extended beyond the 5th year of the PhD programme.

Accommodation

Full-time PhD scholars are required to stay on campus. Krea will provide hostel rooms (sharing type) with (double occupancy) on campus. for a monthly fee. However, if accommodation is not available on campus, students have to make their own arrangements outside campus. Students who stay outside the Krea campus need not pay monthly room rent to Krea.

Additional Support

All full-time PhD students are covered by health insurance. They are also provided financial support to attend domestic and international conferences and present their research papers.monthly room rent to Krea.

Fee Structure

Details	Fees
Application Fee	Rs 500/-
Acceptance Fee	Rs 5,000/- (adjusted against caution deposit)
Caution Deposit	Rs 25,000/-
Annual Fee for full-time	Rs. 6000/-
Annual Fee for part-time	Rs 100,000/-
Term Fee (6th year onwards of PhD Registration)	Rs 10,000/-
Hostel Fee (subject to revision) for full-time	Rs. 7,500/- per month
Hostel Fee (subject to revision) for part-time	Rs 10,000/- per month
Dining Fee*	At rates prevailing at the time of admission
Medical Insurance	At rates prevailing at the time of admission
Dissertation Submission Fee	Rs 5,000/-



Best Paper Award in Economics Track at IIM Kashipur Conference, 2023 for the paper titled 'Definition, Measurement and Determinants of Energy Poverty: Empirical Evidence from Indian Households' co-authored with Dr Jyoti Prasad Mukhopadhyay
Manasi B, (Current PhD Scholar)

Your Campus your home

- Infrastructure strategically built for a B-School experience such as the virtual trading floor
- Study and live on a vibrant 40-acre green campus in Sri City, just 70 km from Chennai
- Learn in tech-enabled classrooms, trading floor and cutting-edge labs
- Enjoy delicious, multi-cuisine meals across several dining spots
- Live comfortably in spacious 9 residential towers with plenty of spaces to hang out and unwind
- Play your favourite sports with courts and fields for badminton, basketball, cricket, football, and more
- Breathe easy surrounded by 700+ native trees, butterfly gardens, fruit orchards, in solar powered premises
- Dive into knowledge with a library housing 30,000+ books and 60,000+ e-journals at your fingertips
- Access essential support at the medical centre, unwind in welcoming student lounges, and conveniently purchase daily necessities from the on-campus store
- Sri City is home to over 200 companies from 28 countries including multinationals like Kellogg's, Isuzu, Mondelez, Pepsi, Panasonic, Daikin, Kimberly Clark, Alstom, Kobelco, Foxconn, Danieli



Scan QR code to
explore Krea's campus













Contact Us
For any queries, write to phd.admissions@krea.edu.in

CAMPUS: 5655, Central Expressway, Sri City, Andhra Pradesh 517646
ADMIN OFFICE: No: 196, T.T.K. Road, Alwarpet, Chennai 600018

Annexure 4.8 E

L&T EMBA Admissions Brochure

LARSEN & TOUBRO

L&T EduTech



Empowering Professionals for a Global Future

Company-Sponsored MBA Programme

Specializations in Finance, Data Science and Operations

ABOUT KREA UNIVERSITY / IFMR GSB

IFMR GSB is the B-School at KREA University, propelled by IFMR's 55-year-strong legacy in the field of education and research, aided by KREA University's unique approach to pedagogy and instruction through Interwoven learning.

KREA University is backed by some of the finest minds from the world of Finance and Economics including Esther Duflo (Nobel Laureate), Raghuram Rajan (Former RBI Governor), Lakshmi Narayanan (Co-Founder, Cognizant), Kalpana Morparia (Ex CEO, JP Morgan India), Raghu Sundaram (Dean of NYU Stern School of Business) and S Mahalingam (Former CEO & Executive Director of Tata Consultancy Services) among several other illustrious leaders. The current Chief Economic Advisor to the Government of India Dr Anantha Nageswaran was the Dean of IFMR GSB. IFMR GSB offers full-time and executive MBA programmes, 5-year integrated BBA-MBA programme, management development programmes for experienced professionals and a PhD programme.

Located on a 100-acre campus of which 42 acres are developed, in the heart of an integrated business city, Sri City, 70 km from Chennai, the IFMR GSB campus hosts state-of-the art learning, teaching and research facilities. Alongside the air-conditioned classrooms, and comfortable executive boarding and lodging facilities, the campus also houses spaces for recreation and sports. The HT Parekh Library at KREA University is recognised as a World Bank repository and houses a rich collection of over 28,500 books that also include 50 Indian and international journals in print and over 60000+ e-journals.



About L&T EduTech

L&T EduTech, an initiative by Larsen & Toubro, reimagines learning by blending academic curriculum with Industrial Skilling. Backed by over 80 years of global expertise, it brings real industry experience into the classroom.

Designed to enhance employability and prepare students for high-impact careers through application-oriented learning, expert mentorship and real-time projects, L&T EduTech prepares learners not just for a job - but for a lifelong career of purpose and impact.

Become a Global Business Leader

Designed for mid- to senior-level professionals, this company-sponsored MBA program empowers you to advance your managerial career and gain a competitive global edge. For ambitious leaders aiming to influence and impact in a globalized market, the program builds managerial expertise across corporate functions while delivering cutting-edge insights into:



Take the next step to **transform your career and leadership journey** - with the knowledge, perspective, and skills to thrive in the global business landscape.

Specialised Course For Masters In Business Administration

IFMR GSB 2-year MBA Programme

MBA Programme Highlights:

Program Overview

- 2-Year MBA
- Specializations on offer – Finance, Data Science, Operations
- Capstone Master's Dissertation Project in the 2nd Year
- 8 Residential Contact Sessions of 9 days each: Every 3-4 months at IFMR GSB's Sri City campus. Totally, the participants would have 72 days of residential stay at the campus.

Eligibility

- GCTs (Graduate Commercial Trainees) and lateral hires with at least 3 years of work experience (as on date of programme commencement) are eligible:
- Consistent academic performance with above 60% marks in X, XII and Graduation (Non-Engineering)
- Staff members in S-1 to M1-A Cadre
- Age up to 35 years
- FAIR Rating 6 & Above
- Employees already holding a full-time management qualification (e.g., MBA) are not eligible

Selection Process

Examination & in-person interviews by IFMR GSB KREA University faculty for the participants nominated by L&T

Pedagogy

1. Blended programme – a combination of physical classes (65~70%) and online interactive live classes (30~35%)
2. The entire session will be delivered through case studies, simulations, lectures, live projects, etc.
3. The online sessions will be conducted every term on full-day basis for 5 Saturdays over 4 months
4. Learning will continue through online assignments/quizzes between contact classes

Evaluation

A. The examination evaluations would be graded by IFMR GSB, KREA University faculty teaching the respective courses. The examinations shall be Online or Offline based on mutual discussions and finalized between the IFMR GSB & L&T.

B. The Master's Dissertation will be evaluated by a panel of IFMR GSB, KREA University's faculty and L&T nominated supervisor.

C. At the end of the year, IFMR GSB, KREA University would submit the examination results to L&T, post which successful participants would be promoted to the next year/ complete the programme.



A Curriculum Built for Tomorrow

The programme comprises Core Courses, Advanced Core Courses, and Elective Courses.

CORE COURSES	
S.NO	Name of the Course
C1	Accounting for Management
C2	Marketing Management
C3	Organizational Behaviour 1
C4	Managerial Economics
C5	Statistics for Managers
C6	Organizational Behaviour 2
C7	Cost and Management Accounting
C8	Data-based Storytelling
C9	Operations Management
C10	Corporate Finance
C11	Human Resource Management
C12	Business Communication
C13	Business Ethics
C14	Strategic Management

ADVANCED CORE COURSES	
S.NO	Name of the Course
AC1	Applied Deep Learning
AC2	Supply Chain Management
AC3	Financial Statement Analysis
AC4	Business Analytics
AC5	Leadership
AC6	Quality Management System
AC7	Emotional Intelligence for Managers
AC8	Financial Markets in Practice
EL 1	Performance Management
EL 2	Operations Strategy
EL3-7	5 No.s NPTEL Courses mutually agreed by IFMR Faculty and participants

IMPORTANT NOTE:

Upon completion of the first year, the student has to select 5 electives from the list of subjects offered by NPTEL- Mutually agreed upon by faculty and participant. The advanced core and elective options are indicative and tailored to the requirements of the batch at the end of the first year.

Selection Process

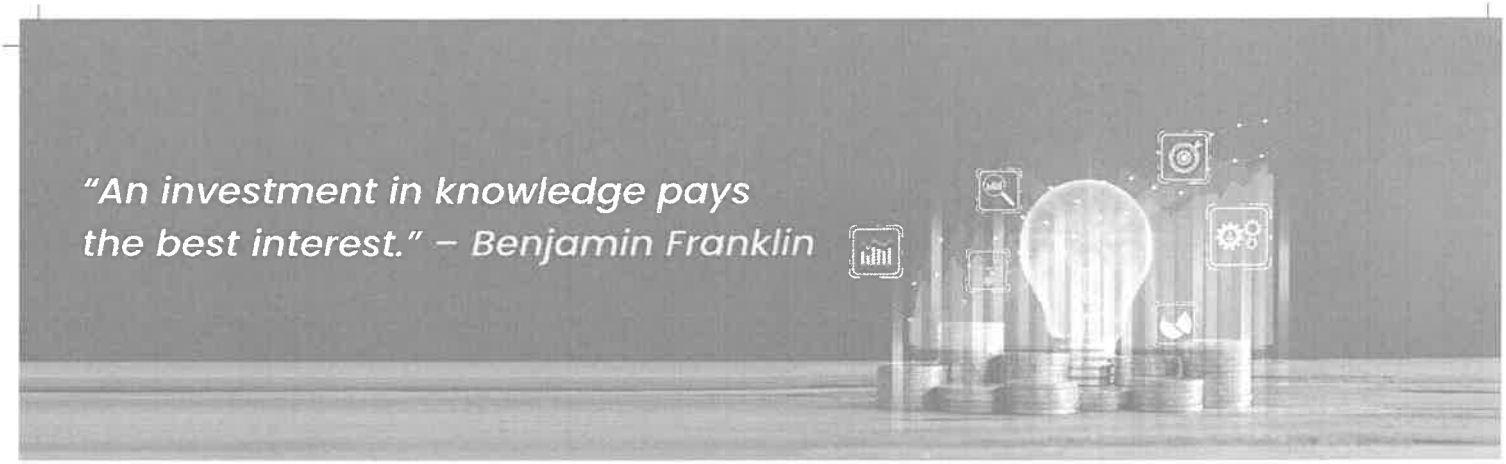
- Receiving nominations from ICs
- Online Written Test & Online Interview by IFMR GSB
- Documentation (Indemnity Bond) & Institute On-boarding

Pre-Nomination Commitment by the Nominee & his / her IS prior to nomination:

- Commitment towards fulfilling program requirements & attending contact classes
- Commitment towards timely completion of related projects & assignments
- Commitment towards consistent good performance

Investment in the Course

- The course fee for the Programme is Rs. 5.6 Lakhs which includes the tuition fees, prescribed textbook fee and boarding & lodging expenses.
- The Scheme will operate on an investment sharing model between the Company and the staff member.
- The staff member will bear 1/3rd of the course fees, and has an option to pay their share as a lump sum at the beginning of the programme or can choose to avail as an interest-free loan from the company.
- The loan will be recovered from the salary in 36 equal monthly instalments from the month of course commencement.



Leave for Contact Classes

To partly compensate for the absence of the participating employee from the workplace, one-third of the total duration of the contact period will be debited to the respective PL accounts. The balance two-thirds will be treated 'On Duty' by the Company.

- Total duration of contact period (72 days)
- 24 days will be deducted from the respective PL accounts
- 48 days will be treated as 'On Duty' by the company

Award of MBA Degree

On successful completion of the programme, MBA degree, approved by UGC, will be awarded to the candidates by KREA University.

Testimonials



Mythili Suresh
L&T EMBA | IFMR GSB

Watch Video



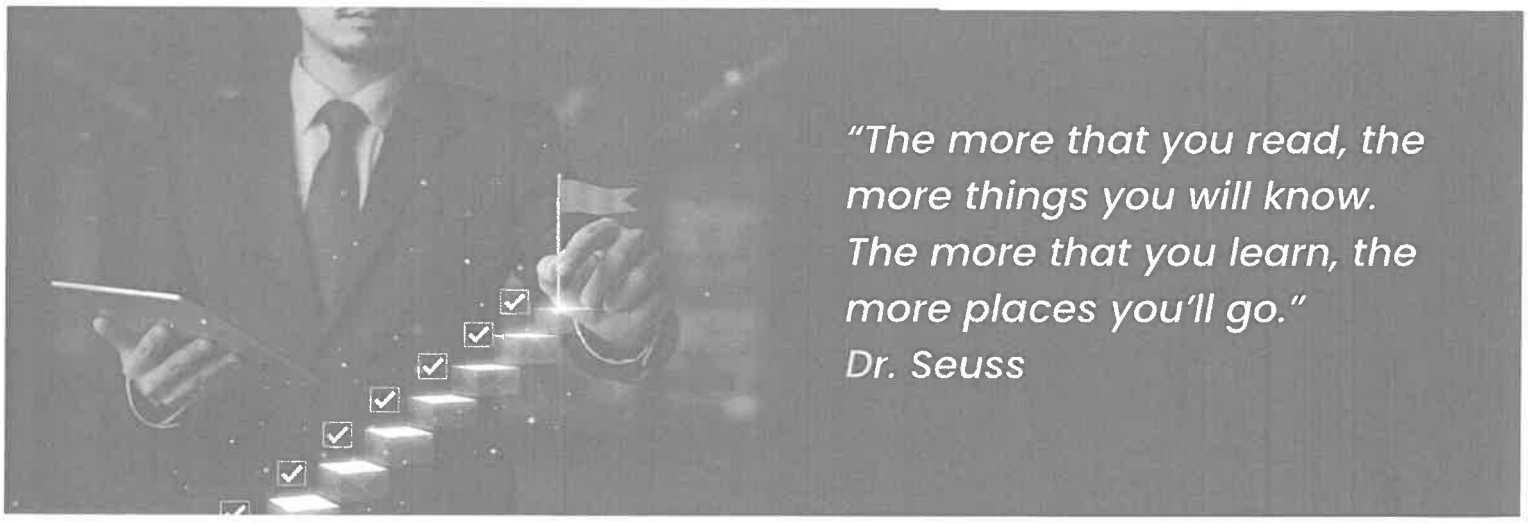
Subramanyan
L&T EMBA | IFMR GSB

Watch Video

Undertaking and Repayment Obligation

- As a condition precedent, the employee shall be required to execute a Deed of Undertaking to complete the course satisfactorily and to continue in service with the organization for a minimum period extending up to three years thereafter.
- In case the employment of the employee with the organization comes to an end for whatever reason, during the currency of the Bond, he/she shall be liable to pay the organization the following amounts:

On ceasing to be in employment	Liquidated damages payable
Before Completion of the course	Outstanding Loan + 100% Co. Contribution
During First Year after Completion of the Course	Outstanding Loan + 75% Co. Contribution
During Second Year after Completion of the Course	Outstanding Loan + 50% Co. Contribution
During Third Year after Completion of the Course	Outstanding Loan + 25% Co. Contribution



Contact:

For IFMR GSB, KREA University related queries please contact

V Aswin Kumar – Head Client Engagement
aswin.kumar@krea.edu.in (preferred) or 95000 55698

For L&T related queries please contact

Sandeep Dipankar – L&D Delivery Centre, SSC – HR
Sandeep.Dipankar@larsentoubro.com | 98791 09108

Annexure 4.9

Internal Committee Cases (Grievance Redressal)

KREA university

Admin Office:
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
Tel: +91-44-2499 8199
www.krea.edu.in

Date: 24.09.2019

To,
University Grants Commission (UGC)
Bahadur Shah Zafar Marg,
New Delhi - 110002.

Dear Sir/Madam,

Sub.: Annual Return on cases of Sexual Harassment.

We enclose herewith the Annual Return under Sexual Harassment of woman at workplace (Prevention, prohibition, and Redressal) Act 2013, with regards to Complaints received and their Redressal for the year 2018-19(Annexure 1) and 2017-18(Annexure 2).

Prior to the official policy according to POSH Act coming into effect in our organisation, we had an effective internal policy against sexual harassment in place which dealt with sexual harassment complaints in our institution and we have provided the details for year 2017 in annexure 2.

Thanking You

Yours faithfully,



For Krea University,

Authorized Signatory

Annexure – 1

Annual Report on cases of Sexual Harassment

Period 1st April 2018 to 31st March 2019

Name of the University: Krea University

S.no		Number of Cases*
1	No. of Complaints received during the year	Nil
2	No. of Complaints disposed off during the year	Nil
3	No. of Cases pending for more than 90 days	Nil
4	No. of Workshops or Awareness Programmes:	2
5	Nature of action	Not Applicable

Note:

- Information is to be provided in consolidated form in respect of university as a whole (Including affiliated/Constituent colleges)

Annexure – 2

Annual Report on cases of Sexual Harassment

Period 1st April 2017 to 31st March 2018

Name of the University: Krea University

S.no		Number of Cases*
1	No. of Complaints received during the year	Nil
2	No. of Complaints disposed off during the year	Nil
3	No. of Cases pending for more than 90 days	Nil
4	No. of Workshops or Awareness Programmes:	Nil
5	Nature of action	Not Applicable

Note:

- Information is to be provided in consolidated form in respect of university as a whole (Including affiliated/Constituent colleges)

Admin office
Krea University
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
www.krea.edu.in

Date: August 27, 2020

To
University Grants Commission (UGC)
Bahadur Shah Zafar Marg,
New Delhi - 110002.

Dear Sir/Madam,

Sub.: Annual Return on cases of Sexual Harassment.

We enclose herewith the Annual Return under Sexual Harassment of woman at workplace (Prevention, prohibition, and Redressal) Act 2013, with regards to Complaints received and their Redressal for the year 2019-20 (Annexure 1)

Thanking You

Yours faithfully

Authorized Signatory

Annexure – 1

Annual Report on cases of Sexual Harassment

Period 1st April 2019 to 31st March 2020

Name of the University: Krea University

S.no		Number of Cases*
1	No. of Complaints received during the year	Nil
2	No. of Complaints disposed off during the year	Nil
3	No. of Cases pending for more than 90 days	Nil
4	No. of Workshops or Awareness Programmes:	3
5	Nature of action	Not Applicable

Note:

- Information is to be provided in consolidated form in respect of university as a whole (Including affiliated/Constituent colleges)

Admin office
Krea University
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
www.krea.edu.in

Date: June 01, 2021

To
University Grants Commission (UGC)
Bahadur Shah Zafar Marg,
New Delhi - 110002.

Dear Sir/Madam,

Sub.: Annual Return on cases of Sexual Harassment.

We enclose herewith the Annual Return under Sexual Harassment of woman at workplace (Prevention, prohibition, and Redressal) Act 2013, with regards to Complaints received and their Redressal for the year 2020-21 (Annexure 1)

Thanking You

Yours faithfully

Authorized Signatory

Annexure – 1

Annual Report on cases of Sexual Harassment

Period 1st April 2020 to 31st March 2021

Name of the University: Krea University

S.no		Number of Cases*
1	No. of Complaints received during the year	Nil
2	No. of Complaints disposed off during the year	Nil
3	No. of Cases pending for more than 90 days	Nil
4	No. of Workshops or Awareness Programmes:	1
5	Nature of action	Not Applicable

Note:

- Information is to be provided in consolidated form in respect of university as a whole (Including affiliated/Constituent colleges)

Admin office
Krea University
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
www.krea.edu.in

Date: September 01, 2022

To,
University Grants Commission (UGC)
Bahadur Shah Zafar Marg,
New Delhi - 110002.

Sub.: Annual Return on cases of Sexual Harassment.

We enclose herewith the Annual Return under Sexual Harassment of woman at workplace (Prevention, prohibition, and Redressal) Act 2013, with regards to Complaints received and their Redressal for the year 2021-22 (Annexure 1) .

Thanking You

Yours faithfully,

Authorized Signatory

Annexure - 1

Annual Report on cases of Sexual Harassment

Period 1st April 2021 to 31st March 2022

Name of the University: Krea University

S.no	Description	Number of Cases*
1	No. of Complaints received during the year	1
2	No. of Complaints disposed off during the year	1
3	No. of Cases pending for more than 90 days	Nil
4	No. of Workshops or Awareness Programmes:	2
5	Nature of action	The ICC carried out thorough investigation and arbitrated on the 1 complaint that was received. As part of the committee's decision on the case, the respondent underwent a 3-month suspension from the University. Counseling was recommended for the complainant(s).

Admin office
Krea University
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
www.krea.edu.in

Date: April 1st, 2023

To,
Commissioner of Labour,

Sub.: Annual Return on cases of Sexual Harassment.

We enclose herewith the Annual Return under Sexual Harassment of woman at workplace (Prevention, prohibition, and Redressal) Act 2013, with regards to Complaints received and their Redressal for the year 2022-23(Annexure 1)

Thanking You
Yours faithfully,

For Krea University,
Authorized Signatory

Annexure - 1

Annual Report on cases of Sexual Harassment
Period 1st April 2022 to 31st May 2023

Name of the University: Krea University

S.no	Description	Number of Cases*
1	No. of Complaints received during the year	2
2	No. of Complaints disposed off during the year	2
3	No. of Cases pending for more than 90 days	Nil
4	No. of Workshops or Awareness Programmes:	10
5	Nature of action	The ICC carried out thorough investigations and recommendation actions for both the cases. In the first case, the recommendation were accepted by the Executive Authority with slight modifications. The employee was put under probation. In the second case, the executive authority accepted all the recommendations of the IC and the concerned student has been suspended for a year

Admin office
Krea University
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
www.krea.edu.in

31-Jan-24

From
Krea University
No: 196, Parthasarathy Garden Street,
TT Krishnamachari Road, Alwarpet,
Chennai, Tamil Nadu 600018

To
University Grants Commission (UGC)
Bahadur Shah Zafar Marg,
New Delhi - 110002.

Respected Sir/Madam,

Subject: Submission of annual report as per the requirement of Section 21 (1) of- Sexual Harassment of Woman at Workplace (Prevention. Prohibition and Redressal) Act, 2013.

We here by submit the Annual Report to the internal Committee formed under The Prevention of Sexual Harassment of Women at Workplaces Act 2013 for the period January 2023 to December 2023. The report is submitted based on the actual facts and incidents reported in our company/instructions.
If you need any other clarification or further information, please feel to get back to us.

Yours sincerely



Signature
Name: S Sundararajan
Designation: Registrar and Chief Of Staff
Email ID: sundara.rajan@krea.edu.in

Prevention of Sexual Harassment of Women at Workplaces Act 2013

Annual Report for the Year Jan-Dec 2023

1. Basic Details:

S. No	Particulars		
1.1	Date of Formation of IC		14th November, 2022
1.2	No of members in IC		13
1.3	No. of Female members in IC		10
1.4	Details of members		Contact Details
	Name: Dr. Uthira Dandapani	Presiding Officer	uthira.dhandapani@krea.edu.in
	Name: Amanjit Kaur Ahuja	Designation: Member Secretary	amanjit.ahuja @krea.edu.in
	Name: Dr Anannya Dasgupta	Designation: Member	anannya.dasgupta@krea.edu.in
	Name: Dr. Gayathri Sampath	Designation: Member	gayathri.sampath@krea.edu.in
	Name: Dr. Srajana Kaikani	Designation: Member	srajana.kaikini@krea.edu.in
	Name: Dr. Pallavi Pandey	Designation: Member	pallavi.pandey@krea.edu.in
	Name: Mr. Ramakrishnan	Designation: Staff Member	ramakrishnan.durairaj@krea.edu.in
	Name: Mugdha Kinkar	Designation: PhD Student Representative	mugdha_kinhikar.phd22@krea.ac.in
	Name: Sai Bandi Krishna	Designation: PG Student Representative	bandi_krishna.mba22@krea.edu.in
	Name: Riya Parekha	Designation: UG Student Representative	riya_parekh.sias21@krea.ac.in
	Name: Lakshmi Reddy	Designation: Assistant Member Secretary	lakshmi.reddy@krea.edu.in
	Name: Swetha V Krishnan	Designation: Assistant Member Secretary	swetha.krishnan @krea.edu.in
	Name: Nandita Bhat (Martha Farrell Foundation)	External member	nandita.bhatt@ marthafarrellfoundation.org
1.5	No of members changed during the year		5
1.6	Is there an internal policy on POSH		YES
1.7	Places where the Constitution of IC details displayed (Notice board / Canteen / Security etc,) at workplace		Notice Board, Academic Block
L8	Number of Sexual Harassment complaints received during the year		0
1.9	Number of Cases disposed of during the year		1

1.10	Number of cases pending as on 31st December 2023	0
1.11	Number of cases pending as on 31st December 2023for more than 90 days	0

2. Number of workshops or awareness programmes for employees against sexual harassment carried out during the year, 2023

Sl.No	Date	No. of employees covered	Remarks (if any)
1	July 22nd, 2023	240	-
2	July 23rd, 2023	240	
3	July 24th, 2023	50	
4	30th October, 2023	250	
5	November 25th, 2023	180	

3. Details of IC meetings conducted in 2023

Sl.No	Date	Total members	No of members participated	Remarks (if any)
1	January 18th, 2023	13	5	-
2	January 24, 2023	13	8	-
3	February 6th, 2023	13	8	-
4	26th April, 2023	13	6	-
5	16th May, 2023	13	7	-

4. Summary of the action taken on Complaints of Sexual Harassment:

Sl.No	Complaint No	Complainant	Respondent	Action taken
1	2022-23-02	Female Student	Male Student	Respondent suspended from the University for the academic year 2023-2024

(Conciliation, Written apology, Warning, Reprimand or censure, withholding of promotion, withholding of pay rise/increment, Termination, Transfer, Undergo Counselling, carrying out Community service, Withdrawn)
The report has been prepared in compliance of section21(1) of Sexual Harassment of Woman at workplace (Prevention, Prohibition and redressal) Act, 2013.

Yours faithfully
Dr. Uthira Dhandapani
Internal Complaints Committee
[Krea University, Sri City, Andhra Pradesh]
Date: 31-1-24

KREA university

Admin Office:
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
Tel: +91-44-2499 8199
www.krea.edu.in

Date: 20.02.25

From:
Presiding Officer
Krea University
5655, Central Expressway, Sri City, Andhra Pradesh 517646
icc_committee@krea.edu.in

To,

University Grants Commission (UGC)
Bahadur Shah Zafar Marg,
New Delhi - 110002.

Subject: Submission of Annual Report as per the requirement of Section 21 (1) of Sexual Harassment of Woman at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (herein after referred to as the Act)

Respected Sir/Madam,

We hereby submit the Report of the Internal Complaints Committee of Krea University, having registered office at Campus 5655, Central Expressway SRI City.

Disclosure prescribed under the Act

No. of Complaints of sexual harassment received during the period January 1, 2024 to December 31, 2024	**2**
No. of complaints disposed off	**1**
No. of cases pending for more than 90 days	0
Nature of Action taken by the Employer	**Reprimand or Censure**
No. of workshops or awareness programs against sexual harassment carried out	**8**

Details of Complaints Received

Date of Complaints	Date of Final Report	Action Recommended	Not Applicable
28.08.204	10.12.2024	Reprimand or Censure	-
20.12.2024			

Details of Workshops/ Training and Sensitisation Sessions

The following measures are taken as part of the Awareness Programs:

Sl. No	Date	Descriptions	No. of Employee covered
1	20.07.2024	Student Workshop	95
2	20.07.2024	Student Workshop	98
3	20.07.2024	Student Workshop	104
4	21.07.2024	Student Workshop	172
5	21.07.2024	Student Workshop	181
6	21.07.2024	Student Workshop	68
8	21.09.2024	Staff+Student Workshop	53

Details of Internal Complaints Committee

Name	Designation	Contact Details	Internal/External
Swarna Rajagopalan	Presiding Officer	swarna.rajagopalan@krea.edu.in	Internal
Akila R.S.	External	akila.rs@gmail.com	External
Amanjit Kaur Ahuja	Member Secretary	amanjit.ahuja@krea.edu.in	Internal
Swetha V Krishnan	Asst Member Secretary	swetha.krishnan@krea.edu.in	Internal
Ramakrishnan Durairaj	Senior Administrator	ramakrishnan.durairaj@krea.edu.in	Internal
Pallavi Pandey	Faculty	pallavi.pandey@krea.edu.in	Internal
Shilpi Singh	Faculty	shilpi.singh@krea.edu.in	Internal
Srajana Kaikini	Faculty	srajana.kaikini@krea.edu.in	Internal
Srijan Singh	Student	srijan_singh.mba23@krea.ac.in	Internal
Mugdha Kinhikar	Student	mugdha_kinhikar.phd22@krea.ac.in	Internal
Catherine Jaison	Student	catherine_jaison.sias23@krea.ac.in	Internal

The report has been prepared in compliance of Section 21 (1) of Sexual Harassment of Woman at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

For Krea University,

Swarna Rajagopalan
Presiding Officer
(Internal Complaints Committee)
Krea University

Annexure 5.1

List of Committees

IFMR GSB, Krea University **15th August 2025**

List of University-wide Committees for IFMR-GSB

Area Chair Details: AY 2025-26

S. No.	Area	Area Chair 2025-26
1	Data Science and IS	Debasish Mishra
2	Economics	Sumit Mishra
3	Finance, Accounting & QF	Praveen Bhagawan M
4	Marketing	Debankur Saha
5	OB & HR	Neelam Nakra
6	Operations	Ajay Philip
7	Strategy	Chandrasekaran N

IFMR GSB Committees: AY 2025-26

S. No.	Committee Name	Members
1	**Admissions & Outreach**	Soumya Pal (Chair)
		Vinod Kumar (Dy Chair)
		Suresh Venkataraman
2	**CRCS (Placement, Alumni & External Relations)**	Nagarani M (Chair) G Balasubramanian & C Krishnan (Advisors)
	MBA	1) Ajay Philip (Operations)
		2) Debankur Saha (Marketing)
		3) Debasish Mishra (Data Science and IS)
		4) Pallavi Pandey (OB & HR) (Chair, Alumni and ER)
		5) Ankur Paliwal (Finance), Jayaram R, Easwaran KV, Jyoti Kumari and Srinivasan Kalyanasundaram
	BBA	Narend Subramanian
3	**Curriculum Review**	Lakshmi Kumar (Dean) - (Chair)
		Balasubramanian G
		Vijayalakshmi C
		Sathyanarayanan R

4	**IFMR GSB Coordinator for SIAS (Business Minor)**	Kumaravel S
5	**Integrated MBA**	Suresh Venkatraman (Chair)
		Pallavi Pandey (Dy. Chair)
		C Vijaya Sathyanarayanan R Vasupradha S
6	**MBA (Full-time)**	Madhuri Saripalle (Chair)
		Sathya Saminadan R S (Dy. Chair)
		Jayasankar Ramanathan Sairam Moturi Vasupradha S

7	**EMBA (L&T)**	Chandrasekaran N / Vijaya C (Chair)
		Srinivasan Kalyanasundaram (Dy. Chair)
		Venkatanagarajan V Vasupradha S
8	**PhD (Full time & Part time)**	Jyoti P Mukhopadhyay (Chair)
		Praveen Bhagawan M (Dy. Chair)
		Vijayalakshmi C Vasupradha S
9	**Research Symposium for Finance & Economics (RSFE)**	Praveen Bhagawan M (Chair)
		Balasubramanian G
		Govindapuram Suresh
		Jyoti P Mukhopadhyay
		Soumya Pal

		Sumit Mishra
		Vinod Kumar
		Ankur Paliwal
10	**Scholarships (CFA / CMA / Others)**	Sesha Sai Ram Meka (Chair)
		Rajesh V N (Dy. Chair)
11	**Case Western Collaboration**	Vinod Kumar (Chair)
		Suresh Govindapuram
		Tapan Kar Arnab Biswas

Please note the following:	
1	The above committees will be with immediate effect for one academic year 2025-26. However, Dean has the discretion to change the composition and tenure of the Committee, based on institutional requirements.
2	The Committees can co-opt members according to requirements for specific tasks.

Prof. Lakshmi Kumar
Dean
IFMR Graduate School of Business

15th August 2025

Annexure 5.2

Minutes of Academic Council Meetings for Curriculum Revision

Minutes of the Academic Council (AC) Meeting of Krea University held on February 17, 2023 at 2.00 pm through online mode.

The following members were present:

1. Prof.Nirmala Rao, Vice-Chancellor and Chair
2. Prof.S.Sivakumar
3. Prof.Lakshmi Kumar
4. Prof.C.Vijayalakshmi
5. Prof.Panchali Ray
6. Prof.Rishi Vyas
7. Prof.Sumitra Ranganathan
8. Prof.G.Balasubramanian

Other Invitees:

1. Prof. Prithvi Datta Chandra Shobhi
2. Mr. S.Sundara Rajan

1. Apologies for absence:

   Apologies for absence was granted to the following members:

   1. Prof.Guha Dharmarajan
   2. Prof.John Mathew
   3. Prof Kalidindi N Satyanarayana
   4. Ms.Sharon Buteau

2. Confirmation of the minutes of the meeting of the AC held on January 13, 2023.

   The minutes of the meeting of the AC held on January 13, 2023 were confirmed.

3. Vice Chancellor's Report (brief report - oral)

   The Vice Chancellor briefed the members on the update of activities viz., admissions of both SIAS and GSB, budgets for 2023-24, accreditation, and SIAS students' achievements in progressing to other higher education institutions for their Masters programmes.

4. Academic Developments and approvals:

   Prof.Prithvi Datta, Associate Dean of SIAS, set out the following proposals for approval. AC members acknowledged that a note on each of the proposal explaining the academic requirements has been circulated earlier along with the Agenda.

   - Implementation of the Four-Year Undergraduate Program from the 2023-24 academic year
   - Minimum Academic Standards (to be maintained by all students and includes guidelines on academic probation and appeal process)
   - Supplementary Exams and Improvement Exams

- Registration Process

The AC members discussed and approved all the proposals.

5. Guidelines for academic programmes:

The AC members noted the guidelines for academic programmes circulated earlier.

6. Approval of new Academic Calendar for 2023-24 for the Graduate School of Business and the School of Interwoven Arts and Sciences - AC3/02/2023

The AC members approved the new Academic Calendar for 2023-24 for the IFMR GSB and SIAS programmes.

7. Minimum Academic Requirements (IFMR GSB programmes)

Prof.Lakshmi Kumar briefed AC members about the minimum academic requirements for IFMR GSB programmes, a note which had previously been circulated to members. The AC members noted and approved the same.

8. Potential collaborations with foreign Universities:

The AC members discussed the potential collaborations with foreign universities. The following points came during the discussions:

- To work on the implications for credits, the financials, before proceeding to the next stage for collaboration with any University.
- Summer programmes, semester abroad, student exchange and faculty exchange are some of the collaborative efforts which could be considered.
- Prof.Lakshmi Kumar was requested to prepare detailed proposals for discussion at the next AC meeting.

9. Calendar for future AC meetings (2023-24):

It has been decided to circulate the calendar for the AC meetings for 2023-24 after checking with the Academic calendar.

VC thanked the AC members for their continuous support and engagement.

Nirmala Rao

Meeting of the Academic Council of Krea held at 2.00 p.m. on Friday, 27 September 2024

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Dr. Anannya Dasgupta
Dr Kalyan S Chakrabarti
Dr Kumaravel S
Dr Panchali Ray
Dr Prithvi Datta Chandra Shobhi
Dr Shivani Jadeja
Professor S Sivakumar
Dr K Ravichandran
Mr. S.Sundara Rajan

Apologies for absence

The apologies of absence was granted to Prof. N Satyanarayana, Prof.Lakshmi Kumar and Prof. Bishnu Mohapatra.

Vice Chancellor's Report (AC1/09/2024)

The Vice-Chancellor informed the members about this year's recruitment, highlighting that Krea successfully enrolled 278 high-caliber students last year, a notable achievement. This year, the target for the Liberal Arts and Sciences program was raised to 320, a significant increase from last year's target of 240. However, only 247 students were enrolled, resulting in a financial shortfall of around 8 crores. Despite the Business Administration program surpassing its target of 60 by enrolling 66 students, the overall financial impact remains considerable, with a total deficit of approximately 4.5 crores.

The Vice-Chancellor highlighted the growing trend of Indian students seeking education abroad, with 560,000 aspiring to study overseas and a shrinking pool of students interested in liberal arts programs, dropping from 11,000 to 8,000 nationwide. She noted the intense competition among four major universities—Ashoka, Plaksha, Flame, and Krea—all targeting the same limited pool of candidates. Despite being one of these key players, Krea's share of applications was only about 15%. However, stricter visa regulations in countries

like Canada, Australia, and the UK have led approximately 125,000 students to consider domestic undergraduate programs, presenting a potential opportunity for Krea.

The Vice-Chancellor emphasized that Prof. Prithvi and Prof. Kalyan had been tasked with working closely with the Director of Admissions to devise new strategies. She noted that targeting the top 20 schools contributing to this candidate pool was crucial, especially given the external factors beyond Krea's control that affect recruitment outcomes. She encouraged Professors Panchali, Ananya, Shivani, and Kumaravel to actively engage whenever possible, offering their expertise during school visits and presentations. This participation would be particularly valuable in cities like Kolkata and Delhi, where the admissions team would provide schedules in advance.

The Vice-Chancellor added that the admissions team was exploring the idea of establishing agreements with select schools by creating memorandums of understanding. These partnerships would position the schools as strong feeder institutions, allowing students to become familiar with Krea's curriculum and better prepare for the undergraduate program, ensuring a steady flow of applicants over the long term. She also proposed the possibility of introducing an additional summer school or even a winter program to further strengthen these efforts.

Prof. Prithvi mentioned that the focus was on two specific time slots for the summer school: mid-April and late May or early June. This approach aimed to accommodate both South Indian and North Indian schools. The target is to enroll 250 to 300 students for the program. While this goal was aggressive, he noted that even achieving around 120 students in each round would represent a solid start.

The Vice-Chancellor stressed the importance of preparing a clear schedule that outlines responsibilities and timelines to ensure active faculty participation. Prof. Prithvi mentioned that he had proposed to the outreach team the inclusion of writing-centric workshops and professional development workshops. Additionally, the team plans to develop concise presentations on the academic structure to serve as common resources.

Prof. Anannya suggested pursuing government recognition for workshops or courses designed for schoolteachers, which would boost their credibility and attract more participants. Meanwhile, Mr. Ravi recommended hosting a science festival as a way to engage school students and draw them to Krea.

Prof. Kumaravel shared that the GSB outreach team had reassessed their recruitment strategies, employing a mix of online and in-person interviews, with a recent shift back to face-to-face sessions. He noted that the recent exhibition in Hyderabad significantly enhanced the visibility of MBA candidates. He also emphasized the crucial role of coaching

centers like Career Launcher and TIME in raising nationwide awareness of IFMR GSB among students.

The Vice-Chancellor proposed identifying third- and fourth-year students to serve as Krea ambassadors by reconnecting with their former schools. These students could be offered incentives to participate in outreach efforts, leveraging their personal networks to boost Krea's visibility and attract prospective applicants.

Prof. Shivani proposed exploring the possibility of transforming select resources into an NPTEL course as part of the outreach strategy. This would not only contribute to the national educational landscape but also enhance Krea's visibility and engagement.

Prof. Kalyan proposed the establishment of a structured week-long internship program for students in Krea's lab, featuring theoretical lectures, hands-on experiments, and digital data collection. Participants would analyze the data and prepare a report with guidance from senior students. This paid internship would also provide certificates and letters of participation. Furthermore, he recommended developing a new 40-credit PG diploma course by leveraging the existing curriculum, with the aim of streamlining the process and utilizing established content to create an appealing program for prospective students.

The Vice-Chancellor recommended that Prof. Panchali submit a proposal to integrate fieldwork components into courses focused on studying gendered spaces through collaborations with local NGOs and family courts in Chennai. This initiative would not only provide students with practical experience but also enhance the university's visibility within the community.

The Vice-Chancellor mentioned that RH9 will be completed by November, making it the largest residential hall with a capacity of 400 students, designed to accommodate various student hub activities and repurpose existing dining spaces for student use. She also outlined plans to improve the environment around the School of Life Sciences and RH10 by creating walking paths, cycling tracks, and sports facilities. The current growth plan indicates that only two buildings will be operational until at least 2028, including the School of Mathematical and Computational Sciences. Additionally, she mentioned plans for a guest house, a clubhouse, and a residence for the Vice-Chancellor.

To approve

Four-Year Undergraduate Program Curriculum

Prof. Prithvi reported that the four-year programs are closely aligned with UGC guidelines, offering students the option to take four additional courses. The new curriculum enhances the existing three-year honors program by adding required courses while maintaining its

foundational elements. He also highlighted the transition from a joint major in literature and arts to a full major, effectively creating a 14th major without increasing the number of course offerings. Furthermore, the social studies program will be renamed Sociology and Social Anthropology to more accurately reflect its focus.

He announced plans to review the current skills courses over the next three months, with a task force established to lead the evaluation. Prof. Prithvi also proposed to the CoE the idea of holding regular meetings after each term with faculty groups from every discipline. Additionally, the Vice-Chancellor suggested that the exam manual be discussed at the upcoming meeting.

Prof. Anannya emphasized the importance of improving the orientation for new faculty by integrating an academic component that addresses the career rubric, CGPA, and grading standards. Prof. Siva underscored the need to finalize a unified grading system for both schools, leading the Vice-Chancellor to ask the COE to take the lead on this initiative.

Catalogue for Major, Minor, and Joint Major

The members approved the Four-Year Undergraduate Program Curriculum, including the catalogue for Majors, Minors, and Joint Majors.

Any other business

Since there were no other business to discuss, the meeting ended with a vote of thanks to the chair.

Next AC meeting – Friday, 29 November 2024

The members noted the next meeting will be held at 2.00 pm on 29 November 2024 through online.

Nirmala Rao

Annexure 5.2 A

Supporting documents to Annexure 5.2

Four Year Undergraduate Program (FYUP) Curriculum

The following note summarizes the new Four-Year Undergraduate curriculum proposals. Included here are details of graduation requirements for 14 majors[1] and three minors.

The new graduation requirements adhere to the UGC guidelines, particularly the credit requirement for earning four-year and three-year degrees as per the recommendations of the New Education Policy. These guidelines set the three-year degree requirement at 120 credits and the four-year degree requirement at 160 credits.

50% of the credits are required to be devoted for a major, 40% each in the case of a double major and 20% for minor.

The four-year UG program is being implemented from 2024-25, with students admitted since 2021 being eligible to opt in for a four-year honors degree. All students admitted since 2023 have been admitted to the Four Year UG program, with an exit option after three years[2]. In order to earn an honors degree, a student has to complete the graduation requirements specified in the FYUP curriculum. Upon completing a 12- credit capstone research project, a student is eligible for the award of Honors (Research) degree. However, if a student exits after three years, only a BA or BSc degree will be awarded.

The FYUP curriculum being presented now represents an evolution of the existing three-years honors program curriculum. Additional required and elective courses have been added to meet the credit requirements.

In addition to majors, minors and concentrations, SIAS students can also opt for a double major by combining any two majors. As a consequence, joint majors, which were a key feature of the three-year honors program, have been dropped.

However, the Literature and Arts joint major is proposed here as a new major.

Additionally, AC approval is also being sought to rename Social Studies major as Sociology and Social Anthropology. Social Studies, which was conceived as an interdisciplinary major, didn't serve the needs of Indian students who sought admission in Sociology or Social Anthropology Masters programs. The revised curriculum shifts the focus towards a more conventional Sociology and Social Anthropology training and hence the request for renaming the major.

In 2024-25, we intend to undertake a comprehensive review of the Core and Skills curriculum. This curriculum has been taught since 2019-20 and a task force will be appointed to recommend any changes which are necessary. The taskforce will also consider introducing Indian languages as well as internship credits.

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[1] Including Data Sciences, for which the FYUP graduation requirements were approved in the AC meeting held on November 23rd, 2023.

[2] The Board of Management approved the implementation of the FYUP on 13th February 2023.

Graduation Requirements:

Categories	Credit requirements
Core and Skills	36 credits
Major	80 credits
Double Major	64+64 credits
Minor	32 credits
Concentration	16 credits
Total credits required for graduation	160 credits
Maximum credits that a Krea student will be permitted to earn	176 credits

Eligibility:

Entry to the fourth year doesn't have any additional eligibility criteria other than being a student in good standing, which requires a student to maintain

- A minimum CGPA of 5.5
- To not have more than 5 incomplete (I) or failed (U) courses
- To have completed all the first-year courses (i.e., courses taken in the first year) before the T10 starts in July 2024 (Supplementary exams can be taken during summer 2024 to gain eligibility)

There is no admission process apart from opting in for the Four Year UG Program (FYUP), and this process will be initiated by the Academic Office.

In this document, graduation requirements for majors, double majors and minors as well as the new set of required courses for the FYUP are provided.

In the FYUP, there are no joint majors since double major provision is there.

Literature and Arts joint major is being proposed as a major under the Four Year UG Program.

Science Division

1. Biological Sciences

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	48	48	48	48	28	20	8
Electives	32*	16	12	0	4**	4**	8**

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Life at different scales	X	X	X	X	X	X	X
2.	General Chemistry	X	X	X	X	X		
3.	General Physics	X	X	X	X	X		
4.	Biochemistry	X	X	X	X	X	X	X
5.	Lab I***	X	X	X	X			
6.	Genetics	X	X	X	X	X	X	
7.	Form and Function	X	X	X	X	X	X	
8.	Lab II***	X	X	X	X			
9.	Evolution	X	X	X	X	X	X	
10.	Molecular and Cellular Biology	X	X	X	X			
11.	Microbiology	X	X	X	X			
12.	Ecology and Conservation Biology	X	X	X	X			
13.	Biostatistics	X	X	X	X			

***TWO CREDIT COURSES

2. Chemistry

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	60	60	52	40	24	24	18
Electives	24*	4	8**	8**	8**	4**	0

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	General Chemistry***	X	X	X	X			
2.	Physics for Chemists	X	X	X	X****			
3.	Mathematical Models	X	X	X				
4.	Energetics and Kinetics	X	X	X	X	X	X	
5.	Carbon Based Molecules	X	X	X	X	X	X	X
6.	Atoms, Molecules and Elements	X	X	X	X****	X	X	X
7.	General Chemistry Lab***	X	X	X	X	X	X	X
8.	Analytical Chemistry & Spectroscopy	X	X	X	X	X	X	X
9.	Chemistry across the Periodic Table	X	X	X	X	X	X	X
10.	Advanced Energetics, Kinetics and Materials	X	X	X	X			

11.	Inorganic Chemistry Lab***	X	X	X	X****	X	X	
12.	Making Carbon based Molecules	X	X	X	X			
13.	Symmetry and Group Theory	X	X	X	X			
14.	Physical Chemistry Lab***	X	X	X	X			
15.	Coordination Chemistry	X	X	X	X			
16.	Organic Chemistry Lab***	X	X	X	X			
17.	Organic Synthesis & Estimations Lab****	X	X					
18.	Instrumental Methods of Analysis***	X	X					
19.	Programming and Computational Lab***	X	X					
20.	Seminar***							

***TWO CREDIT COURSES

**** These courses can be replaced based on the choice of the double major

3. Computer Science

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	52	52	52	44	24	16	NA
Electives	28*	12*	8	4**	8**	8**	

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Introduction to Computation through Programming	X	X	X	X	X	X	
2.	Discrete Math	X	X	X	X	X	X	
3.	Programming with Data Structures	X	X	X	X	X	X	
4.	Applied Linear Algebra	X	X	X	X	X		
5.	Calculus for Computer Science	X	X	X	X			
6.	Design and Analysis of Algorithms	X	X	X	X	X	X	
7.	Systems of Programming	X	X	X	X	X		
8.	Applied Probability	X	X	X	X			
9.	Software Design Practical	X	X	X				
10.	Principles of Computer Systems	X	X	X	X			
11.	Machine Learning	X	X	X	X			
12.	Principles of Programming Languages	X	X	X	X			
13.	Models of Comp	X	X	X				

4. Data Sciences

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	44	44	44	44	28	24	16
Electives	32*	20*	16	4	4**	0	0

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Introduction to Data Science	X	X	X	X			
2.	Python for Data Science	X	X	X	X	X	X	
3.	Mathematical Foundation of Data Science – 1	X	X	X	X	X	X	
4.	Introduction to Linear Algebra	X	X	X	X	X		
5.	Applied Statistics	X	X	X	X	X	X	
6.	Introduction to Calculus	X	X	X	X			
7.	Data Structures and Algorithms	X	X	X	X	X	X	
8.	Data Management	X	X	X	X			
9.	Introduction to Statistical Learning	X	X	X	X	X	X	
10.	Responsible AI	X	X	X	X			
11.	Machine Learning	X	X	X	X	X	X	

***TWO CREDIT COURSES

5. Environmental Studies

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	40	40	40	40	32	24	16
Electives	40*	24*	20	8	0	0	0

*Includes capstone

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Past, Present and Predicted Environments	X	X	X	X	Any Eight of the Required Courses	Any Six of the Required Courses	Any Four of the Required Courses
2.	Tools and Methods	X	X	X	X			
3.	Introduction to Environmental Science	X	X	X	X			
4.	Environmental Communication	X	X	X	X			
5.	Climate Change	X	X	X	X			
6.	Introduction To Sustainability	X	X	X	X			
7.	Environment and Ethics	X	X	X	X			
8.	Ecology and Conservation Biology	X	X	X	X			
9.	Environmental History	X	X	X	X			
10.	Ecological Economics	X	X	X	X			

6. Mathematics

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	52	52	52	48	16	16	16
Electives	28*	12*/**	8**	0	16**	8**	0

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Proofs and Ideas	X	X	X	X	X	X	X
2.	Analysis 1	X	X	X	X	X	X	X
3.	Analysis 2	X	X	X	X	X	X	X
4.	Analysis 3	X	X	X	X			
5.	Analysis 4	X	X	X	X			
6.	Complex Analysis	X	***	***				
7.	Linear Algebra	X	X	X	X	X	X	X
8.	Algebra 1	X	X	X	X			
9.	Algebra 2	X	X	X	X			
10.	Algebra 3	X	***	***	****			
11.	Topology	X	***	***	****			
12.	Ordinary Differential Equations	X	X	X	X			
13.	Probability	X	***	***	****			
14.	Numerical Methods		***	***	****			

***Any four of these can be taken

****Any three of these can be taken

7. Physics

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	58	50	50	46	22	22	18
Electives	24	14	12	2	10	2	0

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Mathematical Methods I	X	X	X	X	X	X	X
2.	Mathematical Methods II	X	X	X	X			
3.	Classical Physics – Energy and Force I***	X	X	X	X	X	X	X
4.	Classical Physics – Energy and Force II***	X	X	X	X	X	X	
5.	Classical Physics – Fields I***	X	X	X	X	X	X	X
6.	Classical Physics – Fields II***	X	X	X	X	X	X	
7.	Energy and Entropy	X	X	X	X	X	X	X
8.	Electronics I***	X	X	X	X			
9.	Electronics II***	X	X	X				
10.	Classical Physics – Spacetime***	X	X	X	X	X	X	X

11.	Quantum Physics I	X	X	X	X	X	X	X
12.	Quantum Physics II	X						
13.	Computational Methods***	X	X	X	X			
14.	Statistical Mechanics	X	X	X	X			
15.	Waves and Oscillations***	X	X	X	X			
16.	Optics I***	X	X	X	X			
17.	Optics II***	X	X	X				
18.	States of Matter	X	X	X				
19.	Subatomic Physics	X	X	X	X			
20.	Fundamentals of Theoretical Physics	X						

***TWO CREDIT COURSE

8. Psychology

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	48	48	36	36	20	20	
Electives	32*	16*	24**	12**	12**	4**	

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Introduction to Psychology	X	X	X	X	X	X	
2.	Brain and Behavior	X	X	X	X	X	X	
3.	Statistics and Research Methods 1	X	X	X	X			
4.	Statistics and Research Methods 2	X	X	X	X			
5.	Qualitative approaches to Psychology	X	X	X	X			
6.	Cognitive Psychology	X	X	X	X	X	X	
7.	Developmental Psychology	X	X	X	X	X	X	
8.	Social Psychology	X	X	X	X	X	X	
9.	Introduction to Clinical Psychology	X	X	X	X			
10.	Writing like a Psychologist	X	X					
11.	Testing and Measurement in Psychology	X	X					
12.	Introduction to theories in Counselling	X	X					

Arts and Literature Division

9. Literature

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	28	28	28	28	16	16	Any four literature courses
Electives	52	36	32	20	16	8	

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Introduction to Literary Studies (formerly Literary Methods)	X	X	X	X	Any Four Required Courses	Any Four Required Courses	
2.	Creative Writing	X	X	X	X			
3.	Genre in Literary Studies	X	X	X	X			
4.	Literary Movement(s)	X	X	X	X			
5.	Literary Canon	X	X	X	X			
6.	Translation	X	X	X	X			
7.	Research Writing	X	X	X	X			

10. Literature and Arts Major

(The Literature and Arts joint major has been turned into a major now and that's only for those opting for the four-year program. Students choosing to graduate with a three-year BA degree cannot opt for the Literature and Arts Major; they can do a Literature Major and a Global Arts Minor. Further, minor or concentration isn't offered in Literature and Arts. Students may take literature or Global Arts minor or concentration.)

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	44	44	NA	NA	NA	NA	NA
Electives	36*	20*	NA	NA	NA	NA	NA

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	~~Three-Year Single Major~~	~~Three-year Double Major~~	~~Four Year Minor~~	~~Three Year Minor~~	~~Concentration (Applicable to both three- and four-year programs)~~
1.	Introduction to Literary Studies (Formerly Literary Methods)	X	X					
2.	Creative Writing	X	X					
3.	Genre in Literary Studies	X	X					
4.	Literary Movements	X	X					
5.	Make or Break? The Literary Canon	X	X					
6.	Translation: "Translation,	X	X					

	Theory and Practice"							
7.	Exploring Art, Understanding Culture	X	X					
8.	Pathways in the Arts	X	X					
9.	Concepts in Aesthetics	X	X					
10.	Art Technologies and Design	X	X					
11.	Immersion in the Art	X	X					

Humanities and Social Sciences Division

11. Economics

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	60	52	44	44	32	24	16
Electives	20*	12**	16***	4***	0	0	0

*Includes capstone credits

** These credits can also be earned by doing a capstone or taking additional required courses

*** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Principles of Economics	X	X	X	X	X	X	X
2.	Mathematics for Economics	X	X	X	X	X	X	X
3.	Statistics for Economics	X	X	X	X	X	X	
4.	Introduction to Statistical Programming	X	X	X	X			
5.	Microeconomics - I	X	X	X	X	X	X	X
6.	Macroeconomics – I	X	X	X	X	X	X	X
7.	Econometrics – I	X	X	X	X			
8.	Microeconomics – II	X	X	X	X	X		

9.	Macroeconomics – II	X	X	X	X	X		
10.	Indian Economy	X	X	X	X	10 or 11	10 or 11	
11.	History of Economic Thought	X	X	X	X			
12.	Math for Economics – II	X	X					
13.	Econometrics – II	X	X					
14.	Microeconomics – III	X						
15.	Macroeconomics - III	X						

12. History

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	40	40	40	40	20	20	16
Electives	40*	24	20	8	12**	4**	0

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Methodology							
a.	The Historian's Craft: Primary Sources and their Interpretations	Any three of the five courses	Any three of the five courses	Any three of the five courses	Any three of the five courses	Any one of the five courses	Any one of the five courses	Any one of the five courses
b.	Historical Reasoning							
c.	Indian Historiography							
d.	The New Science							
e.	Advanced Indian Historiography							
2.	World History							
a.	Ancient World	Any three of the five courses	Any three of the five courses	Any three of the five courses	Any three of the five courses	Any two of the five courses	Any two of the five courses	Any one of the five courses
b.	How We Became Modern: World History from 1500 to the Present							
c.	Winds of Change: Anticolonial Movements in the 19th and 20th Centuries							
d.	Economic History: Humans as Planetary Pilots							
e.	Urban Emergence							
3.	Indian History							
a.	The Rise of Civilizations in India	X	X	X	X			

b.	Sources of the Self: India in the Second Millennium AD	X	X	X	X	Any two of the four courses	Any two of the four courses	Any two of the four courses
c.	From Mughaliayah Saltanat to Sovereign Republic: India in Transition	X	X	X	X			
d.	India and the World	X	X	X	X			

13. Politics

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	40	40	36	32	16	16	8
Electives	40*	24*	24**	16**	16**	8**	8**

*Includes capstone

** These credits can also be earned by taking additional required courses

	Required Course	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Indian Politics I	X	X	X	X	X	X	

2.	Politics in Multiple Frames I	X	X	X	X	W***		
3.	Comparative Politics I	X	X	X	X	Y***	Y***	
4.	Political Theory I	X	X	X	X	X	X	
5.	Global Politics I	X	X	X	X	Y***	Y***	
6.	Indian Politics II					Z***	Z***	
7.	Political Theory II					Z***	Z***	
8.	Comparative Politics II							
9.	Methods I	X	X	X	X	W***		
10.	Global Politics II							
11.	Political Imaginings from the Global South	X	X					
12.	Methods II	X	X					

*** Under 3- and 4- Year Minors, students may opt for one of the courses marked as Y, Z and W.

Note: Both 3-year and 4-year majors, 4-year double majors are required to take part II of two subfields

3-year double majors are required to take part II of one subfield

"Subfield" here refers to the following subfields of Politics: Indian Politics, Political Theory, Comparative Politics, and Global Politics.

14. Social Studies (Sociology-Social Anthropology)

Graduation Requirements	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	80	64	60	48	32	24	16
Required Courses	36	36	36	32	16	16	16
Electives	44	28	24	16	16**	8**	

*Includes capstone

** These credits can also be earned by taking additional required courses

Please note that some of these courses had different titles before and those courses will be considered as equivalent to the ones in this list. The required courses already taken will be considered and new courses will be offered in the 2024-25 academic year.

	Required Courses	Four-Year Single Major	Four-Year Double Major	Three-Year Single Major	Three-year Double Major	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Introduction to Sociological and Anthropological Thought	X	X	X	X	X	X	X
2.	Introduction to Political Anthropology	X	X	X	X	***	***	***
3.	Research Methodology (Qualitative Research)	X	X	X	X	Either 3 or 4	Either 3 or 4	Either 3 or 4
4.	Research Methodology (Quantitative Research)	X	X	X	X			
5.	Economy and Society	X	X	X	X	***	***	***
6.	Introduction to Feminist Theory	X	X	X	X	****	****	****
7.	Communities and Identity in India	X	X	X	***	****	****	****
8.	Kinship and Family	X	***	X	X	***	***	***
9.	Religion and Society	X	X	***	***	****	****	****
10.	Caste and Tribes in Contemporary India	X	***	***	***			

*** One of these can be taken

**** One of these may be taken

Minors:

15. Business Studies

Graduation Requirements	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	32	24	16
Required Courses	20	20	16
Electives	12	4*	0

* These credits can also be earned by taking additional required courses

	Required Course	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Introduction to Accounting and Finance	X	X	Any four required courses
2.	Foundations of Marketing	X	X	
3.	Supply Chain Management**	X	X	
4.	Human Behavior and Organization / Introduction to People Management	X	X	
5.	Information Systems and Business Analysis**	X	X	
6.	Strategy and Innovation	X	X	

**TWO CREDIT COURSES

16. Global Arts

Graduation Requirements	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	32	24	16
Required Courses	16	16	8
Electives	16	8	8*

* These credits can also be earned by taking additional required courses

	Required Course	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Exploring Art, Understanding Culture	X	X	Any two required courses
2.	Pathways in the Arts	X	X	
3.	Art, Design and New Media	X	X	
4.	Arts Immersion (Choice of Practice given)	X	X	

17. Philosophy

Graduation Requirements	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
Total Credits	32	24	16
Required Courses	16	16	16
Electives	16	8	0

* These credits can also be earned by taking additional required courses

	Required Course	Four Year Minor	Three Year Minor	Concentration (Applicable to both three- and four-year programs)
1.	Philosophical Concepts	X	X	X
2.	Philosophical Methods	X	X	X
3.	Philosophical Practice	X	X	X
4.	Philosophy and Society	X	X	X

Annexure 5.3

Extracts from the minutes of Academic Council Meetings

I. Extracts from the Academic Council Meeting held on 10 March 2020

2. Update on 4th Year advanced study SIAS - Prithvidatta Shobhi:

a. Dr. Prithvi was introduced as the incoming chair of Social Sciences and Humanities.
b. He also led a Task force that looked at the 4th year option. Presented the highlights and the AC in principle approved the start of 4th year is SIAS' 4th year, which would be 2022 – 23.
c. Dr Gaurav mentioned, 4th year should have strong emphasize in terms of research also should plan on bringing non - Krea students.
d. With this approval we will start to work on fleshing out the administrative and curricular road map for the 4th year and present it to a subsequent AC for discussion.

3. SIAS Curriculum Update

a. Core and Skills timeline is to be sent the following week. Major and minors to be completed by June.
b. Curriculum committee has been set up with 5 SIAS faculty members and will be chaired by Dean. Bishnu Mohapatra. Students are also expected to be part of this effort
c. Many of the AC members have also agreed to be part of the various subject task forces. Dr Srinath looked forward to us getting involved to create the interwoven curriculum structure.
d. Dr Gaurav emphasized 4th year Curricular must build the collaboration with NGO. We should have own curricular code unlike other university and to be benchmarked.
e. Dr Jessica talked about need to get collaboration right and also look into specific industry competencies like Bio Tech
f. Dr Vishaka Desai commented on the task forces being set up for the various majors and minors and reminded us of how the AC was involved in creating the 'core/skills' curriculum.

II. Extracts from the Academic Council Meeting held on 22 June 2020

5. SIAS Core courses – Pedagogy of curricular update and approval:

Before the start of the discussions on Pedagogy of curricular update, Vice Chancellor has announced the following decisions made in the Governing Council meeting:

- To appoint Prof.Raghu Sundaram, Dean, Stern School of Business, New York University as a member of the Academic Council
- To appoint Prof. Srinath Raghavan who is a member of Academic Council as Vice Chair of the Academic Council
- To appoint Prof. Gaurav Raina as Chairperson of Krea Innovation Taskforce (Krea 2.0)

VC also informed that the other members of the Krea Innovation Taskforce are Prof.Hariharan (SIAS), Prof.G.Balasubramanian (GSB), Prof.Sumitra Ranganathan (SIAS), Mr.Shankar Narayanan (CIO).

VC requested all the Division Chairs to share their experiences during the preparatory work on Core and Skills review.

The Divisional chairs Profs. Akhila, Sivakumar and Prithivi have shared the experiences from their conversations with the students and the faculty. Some of the key points are

given below:

• The Divisional Chairs made a presentation on four points (a) Core and Skills Revision, (b) Students Preferences on majors and minors, (c) Planning for Majors and (d) Faculty hiring.
• The students were very enthusiastic in the participation of Core and Skills revision process.
• The recommendations for the Core and Skills made were – Courses to continue to be taught, Review in 4 years, Maintaining standards/rigour, Articulating objectives and learning outcomes, Course packs and readers, Assessment rubrics for each course, Interwoven activities and Preparation for online and blended learning (LMS).
• The course selection until the Trimester 6 were 2 courses in the major, 1 in the minor and 1 course in another discipline. AC members noted the details of these courses.
• A survey was circulated to the students to give their first preference on the major and the first preference of minor subjects and the survey results were presented to the AC members during the meeting.
• The process involved about 14-15 months including 2-3 long day workshops with SIAS faculty wherein major descriptions and list of courses prepared and presented to SIAS faculty. Subsequently Majors and minors were presented to the students. Course catalogue developed by faculty groups in each major and submitted to the Curriculum Committee. The course catalogue was vetted by curriculum committee and some external experts. The students will declare their major by the end of Trimester 4.
• Also, discussions on interdisciplinary courses happened among the divisions to ensure that there are courses which are being taught by a faculty from across the divisions.
• Members of AC noted about the assumptions on the number of majors, number of minors, number of sections in each course, number of faculty members required for classes presented by the divisional chairs.
• VC thanked all the divisional chairs and mentioned the AC members that this discussion will be followed by some more discussions in the next few weeks to get a sense of what would be the roadmap for launch of major and minors. VC also updated on the recent faculty hiring happened.
• Dr.Srinath Raghavan raised a couple of questions on whether students have more choices to choose the courses and also on the requirement of faculty to teach majors and suggested to create a design map for the number of faculty required to teach majors and other subjects related to majors.
• Dr.Vishakha Desai mentioned that given the situation on online learning Krea should make sure that interwoven learning is not compromised. VC mentioned that Krea emphasizes interwoven learning as a driving principle in its core and skills even in online mode of teaching.

• Prof.Raghuram Rajan suggested whether some students can be given flexibility who want to go on an accelerated path of doing multiple things for which VC said this is a valid point and can be implemented as a policy.
• AC members deliberated in detail about the flexibility in choices, choice of majors and minors, allowing some of the fast tract students as the fifth course, how to make students think about disciplinary knowledge etc., and suggested to continue this discussion in the next meeting.
• Prof.Gaurav Raina showed the faculty requirements prepared based on the discussions with the Division chairs and others for the academic year 2020-21. AC

members noted and requested him to circulate the details to the AC members. This will be further discussed in the next AC meeting. AC requested VC, Mr.Kapil Viswanathan, Dr.Srinath Raghavan and Dr.Gaurav Raina to discuss this internally and come back with a note for discussion in the next AC meeting.

VC thanked the AC members for their continuous support and engagement and requested them to be available for continuation of this meeting some time towards the end of July.

III. Extracts from the Academic Council Meeting held on 28 July 2020

Majors at Krea – Process and Timelines

VC mentioned that the final recommendation note on Majors (process and timeline), its approach, its anchors and external reviewers has been circulated to AC members. He also mentioned that the eight guiding principles (Writing intensive, interdisciplinarity, research, ethics, historicity of ideas, real world immersive experience, data analytics and unanswered questions, and interwoven pedagogy were taken into account while preparing the course catalogue.
Prof.Bishnu explained the process and timeline involved in deciding the Majors which was started by revising the core and skills for the first year students. This informative process involved getting feedback from students, faculty members and external reviewers.
Prof.Gaurav Raina mentioned that the process of finalizing the majors and minors went through five perspectives viz., academic breadth of courses, student demand after the surveys, ability to execute within the timeframe, culture of Krea and budgets for additional faculty hiring.
AC members, in principle, approved the majors and minors for execution. However, they suggested the following for consideration.
• As the online mode teaching will continue for some more time, members suggested that inviting top-notch faculty members from other parts to do some curated courses through online for the first year students.

• Form smaller groups among the AC members who will interact with Dean Council and other faculty members to do a deep dive in the majors and give their inputs for further strengthening the majors.

IV. Extracts from the Academic Council held on 13 January, 2023

- BBA/Integrated MBA Programme at IFMR GSB – Prof.Lakshmi Kumar, Dean of IFMR GSB made a presentation on the BBA/Integrated Programme. The AC members noted the same.

V. Extracts from the Academic Council held on 23 November, 2023

- Dr Srikrishnan Divakaran, Associate Professor – Computer Science and Dr Shyam Kumar Sudhakar, Assistant Professor – Biological Sciences were invited to present the 4-year Interdisciplinary Data Science program to the Academic Council. They made a brief presentation on the programme.

- Prof Satyanarayana wanted to know the target audience of the Data Science program. The Vice Chancellor clarified that the Data Science program is being offered to the SIAS Undergraduate students as an additional major, minor and concentration.
- The Vice Chancellor wanted to know how this Data Science program is different from other institutions, as it was named as interdisciplinary for the UG students. Dr. Srikrishnan mentioned that this program is quite flexible for students who are technically strong, and the electives will help them with different combinations. The members deliberated on the specifics of the Data Sciences program and approved the proposed curriculum.

Annexure 5.3 A

Supporting documents to Annexure 5.3

Fourth Year at Krea

Fourth Year Taskforce Draft Report

Presented to the Dean, School of Interwoven Arts and Sciences in December, 2019

PREAMBLE:

In July 2019, Professor Bishnu Mohapatra, Dean SIAS, tasked a SIAS faculty group (referred to hereafter as the Fourth Year Taskforce) consisting of Dr. Anannya Dasgupta, Dr. John Mathew, Dr. Sumitra Ranganathan, Dr. Anand Sahasranamam and Dr. Prithvi Datta Chandra Shobhi (convener) to examine the desirability of and framework for establishing the fourth year undergraduate programme at SIAS. The terms of reference were broad and the Fourth Year Taskforce was encouraged to explore all options.

The Fourth Year Taskforce formally met twice - on August 5th and on September 4th. Both the meetings were attended by all the members as well as the Professor Mahapatra. In addition to these formal meetings, informal consultations have been held with other SIAS faculty, Professor Sunder Ramaswamy, Vice Chancellor, Krea University and Professor Mohammed Kalam, Dean, Administration and Regulatory Affairs. The Taskforce also presented its recommendations to SIAS faculty on October 16th, 2019.

The present report incorporates input collected in all the above-mentioned deliberations.

BACKGROUND:

Ever since the Radhakrishnan Committee (1948) and the Kothari Commission (1964-66) endorsed the 10+2+3+2 model for organizing Indian education, four-year undergraduate programmes (FYUP) have faced regulatory obstacles, except in the case of technical education. Even as recently as 2014, the University Grants Commission (UGC) insisted that the FYUP, as implemented by the Delhi University, violates its nationwide policy and academic requirements for an undergraduate degree must be fulfilled within three years. Recall that four-year Honours programmes were offered by several universities until the 1950s, and a graduate of such a programme would then enroll in a one year master's. Note further that most of the universities also simultaneously offered three year undergraduate and two year master's programmes. It is only from the 1960s that a three-year degree (Honours as well as Regular) and a two year master's programmes became the norm.

However, various developments of the past six months suggest that the regulatory rigidity in relation to FYUP is getting loosened. This is evident in the reports of various committees, tasked to examine problems being faced by the higher education sector. For instance, the Kasturirangan Committee, which prepared a voluminous report as a resource for a new national education policy and submitted the same in May 2019, explicitly recommended FYUP. The Ministry of Human Resources Development's (MHRD's) new National Education Policy (NEP), which is now being circulated among various ministries and is expected to be finalized by the end of the

year, permits both three-year and four-year undergraduate programmes, with multiple exit options, including at the end of first and second years. The Balram Committee, which submitted its report to MHRD/UGC in August 2019, strongly argued in favour of FYUP as a much needed step to improve the quality of research in Indian universities. Thus, there is an emerging consensus around FYUP and MHRD/UGC is likely to permit FYUP in the near future. However, universities will also be mandated to offer three-year undergraduate programmes concurrently, with multiple exit options. Interestingly, in all these reports 'Honours' nomenclature is often used for FYUP and BA / BSc / B.Com. Pass for three year programmes.[1]

It is noteworthy that UGC currently permits FYUP if the degrees offered are called Bachelor of Research programmes. Indian Institute of Science, Bangalore, and Shiv Nadar University are running such four-year research degree programmes. Other universities, Ashoka and Flame in particular, have taken the more conventional path of running three-year Honours programmes, which is then supplemented with a fourth-year diploma programme. Called the Ashoka Scholars Programme and the Flame Scholars Programme, these one year, two-semester long diploma programmes follow the conventional academic year and largely involve additional coursework.[2] Note that these fourth year programmes are different from the Young India Fellow programme at Ashoka University or Tech Leaders Fellowship at Plaksha.

OPTIONS FOR KREA:

From our deliberations it is clear that Krea would have launched a FYUP, if there had been regulatory flexibility. The intellectual justification for a FYUP lies in the opportunity to formulate a curriculum that provides for an in-depth understanding of a discipline, and more importantly, trains students for a career in research. The institutional justification for a FYUP can be seen in the demand for a rigorous interdisciplinary academic programme, which provides enough time and opportunities for learning. While the demand for FYUP appears to be primarily from those students interested in pursuing a research degree in North America, such a programme will be very appealing to even those students likely to enter the private sector or prepare for competitive exams like the civil services, Common Admission Test (CAT) or the Graduate Aptitude Test in Engineering (GATE).

It is likely that Krea will be able to offer FYUP very soon. However, both regulatory and market considerations might compel the University to administer both three year and four year undergraduate programmes concurrently. While the impending approval of a FYUP might appear to make our exercise quite superfluous, the following significant considerations compel us to persist with our mandate. Thus the taskforce considered the following issues and questions:

1. There is substantial demand from students of existing three year programmes, including those at Krea, for a fourth year programme. So the taskforce discussed the intellectual justifications for a fourth year programme and its academic contours.

[1] Annexure 1 provided more details on the abovementioned reports and impending regulatory changes.
[2] Annexure 2 provides details of both Bachelors of Research programmes as well as fourth year diploma programmes.

2. The taskforce also considered three specific questions. First, should there be a separate core curriculum for non-Krea students who are admitted to a fourth year programme or a common core for all the students? Second, how flexible should the fourth year programme be with respect to allowing students to spend part of the academic year at other research institutions, foundations and non-governmental organizations? Third, should a fourth year programme be continued even after Krea FYUP is launched? This target group will be the graduates of a three-year UG programme, including those who may opt to exit from a FYUP after three years.
3. The taskforce also took this opportunity to deliberate on Krea's own FYUP, even though this issue wasn't explicitly part of its terms of reference. The following questions were raised and discussed. Will Krea FYUP simply be an extension of the existing undergraduate curriculum or will significant rethinking necessary? Are there modules and advanced courses in the proposed fourth year programme which may be used in the FYUP?
4. Finally, the taskforce also considered the relationship between fourth year programme (as well as a future Krea FYUP) and future Krea master's programmes. It is quite likely that Krea may have to offer both one year and two year master's programmes, to cater to the needs of graduates of FYUP and three year degree programmes. How will the overlapping curricular and programmatic structures be managed?

THREE SCENARIOS:

The taskforce envisages the following three specific scenarios, in light of which its recommendations have been made.

1. Fourth year programme for Krea students, until UGC permits four-year programmes:

a. The fourth year option will involve the following possibilities:
   - advanced coursework in the major, including a substantial research component.
   - acquiring enough credits to qualify for a second major or one to two minors, even though the transcript may not clearly state that.

b. Completing degree requirements within three years, with a minimum CGPA specified for eligibility.

c. Earning a possible interdisciplinary master's degree via an additional year's coursework and research.

2. Fourth year programme for non-Krea students:

a. Options outlined above for Krea students will broadly remain applicable for non-Krea students as well.

b. Eligibility will be assessed through a rigorous national level admissions process.

c. This programme could potentially continue even after FYUP is launched at Krea. It will remain an option for non-Krea graduates from a three-year undergraduate programme, should they wish to get the Krea experience.

3. **Four-year degree program for Krea students (when UGC permits):**
   a. Will be an extension of the three-year program and will continue as an integral part of the undergraduate programme.
   b. Allows for double major or two minors.
   c. Creates the possibility of undertaking substantial research work in the major.
   d. Allows for the potential to earn a master's degree if availing of the possibilities that an additional year could offer.

RECOMMENDATIONS:

Having considered the themes and questions as well as scenarios outlined above, the Fourth Year Taskforce makes the following recommendations.

1. A fourth year programme be organized in continuation of the existing three-year Honours degree. However, an independent year-long diploma programme, along the lines of Young India Fellow (YIF) at Ashoka or Tech Leadership Fellow at Plaksha doesn't fit in with Krea's academic offerings and shouldn't be a priority.
2. The proposed fourth year option should continue to have a strong emphasis on Krea ethos – interwoven pedagogy, ethical thinking, research and problem solving.
3. The proposed fourth year should follow the trimester model, with the usual load of four courses (of four credits each) per term. Courses on offer for the fourth-year students will be of upper division undergraduate and graduate levels. In order to qualify for the diploma, a student needs to complete a minimum of 48 credits. The Research project could have more credits and that range needs to be determined.
4. The curricular focus of the fourth year could be one of the following:
   a. advanced course work in the major
   b. acquiring enough credits for a second major or for one to two minors
   c. research
   d. professional training.

   There should also be adequate flexibility to permit students to conduct research or undertake a practice-based project, either at Krea or at a partner institution, for part of the academic year. However, such a project shouldn't exceed 16 credits or equivalent of one trimester's coursework.

5. In the first term, a mandatory core curriculum, which focuses on research methodology and interdisciplinary thinking, will be offered for all incoming students. This core curriculum, of at least two courses and to be offered in the first term of the fourth year, might be organized around interdisciplinary clusters such as Social Sciences, Arts and Literature, Physical Sciences and Life Sciences.

6. Professional training in niche areas should be a feature of the fourth-year course offerings, which helps the programme to acquire the character of a finishing school. Examples of such niche areas include Writing and Pedagogy, Digital Humanities, Environmental Humanities, Data Science, Ethics in Artificial Intelligence / Machine Learning, Technology and Society, Social Entrepreneurship and the Business of Arts.[3] A student needs to complete at least four courses in order to specialize in a field. Krea research centers should be involved in offering interdisciplinary research projects or training modules in their areas of expertise.
7. A separate admissions criteria needs to evolved for the fourth year programme. A rigorous national level admissions process, similar to the Krea UG Krea Immersion Case (KIC), should be created. A minimum, qualifying CGPA is to be identified to determine eligibility of Krea students. However, many faculty members have strongly argued in favour of more objective criteria, whereby the suitability of a student and research potential of a student is assessed.
8. For non-Krea students, a summer workshop or bridge course may be organized. Modules of such a workshop may include writing and oral communication, interdisciplinary thinking, ethics and data analysis.
9. Upon completing the fourth year, the graduate will be eligible for a one-year master's programme, if such were on offer at Krea. This will likely be an interdisciplinary master's since the requirements in individual disciplines might not be easy to fulfill.
10. The programme could be named as the Diploma in Interwoven Liberal Studies. The transcript could also specifically mention the major or professional field in which the student has specialized.
11. The earliest the fourth year programme could be launched is 2021-22 but the taskforce recommends that this initiative be undertaken only in 2022-23 by which time the first batch of Krea students will gradaute. The class size should ideally be in the range of 30-35.

[3] Annexure 3 includes a comprehensive list of such professional fields.

ANNEXURE 1: REGULATORY LANDSCAPE WITH RESPECT TO FYUP

Since Delhi University's failed attempt to introduce FYUP in 2014, there has been significant public and media interest in the prospects of FYUP. The UGC has steadfastly remained opposed to the introduction of FYUP but there are signs of change, especially in 2019.

The Kasturirangan Committee, which drafted the New Education Policy (NEP) 2019, has strongly come out in favour of four-year degree programs. The draft NEP says: "Both three-year and four-year courses will be allowed to co-exist but with multiple exit and entry options. The four-year programme will provide for greater rigour and allow students to conduct research optionally. ….. Students will graduate with a four-year Liberal Arts Science Education degree with Honours, or may graduate with a B. Sc., B. Com. or B. Voc. after completing three years with a suitable completion of credits within their subject."

It is clear that research is going to be the focus of the four-year degree programme, as is the case with the existing Bachelor of Research programmes. This point is further substantiated by a recently submitted report of another UGC panel, headed by former Indian Institute of Science (IISc.) director Professor Balram. This latter panel was appointed to suggest ways of improving the quality of research in Indian universities. This report hasn't been made publicly available yet but the Indian media have reported extensively on the Balram Committee's recommendations. Quite curiously, among the important recommendations made by the Balram Committee, the four-year degree programme has caught the media's attention. Most of the media reports highlighted Balram Committee's endorsement of the four-year degree programmes. Some reports even claimed that UGC itself has approved four-year degree programmes. Since the four-year degree programme has generated so many headlines in the past decade, it is understandable that the press picks up that issue as opposed to other salient points that this Committee has made. The Committee stated: "Increase the number of universities offering the four-year undergraduate programme, with a strong research component to provide the pipeline for good quality students for the doctoral programme."

In late October, MHRD began circulating the final NEP draft among various ministries. This draft unequivocally allows for FYUP, as made clear by the following passages.
"**11.8.** The structure and lengths of degree programmes shall be adjusted accordingly. The undergraduate degree will be of either 3-or 4-year duration. HEIs[4] may offer multiple exit options within this period, with appropriate certifications, e.g., an advanced diploma in a discipline or field (including vocational and professional areas) after completing 2 years of study or a diploma after completing 1 year.
11.9. The 4-year programme will provide students the opportunity to experience the full range of liberal arts education. This will be called the Bachelor of Liberal Arts (BLA) or Bachelor of Liberal Education (BLE) in the chosen major and minors. The 3-year programme will lead to a Bachelor's degree. Both programmes may lead to a degree 'with Research', if the student completes a rigorous research project as specified by the HEI. HEIs may choose to call their 3-year undergraduate degree a Bachelor of Arts, or Science, or Vocation, or the appropriate

[4] Higher Educational Institutions

professional field. Undertaking a Ph.D. shall require either a Master's degree or a 4-year Bachelor's degree with Research. The M.Phil. programme shall be discontinued."

Given this evolving context, it is reasonable to speculate:

- that there is strong momentum building towards permitting four-year degree programmes.
- if four-year degree programmes are allowed, multiple exit points will be provided, and in effect, both three-year regular BA/BSc/BCom/BVoc degrees as well as four-year Honors programs will be offered by all institutions. Note also that UGC typically reserves Honours appellation for four-year degree programs.
- that four-year degree programmes are research oriented.
- the Kasturirangan Committee report recommended reorganizing existing HEIs into research and teaching universities as well as colleges. Given the huge investment necessary for this proposed reorganization, this was unlikely to happen. MHRD's draft NEP has no clear policy provisions on this matter.

What are the implications for Krea?

Even if UGC and MHRD change their policy officially and permit four-year degree programs, Krea would still have to offer both three and four-year degree programs. As such, once this new policy gets approved, perhaps the only advantage Krea will have is the ability to issue a consolidated transcript for four-year degree graduates.

ANNEXURE 2: Existing Four Year and Fourth Year Programmes

1. Four Year Programmes at the Indian Institute of Science (IISc.) and Shiv Nadar University (SNU)

   IISc offers a four year B.Sc. (Research) Programme. The following are the important features of this programme:

   - In the first three semesters, fundamentals of scientific, mathematical and engineering principles are studied by all students.

   - Physics, Chemistry, Mathematics, Biology, Materials and Earth & Environmental Sciences are the six majors offered.

   - students are expected to take 30% of courses in other subjects and participate in a research project for an entire year.

   - If fifth year is completed then eligible for Masters degree.

   SNU offers four year B.A. (Research) or B.Sc. (Research). The following are the important features of this programme:

   - Around 108 credits to be earned to major in any discipline
   - Other requirements include Common Core Curriculum (CCC) and University Wide Electives (UWE).

2. Fourth Year Programmes at Ashoka and Flame University.
   Ashoka Scholars Programme, which is the fourth year programme at Ashoka University, has the following features:
   - Duration of the programme is two semesters. A minimum of 32 credits is to be earned but students can register for as many as 40 credits can be taken; minimum 4 and maximum 5 courses per semester.
   - Advanced Major by taking 3 additional courses in the major and a capstone thesis.
   - Or complete a minor or a concentration or equivalent of a second major or take any course in the university.
   - Or take part in Ashoka Quest, a year long social internship program.

   Students are awarded Postgraduate Diploma in Advanced Studies and Research (DipASR) upon successfully completing the programme.

   - Ashoka also offers a one year Masters programme in Liberal Studies, which is primarily for YIF graduates.

Flame Scholars Programme is the fourth year programme at Flame University and it has the following features:

- Duration of the programme is two semesters and each semester will consist of 18 credits; students are expected to complete 6 courses in the major, 4 electives and 2 Experiential Learning - Advanced Discover India Program courses.

- Research is an integral part of the programme and an internship is possible.
- Advanced UG and Graduate courses (300, 400, 500 and 600 level courses) are offered.
- Diplomas offered include Postgraduate Diploma in Interdisciplinary Studies and Research; Business Studies and Research; Communication Studies and Research.
- A second major can be earned through the diploma.

ANNEXURE 3: PROFESSIONAL FIELDS

potential professional fields for specialization are compiled below. Some of these fields were suggested by the Taskforce members and several others were taken from the report 'Grand Challenges for the Humanities in India' prepared by Dr. Nirmala Menon and Professor Sumathi Ramaswamy.

Writing and Critical Pedagogy

Publishing

Translation

Digital Humanities

Journalism and New Media

Environmental Humanities

Public Humanities and Digital History

GLAM (Galleries, Libraries, Archives and Museums) New Media

The Business of Visual and Performing Arts

Data Science

Ethics in Artificial Intelligence / Machine Learning

Technology and Society

Social Entrepreneurship

Development Studies

4-year Interdisciplinary Data Science program at Krea University



SIAS SCHOOL OF INTERWOVEN ARTS AND SCIENCES
KREA UNIVERSITY

SIAS SCHOOL OF INTERWOVEN ARTS AND SCIENCES
KREA UNIVERSITY

PROGRAM OBJECTIVES

What are the goals of the program?

1. Equip students with analytical skills to analyze big data efficiently and effectively
2. Equip students with the ability to develop prototype analytical tools and services to analyze big data to support strategic and tactical decision-making
3. Provide students the opportunity to master a variety of sophisticated tools for modeling, optimization, data mining, and visualization
4. Offer an opportunity to work on a research problem/industry-specific problem through a capstone project

Program Structure



Core courses covering math, statistics, programming, and machine learning



Elective courses to broaden knowledge in data science and solve interdisciplinary problems



Capstone project to apply the acquired skills in real-world scenarios

SIAS SCHOOL OF INTERWOVEN ARTS AND SCIENCES
KREA UNIVERSITY



COURSE STRUCTURE

Skill courses

Core courses

Major/Minor

Major/Minor

Major/Minor

Electives

Electives

Capstone

Year 1

Year 2

Year 3

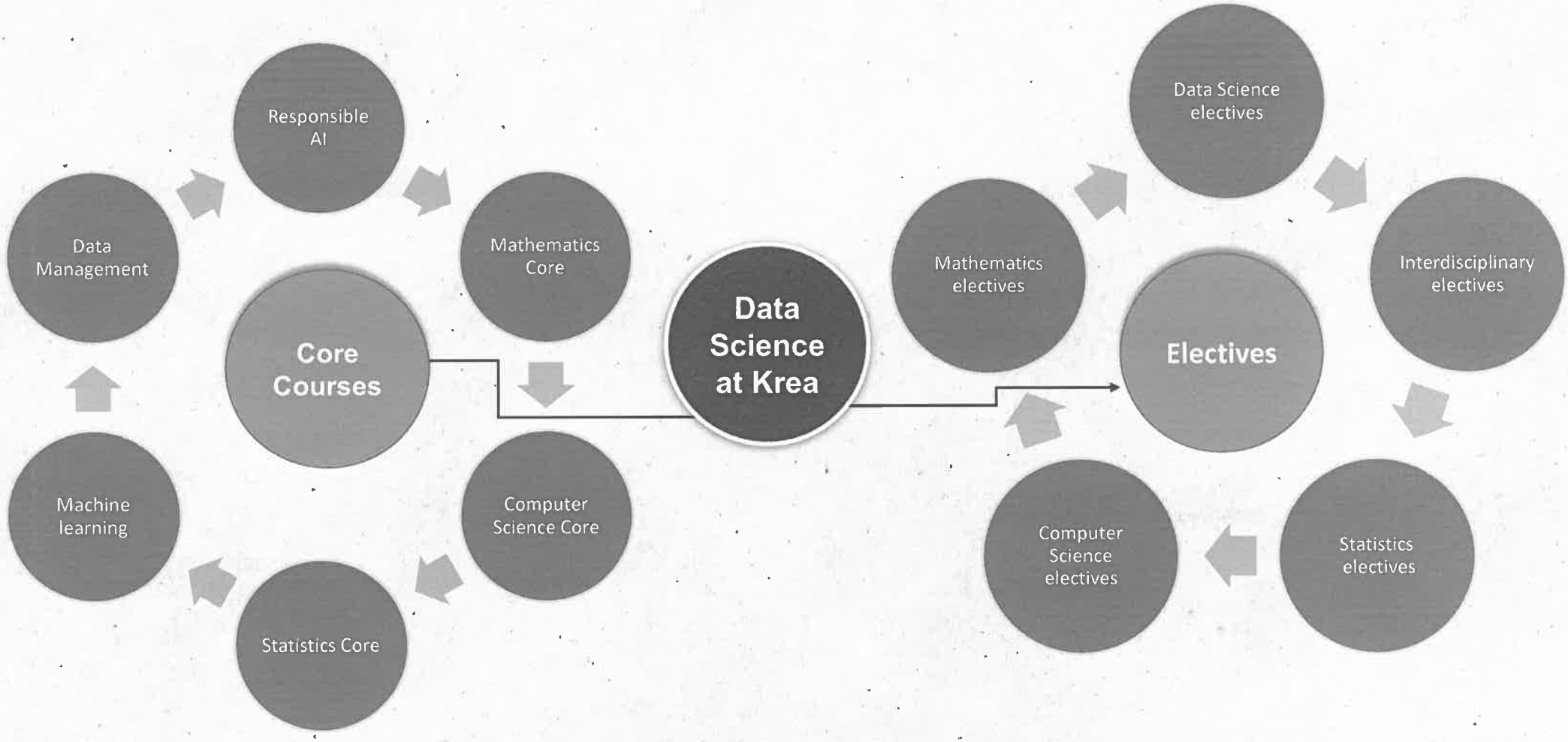
Year 4

- Internships for Impact
- Research for Impact
- Global Immersion

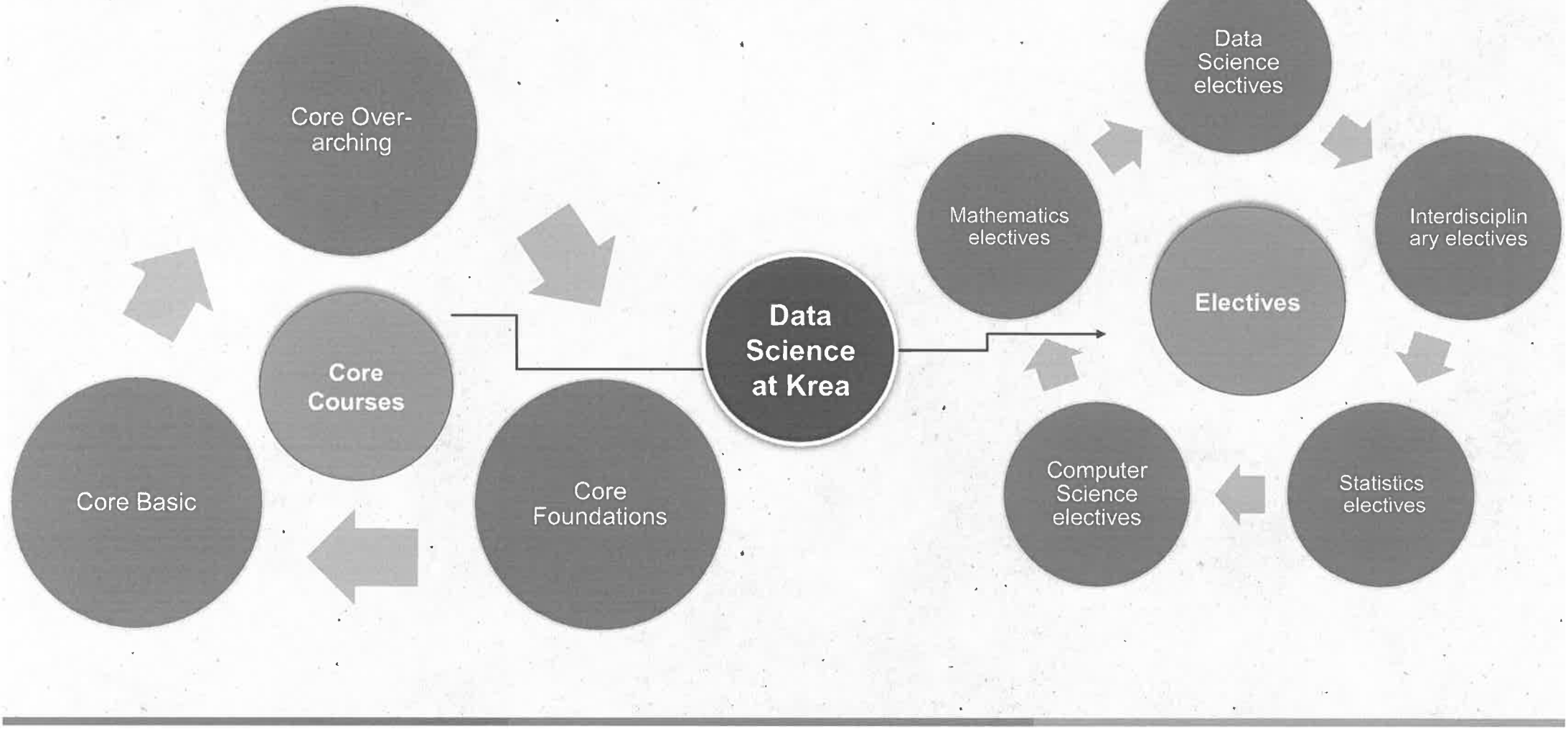
- Internships for Impact
- Research for Impact
- Global Immersion
- Industry Internship

- Internships for Impact
- Research for Impact
- Global Immersion
- Industry Internship

Data Science Courses



Data Science Courses



Core Courses

Core Basic
1. Python for Data Science
2. Introduction to Data Science
Core Foundations (Data Analytical)
1. Applied Statistics
2. Introduction to Statistical Learning
3. Machine Learning
Core Foundations (Mathematics)
1. Mathematical Foundations of Data Science – I
2. Introduction to Linear Algebra
3. Introduction to Calculus
Core Foundations (Computational)
1. Data Structures and Algorithms
2. Data Management
Core Over-arching
Responsible Artificial Intelligence

Electives

Data Science	Computer Science	Mathematics	Interdisciplinary	Statistics
Big Data Analytics	Design and Analysis of Algorithms	Mathematical Methods – I	Game theory	Bayesian Statistics
Graph Theory	Intro to Computer Systems	Mathematical Methods – II	Econometrics	
Computer Vision	Algorithms of the Internet	Computational Methods	Physics of Information	
Optimization for Data Science	Security: Technology, Privacy and Ethics		Epidemiology	
Natural Language Processing			Simulation and Modelling	
Data Visualization			Supply Chain Management	
			Monte Carlo Methods	

Acknowledgement

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Thank you

KREA university

BBA/INTEGRATED MBA @ KREA UNIVERSITY

LAKSHMI KUMAR

DEAN IFMR GSB, KREA UNIVERSITY

13TH JANUARY 2023

PROGRAM FOCUS

This is an ambitious program designed to build the

- attitude,
- fitness,
- knowledge,
- skills and
- values

FROM CONTEXT TO CONTENT - BBA/IMBA

- **Context of Business** - encompasses an understanding of the factors impacting the business from various perspectives including decision making. **Context** includes Critical thinking, Economic, Social, Historical, Cultural and Political conditions, Legal Environment, Communication ability, Evolution of Technology, Markets (Goods, Factors, Capital), and competition in these markets. (BBA)

- **Content of Business** - decisions to run a business and the frameworks to make those decisions, e.g. What products/ services, To Whom (segments), Where (factory location/distribution), When (timing of projects), and How (choice of technology)? (MBA)

Together it constitutes Integrated MBA

FUTURE PATHWAYS

- Entrepreneurship
- Business Journalism
- Exit after 3rd or 4 th year with placement assistance
- Integrated MBA with placement

PROGRAM DETAILS

- Entrance through Krea Aptitude test and personal interview
- Batch size – 60 for 2023
- Fees – 5,00,000 per annum (living fees additional)

THANK YOU

Annexure 5.7.1

SIAS (UG) Exam Manual



KREA university

EXAMS AND ASSESSMENTS MANUAL

School of Interwoven Arts and Sciences (SIAS)
(Academic Year 2025-26)

EXAMINATIONS AND ASSESSMENT MANUAL

CONTENTS

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EXAMINATIONS AND ASSESSMENT MANUAL

1. EXAMINATION AND ASSESSMENT OFFICE (EAO): Overview

a) **Exams and Evaluation**

- ➢ Scheduling exams and end-term assessments
- ➢ Maintaining confidentiality of all assessment tools including exam questions/prompts
- ➢ Supervising exams and making sure they run smoothly
- ➢ Ensuring all exam-related malpractice is reported to the Disciplinary Committee for necessary action

b) **Declaration of Results**

- ➢ Reviewing grades term-wise and declaring exam results
- ➢ Verifying student performance against promotion and graduation policies
- ➢ Declaring students eligible (or ineligible) for promotion and/or graduation
- ➢ Notifying students placed on academic probation

c) **Records Maintenance**

- ➢ Archival and maintenance of graded answer scripts/end-term assignments
- ➢ Archival and maintenance of student academic performance records
- ➢ Verification and authentication of student certificates and transcripts (current students and alumni) to be shared with external parties

d) **Issuance of Transcripts and Certificates**

- ➢ Consolidated Transcript
- ➢ Convocation/Degree Certificate
- ➢ Transfer Certificate
- ➢ Migration Certificate
- ➢ Provisional Certificate

The Examination and Assessments Office is responsible for the publication of final results. The EAO will not intervene in awarding/assigning marks/grades.

2. ATTENDANCE REQUIREMENTS

The SIAS undergraduate programme aims to continuously and cumulatively evaluate the student's performance for the duration of each course and through end-term evaluation of each course. As SIAS courses involve active student participation in classroom sessions, attendance is mandatory.

EXAMINATIONS AND ASSESSMENT MANUAL

Attendance Policy

A) The required percentage of attendance in every course is 75%.

B) If attendance in a course is between 60-75%, the student will need to submit the appropriate. supporting documents explaining their absences for verification to the SIAS Office of Academic Affairs.

C) Students are not eligible to take an end-term exam or complete the final evaluation component in a course if attendance is found to be less than 60%.

D) Even if a student with less than 60% attendance completes an end-term exam/final evaluation component, they will be awarded a "zero" in that course.

E) Students with less than 75% attendance in a course are not eligible for improvement/supplementary exams for that course and will have to retake the course. Under extraordinary circumstances, students whose attendance is in the 60-74% range may submit the appropriate supporting documents for verification to the SIAS Academic Office to explain their absences. On a case-by-case basis, a student may be eligible for improvement/supplementary exams contingent upon the approval of the Controller of Examinations in consultation with the course instructor, discipline coordinator, and/or the dean of the school in which the course is taught.

3. INCLUSIVE LEARNING SUPPORT FOR EXAMINATIONS

Any student requiring specialised support must write to Inclusive Learning Support (ILS) and the Office of Student Life (OSL) within one week of registering for the program (or in the beginning of the term, in case of short-term support). ILS and the OSL will review documentary support and, in consultation with relevant offices and functions of the University, will strive to support students and faculty in the matter of exams and assessments.

If a student needs support owing to unexpected illness, bereavement, or any other type of emergency, the student (or family member or guardian or a caregiver) must write to ILS and the OSL at least one day before the start of the exam with supporting documents and seek approval to be considered for any extension of academic deadlines and/or any other support. The OSL and ILS will review such cases in consultation with the COE and inform the student of the outcome.

4. GRADES

At Krea, faculty and students together form vibrant, cutting-edge learning communities in which highly trained specialists assist novice practitioners in their journey towards expertise, individually and as a collective, with academic integrity and a strong sense of ethics overall as our hallmark. In each Krea student, we seek to hone imagination, depth, and the ability to deliver, in academic contexts and beyond.

In such a view, assessment is not merely grading. It forms a continuous and rigorous evaluative process by which we trace each student's learning and academic trajectories in order to discover and unleash potential. It is also a means to signpost challenges students may face as part of their academic growth. To fulfil these larger goals, each course at Krea will involve multiple assessment touch points with continual feedback. Students will be assessed with a variety of assessment mechanisms that elicit depth and breadth of understanding and critical inquiry, as course, major, discipline, and our interwoven learning philosophy demand.

The School of Interwoven Arts and Sciences (SIAS) follows an absolute grading scheme on a 10-point scale. Based on performance in all the evaluation components of a course, the course instructor arrives at final grades for each student.

Assessments are conducted along two trajectories:

- Learning Trajectory: measures qualitative assessment categories such as Diligence, Adaptability, Agility, Resilience, Collaboration, Creativity and Imagination. Scoring is given in the form of Outstanding, Excellent, Proficient, Satisfactory and Unsatisfactory.

- Academic Trajectory: measures knowledge and conceptual clarity, interpretation, implementation and critical thinking, and verbal & non-verbal communication. The overall marks of these categories are converted to a letter grade as per the following 1-10 grading scale:

Grade point	Score range (%)	Letter grade	
10	98-100	A+	Outstanding
9.6	95-97	A	Excellent
9.2	90-94	A-	Excellent
8.7	85-89	B+	Proficient
8.2	80-84	B	Proficient
7.7	75-79	B-	Proficient
7.2	70-74	C+	Satisfactory
6.7	65-69	C	Satisfactory
6.2	60-64	D	Satisfactory
5.5	50-59	E	Satisfactory
0	0-49	U	Unsatisfactory

To determine final grades, final percentages are rounded up at the mid-point. For example, 81.5-81.9 will be rounded to 82 and 81.1-81.4 will be rounded to 81.

Note: While SIAS typically follows an absolute grading framework, relative grading may be applied under exceptional circumstances—in situations where moderation is essential for fairness and academic integrity—after consultations with, and with the approval of, both Dean (SIAS) and the Controller of Examinations (COE) of Krea University. In any/all such instances, the use of relative grading would serve to uphold Krea's commitment to transparent, equitable, and consistent evaluation practices. An instructor planning relative grading will have to secure the permission of the Dean (SIAS) and COE, Krea University. Under no circumstances may students enrolled in a course request or demand a change from absolute to relative grading frameworks.

Inclusion of Credits and Coursework in Academic Transcripts

Any/all credits completed by a student, including those beyond the required minimum credits needed to graduate, towards the three-year and four-year undergraduate degrees—128 and 160 credits respectively—will be included in the student's transcript and CGPA, including any/all courses in which a student receives a "U" grade.

Courses in which a student is awarded a "U" grade are included in the transcript and in the calculation of CGPA, except in the following cases:

- If a student repeats the course in a subsequent trimester, the grade achieved the second time the student takes the course will replace the original grade in the transcript and count towards the CGPA.
- If a student takes a supplementary exam, the grade achieved in the supplementary exam will count for 60% of the student's new overall grade for the course calculated per the supplementary exam policy. The new overall grade will replace the original grade in the transcript and count towards the CGPA.

Trimester Grade Point Average (TGPA) and Cumulative Grade Point Average (CGPA):

1. The TGPA is the weighted average of the grade points obtained in the credit-earning courses completed in a particular trimester (weights being the respective course credits).
2. The CGPA is the weighted average of the grade points obtained in all the credit-earning courses that a student has completed (weights being the respective course credits).
3. The TGPA and CGPA will range from 0 to 10 and will be calculated up to the second decimal place.
4. The conversion of the CGPA into percentage is: CGPA obtained by the Student /10 X100.

Example computation of TGPA and CGPA here.

5. GRADUATION REQUIREMENTS

Note: One academic credit is defined as 15 hours of classroom lecture time, including tutorials.

- A student enrolled in any undergraduate course of study seeking to complete a three-year undergraduate degree must earn at least 120 credits over the course of three years, with an upper limit of 128 credits. The degree will be awarded only if the student successfully completes the minimum credit requirements and earns a grade of "E" and above in all courses, achieving a minimum CGPA of 5.5.

- A student enrolled in any undergraduate course of study seeking to complete a four-year undergraduate honours degree must earn at least 160 credits over the course of four years, with an upper limit of 176 credits. The degree will be awarded only if the student successfully completes the minimum credit requirements and earns a grade of "E" and above in all courses, achieving a minimum CGPA of 5.5.

- In case a student fails to complete the credits/CGPA requirements to graduate within three years, they may be allowed to extend enrolment for a maximum of two more academic years to complete any remaining graduation requirements. Petitions for extension into additional years may be submitted to the Dean, SIAS, who will then review and make recommendations to the Vice Chancellor for approval/denial.

- In case a student fails to complete the credits/CGPA requirements needed to graduate within four years, they may be allowed to extend enrolment for a maximum of two more academic years to complete any remaining graduation requirements. Requests for extension are subject to academic review by the Dean (SIAS).

- During the extension period, the student will have to clear all pending credit requirements and achieve a minimum grade of E in all courses. In the event that any course (core and skills, required or elective) is not offered during the extension period and the student is not eligible to take the Supplementary exam, then the student will have to take an appropriate new course, with the assistance of the SIAS Program Office, to replace any previously uncleared "U" grades. The student will be required to pay fees for the new academic year, with or without financial assistance, as recommended by the SIAS Program Office and the Office of Financial Assistance.

6. ACADEMIC PROBATION

If a student is unable to make satisfactory academic progress in their coursework, they may be placed on academic probation.

As part of academic probation, students will have to complete courses taken in the first year before the end of the second year, courses taken in the second year before the end of the third year and courses taken in the third year, before the end of the fourth year. In other words, courses from earlier years cannot be carried forward beyond one academic year.

Students must also ensure that they have satisfied all prerequisite requirements for any course they wish to register for. No exemptions from prerequisites will be granted to students on academic probation.

The fee structure for tuition, living and any other fees payable at the time will be applicable.

7. IMPROVEMENT AND SUPPLEMENTARY EXAMINATIONS:

Under extenuating circumstances that adversely affect their studies, students may improve their academic performance in specific courses, with the requisite approvals, in three ways:

- Taking supplementary exams: for those who have been awarded a "U" grade for a course
- Taking improvement exams: for those who have been awarded "D" or "E" grades for a course
- By repeating a course *instead* of taking an improvement or a supplementary exam
- By repeating the course, registering for it the next time it is offered, in cases where a student fails an improvement or a supplementary exam

Improvement and supplementary exams are a privilege, not a right. A student is permitted to avail of these assessment options only if they meet the criteria stipulated by the relevant entities/ functions (as applicable: course instructor, discipline coordinator of the relevant program of study, EAO, OAA, ILS, OSL, and, if/when necessary, the Dean of the School) for taking an improvement or supplementary exam in a particular course.

Some courses with alternative assessment models, including courses that deliberately eschew traditional test-taking strategies, may not afford the option of improvement/supplementary exams.

Under unavoidable circumstances, an "Incomplete" may be requested by a student of the instructor teaching the course in order to receive an extension for submitting assignments. The decision to award the Incomplete is entirely left to the course instructor. Please see the "incomplete" policy in section 10.

EXAMINATIONS AND ASSESSMENT MANUAL

The policies and procedures governing Improvement & Supplementary Exams are listed below:

1. A student is eligible for taking the supplementary/improvement exam only if
   - the student has attempted 40% of the evaluation components conducted when the student had registered for the course.
   - the student has the necessary attendance in the course.

   - After receiving the results and overall grade for the course, the student submits a written request to the EAO for an improvement or supplementary exam before the end-term exam week of the trimester immediately following the one in which the course was held.

2. An improvement or supplementary exam will count for 60% of the course grade and will consist of at least two evaluation components, which may include, but are not limited to, assignments, exams, quizzes, and viva.

3. The remaining 40% of the course grade will be calculated on the basis of marks obtained by the student in the course.

4. Improvement/supplementary exam content, design, and evaluation will be based on the entirety of the syllabus of the course. Students are advised to review the course materials shared at the time of taking the course by the instructor. The same course outline and syllabus will be used by the examiner for the improvement/ supplementary exam, except in the scenario outlined below in point V.

5. In the event that a course is no longer being taught, and/or the instructor is no longer at the university, the EAO will request the relevant discipline coordinator to allocate an examiner and specify a program of study for the improvement/supplementary exam. If, after internal consultation and discussion, the discipline coordinator and faculty members associated with the discipline decline to provide the materials for the course and/or design the components for the exam, the EAO will inform the student that an improvement/supplementary exam cannot be scheduled for that course.

6. Improvement and supplementary exams will typically be held one term after a course is taught.

7. The format of assignments and exam schedule will be shared one month before the start of improvement/supplementary exams.

8. The EAO will announce all important dates for the improvement/supplementary exams in advance.

9. The student must register with the EAO in the prescribed format on or before the supplementary exam registration date and remit the exam fee of INR 2,500/- per course. Failure to pay the exam fee before the announced due date will result in a "zero" for the improvement/supplementary exam. If the student submits a take-home component of the exam and has not paid the fees, that component will not be assessed and the marks will not be counted towards the student's grade.

10. Students must complete all evaluation components of an improvement/supplementary exam within the stipulated deadline in order for the marks awarded to any individual component to count towards their grade. In the event that a student is absent for, or fails to complete any exam component on time, they will receive a "zero" for the entire exam.

11. If a student is absent for any component of the improvement/supplementary exam, they will be ineligible to reappear for the exam when it is offered next, except in the case of medical or other type of emergency, and with supporting documentation.

12. A revised/updated grade sheet will be issued after the receipt of results from the examiners.

13. A student who fails the improvement/supplementary exam will have to re-register for and repeat the course as a regular student.

14. A student is eligible to request a total of 3 improvement exams for the three-year undergraduate degree program and a total of **4** improvement exams in the four-year undergraduate degree programs.

15. A student who has been awarded an incomplete or "I" grade will be ineligible for improvement/supplementary exams for the course, and must complete all pending assignments within the stipulated six-week deadline to receive a final grade for the course. That grade will remain final.

16. A student taking improvement/supplementary exams after being found guilty of malpractice will be awarded a maximum grade of D only.

Indicative improvement/supplementary exam schedule*

S. No.	Particulars	Tentative Date
1	Trimesters - 1, 4, 7 & 10	After the Trimester-2 Exam Week
2	Trimesters - 2, 5, 8 & 11	After the Trimester-3 Exam Week
3	Trimesters - 9 & 12	After the publication of Trimester-9 & 12 results [only for graduating students] i.e. in May
4	Trimesters – 3, 6 & 9	1. During the first week of next Academic Year [in July] (OR) 2. Previous week of the commencement of the next academic year (in July) EAO: Immediately after the first trimester end-term exam week as mentioned in the Academic Calendar

*This schedule is merely indicative. Final improvement/supplementary exam schedules will be published and circulated by the EAO.

8. INCOMPLETES

An incomplete is

- a temporary "I" grade awarded to a student for a course, with parameters for the submission of pending coursework stipulated by the course instructor.
- awarded as a temporary grade for the entire course at the end of the term and not for specific assignments which are due during the term.

An incomplete or "I" grade is not an entitlement. It is a courtesy extended to students by the instructor on a case-by-case basis and under extraordinary circumstances. A student should make a formal written request to the course instructor seeking an incomplete.

If the course instructor is satisfied that a student is facing significant challenges to the successful completion of the course and the request for an extension is genuine, an "Incomplete" may be awarded. Any remaining assignments must be submitted by the student within six weeks post the end-term exam of the course, at the very latest. If the instructor stipulates an earlier deadline, that deadline will override the six -week deadline. The EAO will follow up with the course instructor for the revised grades. Once the revised grades are received from the course instructor, the EAO will update the course grade and email the revised transcript to the concerned student.

Please note:

1. An "I" grade is awarded for a course; it cannot be given for a particular assignment.

2. "I" grades are not to be carried forever. If a student is unable to submit the pending assignments within the six-week deadline or an earlier deadline stipulated by the course instructor, then the "I" grade will default to the course grade calculated by the instructor based on evaluation components completed by the student in the course.

3. An student who opts for an "Incomplete" and fails to submit pending assignments by the extended deadline is not eligible for an improvement or supplementary exam.

9. REVALUATION

i. Students should send revaluation requests to the EAO within seven working days of the publication of results. The revaluation request should not be copied to any other parties in the interest of maintaining confidentiality. The EAO will begin the formal revaluation process in consultation with the Dean of the school, Associate Deans, Discipline Coordinators, and Area Chairs, as appropriate.

ii. The EAO will keep the identity of the student requesting revaluation confidential.

iii. The relevant discipline coordinator will suggest who should evaluate the paper/exam, seeking consultation as necessary. Once chosen, the second evaluator will have access to details about the assignment but not to the grades given or comments made by the first evaluator (typically the course instructor). The identity of the second evaluator will not be known to the first evaluator.

iv. Apart from the EAO staff, no other stakeholder will be involved in the revaluation process.

v. The EAO will average the first and second evaluations to determine the revaluation grade.
vi. The results of revaluation are binding. Once a formal request is submitted and revaluation is conducted, the previously awarded course grade will be replaced by the revaluation grade, even in cases where the latter is lower than the original grade.
vii. All individual evaluation components with a weightage of 15% and above will be considered for revaluation except quizzes and class participation. The student cannot choose evaluation components for revaluation.
viii. Revaluation renders inadmissible any grace marks or bonus/extra credit given by the instructor during the course.
ix. The second evaluator may call for a plagiarism report if deemed necessary. If a student is penalized for late submission and /or plagiarism by the first evaluator, the same quantum of marks will be deducted from the revised marks submitted by the second evaluator.
x. The EAO will issue a revised transcript to the student as soon as the revised grades are received from the evaluators and averaged. If there is no change in the original grade, the EAO will still notify the student of the revaluation results.

10. MAKEUP EXAMS

The EAO does not intervene in decisions regarding the re-administering of a quiz, midterm, or end-term exam, or any other kind of assignment in an ongoing course. Whether a student can make up a missed assignment or exam is entirely left to the discretion of the course instructor.

After the completion of a course, if the student is eligible either for an improvement or supplementary exam, the EAO will facilitate with the approval of the course instructor.

11. AUDITING COURSES

Auditing a course means enrolling in and regularly attending a course with the permission of its instructor, as well as completing stipulated audit requirements without expectation of a course grade or course credit.

The letter grade "AUD" will appear against a course in the transcript if a student has fulfilled all audit requirements. Audit grades do not count towards TGPA/CGPA.

A student can audit a maximum of 8 ~~course~~ credits overall in the course of the undergraduate degree program (though these credits will not count towards the student's graduation requirement).

A student may audit a course only with the permission of the course instructor. Course instructors are free to decide whether or not auditing is allowed for any given course, and/or to grant or deny audit permission on a case-by-case basis.

12. WITHDRAWAL FROM COURSES

i. Students do not have the option to withdraw from core and skills courses.

ii. Students are allowed to withdraw from courses (aside from core and skills courses) with the approval of the course instructor during the add/drop phase at the beginning of the semester. Courses dropped during this period will not reflect in the student's transcript.

iii. If a student has withdrawn from any course in between the third and sixth week of the trimester a "W" (Withdrawn) grade will appear next to the course in the transcript. A "W" has no bearing on a student's TGPA or CGPA but remains on the record as a visible indicator of the student's withdrawal from the course

13. DECLARATION OF RESULTS

Course instructors will upload all the evaluation component marks/grades on Canvas within 14 days of end-term exam week, and the EAO will publish the results within 30 days of end-term exam week.[1]

Please note:

1. The EAO does not intervene in assigning marks and awarding grades.
2. The EAO will share academic performance details only with the student and with those entities/institutions/persons authorised by the student.
3. The EAO will not entertain comments from the student on the evaluation of their performance in a course, the performance of other students, and/or course instructors.
4. Feedback on any specific assignment or grade awarded in a course must be obtained directly from the course instructor. The EAO will not be involved in this process.

14. DEAN'S MERIT LIST

The Dean's merit list will be published at the end of each academic year and the top 10% of the cohort (in terms of academic merit/performance) will be considered for inclusion. Performance/grades in that academic year will be considered for deciding which students qualify for the Dean's merit list. A notation will appear on the annual transcript to acknowledge this achievement.

Students with "I" (incomplete) or "U" (unsatisfactory) grades in any trimester of an academic year will not be eligible for the Dean's merit list that year.

[1] Revised as of December 1, 2025, from the former policy (by which course instructors upload grades within 21 days of end-term exam week and the EAO publishes results within 45 days of end-term exam week).

15. RESEARCH PROJECT / CAPSTONE / INDEPENDENT STUDY

Students should reach out to potential faculty guides/advisors if they are interested in the Research Project, Capstone, and Reading Courses/Independent Studies. Students are required to share the title of the capstone or research project, the name of the faculty guide/advisor, and any details as necessary with the Academic Office and EAO in order for research projects, capstones, and reading courses to appear in their transcripts.

Credits accumulated for research or capstone projects will be included in the transcript only once, in the trimester the student completes their capstone or research project, after final submission and evaluation.

16. CONDUCT DURING EXAMINATIONS

1. Students are required to bring their university-issued Student ID card (physical copy) to the exams. Students will not be allowed to take the exam if they do not bring their ID cards to the exam venue.
2. Seating charts will be shared with students in advance. Students should reach the examination venue at least 15 minutes before the examination start time and occupy their assigned seats.
3. Students are expected to sit in their designated examination halls. Even when quizzes/exams conducted by the EAO can be accessed online, students should take those exams only in the designated hall (and seat, as applicable). Failure to do so will result in a "zero" for the exam.
4. Students must leave bags/backpacks/gadgets not required for the exam outside the examination hall for the entire duration of the examination. Neither the invigilator nor the EAO will be responsible for the loss of any items left unattended outside the exam hall.
5. No student will be allowed to enter the examination hall or write the examination if they arrive more than five minutes past the scheduled start time.
6. Students must carry their own writing implements (such as pen, pencil, eraser) required for the exam. Additionally, if an exam requires a student to carry specific materials such as a calculator/laptop, they will be allowed to do so after the invigilator checks the objects in question. This permission will be granted only if the instructions on the question paper mention these extra requirements or special instructions were shared with the EAO before the examination. Exchange or sharing of any such materials between students will not be allowed.
7. Mobile phones, laptops, smartwatches, and other communication devices are strictly prohibited inside the examination hall. Possession of any unauthorised material, including written notes on hands or arms, will result in disqualification and expulsion from the exam hall and subsequent disciplinary action.
8. For clarifications on assessment patterns, syllabus, and weightage for quizzes, assignments, and exams, the student should get in touch with the relevant course instructors.

9. Students are not allowed to write anything on the question paper or on their person or on their clothing or on any other object/device that they have been permitted to carry with them. Students should not be in possession of any written or scribbled notes on their person, irrespective of whether the content of these notes is relevant to the exam or not.
10. Bio-breaks are not allowed for the duration of the exam.
11. For clarifications on assessment patterns, syllabus, and weightage for quizzes, assignments, and exams, the student should get in touch with the relevant course instructors.
12. Students requiring additional sheets to write answers can request the same without leaving their seats. Please note: Invigilators will stop issuing additional sheets 5 minutes before the end of the examination.
13. Students should fill out their details, as asked, only in the space provided on the first page of the main answer booklet. To index the additional sheet with the main answer booklet, students should write only the additional sheet number (say 01, 02, 03 and so on) and serial number of the main answer booklet in all the additional sheets. It is the duty of the examinee to make sure that these details are checked and attested by the invigilator in all additional sheets.
14. No other personal details should be written/mentioned on the main answer booklet or on the additional sheets.
15. Before submitting the answer script to the invigilator, all additional sheets must be attached/tied to the main answer booklet appropriately and in the correct order. Students should also write the total number of additional sheets attached to the main answer booklet in the specified place on the front page of the main answer booklet.
16. Students are not permitted to take any answer booklets or supplemental sheets outside the examination hall. Rough work sheets must be struck off and attached with the answer booklet. Unused sheets must be separately returned to the invigilator.
17. Students must not peek into or in any other way attempt to access the answer booklets of fellow students in the examination hall.
18. Students must not speak or communicate through gestures or signs with others during the examination under any circumstances.
19. If a student continues to violate guidelines after the first warning, they will be asked to surrender both the question paper and answer script and leave the examination hall. The student in question will be subject to further disciplinary action.
20. Students must follow the instructions issued by the invigilators.
21. Students are prohibited from behaving in a rude or offensive manner towards invigilators.
22. No student should wilfully cause any disruption that adversely affects other students' ability to focus or the invigilator/s ability to administer the exam.
23. In exams requiring laptops and internet use, such devices and online access should only be availed for the intended purpose. Students should not misuse these facilities to communicate with each other or any other colluders/collaborators electronically during the examination.
24. On the day of the examination, the respective course instructors/teaching fellows will be available to answer student questions and provide clarifications, if any. If course instructors/teaching fellows are unavailable, the student can write out his/her question/clarification/assumption and continue with the exam. The EAO will pass on the student's notes to course instructors/teaching fellows.

25. Students will not be allowed to leave the examination hall to drink water; they are permitted to carry and drink water from their own bottles.
26. Students must refrain from eating during exams. Food is not allowed inside the examination hall/room
27. Students are permitted to submit their answer booklets before the scheduled end time of the examination only after completing all the necessary formalities. To submit the answer booklet, a student must raise their hand to summon the invigilator on duty to their seat, and directly hand over the answer booklet to the invigilator. Any student who walks away after leaving the answer booklet on their table, and does not submit the booklet to the invigilator, will receive a "zero' in the exam.
28. Students are required to leave the examination area in silence, without disturbing others.
29. Students are required to leave the examination hall once they submit the answer script to the invigilator.
30. All students should abide by all the above rules and guidelines in letter and spirit when taking examinations. If a student has any specific medical condition that would make it difficult to comply with any of the above rules, they can apply in writing to the EAO at least three working days before the exam. The EAO will make decisions based on the merits of the case in consultation with relevant entities such as ILS and the OAA.
31. In the absence of written approval of special concessions sought by any student, the EAO will construe any violation of the above rules/guidelines as misconduct or malpractice with a possible intention to cheat and consequently annul the examination for those caught in the act.
32. If the examination of a candidate is annulled, the EAO will mark a "zero" on the answer script of the student. The answer script will not be shared with the course instructor(s) / TA for evaluation.
33. If a student fails to write their name and roll number in the designated space on the answer sheet, the exam will be annulled, and the student will receive a "zero."
34. Students need to view their evaluated answer scripts during designated time slots only. If someone is absent for the answer script viewing session and would like a time other than the designated slot, a fee of Rs.1,000/- will be charged per course/exam.
35. Answers should be written with blue or black pens only.
36. Students need to check all the marks achieved in their courses except end-term evaluation before end-term exams. The breakup of marks will be shared only by course instructors. For any clarification regarding marks/grades, students should contact/write to the concerned course instructor.
37. The EAO is responsible for the publication of final results; it does not, and will not, intervene in awarding/assigning marks and grades.

17. ACADEMIC INTEGRITY, MALPRACTICE, AND PLAGIARISM

According to the International Center for Academic Integrity (ICAI) founded in 1992, academic integrity is defined as "a commitment to six fundamental values: honesty, trust, fairness, respect, responsibility, and courage. By embracing these fundamental values, instructors, students, staff, and administrators create effective scholarly communities where integrity is a touchstone. Without them, the work of teachers, learners, and researchers loses value and credibility. More than merely abstract principles, the fundamental values serve to inform and improve ethical decision-making capacities and behavior. They enable academic communities to translate ideals into action." Click here to read in full.

At Krea, the student Code of Conduct applies to all academic activities and for the entire duration of any/all degree programs. Academic malpractice, misconduct, or dishonesty in any form will lead to severe penalties, including expulsion, for the following:

i. Collusion, including copying from other students during exams and other forms of assessment.
ii. Plagiarism–the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of academic misconduct.
iii. Impersonation of another student or candidate in assignments or examinations.
iv. Fabrication of data and/or falsification of results, or any other form of misrepresentation
v. Unauthorised/unsanctioned use of generative AI tools.

Academic Malpractice/Misconduct

Please become familiar with the detailed policy document related to academic misconduct/malpractice available on the shared Google Drive folder called KREA Policies. Listed below are some specific acts/instances of minor and major academic misconduct. The list is by no means exhaustive; in an evolving academic landscape, academic misconduct/malpractice may include acts that are not specifically listed below:

Minor misconduct

a) Sharing calculators, pens, pencils, and/or any other materials with another student.
b) Failing to give attendance during the evaluation
c) Possession of a mobile phone or any other banned device for the duration of any evaluation (inside and outside the exam venue)
d) Providing false information, such as feigning illness to seek concessions
e) Not signing the malpractice form
f) Any other minor violation as reported

Penalties for minor misconduct

ii) Warning
iii) Reduction in marks as appropriate for the evaluation component
iv) Any other penalty levied by the Disciplinary Committee as deemed fit, including exclusion from positions of responsibility

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Major misconduct

a) Copying in examinations, quizzes, assignments
b) Plagiarism, including, but not limited to, verbatim copying, patchwriting by heavily borrowing phrases and wording or paraphrasing too closely, contract cheating, using AI tools such as ChatGPT and Bard without authorisation by the course instructor, fabrication of data/quotes/sources, falsification of data/research, contract cheating or buying an assignment from a third party, collusion/collaboration with a third party ghostwriter, human or AI—
c) Possession of notes relating to the exam during any evaluation (inside and outside the exam venue)
d) Habitual commission of acts of minor misconduct
e) Any other violations as reported, such as, but not limited to, plagiarism—that indicate intent to commit academic malpractice

Penalties for major misconduct

i) Deducting marks for the specific evaluation component, the awarding of zero marks for that component of the evaluation
ii) U grade for the course
iii) Exclusion from any position of responsibility at the University
iv) Withdrawal from placement services
v) Any other penalty levied by the Disciplinary committee as deemed fit including expulsion from the institution

Generative AI in Course Assignments

Instructors will specify in the syllabus whether the use of specific AI tools is permitted in a particular course, and identify the purpose. If no such guidance is provided in the syllabus, students are encouraged to seek written clarification on the use of such tools for each course from its instructor.

The EAO will not engage in discussions with students about the permitted use of Generative AI in assessments; it will only implement the instructor's stated policies and procedures.

Plagiarism

At the undergraduate level, plagiarism can take many forms, ranging from deliberate cheating to unintentional misuse of sources. With the proliferation of digital and generative AI tools affording easy access to sources of information today, it is vital for students to understand how serious an ethical violation plagiarism is and learn how to avoid it.

Different types of plagiarism detected in academic and professional settings are subject to academic and professional disqualification and punitive action. These include:

- **Direct plagiarism or copying:** Copying someone else's work word-for-word without quotation marks or any form of proper citation. Example: Copying a paragraph from a website or book and pasting it into a paper as if it were your own writing.

- **Mosaic plagiarism or patchwriting:** Mixing copied phrases from different sources into a new document without proper citation, or rewriting parts of a source while keeping the original language structure or key phrases intact. Example: Using synonyms or changing a few words from a source but keeping the original sentence structure.
- **Paraphrasing without citing:** Rewording someone else's ideas or arguments but failing to attribute (give credit to) the source. Even if the wording is changed, the idea still belongs to the original author and must be attributed.
- **Self-plagiarism or recycling work:** Reusing your own previous assignments or papers without permission or disclosure. Submitting the same essay in two different classes without approval.
- **Inaccurate or incomplete citation:** Failing to cite sources properly (e.g., missing page numbers, using incorrect formats). Citing a source you didn't actually read (secondary source plagiarism). Using footnotes or in-text citations that mislead readers about the original source.
- **Collusion/collaboration:** Working with others on an assignment meant to be completed individually and submitting shared or similar work. Example: Two students writing similar papers from a shared outline when the assignment was meant to be done independently.
- **Contract cheating and ghostwriting:** Paying someone to write an assignment or purchasing it from an essay mill. Submitting work that wasn't written by you under your name. Submitting work using generative AI tools and passing off this work as your own.
- **Fabrication:** Making up data, quotes, or sources, inventing citations, or manipulating experimental results.
- **Source-Based Plagiarism:** Citing sources that were not actually consulted, fabricating sources that do not exist, misrepresenting or manipulating what a source says to fit your argument.
- **Image or Media Plagiarism:** The use of visual materials such as images, graphs, tables, or other types of multimedia artefacts without proper attribution. Such improper use of visuals is especially common in presentations or visual assignments, and can be grounds for dismissal in professional contexts.

How to Avoid Plagiarism

1. Keep track of all sources as you research in a written log, noting down page numbers, relevant publication details, date of access (if digital material) as you go. Include the use of lecture notes and generative AI tools (when permitted, noting date of generation/access).
2. Learn proper citation styles (APA, MLA, Chicago, CSE, etc.) for in-text, footnotes/endnotes, and alphabetised reference/bibliographic lists.

3. Use quotation marks for direct quotes, providing attribution (authors, publication titles, page numbers.

4. Always attribute paraphrased or summarised content (citing authors, publication titles, page numbers)
5. Use reliable/reputable online plagiarism checkers before submitting any assignment for an extra layer of review.

18. DISCIPLINARY PROCEDURES

For any type of misconduct (minor or major), the EAO will convene a Disciplinary Committee meeting. The EAO will review and verify the evidence and share the relevant documents with Disciplinary Committee members. The EAO will communicate the decision taken in the meeting to the student with a copy to the course instructor in whose exam the misconduct was reported. The decision will also be communicated to the Program Office, Office of Academic Administration, and Dean by the EAO.

In cases of copying, the EAO will not share the answer script with faculty/teaching fellows for evaluation. Both the student and invigilator must sign the malpractice form which captures the details of the incident.

19. GRIEVANCE REDRESSAL

In case of grievances, the student may write to the COE within one week of receipt of the notification providing details of the misconduct. The COE will verify the evidence and convene a Disciplinary Committee meeting. The EAO will communicate the final decision of the Disciplinary Committee to the student with a copy to the course instructor in whose exam the misconduct was reported and to the relevant deans. The decision of the Disciplinary Committee is final and binding.

In addition to the EAO regulations outlined above, all students are governed by the institutional Code of Conduct and procedures framed by Krea University. As mentioned earlier, students are advised to familiarise themselves with the detailed policy document available on the shared Google Drive folder "Krea Policies."

20. CERTIFICATES AND TRANSCRIPTS

1. Degree Certificate and Consolidated Transcript

Krea University will only issue the Degree Certificate and Consolidated Transcript to students who fulfil all graduation requirements before the date of convocation.

Students fulfilling graduation requirements after the Convocation ceremony will receive a provisional certificate and consolidated transcript within two weeks of completing their degree. The degree certificate will be issued at the time of the next Convocation in the following academic year.

The Degree Certificate, Consolidated Transcript, Transfer Certificate and Migration Certificate will bear the student's name as per Krea University records.

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2. Transfer Certificate and Migration Certificate (TC & MC)

After Convocation, at the student's request, the EAO will issue the Transfer Certificate and Migration Certificate to the students. Students are required to email the EAO, attaching their Aadhar Card copy. The EAO will issue the Transfer Certificate and Migration Certificate within five working days of the necessary documents being submitted by the student.

Note: To receive the Transfer Certificate and Migration Certificate, students are required to pay a fee of Rs.500/- to the bank account and mailing address provided by the SIAS Exam Office for processing the request.

3. Provisional Certificate (PC):

The EAO will provide Provisional Certificates only after the publication of T9/T12 results and subject to fulfilling the required credits, minimum CGPA, and securing of "E" and above grades in all courses.

The EAO will provide Provisional Certificates within 5 working days of the student's written request.

4. Sharing Student Transcripts with other Institutions/Universities

The EAO also facilitates the sharing of student credentials (transcripts, degree certificates, etc.) of students/alumni to other institutions/universities worldwide. Hard copies will be sent upon request at the student's expense. The EAO will inform the student of any courier charges to be transferred. The EAO will process the request within 5 working days and update the student on the status. No documents will be shared without the student's authorisation.

21. ESCALATION POLICY

The EAO endeavours to respond to every student's query in a timely manner. If a student does not receive a response within 3 working days, they may escalate the request to the Controller of Examinations at coe@krea.edu.in.

For all questions related to Examinations and Assessment, email sias.examoffice@krea.edu

Annexure 5.7.2

IMBA Exam Manual



KREA university

EXAMS AND ASSESSMENTS MANUAL

IMBA 2023-28 | IMBA 2024-29 | IMBA 2025-30

(Academic Year 2025-26)

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1. EXAMINATION AND ASSESSMENT OFFICE (EAO)

The EAO is responsible for the following activities:

1. Exams and Evaluation

i. Timely conduct of exams and assessments.
ii. Maintain confidentiality of question papers/other assessment tools.
iii. Supervise the smooth conduct of exams without any malpractices.
iv. Ensure all incidents of malpractice are reported to the Disciplinary Committee for necessary action.

2. Declaration of Results

i. Review grades term-wise and declare the results of students.
ii. Verify student performance against promotion and graduation policies.
iii. Declare students eligible (or ineligible) for promotion and graduation.
iv. Declare students who will be placed on Academic probation.

3. Records Maintenance

i. Evaluation and maintenance answer sheets.
ii. Maintenance student performance records.
iii. Verification and authentication of student details (current students and alumni) to be shared with external parties.

The Exams Office is responsible for publication of final results. Exams Office will not intervene in awarding/assigning marks/grade

GUIDELINES FOR AWARD OF IMBA DEGREE

2. Attendance Requirements

Krea University aims to continuously evaluate the student's performance during the course and by end-of-term evaluation. As the pedagogy of the courses involves student participation in classroom sessions, attendance is mandatory. Every student is required to attend at least 75% of classroom sessions conducted in every registered course.

i. Attendance and Absence

Please note the following with respect to absences:

a. A student must maintain a minimum of 75% classroom attendance in every course, i.e., a student can be absent for a maximum of 25% of the sessions.

b. The number of actual sessions held will be considered to compute the attendance percentage.

c. Based on the attendance taken in the class by the course instructor(s), the student will be marked "Present or Absent" in ERP (Student Information System software).

d. Every Week, attendance will be updated by the Office of Academic Administration (OAA) in the software. Students can view the same as per the login credentials shared by OAA. Keeping track of the attendance is the responsibility of the student.

e. Any clarifications regarding attendance must first be sought from the course instructor(s) and then brought to the notice of **OAA.**

f. No changes in attendance will be affected without the approval of the course instructor(s).

g. Students are not required to apply for leave if their absenteeism is within the prescribed limits (≤25% sessions missed out of the total number).

h. Any absence without application will be included within the 25% limit.

i. In case of planned absence, the student must apply for leave at least a week before the date(s) as applicable.

j. In case of sudden/unplanned absence, the student must ensure to email the Programme Office before going on leave and update the **ERP,** as applicable, within a week of your return to campus.

k. No change in attendance will be entertained after the publication of results

i. Any clarification regarding attendance need to be clarified before the end – term exams.

Shortage of Attendance

Based on the Dean's approval, the following guidelines are applicable:

a. If the attendance is between 70-75 %, the student will face a grade level drop in the course.

b. If the attendance is between 65% to 70%, the student will face a grade drop in the course.

c. If the attendance is below 65%, the student must repeat the course whenever it is offered next. The transcript will mark the course grade as R (Repeat). If the course where a student has been marked R is a prerequisite course for any other course, the student will not be eligible to register for such a course.

3. Special Assistance

A student requiring special support must write to Inclusive Learning Support [ILS] and the Office of Student Life [OSL] within one week of registering for the program (or the beginning of the term, in case of short-term support). The OSL and ILS will review the documentary support provided by the student and, in consultation with respective offices of the University, will strive to support the student in exams and evaluations.

In case of students who need support due to sudden onset of illnesses/worsening conditions, the student (or family member or guardian or a caregiver) must write to ILS and OSL, at least one day, before the start of the examination with supporting documents and seek approval, to be considered for any extension of time and /or any other support. The OSL and ILS will review in consultation with the COE to consider such other cases who need special assistance.

4. Evaluation Components and Grades

The course instructors must share the course outline for each course that provides details of the course evaluation pattern before the beginning of a term. The students are encouraged to discuss with the course instructors about the evaluation components of each course.

a. The students are expected to ensure that they receive all the components of evaluation before end term and seek any clarification from the course instructor. The course instructors (or their TAs) will share the breakup of marks and will not be done by Exams office
b. The total marks attained by students registered for a course will be normalized for awarding grades as per the Exams office manual shared with course instructors.
c. The final grades of all the courses will be uploaded to the Academic Information System by the EAO on or before 30 working days from the last day of the term.
d. Change/modifications of grades will not be entertained after publication of results.

Table 1: Grade point

S.no	Grade	Grade Point
1	**A+**	10.00
2	**A**	9.00
3	**A-**	8.00
4	**B+**	7.00
5	**B**	**6.00**
6	**B-**	**5.00**
7	C	**4.00**
8	F	0
9	R-Repeat	0
10	I -Incomplete	0

R: The student must repeat the course

I: A student eligible to write the end-term exam/evaluation but was absent for the end- term evaluation will be awarded an I grade until the supplementary exam is conducted and results declared.

i. Term Grade Point Average (TGPA)

TGPA, for a term, is the weighted average of the grade points obtained in the courses registered for, in a particular term (weights being the respective course credits).

ii. Year wise Grade Point Average (YGPA)

YGPA, for an Academic Year is the weighted average of the grade points obtained in the courses registered for in a particular Academic Year (weights being the respective course credits).

iii. Cumulative Grade Point Average (CGPA)

CGPA is the weighted average of the grade points obtained in the courses registered for, till the specified term (weights being the respective course credits). The final CGPA awarded will range from 0 to 10. TGPA and CGPA will be calculated up to the second decimal place. The conversion of the CGPA into percentage is as follows:

Percentage marks= {(CGPA obtained by the student/ 10)* 100}

5. Graduation Requirements

i. Promotion to Next Term

A student will be eligible to attend the consequent term, if cumulatively [un]till that term, the sum of the F grades and the R grades earned by the student is less than or equal to two.

If cumulatively the student's sum of F grades and R grades is more than two, then s/he cannot register for the next term till s/he clears the backlog of F and R courses.

Even in such cases, the student must complete the BBA program within five contiguous years, from the date of first registration [in the program].

ii. Promotion to Second Year

A student would be eligible for promotion to the second year if s/he satisfies the following criteria:

- CGPA of at least 4.00 at the end of the first year [up to and including Term 3]
- Does not have more than two Fs.

iii. Promotion to Third Year

A student would be eligible for promotion to the third year if s/he satisfies the following criteria:

- CGPA of at least 4.00 at the end of the second year [up to and including Term 6]

- Does not have more than two Fs.

ii. Graduation

A student would be eligible for graduation provided:

- they do not have any F in the third-year courses,
- have a minimum **YGPA** of 4 at the end of the third year, and
- have an overall CGPA of 5 at the end of the third year.

6. Implications

The maximum period allowed for completion of BBA is five contiguous years.

i. Implications of not meeting the criteria at the end of the first or the second year

- If a student does not meet either one of the criteria mentioned above after attending a re-examination, will be considered for academic probation. During academic probation, a student can register for fewer courses in terms 4,5,6 (or terms 7,8,9) and improve the **YGPA** and/or clear backlogs.
- If a student does not meet both the criteria mentioned above, after attending a re- examination, the student can reregister with the next batch of the program.
- A student wishing to reregister must seek permission from the Programme Chair.
- All terms and conditions, including the fee payable, will be intimated to the student by **OAA.**
- On re-registration, the student will follow all rules of course requirements, including attendance and other evaluation components.
- If a student does not meet the graduation requirement within the specified time, the student will be required to discontinue the Programme.
- Any appeal to the above process must be done within fifteen days of announcing the results. The Dean will review necessary evidence, including discussing it with the student, the Programme chair, and the Controller of Exams before the final decision is announced to the student.

ii. Academic Probation:

- In the Academic Probation, students take fewer core courses each Term, repeat courses where they have received an F grade, and get additional years to complete the programme.
- Such a student must complete the program within five years from the date of enrolment into the BBA program.
- The latest grade obtained by Academic Probation students will be considered final and there is no option to choose better of the grades.
- The fee structure for tuition, living and any other fees prevalent at that time will be applicable.

iii. Implications of not meeting the criteria at the end of the third year:

- If a student does not meet any of the graduation criteria mentioned above, after attending a re-examination, the student can reregister with the next batch of the program.
- A student wishing to reregister must seek permission from the Programme Chair.
- All terms and conditions, including the fee payable, will be intimated to the student by **OAA.**
- On re-registration, the student will follow all rules of course requirements, including attendance and other evaluation components.
- If a student does not meet the graduation requirement within the specified time, the student will be required to discontinue the Programme.
- Any appeal to the above process must be done within fifteen days of announcing the results. The Dean will review necessary evidence, including discussing it with the student, the Programme chair, and the Controller of Exams before the final decision is announced to the student.

7. Promotion to IMBA Honours

i. A student opting to complete the fourth year to earn BBA Honours can do so upon completing the minimum requirement of 180 credits (including summer internships). Further, the following criteria apply:

- CGPA of at least 7.50 at the end of the third year [up to and including Term 9] and
- Does not have any F grade.

ii. A student who does not meet these two criteria CANNOT, under any circumstances, join the fourth year for the BBA Honours. However, such a student can apply for the MBA program on par with external applicants [i.e., those who have not done the BBA program at IFMR GSB], provided they meet the conditions that apply to such external applicants.

8. Promotion to MBA

i. A student applying for MBA at IFMR GSB can do so upon completing the minimum requirement of 180 credits (including summer internships). Further, the following criteria apply:

- CGPA of at least 7.50 at the end of the third year [up to and including Term 9] and
- Does not have any F grade.
- The applied candidates will be invited to attend a personal interview (or any other similar evaluation component). Based on their performance in the interview (or a similar evaluation component) they will be admitted to MBA program at IFMR **GSB.**

ii. A student who does not meet these two criteria CANNOT, under any circumstances will not be considered for direct personal interview for MBA programme. However, such a student can apply for the MBA program on par with external applicants [i.e., those who have not done the BBA program at IFMR GSB], provided they meet the conditions that apply to such external applicants.

9. Option to take a one-year Sabbatical Leave

A student who wishes to take the Sabbatical Leave between the third year of the BBA and the fourth year [i.e. BBA Honours or **MBA]** can do so ONLY if they meet all the criteria laid out in section (6) above.

10. Award of Degree [IMBA Honours]

The maximum time limit for completion of BBA Honours program is six contiguous academic years from the date of first registration (registration of **IMBA).**

A student will be considered for the award of a "Bachelor of Business Administration - Honours" degree if s/he completes the minimum requirement of 240 credits (including summer internships). Further, the following criteria apply:

- CGPA of at least 7.00 at the end of the fourth year [up to and including Term 12]
- Does not have any F grade.

i. Implications of not meeting the criteria at the end of the fourth year [**IMBA** Honours]

- If a student does not meet one of the criteria mentioned above after attending a re-examination, s/he can reregister for courses along with the next batch.
- A student wishing to reregister must seek permission from the Program Chair.
- All terms and conditions, including the fee payable, will be intimated to the student by **OAA.**
- On reregistration, the student will follow all rules of course requirements, including attendance and other evaluation components.
- If a student does not meet both criteria within the specified time [six contiguous academic years], s/he will have to discontinue the program.

11. Policy applicable to students promoted to MBA program.

A student who has been promoted from the BBA program to MBA program, will be governed by the academic manual and examination manual applicable to the MBA program.

12. Supplementary Examinations

If a student is eligible to write the exam but absent for end-term evaluation will be permitted to appear for the supplementary exam. The student will be awarded I grade in such courses. The I grade will be replaced based on the results of the supplementary exams. If the student is absent during the supplementary exam, an F grade will be awarded for the course. In exceptional cases, supplementary exams will be conducted for midterm exams. There is no provision for reconducting quizzes and such other components

The supplementary exam will carry the same weightage as the end-term exam (or the midterm exam). The student must register with the Exams office in the prescribed format on or before the supplementary exam registration date along with an exam fee of INR 2500/ course. The EAO will announce the dates for the supplementary exam.

The student should write to the Area Chair for the syllabus and the nature of the end-term exam. Attendance will not be given if someone is missing the classes to take the supplementary exams

If the student fails the course after the declaration of the supplementary exam results, the student must attend the course whenever offered next.

The schedule for supplementary exams is as follows:

1. Supplementary exams pertaining to Term 1,4,7 – after their Term 2,5,8 end term exams.
2. Supplementary exams pertaining to Term 2,5,8 – after their Term 3,6,9 end term exams.
3. Supplementary exams pertaining to Term 3,6,9 - after their Term 4,7,9 end term exams.

Student should pay the supplementary exam fee of Rs 2500/- per course in time failing which they will not be allowed to take the exams. Students should not request the Exams Office to deduct the Exam fee from the Caution Deposit.

For those who are taking supplementary exams due to malpractice, the maximum grade will be awarded in the improvement exam should be the actual grade received minus one grade [i.e. grade level drop].

13. Improvement Examinations

A student with a C grade can appear for improvement exams if the student's **YGPA** or CGPA is below promotion or graduation requirements. The maximum grade awarded at the end of evaluation in an improvement exam is a B- grade. A student can write improvement exams in four courses in an academic year.

The Improvement exam carries a weightage of 60% and rest 40% from the first attempt.
The faculty will award the final grade.

The student can write improvement exams up to six courses in an academic year.

The student is expected to write to the area chair for the syllabus. The faculty who is facilitating the improvement exam, need not follow the same pattern that was followed earlier. The syllabus could be the entire syllabus, post-mid-term, select modules, etc. It could be closed book/open book subject to faculty discretion who is facilitating the improvement exam. Also, the exams office will not reveal the identity of the faculty who is facilitating the improvement exams.

If someone is absent for the improvement exam, the grade obtained earlier will be retained. Supplementary exam will not be administered if someone is absent for the improvement exam. Attendance will not be given if someone is missing the classes to take the improvement exams.

The student must register with the Exams office in the prescribed format on or before the improvement exam registration date along with INR 2500/ per course as Exam fee. EAO will announce the dates for the improvement exam.

1. Improvement exams pertaining to Term 1,4,7 – after their Term 2,5,8 end term exams.
2. Improvement exams pertaining to Term 2,5,8 – after their Term 3,6,9 end term exams.
3. Improvement exams pertaining to Term 3,6,9 - after their Term 4,7,9 end term exams.

A student can write an improvement exam only once in any course. If the student fails the improvement exam, s/he must attend the course whenever offered next.

Students should pay the supplementary exam fee of Rs 2500/- per course in time failing which they will not be allowed to take the exams. Students should not request the Exams Office to deduct the Exam fee from the Caution Deposit.

14. CERTIFICATES AND TRANSCRIPTS

i. The degree certificate and Transcript will be presented at the convocation to those students who have completed all requirements for graduation, have submitted their school leaving certificates, have cleared all fee dues to the University, and are present in person to receive the degree certificate.

ii. Degree Certificates and transcripts will be dispatched within two weeks of the Convocation to the students who could not attend the convocation in person.

iii. Any student seeking mark sheets, transcripts, or any other certificate relating to graduation requirements for applying to higher education and /or employment is requested to write to the Exams office. Upon receipt of the request, the EAO will share the procedures for issuance of the certificate, including fees payable.

15. CONDUCT DURING EXAMINATIONS

For the Pattern, syllabus, weightage and duration for all the evaluation components, students should get in touch with the course instructor(s).

Please note the following guidelines which need to be followed during examinations [mid-term, end-term and quizzes].

1. Students should carry their ID card hard copy during all the evaluation components.
2. Candidates should reach their respective examination venue at least 15 minutes before the examination start time and occupy their respective seat. The seating charts will be shared with the students in advance. If quizzes/exams are online, students should take them using laptops only from the designated hall.

3. The candidates must keep their bags/backpacks/miscellaneous items not required for the exam outside the examination hall for the entire duration of the examination. Neither the invigilator nor the examination office will be responsible for the loss/misplacing of the candidate's items kept away from the candidate during the examination.

4. After the lapse of 5 minutes from the start of the examination, no candidate will be allowed to enter the hall or write the examination.

5. Candidates must carry their own materials (like pen, pencil, eraser, etc.) required for the examination. Additionally, if an exam requires a candidate to carry specific materials such as a calculator/laptop, they may be allowed to do so. This permission will be granted only if the instructions on the question paper mention these extra requirements or if special instructions were shared with the exam office before the examination. However, no exchange of any material between the candidates will be allowed.

6. Bio-breaks are not allowed.

7. Mobile phones, laptops, smartwatches, and other communication devices are strictly NOT ALLOWED inside the examination hall.

8. Candidates requiring additional sheets to write answers, can request for the same without leaving their seat. However, invigilators will stop issuing additional sheets 5 minutes before the end of the examination.

9. Candidates should write their details, as asked, only in the space provided on the main answer booklet. To index the additional sheet with the main answer booklet, candidates should write only the additional sheet number (say 01, 02, 03 and so on) and serial number of the main answer booklet in all the additional sheets. It is the duty of the candidate to make sure that these details are cross-examined and attested by the invigilator in all the additional sheets.

10. No other personal details should be written/mentioned on the main answer booklet or on the additional sheets.

11. Before submitting the answer script to the invigilator, all additional sheets must be attached/tied with the main answer booklet appropriately and in the correct order. Candidates should also write the total number of additional sheets attached to the main answer booklet at the specified place on the front page of the main answer booklet.

12. Candidates should not take any answer book or supplement while leaving the examination hall. Even rough sheets must be struck off and attached to the answer booklet. Any unused sheets should be separately returned to the invigilator.

13. Candidates must not peek into the answer booklets of neighbouring candidates and must not speak or communicate through gestures or signs with other candidates in the examination hall during the examination under any circumstance. If they violate, they will be asked to surrender their question paper and answer script after the first warning and leave the examination hall.
14. Candidates must obey the invigilator's instructions and should not behave rudely or disobediently. No person shall disturb the other candidates or the invigilator in the examination hall.
15. Candidates shall not be allowed to write anything on the question paper, on their person, or on their clothing, or any other object/device they are allowed to carry with them. Candidates should not be in possession of any such object with something written or scribbled on it, irrespective of whether the scribbled content is relevant to the exam or not.
16. For exams requiring laptops and internet, the internet access should only be used for the intended purpose. Candidates should not misuse the facility to communicate with each other electronically during the examination.
17. On the day of examination, the respective course instructor(s)/TA may be available to clarify the candidate's doubts, if any. If the course instructor(s)/TA is unavailable, the candidate can write his/her assumption and continue answering the question.
18. To save time and avoid going out for drinking water during an examination, candidates can carry their own water bottles.
19. Before the scheduled end time of the examination (but not within the last 10 minutes of the exam), a candidate can submit his/her answer booklets if he/she wishes to do so but after completing all the necessary formalities. Such candidates should raise their hand to summon the invigilator on duty to their seat and directly hand over their answer booklet to the invigilator. They should not walk away leaving the answer booklet on their table. Further, they should clear the examination area in silence without disturbing the others. Students should leave the examination hall and academic block after submitting the answer script to the invigilator.
20. All candidates should abide by all the above rules and guidelines in letter and spirit. If any candidate has any specific medical condition that would make it difficult to comply with any of the above rules, he/she has the option to apply in writing to the exam office well in advance or at least 20 minutes before the start of the exam. The exam office will decide based on the merits of the case.

21. In the absence of any written approval by the exam office on any special concession sought by any student, the Exam Office will construe any violation of the above rules/guidelines as misconduct, malpractice, or intention to cheat and consequently annul the examination for those caught in the act of violation.
22. If the examination of a candidate is annulled, the Exam Office will mark a zero on the answer script of the candidate. The answer script will not be shared with the course instructor(s) / TA for evaluation.
23. Students need to view their evaluated answer scripts during the designated slot only. If someone is absent for the paper viewing session and would like to view the answer script other than the designated slot, need to pay a fee of Rs.1,000/-
24. Answers written by pencil, Green ink and red ink will not be evaluated
25. Students need to check all the marks except end-term evaluation before end- term exams. The breakup of marks will be shared only by the faculty members. For any clarification regarding marks/grades, students should contact/write to the concerned faculty
26. Answer scripts will not be shared with course instructors for evaluation if: i) The student does not write their name and roll number on the answer script, ii) The student does not take the exam in the assigned venue.

16. GUIDELINES FOR DISCIPLINARY ACTION

The code of conduct applies to all activities and for the entire duration of the Programme. Academic dishonesty in any form will lead to severe penalties, including expulsion. These include:

- Copying from other students during assessments.
- Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of misconduct.

MISCONDUCT

Please go through the detailed policy document related to misconduct, available on the shared Google Drive folder called **KREA** Policies. Listed below are some specific acts/instances of minor and major misconduct. The list is by no means exhaustive and would include acts that are not specifically listed below:

i. Minor misconduct

- Sharing calculators, pens, pencils, and/ or any other materials with another

student, who is expected to carry all necessary types of equipment required for attending the exam.

- Failing to mark attendance during the evaluation.
- Possession of a Mobile phone or any other banned device for the duration of any evaluation (inside and outside the exam venue)
- Providing false information regarding one's health conditions to seek concessions.
- Not Signing of Malpractice form.
- Any other violation as reported.

ii. Major Misconduct

- Copying in examinations, quizzes, assignments
- Plagiarism in any evaluation.
- Possession of notes /chits during any evaluation (inside and outside the exam venue)
- Habitual commission of acts of minor misconduct
- Any other violation as reported that indicates intent to copy or plagiarize.

iii. Penalties for minor misconduct

- Warning
- Reduction in marks of up to 10% of the total marks of the evaluation component
- And /or any other penalty that may be levied by the EAO as deemed fit, including exclusion from positions of responsibility.

iv. Penalties for major misconduct

- Deducting marks for the specific evaluation component by giving zero marks for that component of the evaluation.
- Awarding an F grade for the course
- Exclusion from any position of responsibility with the University
- Withdrawal from placement services
- And /or any other penalty that may be levied by the Disciplinary committee as deemed fit including expulsion from the institution.

DISCIPLINARY PROCEDURES

For any type of misconduct [minor or major], the EAO will call for a Disciplinary Committee meeting. The EAO will verify the evidence and share the relevant documents with the Disciplinary Committee members. The EAO will communicate the decision taken in the meeting to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will also be informed to the Program Office and Office of Academic Administration, MBA Chair and the Dean by the EAO.

In case of copying, the Exams office will not share the answer script with faculty / TA for evaluation. The student is required to sign the malpractice form which captures the details of the incident to be signed by the invigilator also.

17.GRIEVANCE REDRESSAL

In case of grievances, the student may write to the COE within one week of receipt of the mail providing details of the misconduct. The COE will verify the evidence and will call for the Disciplinary Committee meeting. The Exams office will communicate the final decision to the student taken in the Disciplinary Committee meeting with a copy to the faculty member, in whose exam the misconduct was reported, and to the Program Office and PGP Chair. The decision of the Disciplinary Committee is final and binding.

Notwithstanding anything contained in these regulations, all students shall be governed by the Code of conduct and procedures framed by the University. The students are expected to go through the detailed policy document available on the shared Google Drive folder called Krea Policies.

18. ESCALATION POLICY

Usually the Exams Office will respond to student's query on time. If a student is not getting any response from the Exams Office within 3-5 working days, s/he is requested to escalate to the Controller of Examinations.

For all queries related to Exams and Assessment, email
gsb.examoffice@krea.edu.in

Annexure 5.7.3

MBA Exam Manual



KREA university

EXAMS AND ASSESSMENTS MANUAL

MBA Batch 2024-2026 | MBA Batch 2025-2027

(Academic Year 2025-26)

EXAMS AND ASSESSMENTS MANUAL

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1. EXAMINATION AND ASSESSMENT OFFICE [EAO]

The EAO is responsible for:

i) Exams and Evaluation

- Timely conduct of exams and assessments.
- Maintain confidentiality of question papers/other assessment tools.
- Supervise the smooth conduct of exams without any malpractice.
- Ensure all incidents of malpractice are reported to the Disciplinary Committee for necessary action.

ii) Declaration of Results

- Review grades term-wise and declare the results of students.
- Verify student performance against promotion and graduation policies.
- Declare students eligible (or ineligible) for promotion and graduation.
- Declare students who will be placed on Academic probation.

iii) Records Maintenance

- Evaluation and maintenance of answer scripts.
- Maintenance of student performance records.
- Verification and authentication of student details (current students and alumni) to be shared with external parties.

The Exams Office is responsible for publication of final results. Exams Office will not intervene in awarding/assigning marks/grades.

2. ATTENDANCE REQUIREMENTS

Krea University aims to continuously evaluate the student's performance during the course and a by end-of-term evaluation. As the pedagogy of the courses involves student participation in classroom sessions, attendance is mandatory. Every student is required to attend at least 75% of classroom sessions conducted in every registered course.

I) Attendance and Absence

Please note the following with respect to absences:

a) A student must maintain a minimum of 75% classroom attendance in every course, i.e., a student can be absent for a maximum of 25% of the sessions.

b) The number of actual sessions held will be considered to compute the attendance percentage.

c) Based on the attendance taken in the class by the course instructor(s), the student will be marked "Present or Absent" in ERP (Student Information System Software)

d) Every week, attendance will be updated by the Office of Academic Administration (OAA) in the software. Students can view the same as per the login credentials shared by OAA. Keeping track of the attendance is the responsibility of the student.

e) Any clarifications regarding attendance must first be sought from the course instructor(s) and then brought to the notice of OAA.

f) No changes in attendance will be affected without the approval of the course instructor(s).

g) Students are not required to apply for leave if their absenteeism is within the prescribed limits (<= 25% sessions missed out of the total number).

h) Any absence without application will be included within the 25% limit.

i) In case of planned absence, the student must apply for leave at least a week before the date(s) as applicable.

j) In case of sudden/unplanned absence, the student must ensure to email the Programme Office before going on leave and update the ERP, as applicable, within a week of your return to campus.

k) No change in attendance will be entertained after publication of results.

l) Any clarification regarding attendance need to be clarified before the end-term exams.

ii) Shortage of attendance policies

Based on the Dean's approval, the following guidelines in applicable:

a) If the attendance is between 70-75 %, the student will face a grade level drop in the course.

b) If the attendance is between 65-70%, the student will face a grade drop in the course.

c) If the attendance is below 65%, the student must repeat the course whenever it is offered next. If it is a prerequisite course for any other course, the student will not be eligible to register for the latter course.

3. SPECIAL ASSISTANCE

A student requiring special support must write to Inclusive Learning Support [ILS] and the Office of Student Life [OSL] within one week of registering for the program (or the beginning of the term, in case of short-term support). The OSL and ILS will review the documentary support provided by the student and, in consultation with respective offices of the University, will strive to support the student in exams and evaluations.

In case of students who need support due to sudden onset of illnesses /worsening conditions, the student (or family member or guardian or a caregiver) must write to ILS and OSL, at least one day, before the start of the examination with supporting documents and seek approval, to be considered for any extension of time and /or any other support. The OSL and ILS will review in consultation with the COE to consider such other cases who need special assistance.

4. GRADES

The students are expected to register for courses at the beginning of every term. The course outline for each course will describe the course evaluation pattern. The students are encouraged to discuss with course instructor(s) to understand the evaluation components of each course.

a. The students are expected to ensure that they receive all the components of evaluation before end term exam and seek any clarification from the course instructor. The course instructors (or their TAs) will share the breakup of marks and will not be done by Exams office.

b. The total marks attained by students registered for a course will be normalized for awarding grades.

c. The final grades of all the courses will be uploaded to Academic Information System by the EAO on or before 30 working days from the last end-term exam.

d. Change/modification of grades will not be entertained after publication of results.

The grades and grades point details are provided below:

S.No	Grade	Grade Points
1	A+	4.33
2	A	4.00
3	A–	3.67
4	B+	3.33
5	B	3.00
6	B–	2.67
7	C+	2.33
8	C	2.00
9	C–	1.67
10	D+	1.33
11	D	1.00
12	D–	0.67
13	F	0.00

I. Term Grade Point Average (TGPA)

TGPA, for a term, is the weighted average of the grade points obtained in the courses registered for, in a particular term (weights being the respective course credits).

ii. Cumulative Grade Point Average (CGPA)

CGPA is the weighted average of the grade points obtained in the courses registered for, till the specified term (weights being the respective course credits). The final CGPA awarded will range from 0 to 4.33. TGPA and CGPA will be calculated up to the second decimal place.

iii. The conversion of the CGPA into percentage is as follows:

Percentage marks = {(CGPA obtained by the student / 4.33) * 100}

5. GRADUATION REQUIREMENTS

I. Promotion to Next Term

A student will be eligible to attend the consequent term, if they have an attendance of at least 65% in every course, he/she had registered in the previous term and does not have more than 2 Fs.

ii. Promotion to Second Year

A student would be eligible for promotion to the second year if they have a CGPA of at least 2.00 at the end of the first year [Term 1, 2 and 3] and have no Fs in any of the first-year courses.

6. AWARD OF DEGREE

A student will be considered for the award of a "Master of Business Administration" degree if they complete the minimum requirement of 105 credits (including summer internship). The following criteria also apply:

a) Do not have F grade in any course.

b) The second year CGPA requirement: 2.00 in the second year (Term 4, 5, 6 along with Summer Internship) courses.

c) Overall CGPA requirement: 2.20 in all courses of the first and second year for the credits taken over two years (Term 1 to 6 and summer internship).

7. IMPLICATIONS OF NOT MEETING THE ELIGIBILITY CRITERIA

a. Implications of not meeting the criteria at the end of first year:

i. If a student does not meet one of the criteria mentioned above after attending a re-examination, they will be required to go on Academic Probation.

ii. If a student does not meet both the criteria mentioned above after taking a re-examination, they will have to discontinue the Programme.

iii. Any appeal to the above process must be done within fifteen days of announcement of the results. The Dean will review necessary evidence, including discussing with the student, the Programme chair, and Controller of Exams before the final decision is announced to the student.

b. Implications of not meeting the criteria at the end of the second year:

i. If a student does not meet one of the criteria mentioned above after attending a re-examination, the student can reregister for courses along with the next batch(es).

ii. The maximum period that will be allowed for completion of MBA is four contiguous years (N+2).

iii. A student wishing to reregister must seek permission from Programme Chair.

iv. All terms and conditions, including the fee payable, will be intimated to the student by OAA.

v. On reregistration the student will follow all rules of course requirements, including attendance and other evaluation components.

vi. Any appeal to the above process must be done within fifteen days of the announcement of the results. The Dean will review necessary evidence, including discussing it with the student, the Programme chair, and the Controller of Exams before the final decision is announced to the student.

8. ACADEMIC PROBATION

The maximum period that will be allowed for completion of MBA is four contiguous years. When a student is unable to cope up with the courses, the student will be considered for academic probation.

i. As part of Academic Probation, students will be provided the choice to register for fewer courses each Term, to repeat courses where they have received an F grade and get two extra years to complete the core course requirement.

ii. The students on Academic probation can take electives only on completion of all core course requirements.

iii. The latest grade obtained by students under Academic Probation will be considered final and there is no option to choose better of grades.

iv. The fee structure for tuition, living and any other fees prevalent at that time will be applicable.

9. SUPPLEMENTARY EXAMINATION

A student who is eligible to write the exam but absent for end-term and Mid- term evaluation will be permitted to appear for the supplementary exam. The dates for the supplementary exams will be announced by the EAO. If the student is absent during the supplementary exam will be given an F grade for the course AND / (OR) will be graded based on the evaluations attempted. The supplementary exams will be conducted for end-term and mid-term exams only. There is no provision for reconducting quizzes and such other components.

The supplementary exam will carry the same weightage as the end-term / mid-term exam. The student must register with the Exams office in the prescribed format on or before the supplementary exam registration date along with an exam fee of INR 2,500/- per course. The EAO will announce the dates for the supplementary exam.

The student should write to the Area Chair for syllabus and the nature of the end-term exam.

Attendance will not be given if someone is missing the classes to take the supplementary exams.

If the student fails the course after declaration of results of supplementary exam, the student must redo the course whenever it is offered next.

The schedule for supplementary exams is as follows:

1. MBA Seniors: Supplementary exams pertaining to second year - after their Term-6 end-term exams [i.e. in April every year]

2. MBA Juniors: Supplementary exams pertaining to the first year – after publication of Term-3 results [i.e. May/June every year].

Student should pay the supplementary exam fee of Rs 2500/- per course in time failing which they will not be allowed to take the exams. Students should not request the Exams Office to deduct the Exam fee from the Caution Deposit.

For those who are taking supplementary exams due to malpractice, the maximum grade will be awarded in the improvement exam should be the actual grade received minus one grade [i.e. grade level drop].

10. IMPROVEMENT EXAMINATION

A student with a grade below C- is eligible to appear for improvement exams subject to the condition that the student's CGPA is below graduation requirements [CGPA of less than 2 at the end of the first year and 2.20 at the second year].

The improvement exam carries a weightage of 60% and rest 40% from the first attempt. The faculty will award the final grade.

A student can write improvement exams up to six courses in an academic year.

The student is expected to write to the Area chair for the syllabus.

The faculty who is facilitating the improvement exam, need not follow the same pattern that was followed earlier. The syllabus could be the entire syllabus, post-mid-term, select modules, etc. It could be closed book/open book subject to faculty discretion who is facilitating the improvement exam. Also, the exams office will not reveal the identity of the faculty who is facilitating the improvement exams.

If someone is absent for the improvement exam, the grade obtained earlier will be retained. Supplementary exam will not be administered if someone is absent for the improvement exam. Attendance will not be given if someone is missing the classes to take the improvement exams.

The student must register with the Exams office in the prescribed format on or before the improvement exam registration date along with a fee of INR 2500/ course. A student can write an improvement exam only once in any course. If the student fails in the improvement exam, she/he must redo the course whenever it is offered next.

The improvement exams schedule is as follows:

1. MBA Seniors: Improvement exams pertaining to second year - after their Term-6 end-term exams [i.e. in April every year]

2. MBA Juniors: Improvement exams pertaining to the first year – after publication of Term-3 results [i.e. May/June every year].

Student should pay the improvement exam fee in time failing which they will not be allowed to take the exams. Students should not request the Exams Office to deduct the Exam fee from the Caution Deposit.

For those who are taking improvement exams due to malpractice, the maximum grade will be awarded in the improvement exam should be the actual grade received minus one grade [i.e. grade level drop].

11. REVALUATION

Students should send their revaluation request only to the EAO. EAO will check with the Area Chair to suggest who should grade the paper. EAO will not reveal the identity of the student to anyone. If any grace marks given by the first evaluator, will not be applicable during revaluation. The second evaluator will have access to details about the assignment/answer scripts but not to the grades given or comments made by the first evaluator (who is also the instructor of the course). The identity of the second evaluator will not be known to the first evaluator. Apart from the Exam Office staff, others will not be involved in this process. The Exam Office will take the average of both the evaluations to determine the new grade. Moreover, the Exam Office will not respond to any assumptions that students make about their own performance or that of others. Once a formal request is put for revaluation and revaluation is conducted, one can't opt for a grade which benefits them the most. Revaluation is a formal process, confidential activity and results are binding.

Only the end-term written exam would be considered for revaluation. Revaluation requests are to be submitted by the students within a week from the publication of results and student need to pay Rs.1,000 for revaluation of a course.

12. COURSE EVALUATIONS FOR SPECIFIC COMPONENTS

A. SUMMER INTERNSHIPS

All students are required to complete a summer internship [3 credits course] in an organization for 8-10 weeks during the break between the first and second year [tentatively April and May].

i. Submission of Summer Internship Report to EAO

- Submission of an interim progress report before the deadline as given by the Placement Office. A copy of the same should be submitted to the Exams and Assessment Office (EAO)
- The final Summer Internship Report should be submitted in the prescribed format, as per the timelines with a copy to the Exams and Assessment Office (EAO). This is different from the report submitted to the Organization which would be as per the company's format and requirements.

- If a project (same topic, same company) is undertaken by more than one student, she/he is required to make separate reports and presentations. In the report/presentation, students should mention the names of other students who were part of the project.
- Submission of summer internship completion certificate along with duly filled-in evaluation form from the company. This should also be submitted to EAO.

ii. Evaluation of Summer Internships

Overall performance of the student in the summer internship shall be evaluated as described below:

- A Confidential evaluation by the organization where the student has done his/her summer internship will have a weightage of 40%.
- Students will be asked to make a presentation on the work carried out by him/her during the summer internship to an Internal Evaluation panel of not less than 2 members. The presentation will carry a weightage of 40%.
- The panel will also evaluate the final report submitted to the school. The report will carry a weightage of 20%.
- The scheduling of the internal evaluation will be done in coordination with the Placement office and OAA
- The consolidation of marks and grading will be done jointly by the Program Committee and Chairperson of Placement. They shall carry out the normalization of marks awarded by the different panels. They will jointly submit the grades to the EAO.
- The final grades will be announced only by the EAO.

B. COURSE OF INDEPENDENT STUDY (CIS)

CIS is a 3-credit course and can be taken up as an elective course in one or two contiguous terms (Term 4, 5, or 6).

Eligibility: Any student wishes to pursue his/her course of independent study Choice/interest, should have a GPA of 3.33 (equivalent to a "B+" grade average) and above, in all core and elective courses in the area. Student is required to get approved from the dean/program chair in prescribed format. The approved form should be submitted to the OAA one month before the commencement of the term. The OAA will submit a list of approved courses of independent studies along with student list to EAO at the start of the term.

Evaluation of CIS

- Credits and grades obtained in CIS will be counted for required credits and CGPA calculation.
- The evaluation committee must consist of not less than two faculty members (one guide and one examiner from the area of research done by the student).
- Each student is required to make a presentation to the CIS Evaluation Committee during and end of his/ her CIS work for a particular Term. The interim presentation will be evaluated for 25% of the total marks and the final presentation will carry 25% of the marks. The report will be evaluated for 50% of the total marks. When more than one student carries out a study, they will submit individual reports and will be evaluated independently.
- If the duration of CIS extends beyond a term, the student MUST submit an interim report in addition to the interim presentation. The interim report (25%) and interim presentation (25%) credits will be submitted to EAO. The committee will complete the interim evaluation and send the interim grade within three weeks of completion of the term. However, it will not be used to calculate the TGPA. The final report (25%) and final presentation (25%) credits will be submitted to EAO. The committee will complete the evaluation and send the final grade along with the final CIS report within three weeks of the completion of the term. The course credit and the final grade will be considered for the calculation of TGPA at the end of the second term of the CIS.

C. INDUSTRY PROJECT (IP)

IP is a 3-credit course and can be taken up across two contiguous terms. The OAA will inform the list of Industry projects approved along with student details, and internal and external guide details to EAO before the beginning of the term.

Credits and grades obtained in IP will be counted for required credits and CGPA calculation after the end of two terms.

Evaluation of IP:

Overall performance of the student in the summer internship shall be evaluated as described below:

- Confidential evaluation by the organization to which the student is attached (40% weightage) using a format provided by OAA directly to the guide / superior in the organization.
- Students will be asked to make a presentation on the work carried out by him/her during the internship to a panel of not less than 2 members. The presentation will carry a weightage of 30%. The same panel will also evaluate the final report submitted to the school. The report will carry a weightage of 30%.

- If a project (same topic, same company) is undertaken by more than one student, she/he is required to make separate reports and presentations. In the report/presentation, students should mention the names of other students who were part of the project.
- If the duration of the project extends beyond a term, the student MUST submit an interim report and an interim presentation to the school. The interim report (15%) and interim presentation (15%) credits will be submitted to EAO. However, it will not be used to calculate the TGPA.
- The final report (evaluated for 15%) and final presentation (evaluated for 15%) and the marks from the organization (40% of total marks) will be submitted to EAO. The committee will complete the evaluation and send the final grade along with the final CIS report within three weeks of completion of the term. The course credit and the final grade will be considered for the calculation of TGPA at the end of the second term of the CIS.
- The scheduling of the internal evaluation will be done by the EAO in coordination with OAA.
- The consolidation of marks and grading will be done jointly by the MBA Committee and Chairperson of Placement. They shall ensure the normalization of marks awarded by the different panels. They will jointly submit the grades to the EAO.
- The grades will be announced only by the EAO.

13. Evaluation of NPTEL Courses:

Before registration of NPTEL courses students are advised to go through the Krea NPTEL Policy Document. All the courses offered by NPTEL are accessed free of cost, but the students would have to pay a nominal fee to attend the exam for certification.

IFMR GSB, KREA University shall give the equivalent credit weightage to the students for the credits earned through online learning courses through SWAYAM platform in the credit plan of the program. Whenever the student filling up her/his exam form, s/he will have to submit an undertaking for credit transfer forwarded through SPOC and the Dean/Program Chair of the School/ College/ Institute. Once due permission is granted by the Controller of Examination of the University, the student need not appear for university examination for the exempted course(s).

On successful completion of each course, the institution offering the MOOCs would issue the certificate, along with the number of credits and grades, through which the student can get credits transferred into his marks certificate issued by his parent institution. The conversion of marks from grade points awarded in the certificate issued by the institution offering MOOCs shall be as per the KREA University GSB Regulations. The below Table details the grading norms for NPTEL courses:

Marks Obtained	Grade
93-100%	A+
86-92%	A
78-85%	A-
70-77%	B+
63-69%	B
55-62%	B-
47-54%	C+
40-46	C
32-39%	C-
24-31%	D+
16-23%	D
1-15%	D-
0	F

14. AUDIT COURSES

A student can audit up to two courses (maximum of 6 credits) in the second year. A student who chooses to audit a course should abide by all the rules that are applicable to any other students registered for that course, including attendance requirements and evaluation components of the course.

The grades will appear in the transcript as PASS (Up to 'D') or FAIL ('F'). These grades will not be included in the calculation of CGPA of the student.

15. WORKSHOPS

i. Preparatory Workshops

Preparatory workshops conducted before the beginning of the program will be evaluated before and after the end of the workshops. The results of the evaluation will be shared with students. These workshops will not be included in the calculation of GPA.

ii. Workshops during the program

Every student is expected to attend a minimum number of workshops as specified in the student handbook. These workshops will be conducted during the program. The workshops will have attendance requirements as any other course and will have at least two components of the evaluation. The workshops will be evaluated as Pass or Fail. A Certificate will be issued at the time of Convocation indicating the workshops attended with Pass or Fail Grade.

If a student fails in the mandatory workshop, students will be allowed to take the supplementary exam with applicable supplementary exam fee. Without clearing the mandatory workshops, the student is not eligible to graduate.

16. CERTIFICATES AND TRANSCRIPTS

a) The Provisional certificate and a copy of the transcript of marks will be issued 60 days after the completion of all requirements needed for graduation.

b) The Provisional Certificate will be issued only to those students who have completed all requirements for graduation, have submitted their UG degree certificates, and have cleared all fee dues to the University.

c) The degree certificate and Transcript will be presented at the convocation to those students who have completed all requirements for graduation, have submitted their UG degree certificates, have cleared all fee dues to the University, and are present in person to receive the degree certificate.

d) Degree Certificates and transcripts will be dispatched within 3-4 weeks of the Convocation to the students who could not attend the convocation in person.

e) Any student seeking mark sheets or transcripts or any other certificate relating to graduation requirements for applying to higher education and /or for employment is requested to write to the Exams office for the same. Upon receipt of the request, the EAO will share the procedures for issuance of the certificate including fees payable.

17. CONDUCT DURING EXAMINATIONS

For the Pattern, syllabus, weightage and duration for all the evaluation components, students should get in touch with the course instructor(s).

Please note the following guidelines which need to be followed during examinations [mid-term, end-term and quizzes].

i. Students should carry their ID card hard copy during all the evaluation components

ii. Candidates should reach their respective examination venue at least 15 minutes before the examination start time and occupy their respective seat. The seating charts will be shared with the students in advance. Students are expected to sit in the designated halls if not 10% will be deducted from the marks obtained. Students are expected to appropriately dressed when appearing for examinations. If quiz/exams are happening online students should take their exams using laptops only from the designated hall.

iii. The candidates must keep their bags/backpacks/miscellaneous items not required for the exam, outside the examination hall for the entire duration of the examination. Neither the invigilator nor the examination office will be responsible for the loss / misplace of candidate's items kept away from the candidate during the examination.

iv. After the lapse of 5 minutes from the start of the examination, no candidate will be allowed to enter the examination hall or write the examination.

v. Candidates must carry their own materials (like pen, pencil, eraser etc.) required for the examination. Additionally, if an exam requires a candidate to carry specific materials such as a calculator/laptop, they may be allowed to do so. This permission will be granted only if the instructions on the question paper mention these extra requirements or special instructions were shared with the exam office before the examination. However, no exchange of any material between the candidates will be allowed.

vi. Mobile phones, laptops, smartwatches, and other communication devices are strictly NOT ALLOWED inside the examination hall. Possession of any unauthorized material including scribbling on hand is considered as a major misconduct.

vii. Bio-breaks not allowed

viii. Candidates requiring additional sheets to write answers, can request for the same without leaving their seat. However, invigilators will stop issuing additional sheets 5 minutes before the end of the examination.

ix. Candidates should write their details, as asked, only in the space provided on the main answer booklet. To index the additional sheet with the main answer booklet, candidates should write only the additional sheet number (say 01, 02, 03 and so on) and serial number of the main answer booklet in all the additional sheets. It is the duty of the candidate to make sure that these details are cross-examined and attested by the invigilator in all the additional sheets.

x. No other personal details should be written/mentioned on the main answer booklet or on the additional sheets.

xi. Before submitting the answer script to the invigilator, all additional sheets must be attached/tied with the main answer booklet appropriately and in the correct order. Candidates should also write the total number of additional sheets attached to the main answer booklet at the specified place on the front page of the main answer booklet. Candidates should not take with them any answer book or supplement while leaving the examination hall. Even rough sheets need to be struck off and attached with the answer booklet. Any unused sheets should be separately returned to the invigilator.

xii. Candidates must not peek into the answer booklets of neighbouring candidates and must not speak or communicate through gestures or signs with other candidates in the examination hall during the examination under any circumstance. If they violate, after the first warning, they will be asked to surrender their question paper and answer script and leave the examination hall.

xiii. Candidates must obey the instructions issued by the invigilators and should not behave in a rude or disobedient manner. No person shall by any means disturb the other candidates or the invigilator in the examination hall.

xiv. Candidates shall not be allowed to write anything on the question paper or on their person or on their clothing or on any other object / device that they are allowed to carry with them. Candidates should not be in possession of any such object with something written or scribbled on it, irrespective of whether the scribbled content is relevant to the exam or not.

xv. For exams requiring laptops and internet, the internet access should only be used for the intended purpose. Candidates should not misuse the facility to communicate with each other electronically during the examination.

xvi. On the day of the examination, the respective course instructor(s)/TA may be available to clarify the candidate's doubts, if any. If the course instructor(s)/TA is unavailable, the candidate can write his/her assumption and continue answering the question.

xvii. To save time and avoid going out for drinking water during an examination, candidates can carry their own water bottles.

xviii. Before the scheduled end time of the examination, a candidate can submit his/her answer booklets if he/she wishes to do so but after completing all the necessary formalities. Such candidates should raise their hand to summon the invigilator on duty to their seat, and directly hand over their answer booklet to the invigilator. They should not walk away leaving the answer booklet on their table. Further, they should clear the examination area in silence, without disturbing the others. Students should leave the examination hall and academic block once they submit the answer script to the invigilator.

xix. All candidates should abide by all the above rules and guidelines in letter and spirit. If any candidate has any specific medical condition that would make it difficult to comply with any of the above rules, he/she has the option to apply in writing to exam office well in advance or at least 20 minutes before the start of the exam. Exam office will decide based on the merits of the case.

xx. In the absence of any written approval by the exam office, on any special concession sought by any student, Exam Office will construe any violation of the above rules / guidelines as misconduct, or malpractice or a possible intention to cheat and consequently annul the examination for those caught in the act of violation.

xxi. If the examination of a candidate is annulled, Exam Office will mark a zero on the answer script of the candidate. The answer script will not be shared with the course instructor(s) / TA for evaluation

xxii. If a student doesn't write name and roll number 25% marks will be deducted from the marks obtained by the student, if student writes an apology email to the Exams Office. After obtaining the approval from the CoE, the paper will be shared with the faculty/TA for evaluation.

xxiii. Students need to view their evaluated answer scripts during the designated slot only. If someone is absent for the paper viewing session and would like to view the answer script other than the designated slot, need to pay a fee of Rs.1,000/-

xxiv. Answers written by pencil, Green ink and red ink will not be evaluated.

xxv. Students need to check all the marks except end-term evaluation before end- term exams. The breakup of marks will be shared only by the faculty members. For any clarification regarding marks/grades, students should contact/write to the concerned faculty.

18. GUIDELINES FOR DISCIPLINARY ACTION

The code of conduct applies to all activities and for the entire duration of the program. Academic dishonesty in any form will lead to severe penalties, including expulsion

- Copying from other students during assessments.
- Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of misconduct.

A) Misconduct

Please go through the detailed policy document related to this, available on the shared Google Drive folder called KREA Policies. Listed below are some specific acts/instances of minor and major misconduct. The list is by no means exhaustive and would include acts that are not specifically listed below:

i. Minor misconduct

a) Sharing calculators, pens, pencils, and/ or any other materials with another student, who is expected to carry all necessary types of equipment required for attending the exam.

b) Failing to mark attendance during the evaluation

c) Possession of a Mobile phone or any other banned device for the duration of any evaluation (inside and outside the exam venue)

d) Providing false information regarding one's health conditions to seek concessions

e) Not signing of Malpractice form

f) Any other violation as reported

Penalties for minor misconduct

- Warning
- Reduction in marks of up to 10% of the total marks of the evaluation component
- And /or any other penalty that may be levied by the Disciplinary committee as deemed fit, including exclusion from positions of responsibility

ii. Major misconduct

a) Copying in examinations, quizzes, assignments

b) Plagiarism in any evaluation.

c) Possession of notes /chits during any evaluation (inside and outside the exam venue)

d) Habitual commission of acts of minor misconduct

e) Any other violation as reported that indicate intent to copy

Penalties for major misconduct

- Deducting marks for the specific evaluation component by giving zero marks for that component of the evaluation.
- Awarding an F grade for the course
- Exclusion from any position of responsibility with the University
- Withdrawal from placement services
- And /or any other penalty that may be levied by the Disciplinary committee as deemed fit including expulsion from the institution.

19. DISCIPLINARY PROCEDURE

For any type of misconduct [minor or major], the EAO will call for Disciplinary Committee meeting. The EAO will verify the evidence and share the relevant documents with the Disciplinary Committee members. The EAO will communicate the decision taken in the meeting to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will also be informed to the Program Office and Office of Academic Administration, MBA Chair and the Dean by the EAO.

In case of copying, the EAO will not share the answer script with faculty / TA for evaluation. The student is required to sign the malpractice form which captures the details of incident to be signed by the invigilator also.

20. GRIEVANCE REDRESSAL

In case of grievances, the student may write to the COE within one week of receipt of the mail providing details of the misconduct. The COE will verify the evidence and will call for the Disciplinary Committee meeting. The EAO will communicate the final decision to the student taken in the Disciplinary Committee meeting with a copy to the faculty member, in whose exam the misconduct was reported, and to the Program Office and PGP Chair. The decision of the Disciplinary Committee is final and binding.

Notwithstanding anything contained in these regulations, all students shall be governed by the Code of Conduct and procedures framed by the University. Students are expected to go through the detailed policy document available on the shared Google Drive folder called Krea Policies.

21. ESCALATION POLICY

Usually the Exams Office will respond to student's query on time. If a student is not getting any response from the Exams Office within 3-5 working days, s/he is requested to escalate to the Controller of Examinations.

For all queries related to Exams and Assessment, email
gsb.examoffice@krea.edu.in

Annexure 5.7.4

EMBA Exam Manual



KREA
university

EXAMS AND ASSESSMENTS MANUAL

EMBA Batch 2023-2026 | EMBA Batch 2024-2027
(Academic Year 2025-26)

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1. EXAMINATION AND ASSESSMENT OFFICE [EAO]

The EAO is responsible for:

i) Exams and Evaluation

- Conducting exams and assessments in a timely manner.
- Maintaining confidentiality of question papers/other assessment tools.
- Supervising the smooth conduct of exams without any incident of student malpractice.
- Ensuring all examination – related malpractices are reported to the Disciplinary Committee for necessary action.

ii) Declaration of Results

- Reviewing grades term-wise and declare the results of students.
- Verifying student performance against promotion and graduation policies.
- Declaring students eligible (or ineligible) for promotion and graduation.
- Declaring students who will be placed on Academic probation.

iii) Records Maintenance

- Ensuring evaluation and maintanance of answer scripts.
- Maintaining student performance records.
- Verifying and authenticating student details (current students and alumni) to be shared with external parties.

The Examination and Assessments office is responsible for the publication of final results. The EAO will not intervene in awarding/assigning marks/grades.

2. ATTENDANCE REQUIREMENTS

Krea University aims to continuously evaluate the student's performance during a course and by means of an end-of-term evaluation. As the pedagogy of most courses involves student participation in the classroom sessions, attendance is mandatory. Every student is required to attend at least 75% of classroom sessions conducted in every registered course.

I) Attendance and Absence

Please note the following with respect to absences:

a) A student must maintain a minimum of 75% classroom attendance in every course, i.e., a student can be absent for a maximum of 25% of the sessions.

b) The number of actual sessions held will be considered in computing the student's attendance percentage.

c) Based on the attendance taken in the class by the course instructor(s), the student will be marked "Present or Absent" in the ERP (Student Information System software).

d) Every week, attendance will be updated by the Office of Academic Administration (OAA) in the software. Students can keep track of their attendance using the login credentials shared by OAA. Keeping track of attendance is the responsibility of the student.

e) Any clarifications regarding attendance must first be sought from the course instructor(s) and then brought to the notice of the OAA.

f) No changes in attendance will be made without the approval of the course instructor(s).

g) Students are not required to apply for leave if their total percentage of absence in a given course is within the prescribed limits (<= 25% sessions missed out of the total number).

h) Any absence without application will be included within the 25% limit.

i) In case of planned absence, the student must apply for leave at least a week before the date(s) as applicable.

j) In case of a sudden/unplanned absence, the student must ensure to email the Programme Office before going on leave and update the ERP, as applicable, within a week of returning to campus.

k) No change in attendance will be entertained after publication of results.

l) Any clarification regarding attendance needs to be made before the end-term exams.

ii) Shortage of attendance policies

Based on the Dean's approval, the following guidelines are applicable:

a) If the attendance is between 70-75 %, the student will face a grade level drop in the course.

b) If the attendance is between 65% to 70%, the student will face a grade drop in the course.

c) If the attendance is below 65%, the student must repeat the course whenever it is offered next. If the course is a prerequisite for any other course, the student will not be eligible to register for latter.

3. SPECIAL ASSISTANCE

A student requiring special support must write to Inclusive Learning Support [ILS] and Office of Student Life [OSL] within one week of registering for the program (or at the beginning of the term, in case of short-term support). The OSL and ILS will review the documentary support and in consultation with respective offices of the University will strive to support the student in exams and evaluations.

In case of students who need support due to sudden onset of illnesses /worsening conditions, the student (or family member or guardian or a caregiver) must write to ILS and OSL, at least one day, before the start of the examination with supporting documents and seek approval, to be considered for any extension of time and /or any other support. The OSL and ILS will review in consultation with the COE to consider such other cases who need special assistance.

4. GRADES

The students are expected to register for courses at the beginning of every term. The course outline for each course will describe the course evaluation pattern. The students are encouraged to discuss with course instructor(s) to understand the evaluation components of each course.

a. The students are expected to ensure that they receive all the components of evaluation before end term exam and seek any clarification from the course instructor. The course instructors (or their TAs) will share the breakup of marks and will not be done by Exams office.

b. The total marks attained by students registered for a course will be normalized for awarding grades.

c. The final grades of all the courses will be uploaded to Academic Information System by the EAO on or before 30 working days from the last end-term exam.

d. Change/modification of grades will not be entertained after publication of results.

The grades and grades point details are provided below:

S.No	Grade	Grade Points
1	A+	4.33
2	A	4.00
3	A–	3.67
4	B+	3.33
5	B	3.00
6	B–	2.67
7	C+	2.33
8	C	2.00
9	C–	1.67
10	D+	1.33
11	D	1.00
12	D–	0.67
13	F	0.00

I. Term Grade Point Average (TGPA)

TGPA, for a term, is the weighted average of the grade points obtained in the courses registered for, in a particular term (weights being the respective course credits).

ii. Cumulative Grade Point Average (CGPA)

CGPA is the weighted average of the grade points obtained in the courses registered for, till the specified term (weights being the respective course credits). The final CGPA awarded will range from 0 to 4.33. TGPA and CGPA will be calculated up to the second decimal place.

iii. The conversion of the CGPA into percentage is as follows:

Percentage marks = {(CGPA obtained by the student / 4.33) * 100}

5. GRADUATION REQUIREMENTS

I. Employment Status

A candidate will be considered as enrolled student only when they are employees of the sponsoring organization. **Any voluntary or involuntary loss of employment status will make a candidate ineligible to continue in the program. Any student request for transfer of credits or certificate of completion for courses completed will not be entertained.**

ii. Promotion to Second Year

A student would be eligible for promotion to the second year if they have no Fs in any of the first – year courses.

iii. Promotion to Third Year

A student would be eligible for promotion to the third year if they have no Fs in any of the second – year courses.

6. AWARD OF DEGREE

A student will be considered for the award of a "Master of Business Administration" degree if they complete the minimum requirement of 90 credits (including dissertation). The following criteria also apply:

a) Do not have F grade in any course.

b) Overall CGPA requirement: 2.20 in all courses of the first, second and third year for the credits taken over three years (Term 1 to 9 and dissertation).

7. IMPLICATIONS OF NOT MEETING THE ELIGIBILITY CRITERIA

a. Implications of not meeting the criteria at the end of first year or Second year:

i. If a student does not meet one of the criteria mentioned above after attending a re-examination, they will be required to go on Academic Probation.

ii. If a student does not meet both the criteria mentioned above after taking a re-examination, they will have to discontinue the Programme.

iii. Any appeal to the above process must be done within fifteen days of announcement of the results. The Dean will review necessary evidence, including discussing with the student, the Programme chair, and Controller of Exams before the final decision is announced to the student.

b. Implications of not meeting the criteria at the end of the third year:

i. If a student does not meet one of the criteria mentioned above after attending a re-examination, the student can reregister for courses along with the next batch(es).

ii. The maximum period that will be allowed for completion of MBA is five contiguous years (N+2).

iii. A student wishing to reregister must seek permission from Programme Chair.

iv. All terms and conditions, including the fee payable, will be intimated to the student by OAA.

v. On reregistration the student will follow all rules of course requirements, including attendance and other evaluation components.

vi. Any appeal to the above process must be done within fifteen days of the announcement of the results. The Dean will review necessary evidence, including discussing it with the student, the Programme chair, and the Controller of Exams before the final decision is announced to the student.

8. KREA UNIVERSITY MEDAL/DEAN'S MERIT LIST:

i. Krea University Medal:

Based on the academic performance, the student with the highest- Cumulative Grade Point Average (CGPA) will be awarded the Krea University Medal at the time of Convocation.

ii. Dean's Merit List:

Based on the academic performance (subject to a minimum CGPA of 3.33)

at the end of the programme, the top 5% students in the batch will be include in the Dean's Merit List and will be awarded the Merit Certificate at the time of Convocation.

9. ACADEMIC PROBATION

The maximum period that will be allowed for completion of MBA is five contiguous years. When a student is unable to cope up with the courses, the student will be considered for academic probation.

i. As part of Academic Probation, students will be provided the choice to register for fewer courses each Term, to repeat courses where they have received an F grade and get two extra years to complete the core course requirement.

ii. The students on Academic probation can take electives only on completion of all core course requirements.

iii. The latest grade obtained by students under Academic Probation will be considered final and there is no option to choose better of grades.

iv. The fee structure for tuition, living and any other fees prevalent at that time will be applicable.

10. SUPPLEMENTARY EXAMINATION

A student who is eligible to write the exam but absent for end-term evaluation will be permitted to appear for the supplementary exam. The dates for the supplementary exams will be announced by the EAO. If the student is absent during the supplementary exam will be given an F grade for the course. The supplementary exams will be conducted for end-term and mid-term exams only. There is no provision for reconducting quizzes and such other components.

The supplementary exam will carry the same weightage as the end-term / mid-term exam. The student must register with the Exams office in the prescribed format on or before the supplementary exam registration date along with an exam fee of INR 2,500/- per course. The EAO will announce the dates for the supplementary exam.

The student should write to the Area Chair for syllabus and the nature of the end-term exam.

Attendance will not be given if someone is missing the classes to take the supplementary exams.

If the student fails the course after declaration of results of supplementary exam, the student must redo the course whenever it is offered next.

Student should pay the supplementary exam fee of Rs 2500/- per course in time failing which they will not be allowed to take the exams. Students should not request the Exams Office to deduct the Exam fee from the Caution Deposit.

For those who are taking supplementary exams due to malpractice, the maximum grade will be awarded in the improvement exam should be the actual grade received minus one grade [i.e. grade level drop].

11. IMPROVEMENT EXAMINATION

A student with a grade below C- is eligible to appear for improvement exams subject to the condition that the student's CGPA is below graduation requirements [CGPA of less than 2 at the end of the first year and 2.20 at the second year].

The maximum grade that will be awarded in the improvement exam should be the actual grade received minus one grade (i.e. grade level drop)

The improvement exam carries a weightage of 60% and rest 40% from the first attempt. The faculty will award the final grade.

A student can write improvement exams up to six courses in an academic year.

The student is expected to write to the Area chair for the syllabus.

The faculty who is facilitating the improvement exam, need not follow the same pattern that was followed earlier. The syllabus could be the entire syllabus, post-mid-term, select modules, etc. It could be closed book/open book subject to faculty discretion who is facilitating the improvement exam. Also, the exams office will not reveal the identity of the faculty whois facilitating the improvement exams.

If someone is absent for the improvement exam, the grade obtained earlier will be retained. Supplementary exam will not be administered if someone is absent for the improvement exam. Attendance will not be given if someone is missing the classes to take the improvement exams.

The student must register with the Exams office in the prescribed format on or before the improvement exam registration date along with a fee of INR 2500/ course. A student can write an improvement exam only once in any course. If the student fails in the improvement exam, she/he must redo the course whenever it is offered next.

Student should pay the improvement exam fee in time failing which they will not be allowed to take the exams. Students should not request the Exams Office to deduct the Exam fee from the Caution Deposit.

For those who are taking improvement exams due to malpractice, the maximum grade will be awarded in the improvement exam should be the actual grade received minus one grade [i.e. grade level drop].

12. REVALUATION

Students should send their revaluation request only to the EAO. EAO will check with the Area Chair to suggest who should grade the paper. EAO will not reveal the identity of the student to anyone. If any grace marks given by the first evaluator, will not be applicable during revaluation. The second evaluator will have access to details about the assignment/answer scripts but not to the grades given or comments made by the first evaluator (who is also the instructor of the course). The identity of the second evaluator will not be known to the first evaluator. Apart from the Exam Office staff, others will not be involved in this process. The Exam Office will take the average of both the evaluations to determine the new grade. Moreover, the Exam Office will not respond to any assumptions that students make about their own performance or that of others. Once a formal request is put for revaluation and revaluation is conducted, one can't opt for a grade which benefits them the most. Revaluation is a formal process, confidential activity and results are binding.

Only the end-term written exam would be considered for revaluation. Revaluation requests are to be submitted by the students within a week from the publication of results and student need to pay Rs.1,000 for revaluation of a course.

13. COURSE EVALUATIONS FOR SPECIFIC COMPONENTS

A. DISSERTATION

i. OBJECTIVE

The Dissertation is a year-long project that will combine the theoretical knowledge gained in the two years of coursework applied in real life organizational context. The students are expected to produce a high standard of work during their dissertations.

ii. TOPICS & DAC

The dissertation topic should be in the specialization selected. The student is required to form a Dissertation Advisory Committee (DAC) with two supervisors:

- **One faculty member from the full-time/adjunct faculty of IFMR GSB, Krea University**
- **One supervisor from the employer**

The program Chairperson will assign the faculty supervisor based on the dissertation topic and availability of the faculty members.

iii. PROPOSAL

The student is required to send a proposal in the prescribed format (as per the format given by the Office of Academic Administration (OAA)) to the faculty member and take his/her approval to be the faculty supervisor. Permission must be obtained before the start of the 7th term. The filled form, along with approval from both the members of DAC and the HR head of the employer, MUST be submitted to the Exams Office, Office of Academic Administration (OAA), and faculty guide within the first two weeks of Term 7.

iv. INTERIM PRESENTATIONS

At the end of each Term-7 and 8, the student should present his/her work to the DAC. After incorporating suggestions provided during the presentation, an interim report MUST be submitted to the faculty guide along with a copy of the interim report to EAO.

v. FINAL PRESENTATION AND REPORT

By the middle of Term 9, the student should submit a draft report to DAC one week before the presentation. The schedule for the presentation is to be fixed in coordination with the Examinations & Assessment Office and DAC members. After incorporating the suggestions made by the DAC, students should submit the final Dissertation Report to EAO and DAC by the last day of Term-9 end-term exams.

vi. EVALUATION

The overall performance of the student in the dissertation shall be evaluated as follows:

Term-wise interim report by DAC (20% per term):

Term 7 & 8: Total 40%

Final Evaluation by DAC (60%)

- **Presentation: 25%**
- **Dissertation: 25%**
- **Attendance: 10%**

The student must present a letter from the company supervisor (or HR representative of the sponsoring company) that the student has worked 90 hours on the dissertation.

The student must present the work carried out by him/her. Based on the report and the subsequent presentation, a final evaluation of 60% will be made. The presentations will be organized by EAO and informed to the students in advance.

vii. PRESENTATION PROCESS

The EAO will share the schedule for term wise presentations and the final presentation. If the student cannot attend the presentation for valid reasons, the student must inform the EAO at least one day in advance, stating the reason for absence.

If the reason is valid, one more opportunity will be provided based on the availability of the DAC members. If the student fails to make the presentation, zero marks will be provided for that component. During the final evaluation, the DAC team may invite other faculty members, and representatives from the employer may join the final evaluations.

The final grade for the dissertation considering the marks in all evaluation components, should be submitted to EAO by the faculty member in DAC as per the guidelines provided by EAO. The consolidation of marks and grading will be done by the Chairperson of the Program, who shall submit the grades to EAO. The EAO will announce the grades.

14. Evaluation of NPTEL Courses:

Before registration of NPTEL courses students are advised to go through the Krea NPTEL Policy Document. All the courses offered by NPTEL are accessed free of cost, but the students would have to pay a nominal fee to attend the exam for certification.

IFMR GSB, KREA University shall give the equivalent credit weightage to the students for the credits earned through online learning courses through SWAYAM platform in the credit plan of the program. Whenever the student filling up her/his exam form, s/he will have to submit an undertaking for credit transfer forwarded through SPOC and the Dean/Program Chair of the School/ College/ Institute. Once due permission is granted by the Controller of Examination of the University, the student need not appear for university examination for the exempted course(s).

On successful completion of each course, the institution offering the MOOCs would issue the certificate, along with the number of credits and grades, through which the student can get credits transferred into his marks certificate issued by his parent institution. The conversion of marks from grade points awarded in the certificate issued by the institution offering MOOCs shall be as per the KREA University GSB Regulations. The below Table details the grading norms for NPTEL courses:

Marks Obtained	Grade
93-100%	A+
86-92%	A
78-85%	A-
70-77%	B+
63-69%	B
55-62%	B-
47-54%	C+
40-46	C
32-39%	C-
24-31%	D+
16-23%	D
1-15%	D-
0	F

Policy for credit transfer of NPTEL courses

1. The Krea University is a local chapter for NPTEL-Swayam courses with a credit transfer limit of up to 40% of the total credit required.

2. We will go up to 20% in general, and in exceptional cases, like late joiners to a course due to confirmation from the government, they may be allowed to do more.

3. In the EMBA program, there are 24 credits, equivalent to 8 courses, for the project dissertation. This can be reduced to 9 credits (equivalent to 3 courses), and

the students may do NPTEL courses for the balance of 15 credits, equivalent to 5 courses from Term II to Term IX. This can be treated as workshops with pass or fail without credit. We will not mention fail. We will ask them to write the final examination on Canvas and announce the results for those who do not take NPTEL certification. The students will register and do assignments as in the NPTEL platform.

4. Any participant may register for NPTEL courses as a workshop without transfer of credit. Only pass grade will get a mention. Unless mentioned explicitly for credit transfer, all other participants in any of the batches will be notified to have completed the course as a workshop.

5. Suppose any participant is required to consider the NPTEL course in the case of an unexpected development in work, like a transfer abroad or a criticality of the project towards completion. In that case, the Exams office will be informed with the approval of the Dean, IFMR GSB.

The policy will include regular Swayam and NPTEL courses, self-paced learning courses, and NPTEL plus courses.

Any professor through the area chair can be a mentor and drive courses through SPOC (Currently Prof Chandrasekaran N). As a policy, the Office of Academic Administration and the Exams office must be informed of the progress.

Dean will be the final authority on any escalation and approvals for the credit award.

A committee with SPOC and two nominees from the faculty will monitor the progress at regular intervals and submit it to the faculty council once a quarter.

Designated academic staff will work with the SPOC to coordinate with the students for the registration and the mentor faculty.

15. CERTIFICATES AND TRANSCRIPTS

a) The degree certificate and Transcript will be presented at the convocation to those students who have completed all requirements for graduation, have submitted their UG degree certificates, have cleared all fee dues to the University, and are present in person to receive the degree certificate.

b) Degree Certificates and transcripts will be dispatched within three weeks of the Convocation to the students who could not attend the convocation in person.

c) Any student seeking mark sheets or transcripts or any other certificate relating to graduation requirements for applying to higher education and/or for employment is requested to write to the Exams office for the same. Upon receipt of the request, the EAO will share the procedures for issuance of the certificate including fees payable.

d) Student performance-related information will be shared with the sponsoring company and the Programme office. Only upon authorization by the student will these details be shared with other potential employers and higher education institutions, who may seek official documents such as transcripts, degree certificates, and other such documents.

16. CONDUCT DURING EXAMINATIONS

For the Pattern, syllabus, weightage and duration for all the evaluation components, students should get in touch with the course instructor(s).

Please note the following guidelines which need to be followed during examinations [mid-term, end-term and quizzes].

i. Students should carry their ID card hard copy during all the evaluation components

ii. Candidates should reach their respective examination venue at least 15 minutes before the examination start time and occupy their respective seat. The seating charts will be shared with the students in advance. Students are expected to sit in the designated halls if not 10% will be deducted from the marks obtained. Students are expected to appropriately dressed when appearing for examinations. If quiz/exams are happening online students should take their exams using laptops only from the designated hall.

iii. The candidates must keep their bags/backpacks/miscellaneous items not required for the exam, outside the examination hall for the entire duration of the examination. Neither the invigilator nor the examination office will be responsible for the loss / misplace of candidate's items kept away from the candidate during the examination.

iv. After the lapse of 5 minutes from the start of the examination, no candidate will be allowed to enter the examination hall or write the examination.

v. Candidates must carry their own materials (like pen, pencil, eraser etc.) required for the examination. Additionally, if an exam requires a candidate to carry specific materials such as a calculator/laptop, they may be allowed to do so. This permission will be granted only if the instructions on the question paper mention these extra requirements or special instructions were shared with the exam office before the examination. However, no exchange of any material between the candidates will be allowed.

vi. Mobile phones, laptops, smartwatches, and other communication devices are strictly NOT ALLOWED inside the examination hall. Possession of any unauthorized material including scribbling on hand is considered as a major misconduct.

vii. Bio-breaks not allowed

viii. Candidates requiring additional sheets to write answers, can request for the same without leaving their seat. However, invigilators will stop issuing additional sheets 5 minutes before the end of the examination.

ix. Candidates should write their details, as asked, only in the space provided on the main answer booklet. To index the additional sheet with the main answer booklet, candidates should write only the additional sheet number (say 01, 02, 03 and so on) and serial number of the main answer booklet in all the additional sheets. It is the duty of the candidate to make sure that these details are cross-examined and attested by the invigilator in all the additional sheets.

x. No other personal details should be written/mentioned on the main answer booklet or on the additional sheets.

xi. Before submitting the answer script to the invigilator, all additional sheets must be attached/tied with the main answer booklet appropriately and in the correct order. Candidates should also write the total number of additional sheets attached to the main answer booklet at the specified place on the front page of the main answer booklet. Candidates should not take with them any answer book or supplement while leaving the examination hall. Even rough sheets need to be struck off and attached with the answer booklet. Any unused sheets should be separately returned to the invigilator.

xii. Candidates must not peek into the answer booklets of neighbouring candidates and must not speak or communicate through gestures or signs with other candidates in the examination hall during the examination under any circumstance. If they violate, after the first warning, they will be asked to surrender their question paper and answer script and leave the examination hall.

xiii. Candidates must obey the instructions issued by the invigilators and should not behave in a rude or disobedient manner. No person shall by any means disturb the other candidates or the invigilator in the examination hall.

xiv. Candidates shall not be allowed to write anything on the question paper on their person or on their clothing or on any other object / device that they are allowed to carry with them. Candidates should not be in possession of any such object with something written or scribbled on it, irrespective of whether the scribbled content is relevant to the exam or not.

xv. For exams requiring laptops and internet, the internet access should only be used for the intended purpose. Candidates should not misuse the facility to communicate with each other electronically during the examination.

xvi. On the day of the examination, the respective course instructor(s)/TA may be available to clarify the candidate's doubts, if any. If the course instructor(s)/TA is unavailable, the candidate can write his/her assumption and continue answering the question.

xvii. To save time and avoid going out for drinking water during an examination, candidates can carry their own water bottles.

xviii. Before the scheduled end time of the examination, a candidate can submit his/her answer booklets if he/she wishes to do so but after completing all the necessary formalities. Such candidates should raise their hand to summon the invigilator on duty to their seat, and directly hand over their answer booklet to the invigilator. They should not walk away leaving the answer booklet on their table. Further, they should clear the examination area in silence, without disturbing the others. Students should leave the examination hall and academic block once they submit the answer script to the invigilator.

xix. All candidates should abide by all the above rules and guidelines in letter and spirit. If any candidate has any specific medical condition that would make it difficult to comply with any of the above rules, he/she has the option to apply in writing to exam office well in advance or at least 20 minutes before the start of the exam. Exam office will decide based on the merits of the case.

xx. In the absence of any written approval by the exam office, on any special concession sought by any student, Exam Office will construe any violation of the above rules / guidelines as misconduct, or malpractice or a possible intention to cheat and consequently annul the examination for those caught in the act of violation.

xxi. If the examination of a candidate is annulled, Exam Office will mark a zero on the answer script of the candidate. The answer script will not be shared with the course instructor(s) / TA for evaluation

xxii. If a student doesn't write name and roll number 25% marks will be deducted from the marks obtained by the student, if student writes an apology email to the Exams Office. After obtaining the approval from the Dean the paper will be shared with the faculty/TA for evaluation.

xxiii. Students need to view their evaluated answer scripts during the designated slot only. If someone is absent for the paper viewing session and would like to view the answer script other than the designated slot, need to pay a fee of Rs.1,000/-

xxiv. Answers written by pencil, Green ink and red ink will not be evaluated.

xxv. Students need to check all the marks except end-term evaluation before end-term exams. The breakup of marks will be shared only by the faculty members. For any clarification regarding marks/grades, students should contact/write to the concerned faculty.

xxvi. During online exams students should submit their answers in the specified format prescribed by the course instructor.

xxvii. Your answers will be scanned with one or more plagiarism detection programs, and if the text of your answers proves sufficiently similar to that

of existing documents (including the answers of other students), you will be penalized accordingly.

xxviii. Only one submission from each student will be graded. In the event of multiple/repeat submissions, only the latest submission will be graded.

xxix. For online exams, please write your answers in the specified format prescribed by the course instructors which should be named as Name_RollNumber_Short Course Title and submit as advised by the faculty. If it is through Canvas, please submit before the deadline or through e- mail, and only to the GSB Exams Office. If the answers are not submitted in the prescribed format, it will not be evaluated.

xxx. Students should share their answer scripts only with the exam office mail ID (gsb.examoffice@krea.edu.in)

17. GUIDELINES FOR DISCIPLINARY ACTION

The code of conduct applies to all activities and for the entire duration of the program. Academic dishonesty in any form will lead to severe penalties, including expulsion

- Copying from other students during assessments.
- Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of misconduct.

A) Misconduct

Please go through the detailed policy document related to this, available on the shared Google Drive folder called KREA Policies. Listed below are some specific acts/instances of minor and major misconduct. The list is by no means exhaustive and would include acts that are not specifically listed below:

i. Minor misconduct

a) Sharing calculators, pens, pencils, and/ or any other materials with another student, who is expected to carry all necessary types of equipment required for attending the exam.

b) Failing to mark attendance during the evaluation

c) Possession of a Mobile phone or any other banned device for the duration of any evaluation (inside and outside the exam venue)

d) Providing false information regarding one's health conditions to seek concessions

e) Not signing of Malpractice form

f) Any other violation as reported

Penalties for minor misconduct

- Warning
- Reduction in marks of up to 10% of the total marks of the evaluation Component
- And /or any other penalty that may be levied by the Disciplinary committee as deemed fit, including exclusion from positions of responsibility

ii. Major misconduct

a) Copying in examinations, quizzes, assignments

b) Plagiarism in any evaluation.

c) Possession of notes /chits during any evaluation (inside and outside the exam venue)

d) Habitual commission of acts of minor misconduct

e) Any other violation as reported that indicate intent to copy

Penalties for major misconduct

- Deducting marks for the specific evaluation component by giving zero marks for that component of the evaluation.
- Awarding an F grade for the course
- And /or any other penalty that may be levied by the Disciplinary committee as deemed fit including expulsion from the institution.

18. DISCIPLINARY PROCEDURE

For any type of misconduct [minor or major], the EAO will call for Disciplinary Committee meeting. The EAO will verify the evidence and share the relevant documents with the Disciplinary Committee members. The EAO will communicate the decision taken in the meeting to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will also be informed to the Program Office and Office of Academic Administration, MBA Chair and the Dean by the EAO.

In case of copying, the Exams office will not share the answer script with faculty / TA for evaluation. The student is required to sign the malpractice form which captures the details of incident to be signed by the invigilator also.

19. GRIEVANCE REDRESSAL

In case of grievances, the student may write to the COE within one week of receipt of the mail providing details of the misconduct. The COE will verify the evidence and will call for the Disciplinary Committee meeting. The EAO will communicate the final decision to the student taken in the Disciplinary Committee meeting with a copy to the faculty member, in whose exam the misconduct was reported, and to the Program Office and EMBA Chair. The decision of the Disciplinary Committee is final and binding.

Notwithstanding anything contained in these regulations, all students shall be governed by the Code of conduct and procedures framed by the University. Students are expected to go through the detailed policy document available on the shared Google Drive folder called Krea Policies.

20. ESCALATION POLICY

Usually the EAO will respond to a student's query on time. If a student does not get a response from the EAO within 3-working days, she/he is requested to escalate to the Controller of Examinations.

For all queries related to Exams and Assessment, email

gsb.examoffice@krea.edu.in

coe@krea.edu.in

Annexure 5.7.5

Executive PhD Exam Manual



Doctor of Philosophy (PhD)

STUDENT ACADEMIC MANUAL

Batch 2025

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This handbook was last updated on June 16, 2025

1. About the PhD Programme (Part-time)

The Institute for Financial Management and Research (IFMR) was established in 1970 and has an impressive and long record of contributing to the expansion and enrichment of the knowledge base in the financial services industry. In 1982, IFMR became an approved research institution to conduct research leading to award of PhD by the University of Madras. Initially, the PhD degree was in the area of Finance and then since 2014 in the area of Management.

In 2018, IFMR's programmes are re-christened as IFMR Graduate School of Business (IFMR GSB) and integrated within the newly formed Krea University sponsored by IFMR. IFMR GSB offers MBA and PhD programmes under Krea University from 2018. Since AY 2023-24, the PhD programme at IFMR GSB comes under the aegis of Krea Doctoral College.

Krea University has been enacted by the Legislature of the State of Andhra Pradesh as per The Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act, 2018 vide the gazette notification published on April 30, 2018.

The emphasis of the PhD programme at IFMR GSB from its commencement has been on quality, rigour, independent research and studentship. Krea Doctoral College will now oversee the PhD programmes of the university, in both schools - IFMR GSB and SIAS. IFMR GSB strives to provide a stimulating research environment to its research students, supported by faculty with exceptional research credentials. IFMR GSB endeavours to be an institution that contributes in the space of higher education by training students who then go on to become thought leaders and teachers themselves.

The alumni of the PhD programme have assumed positions as faculty in prestigious academic institutions such as Ashoka University, Great Lakes Institute of Management, the Loyola Institute of Business Administration, Indian Institute of Management (IIM) Indore, IIM Kashipur, IIM Shillong, IIM Amritsar, IRMA, Madras School of Economics, Mahindra University, O. P. Jindal Global University, Rajagiri Business School and RV University. Other alumni are in significant roles in research institutes, think-tanks and corporates such as Centre for Excellence in Fiscal Policy and Taxation, CRISIL, Deloitte, ICICI, Institute for Human Development, and SCOPE international.

IFMR GSB's in-house journal, **"Journal of Emerging Market Finance" (JEMF)** reinforces IFMR GSB's research credentials. With the support and guidance of faculty, PhD students publish extensively in peer-reviewed journals and present their research in various national and international conferences. The annual research symposium at IFMR GSB provides an excellent platform for students to showcase their work and interact with researchers from the Krea ecosystem and other national and international institutions.

IFMR GSB offers a research programme leading to the award of the degree of Doctor of Philosophy (PhD). The PhD programme combines rigorous course work and a flexible curriculum with in-depth research requirements while staying true to the Krea vision of interwoven learning, ethical values, critical thinking and interdisciplinary education. The University currently offers full-time and part-time PhD programme.

Students are admitted to the Doctor of Philosophy (PhD) programme, and in due course have the option of choosing from the following area(s) of specialisation:

1. Data Science and Information Systems
2. Economics
3. Finance, Accounting and Quantitative Finance
4. Marketing
5. Operations Management
6. Organisational Behaviour & Human Resources Management
7. Strategic Management

2. Academic Administration

The Krea Doctoral College reviews the curriculum to ensure it is relevant and rigorous.

The PhD Chair is the link between the students and the faculty. S/he guides and counsel's students as required.

If any student has a problem of an academic nature, it may be referred to the PhD Chair. The PhD Committee will decide all academic and disciplinary matters pertaining to the PhD Programme.

Students should approach the Office of Academic Administration (OAA) for administrative support on matters such as registration, issue of identity cards, class schedules, attendance records, bona fide certificates etc.

Examinations and grades are handled by the Examinations & Assessment Office (EAO).

This handbook is designed to provide basic information about the PhD Programme and its guidelines. Students are required to read the guidelines carefully and adhere to them.

3. Registration, Orientation and Preparatory Programme

Students who are admitted into the programme are required to register, attend the orientation sessions and preparatory courses along with the first-year students of MBA programme.

4. Programme Duration

The duration of the PhD programme will be minimum three (3) years including cousework and a maximum of six (6) years from the date of admission and extendible upto two (2) years through a process of re-registration as per the University policies governing PhD programme. Female PhD scholars and differently abled students (having more than 40% disability) may be allowed an additional relaxation upto two (2) years. Under no circumstances, the total time taken for completion of the PhD programme under such extension should not exceed ten (10) years from the date of admission.

5. Conversion of Registration, Re-registration and Resuming the Programme

5.1 Conversion of Registration and Re-registration

a) The University may permit conversion of PhD registration from full-time to part-time (executive) mode or vice-versa, subject to fulfillment of required eligibility criteria of the respective PhD programmes and subject to clearing appropriate comprehensive examinations.

b) If the candidate is unable to submit the thesis within six years from the date of admission, then the candidate shall apply for re- registration in the same institution under the same Supervisor with the same topic, provided the Supervisor is eligible to supervise PhD students, including not supervising his/her immediate or close relative and to this effect he/she shall furnish a declaration. Re-registration under a new supervisor is feasible only with No Objection Certificate from the current Research Advisor.

c) Application for re-registration shall be sent to the University within one month from the date of completion of six years of the PhD programme. Applications received later than 30 days will not be considered.

d) After re-registration, the candidate shall submit the thesis soon after re- registration but not later than four years after re-registration. Re- registration for the second time is not feasible.

5.2 Resuming the Programme

If the candidate is away from the programme and wishes to rejoin the programme s/he can approach the Office of Academic Administration (OAA) and get the PhD programme Resuming Form. This can be done only if the candidate has not exceeded 6 years in the programme. Approval has to be taken from the Dean, PhD Chairperson and Controller of Examinations (COE)

6. Course Credits

6.1 Most of the courses are of 3-credits each. However, IFMR GSB also offers courses of 1, 1.5, and 2.5 credits.

6.2 Each classroom session is of 90 minutes.

6.3 A three-credit course will have a total of 20 classroom sessions [i.e. 30 class contact hours]. The contact hours for courses of different credits will be calculated accordingly.

6.4 As part of the coursework, students are allowed to do courses on NPTEL (https://nptel.ac.in/) duly

approved by the PhD Committee. Students will do four (4) approved PG/MBA-level courses in two years from at least two different functional areas (Data Science and Information Systems, Economics, Finance, Marketing, OB & HR, Operations, and Strategy).

7. Programme Requirements

Students have to fulfil 40 credits in the first two years of course work. This includes PhD courses, MBA/postgraduate (PG henceforth) courses on NPTEL and one Independent Research Study (IRS) undertaken over two terms (Term 5 and 6) during the 2nd year. The students must do a minimum of 12 courses of 3 credits (36 credits) and maximum of 14 courses of 3 credits each (42 credits) each. In the first year, students enroll for 9 credits of core doctoral courses and minimum 9 and maximum 15 credits of MBA/PG-level/doctoral-level elective courses. PG/MBA-level courses must be chosen from two different functional areas on NPTEL. Students should do only those NPTEL post-graduate level courses that are duly approved by the PhD Committee in lieu of MBA-level courses during January and July semester. Students are required to do one (1) Phd-level elective course in the chosen area in the 1st year apart from the core courses. Thus, in the first year, minimum 18 credits and maximum 24 credits should be obtained. In the second year, instead of core courses, students take a minimum of 18 credits equivalent to six (6) MBA/PG/doctoral-level elective courses and an IRS worth 4 credits over term 5 and term 6. The students are required to do two post-graduate level courses from NPTEL PhD-level courses during the second year (January and July semesters as per NPTEL calendar) and four (4) PhD-level elective courses as decided and offered by the concerned Area. PhD-level courses will be offered in hybrid mode wherein a certain number of sessions will be held in-person on campus for face-to-face interaction between the faculties and students.

Each term students can take two/three MBA courses from the available list of core and elective courses being offered in that term, in consultation with the PhD chair. The PhD Committee reserves the right to grant waiver/modify the course plan of the students based on their previous academic record/experience. It must be noted that PhD students may be given additional material for assessment when taking an MBA course.

Students interested in inter-disciplinary research can take courses in more than one area.

Following Coursework, students take Written and Oral comprehensive examinations. On passing the examinations, students undertake their dissertation work with the Faculty Supervisor and doctoral committee faculty members they have chosen in the third- and fourth- years. During these two years students carry out work on their dissertation.

Year	Courses	Credits	Qualifying Criteria
First Year	6 courses (minimum) - 2 PG/MBA-level approved courses on NPTEL from two different functional areas - Three PhD core courses - 1 Phd-level elective course in the chosen area	Min: 18 Max: 24	If the CGPA falls below 3.00 (equivalent to 'B' grade), the student will be put on Academic Probation for two terms during which s/he will have to meet the CGPA requirement of 3.00 If that requirement is not met at the end of probation period, the student will have to withdraw from the programme.
	End-of-Year 1 Examination (Comprehensive Examination I) At the end of Year 1 coursework, each doctoral student is required to take a written examination on the three PhD core courses and obtain "PASS" to proceed further in the Programme.		

Second Year	6 courses + 1 IRS - 2 approved courses PG/MBA-level) during January and July semesters - At least 4 PhD-level courses (To be decided by the Area/DC) - 1 IRS across 5th and 6th term for 4 credits (mandatory)	Min: 22 Max: 28	If the CGPA falls below 3.00, the student will be placed on Academic Probation for two terms during which s/he will have to meet the CGPA requirement of 3.00 If that requirement is not met at the end of probation period, the student will have to withdraw from the programme. Minimum CGPA overall course work: 3.00
	Additional non-graded but required courses with Pass/Fail grade can be prescribed by the PhD Committee up to 6 credits (such as seminar, workshop) over the duration of the coursework. MBA course can be substituted by a PhD course with approval from the PhD Chair.		
	Total course work over two years Minimum Credits: (18+22) = 40 Maximum Credits: 46		
	Audit Courses [Refer to clause 7.4 for more details] A student can audit courses up to 6 credits in one year for first two years of the PhD Programme and inform the OAA. From the third year, audit can be done only with the approval of the Thesis Supervisor. For audit courses, approval of the faculty teaching the course is mandatory. **Course of Independent Study** [Refer to clause 7.5 for more details] A student can do maximum two courses as Course of Independent Study (CIS) at the PhD-level during the entire duration of the PhD coursework.		
	If a student obtains 'F' grade in any course, s/he is required to repeat the same course or equivalent course as recommended by the Area Chair and the PhD Chair when it is offered next. Only one opportunity shall be given for repeating the course. Refer to Section 2 – Examinations & Assessments		
	All course work requirements should be completed within a maximum of first 3 years. On completion of the IRS (end of T6) students should submit a final report to the PhD Committee through the OAA and present in a public seminar. It is highly recommended that the report also be submitted to the IFMR GSB, Working Paper Series. Based on the assessment criteria, students have to pass the IRS and a letter Grade will be awarded wherever applicable.		

	Comprehensive Examination II (Written and Oral) At the end of Year 2 coursework, each doctoral student is required to take a written and oral examination (Comprehensive Exam II) as decided by the concerned Area.
Third Year	Formation of Doctoral Committee (Research Advisory Committee) [Refer to clause 9 for more details] After completion of course work and on successfully qualifying in the comprehensive examination, the student (hereinafter called 'candidate') shall proceed to work on their doctoral dissertation. To this end, the student then chooses the Thesis Advisor and also constitutes the Doctoral Committee (consisting of 3 internal committee members (full-time faculty members with a doctoral degree) and 1 external committee member) **within three months from the date of declaration of comprehensive examination results**. **Proposal Presentation** Candidates are expected to do an extensive literature survey in their chosen area of interest and come out with a tentative set of research questions that they would like to pursue. The candidate is required to make a proposal presentation **within three months** of formation of Doctoral Committee (i.e., **within six months** of qualifying in the comprehensive examination). This will be evaluated by the Doctoral Committee (DC henceforth) and will be a public seminar. The candidate needs to make a report on the proposal presentation and submit it to the OAA **within a week** of the presentation after obtaining signature from Research Advisor / Doctoral committee members. The candidate needs to work on the feedback given during the presentation and include the progress in the next three-monthly update. In sum, the following documents need to be submitted after the proposal presentation- 1) PhD thesis proposal (chapter wise plan) 2) proposal presentation PPT 3) a document summarizing the comments/feedback received from the doctoral committee members (there is no prescribed template) 4) a copy of the email approval received from the supervisor for submission of the above documents" The report following the three-monthly and six-monthly presentation needs to include 3 components- 1) updates on how feedback provided in the previous presentation was incorporated 2) progress made since the last presentation 3) way forward Doctoral students are expected to update their milestone tracker with their progress, as applicable. The tracker will be shared with the students after they complete their second year comprehensive exam. Refer section 2 – Examinations & Assessments under the clause 4.11

Fourth Year	Submit a report and make an internal seminar every three months in which the participation of the external DC member is optional. The candidate must give a public seminar once in every six months to update the progress made so far and work on the feedback and suggestions received in such seminar. Presence of the external DC member is mandatory in the six-monthly presentation. The report has to be evaluated and signed by Research Advisor / Doctoral committee members and submitted to the OAA within a week of the presentation. The report should focus on the following: 1. Research Progress made in the last three/six months 2. How the candidate addressed the comments and suggestions received from the DC members in the previous meeting The evaluation reports by the Research Advisor / Doctoral committee constitute the end-of-term Evaluation. Refer section 2 – Examinations & Assessments under the clause 4.12 Based on the feedback received from the Doctoral Committee, the candidate begins drafting the Thesis. PhD candidates should make at least two paper presentations in external conferences/seminars before the submission of the thesis for adjudication, and produce evidence for the same in the form of presentation certificates and/or reprints. **Viva-voce Examination** Thereafter on the advice of the Research Advisor, the candidate can present the synopsis of the thesis to the Doctoral Committee. The candidate shall incorporate the suggestions made by the Committee and after obtaining their final approval, s/he shall submit the final thesis to the OAA of IFMR GSB, Krea University for external evaluation within the stipulated time (Refer to Section 2, clause 4.13 and 4.14). Based on the evaluation reports of the external examiners, the candidate then appears for the public viva- voce examination. The public viva-voce shall also be open to be attended by all faculty members, PhD students and other interested students, experts/researchers. If the candidate successfully qualifies in the public viva as recommended by the Oral Examination Committee, the University shall issue a provisional degree certificate. The final PhD degree will be awarded in the ensuing Convocation. (Refer to Section 2, clause 4.15)

7.1 Independent Research Study (IRS)

7.1.1. Components

IRS is a required 4-credit course which is done once, two contiguous terms (Terms 5 & 6). Ideally speaking, the IRS should be done in in the area in which the candidate intends to specialize for the thesis. Progress of the IRS will be overseen by a faculty member from the area chosen by the candidate .

Eligibility: A second year student should meet with faculty members to discuss IRS topics and then finalize one based on mutual interest. To facilitate this process, the PhD office may also circulate a form to elicit potential topics for IRS from faculties willing to supervise IRS work of PhD students and will disseminate the same among eligible PhD students. The IRS Registration form (Annexure No. 2) should be completed and submitted to the PhD Office within the first week of the commencement of the term. The PhD Office will submit the list of approved IRS with details of the student, faculty supervisor, research topic, and assessments to EAO in the second week of the term.

The student must submit the IRS reports of work undertaken in the IRS to the faculty and PhD programme office. A public presentation by the student is recommended upon completion of her/his IRS work in Term 6 .

7.1.2 IRS Evaluation

a) Credits and grades obtained in IRS will be counted for required credits and CGPA calculation.
b) Assessment of IRS will be done as per the evaluation criteria mentioned in the IRS Evaluation form (Annexure No. 3) circulated to faculty members by the PhD Committee. This will be discussed with the students by their IRS Faculty supervisor and must be adhered to, to successfully pass the course.
c) Suggested evaluation components and weightages are proposal (10%), interim report (40%) (at the end of T2/T5) and final report (50%) (at the end of T6).
d) The course credit and the final grade will be considered for the calculation of TGPA at the end of the second term of the IRS.

7.2 List of Core Courses

S.No.	Courses Name	Course Code	Credits
1	Philosophy of Science	CORE701	3
2	Research Methods – I	CORE702	3
3	Research Methods – II	CORE703	3

7.3 Area-wise list of elective courses (Indicative)

S.No.	Area	Courses Name	Course Code	Credits
1	Economics	Advanced Econometrics	ECON701	3
2		Special Topics in Game Theory	ECON702	3
3		Industrial Organization	ECON703	3
4		Economics of Financial Inclusion	ECON704	3
5		Topics in Applied Microeconomics	ECON705	3
6		Topics in Development Economics	ECON706	3
7		Model Thinking	ECON707	3
8		Economic Growth and Development	ECON708	3
9		Finance and Development	ECON709	3
10		Econometrics of Panel Data	ECON710	3
11	Finance	Theory of Corporate Finance	FINA701	3
12		Empirical Methods in Corporate Finance	FINA702	3
13		Financial Inclusion	FINA703	3
14		Inclusive FinTech	FINA704	3
15		Advanced Asset pricing	FINA705	3
16		Topics in Corporate Finance	FINA706	3
S.No.	Area	Courses Name	Course Code	Credits
17		Asset Pricing and Family Enterprise	FINA707	3
18		Applied Multivariate Data Analysis	QFIN708	3
19		Topics in Corporate Governance	FINA709	3
20	Marketing	Consumer Behaviour	MKTG701	3
21	OB &HR	Organization Theory	OBHR701	3
22		Behavioral HR	OBHR702	3
23		Crafts of field research (COFR)	OBHR703	3
24		Researching Human Behavior: Mixed-Method Approach	OBHR704	3
25		Contemporary Research in Behavioral Sciences	OBHR705	3
26	Strategy	Topics in Advanced Entrepreneurship	STRA701	3
27		International Business	STRA702	3
28		Corporate and Business Strategy	STRA703	3

7.4 Audit Courses

Over and above the maximum credits, a student can opt for audit courses up to 9 credits in one year, for first three years of the PhD Programme subject to the following conditions:

a) Maximum of one course allowed in any term.

b) Permission for auditing an elective is at the discretion of the faculty teaching the course. The student has to get written approval of the faculty and submit the same to the OAA before the term starts.

c) After the formation of the Dissertation Committee, approval of the Research Advisor is also required.

d) The audit course shall not clash with the regular class schedule and a student cannot drop an audit course once the classes have started for that course.

e) A student who chooses an audit course should abide by all the rules that are applicable to the other students of that course on aspects such as, but not limited to, requisite attendance and timely submission of all deliverables, take all quizzes and examinations as per the evaluation components given in the course outline.

f) If the student does not abide by rules pertaining to audit course, the PhD committee can recommend that the student not be allowed to audit any further courses in the future term(s).

g) The credits and grades obtained in the audit course(s) will not be counted in the calculation of required credits and CGPA.

h) A student will be assessed on a Pass/Fail basis (no letter grade, no impact on GPA) based on evaluation components described in the course outline. Please refer to Exam Manual for norms on Pass/Fail grade and other details. The Pass/Fail will be shown in the transcript but will not affect the CGPA.

i) For other details, please refer to MBA Student Academic Manual.

7.5 Course of Independent Study (CIS)

a) A student can do maximum two courses as a Course of Independent Study (CIS) during the entire duration of the PhD coursework.

b) Before embarking on the CIS, the PhD scholar must seek permission from the PhD Chair and should submit all required documents including consent taken from the concerned faculty supervisor.

c) CIS should be done over two terms and it will be graded by the supervising faculty at the end of the 2nd term.

d) The PhD scholar must meet the concerned faculty at least twice during the term preferably in-person and a brief report in this regard must be submitted to the PhD office through the faculty supervising the course.

8. Eligibility Criteria for Research Advisor and Co-Supervisor

Any regular Professor/Associate Professor of the University/ College, with at least **five** research publications in peer-reviewed or refereed journals after obtaining PhD and any regular Assistant Professor of the university/ college with a minimum of five years teaching/research experience with a PhD degree and at least **three** research publications in peer-reviewed or refereed journals may be recognized as Research Advisor.

Provided that in areas/disciplines where there is no or only a limited number of peer-reviewed or refereed journals, the Institution may relax the above condition for recognition of a person as Research Advisor with reasons recorded in writing.

Only a full-time regular teacher of the University/College concerned can act as a Research Advisor. Adjunct faculty are not permitted to be Research Advisors except being Co-supervisor. However, Co-Supervisors from within the same department or other departments of the same institution or sister institutions may be permitted with the approval of the Research Advisory Committee. In specific cases of a formal institutional collaboration based on the MoUs, the Universities/Colleges concerned may approve a faculty member as Research Advisor/Co-Supervisor for a PhD candidate from the collaborating institution.

The allocation of Research Advisor for a selected research scholar shall be decided by the Department concerned depending on the number of scholars per Research Advisor, the available specialization among the Supervisors, and research interests of the scholars as indicated by them at the time of interview/viva voce.

In the case of topics which are inter-disciplinary and where the Department concerned feels that the expertise in the Department has to be supplemented from outside, the Department may appoint a Research Advisor from the Department itself, who shall be known as the Research Advisor, and a Co-Supervisor from outside the Department/ Faculty/College/University on such terms and conditions as may be specified and agreed upon by the consenting Institutions.

A Research Advisor/Co-Supervisor who is a Professor cannot guide more than eight (8) PhD scholars at any given point of time. An Associate Professor as Research Advisor can guide up to a maximum of six (6) PhD scholars (including co-supervision) and an Assistant Professor as Research Advisor can guide up to a maximum of four (4) PhD scholars. One additional research scholar can be allotted to each supervisor over and above the allotted number provided the Research Advisor is implementing a major sponsored research project. Further, each Research Advisor/Co-Supervisor can guide two international students on a supernumerary basis. At any point of time the total number of candidates under a Research Advisor shall not exceed the number as prescribed above including the candidates under co-supervision.

Note: The Research Advisor should declare the number of PhD scholars registered with him/her periodically to the University/College. He/she cannot increase the number by using recognition from multiple universities/colleges.

In case of relocation of a woman PhD scholar due to marriage or otherwise, the research data shall be allowed to be transferred to the University/College to which the scholar intends to relocate, provided all the other conditions in these regulations are followed in letter and spirit and the research work does not pertain to the project secured by the parent 8.Institution/Supervisor from any funding agency. The scholar shall, however, give due credit to the parent guide and the institution for the part of research already done.

University teachers after superannuation, if they are re-appointed in the parent University as contract or honorary or distinguished or emeritus professor, may continue as Research Advisors till the age of 70. The university/college, after considering the research track record and fitness of such superannuated teachers to supervise scholars, may decide on his/her continuation as Research Advisor without financial commitment.

9. Dissertation Committee / Research Advisory Committee

a. On successfully qualifying in the comprehensive examination, doctoral candidates shall finalize their Dissertation Committee.

b. The Doctoral Committee consists of three Krea University full time faculty members and one external faculty member:

   i) Dissertation Committee Supervisor - One IFMR GSB full-time faculty member with PhD degree and approved as Research Advisor (Convener).

   ii) Two internal committee members (one could be co-supervisor) who are:

   - IFMR GSB full time faculty members with PhD degree or
   - Any other Krea University full time faculty members with PhD degree

   iii) One external committee member - Full time faculty member with PhD degree from another University/Institution.

c. The constitution of the Doctoral Committee is the responsibility of the candidate and will, of course, be subject to agreement by the faculty members selected by the candidate. The candidate is expected to submit his/her Doctoral Committee composition, along with concerned faculty's concurrence to the PhD Chair for its finalisation.

d. It is the duty of a supervisor to ensure that the three-monthly report is furnished by a candidate without fail. While the supervisor is officially in-charge of the PhD candidate, the PhD Committee at Krea University

allows the candidate to get advice/guidance from any other faculty member of Krea University, so that the candidate may get additional inputs for their research.

e. In case, the candidate feels it necessary to change the supervisor or any member of the Committee due to some extraordinary circumstances, the candidate has to take it up with the Dean, IFMR GSB through PhD Chair. Only with prior approval, the candidate will be allowed to change the supervisor/member of the Committee.

f. If a faculty who is a member of the Doctoral Committee leaves and expresses his/her inability to continue, the PhD Committee will recommend to the Dean for reconstituting the Doctoral Committee for continuity of supervision.

9.1 Functions of Doctoral Committee

a) To review a student's research proposal and approve the topic of the research in consultation with the study supervisor.

b) To assess the student's progress on a periodic basis in a three-monthly update Seminar.

c) To give inputs towards final thesis and review the final defense of the thesis.

d) To record reasons in case the progress of the research candidate is unsatisfactory and suggest corrective measures. If the candidate fails to implement these corrective measures, the Doctoral Committee may recommend to the PhD Chair with specific reasons for cancellation of the registration of the student.

e) The doctoral committee will provide inputs for, as well as evaluate progress of, the thesis at its various stages of completion. The recommendations of the committee shall be taken into consideration by the PhD Committee in decisions relating to the student's status in the PhD programme.

f) The progress of the thesis is to be reported to the School. This is to be done through a progress seminar (to be scheduled with one week's notice) and a report submitted every three months. The interim report should provide a brief summary of the work done since the last seminar and it is to be submitted to the OAA. The report should focus on the following:

   i. Research Progress made in the last three/six months

   ii. How the candidate addressed the comments and suggestions received from the DC members in the previous meeting

g) The PhD thesis is an original and independent contribution of the student. It is also expected to be unpublished. However, given the UGC rules, the student can publish parts of his/her thesis in a revised and distinct version any time before or after the submission of the thesis. If the thesis contains work already circulated/published as co-authored with a faculty member of the School, then it can be included in the thesis, provided that the faculty member certifies that a substantial part of the work belongs to the student alone.

9.2 Co-authored work with an individual not associated with the School can be included in the thesis, only if that individual is a member of the student's doctoral committee. All other co-authored work including joint work with another student cannot be included in the PhD thesis.

9.3 Steps to be followed once the candidate is ready with Synopsis

a) The Candidate to inform the PhD Programme office with approval from the Supervisor that the synopsis and draft of thesis are ready to be presented.

b) The Thesis Synopsis (chapter-wise summary of the thesis which discusses the major findings) is presented by the Candidate as an Internal seminar (open to all University members) to the Doctoral Committee and evaluated by the Doctoral committee.

c) If there are minor revisions in the synopsis presented, it has to be incorporated and can be submitted after Doctoral Committee approval. If there are major revisions, it has to be incorporated, again presented to the Doctoral Committee again and then to be submitted after Doctoral Committee approval.

d) Once the Doctoral committee approves synopsis, the supervisor submits a form suggesting six potential external examiners to Dean's office and Controller of Examinations along with approved synopsis.

e) The Dean's office contacts external examiners as selected by the Dean to check their availability. A copy of synopsis and details of honorarium are sent to them.

f) Once two external examiners agree to evaluate, a copy of the thesis is sent to them for evaluation. The report is due within two months.

g) Once the External Examiner reports are received, they are sent to the supervisor who shares the feedback with the candidate and guides the candidate to incorporate the feedback in the thesis.

h) If the External Examiners have suggested minor revisions, then the Viva voce is scheduled after minor revisions are carried out. If there are major revisions suggested by the External Examiner, the revised thesis incorporating the feedback is resubmitted to the examiners for another round of review and then the Viva Voce is to be scheduled if the revised thesis is declared satisfactory for granting PhD degree by the external examiners.

Following the successful completion of the evaluation process and announcements of the award of PhD degree, three hardcopies of the thesis are to be submitted, one to the PhD Programme office, and one to the Controller of Examinations and the other one to the Library.

Also, the successful PhD candidate should submit the thesis in the format required by the INFLIBNET to the PhD Office to forward to the Library. The Library will send the thesis for hosting in INFLIBNET, making the thesis accessible to all institutions/University.

10. Support for Doctoral Students

10.1 Stipend: The university does not provide any fellowship or stipend to part-time PhD students.

10.2 Accommodation: The university does not provide any support in terms of accommodation to part-time PhD students.

10.3 Participation in National/International Conferences: The university encourages part-time PhD scholars to present their research work at reputed peer reviewed conferences with due permission from the PhD Chair/thesis supervisor. However, the university will not provide any funding support for such participation to the part-time PhD scholars.

10.4 Research Publications

a) Krea University expects high quality research and publications. Students must be wary of journals that have high publication fees and editorial board that cannot be verified from credible sources. Acceptable journals list will include not only ABDC but ABDC + Scopus + Predatory check because increasingly many predatory journals change titles and manage to make it in the ABDC list.

b) Publication reward, if any, shall be decided as per the latest University policy.

11. Responsibilities of Part-time Doctoral Student

All part-time PhD students must seek permission from the PhD Chair/Thesis supervisor in case they want to present the research work externally mentioning the name of the university.

12. Review of Student Performance by PhD Committee

12.1 Listed below are of areas in which there may be minor and/or major misconduct.

a) Attendance in courses

b) CGPA

c) Adherence to programme guidelines

d) Academic requirements

e) Not meeting milestones

f) Any deliverables

g) Violation of rules given in MBA student Manual

h) Late submission*

*In unavoidable circumstances, student should obtain permission from faculty for any late submission in advance with reasons for the same and submit the approval to OAA failing which it will be treated as misconduct. In an emergency, where advance information is not possible, sufficient proof should be provided.

12.2 Acts of misconduct can lead to probation of one term as recommended by the PhD Committee. If the student is unable to improve the performance and come out of probation status, student will be asked to withdraw from the programme.

12.3 The PhD Committee reserves the right to evaluate any part of the programme and take appropriate measures such as remedial courses, recommending withdrawal of the student from the programme.

13. Convocation

13.1 All students are expected to attend the rehearsal scheduled prior to the Convocation.

13.2 A student who is not present during rehearsal of the Convocation or comes late will not be permitted to attend the Convocation.

13.3 Degree Certificate and required transcripts, if any, will be dispatched to students who could not attend the convocation.

13.4 Students/parents should plan their return travel only after completion of the Convocation. The degree/transcripts will not be given to anyone before completion of the Convocation.

13.5 On successful completion of the programme requirements, the PhD degree certificate and transcript, if any, will be issued to those students who have submitted their UG and PG degree certificates and have cleared all No dues.

14. Attendance, Holidays, Academic Vacation and Leave Policy

14.1 Students are expected to attend classes on a regular basis as per the timetable. All part-time/executive PhD students must inform the PhD office if they are unable to attend classes due to any professional or personal commitments.

14.2 Holidays as per MBA academic calendar will be applicable to all PhD students.

15. Academic Requirements during the Research Study Period

15.1 A PhD candidate shall show continuous progress in the course work and research work as directed by the Supervisor from time to time.

15.2 A PhD candidate shall present the research work done before the DC periodically (once in three months to internal DC members and once in six months to the DC including external DC members) and follow the recommendations of the DC in improving or amending the course of research work.

15.3 A PhD candidate should follow all the ethical rules and regulations in force in regard to collection of data, conduct of experiments and publication of research findings.

16. Withdrawal Policy

A student who wants to withdraw from the PhD Programme must give a request in writing to the OAA and three months' notice. On receiving approval of the PhD Chair, the student should submit 'No Due Certificate' to OAA after obtaining clearance from departments such as Finance, Library, Administration, IT, OAA for processing the refund of caution deposit as detailed in clause 18. Students will not be issued any formal transcript or even partial course completion certificate. The OAA will inform the Exams office about the withdrawal of a student before processing caution deposit.

17. De-registration

A student may be de-registered based on the latest & applicable UGC guidelines pertaining to the PhD program in India.

18. Refund of Caution Deposit

18.1 On completion of the Convocation, the student should submit the 'No Dues Form' to the OAA after obtaining clearance from departments such as Finance, Administration, Library, IT, OAA for processing the refund of caution deposit paid at the time of registering for the Programme.

18.2 The Campus Administration sends the list to OAA detailing the amount to be collected from students for any breakages.

18.3 The PhD Office will review if all deliverables that have been discharged and inform OAA accordingly.

18.4 The OAA will send an intimation to the Finance Department to refund the caution deposit to students after deducting all amounts that are recoverable from the student including the amount as intimated by the Campus Administration. The amount will be refunded to the students within 45 days after the Convocation date.

18.5 The caution deposit is retained by the institution to meet dues not cleared by the student and to compensate for any breach of contract by the student.

19. Non-Academic Matters

19.1 Academic Code of Conduct / Honour Code

You must go through the detailed policy document related to this, available on the shared by Office of Student Life (OSL) The policy covers the following but is not limited to:

a) The code of conduct applies to all activities and for the entire duration of the programme. Any violation would attract severe penalty including expulsion from the programme.

b) All students are expected to maintain the highest standards of ethics and morality, in academic and personal actions during their stay at the School and make best efforts to comprehend the standards of ethical and moral behaviour laid down by the School and follow them both in letter and spirit.

c) Any violation will be heard by a committee of faculty and administration. The decision of the committee is binding on the violators. However, the general guideline is that the students' conduct should be conducive to harmonious and friendly atmosphere on the campus whenever they visit the campus.

d) If a student is found indulging in unethical or immoral practices, the School will take appropriate punitive action, which may include expulsion from the programme.

19.2 Academic matters:

a) Students are expected to behave in a congenial, cordial and dignified manner at all places and at all times and maintain classroom decorum.

b) Students are expected to use classroom facilities, including furniture and audio-visual equipment with care. The cost of damage to the School's assets due to negligence will be recovered from the students concerned.

c) Students providing false information in any School activity will be punished. This includes any false

information given in their resumes, submission of false certificates, etc.

19.3 Examinations / assessment matters:

a) The School attaches utmost importance to integrity and honesty in academic work by the students. Academic dishonesty in any form, will lead to severe penalties, including expulsion.

b) Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of dishonesty and an act of major misconduct.

c) Students should provide citations when they use the work of other authors.

19.4 Misconduct and Disciplinary Norms:

Listed below are some examples of acts/instances of minor and major misconduct.

a) Minor misconduct:

i) Unruly behaviour in class or in campus

ii) Causing disturbance to other students and/or the faculty

iii) Leaving a class without informing the faculty

iv) Persistent late-coming

v) Sleeping during the class

b) Major misconduct:

i) Habitual commission of acts of minor misconduct

ii) Physically and/or verbally abuse of any member of Krea family.

c) Penalties for minor misconduct:

i) Warning

ii) Fine

iii) Expulsion from a session

iv) Suspension from a subsequent session/hostel for a specified period

v) Reduction in grades

vi) Repeating the course

vii) Suspension, withdrawal or ineligibility for scholarships or participation in management festivals.

d) Penalties for major misconduct:

i) Expulsion from the program

ii) Penalize with huge amounts

e) Disciplinary Procedure:

The Disciplinary Committee will follow due process of enquiry and administer appropriate disciplinary action based on the gravity of the offence.

20. Library

20. 1 User Manual & Circulation Policy

The H.T. Parekh Library of Krea University includes a rich collection of over 40,000 books including multiple volumes on various aspects of arts and sciences, creativity and action, eastern and western perspectives including management studies. In addition, the library boasts of over 11 databases and 48 Indian and International journals in print form and more than 20500 e-journals available through Online databases. The library also has a varied collection of Audio-Visual materials in the form of CD-ROMs and DVDs. It subscribes

to six online databases that provide access to Industry/Company statistical information.

The library is well equipped with all modern facilities, textbooks related to course work and other printed reference materials, providing a conducive environment to the users for their learning and research. A fully automated system ensures efficient delivery of library services and circulation of books and other library material.

The library also provides students access to other e-resources ranging from e-books and online journals. Access to all materials shall be in line with the rules laid out in the library policy.

20. 2 Online Public Access Catalogue (OPAC)

URL: http://library.krea.edu.in/

User ID/Credentials: will be provided by email

20. 3 Digital Library

URL: https://krea.refread.com/

User ID/Credentials: will be provided by email

Video Tutorial: https://www.youtube.com/embed/IaACwOqNSDI

20. 4 Policy for Use of Library

You must go through the detailed policy document related to this, available at http://policy.krea.edu.in The policy covers the following but is not limited to:

a) Procedure and protocols of membership

b) Protocols for issuance, return of books

c) Code of conduct inside the library including noise policy, food and drink policy and protocol for usage of digital resources

d) Best practices in contributing to the general upkeep of the library ambience

20. 5 Circulation Policy

Resource Category:

a) Books

b) Reserve Shelve Books

c) Periodicals

d) AV Resources

20. 6 Issue Limit for Students

Resource	Quantity	Duration
Books	5	15 days
Reserve Shelve Books	1	2 Days
CD/DVD	2	2 weeks

Issue Policy	• Resources are issued within the issue limit of the user. • The Student ID card should be presented at the time of issue. • The Users should get the books duly issued at the Circulation Counter. • The books should be collected in person. • The latest issues of the journals will not be issued. • Reference resources will not be issued. • The identity of the person who has borrowed a particular resource will not be revealed to the other users. • Journals: Bound Volumes, Loose issues of journals and the latest available issue of the magazines are to be referred within the library premises and are not available for issuing out. • Dissertations/Project Works submitted by Krea University Students are not issuable. • Membership will be suspended temporarily for repeated delay in returning books
Reservation	• Resources can be reserved only when they are on loan. Reservations for the available resources will not be accepted. • The availability of the reserved item would be informed through e-mail. • The reserved resource should be collected from Library within 24 hours after intimation. Otherwise the reservation stands cancelled.
Return	• Books should be returned within the due date mentioned on the Due Date Slip. • The library reserves the right to call back any issued book/item at any time
Reminders	• Reminders would be sent to the Users a day before the due date.
Renewal & Overdue Charges	• Books can be renewed once for 15 days if there is no reservation against the particular item • A fine of INR 10/- per resource/day would be charged for Books and other overdue items up to one-week time after that the Charges will be INR 20/- per day
Lost/Damaged Resources	• Library resources are to be handled with care. • If a book is lost or mutilated beyond usable condition, then the book shall be replaced with the same or latest edition of that book. • If the book is out of print, then three times the cost of the book shall be paid to the library. • If the book is reported (in writing) as lost/ misplaced, the overdue charge will not be levied in such a case from the date of reporting to the date of replacement, which shall be no later than two months from the due date

The Circulation Policy would be reviewed from time to time based on the feedback from the User Group.

20. 7 Reprographic services

Only limited chapters from books and periodicals related to referencing in the Library will be photocopied and scanned. For bulk copies, administration can be contacted.

Please refer to Office of Student life for all matters related to campus living.

21. PhD Programme Grievance Redressal

Any dispute arising out of the interpretation of these regulations shall be referred to the PhD Chair. Students have the right to appeal to Dean-IFMR GSB, against any decision taken by the PhD Committee. The decision of the Dean shall be final and binding on all concerned.

Notwithstanding anything contained in these regulations, all PhD students shall be governed by the Code of Conduct and general rules and procedures framed by the University. You must go through the detailed policy document related to this, available on the shared by OSL.

SECTION 2
EXAMINATIONS AND ASSESSMENTS

1. Attendance Requirements – For Year 1 & 2

Krea University aims to have a continuous evaluation of the student's performance during the course along with an end-of-term evaluation. As the pedagogy of all courses will involve student participation in the class, attendance is mandatory. A minimum of 75% attendance is mandatory for a student to become eligible for attending the end-term evaluation

The table below lists the contingencies related to attendance during the Term (excluding the examinations) and the implications thereof:

Attendance %	Supporting documents	Reviewed by	Outcome of Review	Category	Approving authority for checking eligibility	Eligibility to write end-term exams
≥ 75	None	NA	NA	A1	NA	Eligible
Less than 75% but equal to or higher than 65%	Leave Letter	OAA	Recommended	A2	EAO	Eligible
	Leave letter	OAA	Rejected (or no leave letter)	A3	EAO	Eligible grade level drop
< 65%		OAA		B1	COE	Not Eligible

Present/ Absent during End Term Exam	Category	Eligibility for Supplementary Exam	Final grade
Present	A1, A2	NA	
	A3	NA	The final grade will incorporate a grade level drop as per the previous table
Absent	A1, A2	To take the supplementary exam with 6 weeks of the end-term exam.	I grade till the supplementary exam results are declared.
	A3	To take the supplementary exam with 6 weeks of the end-term exam.	I grade till the supplementary exam results are declared. The final grade will incorporate a grade level drop (as per table-1)
	B1	Not eligible	R Grade. To repeat the course when the course is offered next

When a student in A1, A2, or A3 category does not appear in a supplementary exam, the I grade will be retained till the candidate appears in the end-term exam when the course is offered next. A person in the B1 category will have to repeat the course whenever it is offered again.

A faculty member may offer an online end term exam in exceptional cases, where the attendance was 70% or above. This is subject to the discretion of the faculty member, followed by recommendation of the program

chair and/or the Dean of the school and approval of the COE. The exams office will ensure proctoring/ online invigilation of such exams. The scheduling and conduct of such exams will be done by the exam's office, depending on the availability of invigilators and infrastructure for online proctoring.

2. Special Assistance

A student requiring special support MUST write to Exams Office within one week of registering for the program (or beginning the term, in case of short-term support). The Exams office will review the documentary support and in consultation with respective officers of the University will strive to support the student in exams and evaluations.

In case of students who need support due to sudden onset of illnesses /worsening conditions, the student MUST write to EAO, at least one day, before the start of the examination with supporting documents and seek approval, to be considered for any extension of time and /or any other support. It is the discretion of COE to consider such other cases who need special assistance and is unable to intimate the exams office in advance.

3. Plagiarism, Copying, and Other Unethical, Dishonest Academic Practices

3.1 The School attaches utmost importance to integrity and honesty in academic work done by the students.

3.2 Plagiarism is the use or close imitation of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or examination, is treated as an act of dishonesty, and an act of major misconduct. Students should provide citations when they use the work of other authors.

3.3 For PhD students this includes any work submitted as part of their coursework, all research work including dissertation during the program.

3.4 Academic dishonesty in any form, will lead to severe penalties, including but not limited to resubmission of work as prescribed, failing grade in a course, and expulsion from the program.

3.5 PhD students are to ensure that projects involving human subjects have received due approval from the institution's IRB. The PhD office will facilitate the IRB application process.

3.6 Any issue will be referred to the PhD committee whose decision will be binding.

4. Evaluation and Assessment Methods

4.1 Courses Evaluation

The students are expected to register for courses at the beginning of every term. The course outline for each course will prescribe the course evaluation pattern. The students are encouraged to discuss with faculty members to understand the evaluation components of each course. Each component will be evaluated for every student. The total marks attained by students registered for a course will be normalized for awarding grades.

a) Communication of performance in individual components of the course would be carried out by the faculty directly.

b) The final grades of all the courses will be uploaded in Academic Information System by the EAO.

Grade	Grade Points
A+	4.33
A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
D+	1.33
D	1.00
D-	0.67
F	0.00

4.2 Term Grade Point Average (TGPA):

TGPA, for a term, is the weighted average of the grade points obtained in the courses registered for, in a particular term (weights being the respective course credits).

4.3 Cumulative Grade Point Average (CGPA):

CGPA is the weighted average of the grade points obtained in the courses registered for, till the specified term (weights being the respective course credits). The final CGPA awarded will range from 0 to 4.33. TGPA and CGPA will be calculated up to the second decimal place

The conversion of the CGPA into percentage is as follows:

(CGPA obtained by the Student) *100 / 4.33

4.4 Supplementary Examination

A student who is eligible to write the exam but absent for end-term evaluation will be permitted to appear for the supplementary exam. The student, or through parents/siblings/spouse/friend, must write to the exam's office at least one hour before the commencement of the exam providing reasons and documentary evidence for being absent. The dates for the supplementary exams will be announced by the EAO. If the student is absent during the supplementary exam will be given an F grade for the course.

4.5 Improvement Exam

Any requests for improvement of the grade below B, based on the performance of the student in other components will be considered provided the student has at least 70% attendance and has scored over 50% in all other components of the course evaluation components. The COE will decide on such exceptional cases, based on the recommendation of the Dean of the school. The decision of the COE is final the maximum grade permissible is B. Any student who has obtained an F grade in a course is eligible to appear for an improvement exam.

Any student who has a CGPA below graduation requirements [CGPA of less than 3.00 at the end of the first year and 3.00 at the end of the second year] is also eligible to appear for improvement exams.

A student can write improvement exams in a maximum of four courses in an academic year.

A student can write an improvement exam only once in any course. If the student fails the improvement exam OR GETS A GRADE LOWER THAN MAXIMUM PERMITTED GRADE, s/he must attend the course

whenever it is offered next.

The student must register with the Exams office in the prescribed format on or before the improvement exam registration date along with a fee of Rs.2000/ course.

The dates for the improvement exam will be announced by EAO.

The maximum grade that will be awarded at the end of evaluation in an improvement exam is a B grade.

4.6 Promotion Requirements

4.6.1 A student would be eligible for promotion to the second year if s/he satisfies all of the following criteria:

a) CGPA of at least 3 at the end of Term 3.
b) Does not have any F grade in any Ph.D. subject.
c) Cleared the Comprehensive Exam I with a PASS grade.

If a candidate fails the Core written exam, he or she is given another chance to rewrite the exam within the period specified by Ph.D. manual. If the candidate fails again, s/he will not be promoted to the next academic year.

4.6.2 A student would be eligible for promotion to the third year if s/he satisfies the following criteria:

a) CGPA of at least 3 .00 at the end of the second year [Term 1, 2,3, 4,5,6 (including IRS)].
b) Does not have any F grade in any subject.
c) Cleared the comprehensive exam II and viva-voce with a PASS grade.

4.7 Implications of not meeting the criteria at the end of first year:

If a student does not meet all of the criteria mentioned above after taking a re-examination, s/he will have to discontinue the programme.

If a candidate fails the Comprehensive Exam I, he or she is given another chance to rewrite the exam within a month's time. If the candidate fails again, s/he will not be promoted to the next academic year.

4.8 Implications of not meeting the criteria at the end of second year:

a) If a student does not meet one of the criteria mentioned above after attending a re-examination, s/he can reregister for courses along with the next batch.

b) A student wishing to reregister must seek permission from Program Chair.

c) All terms and conditions, including stipend and /or the fee payable will be intimated to the student by OAA

d) On reregistration the student will follow all rules of course requirements, including attendance and other evaluation components.

e) The maximum time limit for completion of PhD is 5 contiguous academic years. Following this period, the candidate has to re-register.

f) If a student does not meet a, b and c criteria of 4.6.1 and 4.6.2, whichever is applicable within the specified time, s/he will have to discontinue the program.

4.9 Academic Probation

a) In the Academic Probation, students take fewer core/ elective courses each Term, repeat courses where they have received poor grades and get two years to complete the core course requirement.

b) The Academic Probation students can take electives in the following year on completion of all core course requirements.

c) The latest grade obtained by Academic Probation students will be considered final and there is no option to choose better of the grades.

d) The fee structure for tuition, living and any other fees prevalent at that time will be applicable.

4.10 Comprehensive Examination

a) At the end of first year and on successful completion of the course work, each doctoral student is required to take a written examination on the PhD core courses and obtain "PASS" in the Comprehensive Exam I and meet the criteria a, b and c of 4.6.1 mentioned above to proceed further in the Programme.

b) At the end of Year 2 coursework, each doctoral student is required to take appear for Comprehensive Exam II and Viva-Voce and fulfill the criteria a, b, c of 4.6.2 mentioned above to be eligible for promotion to Year 3.

c) The format of the Comprehensive Exam II will be decided by the Area and will be declared in due course.

d) The parameters of evaluation include (but not limited to) the student's conceptual understanding of Core Doctoral / Research Methods and Area(s) specific doctoral courses or thematic topics. The Area Chair along with the PhD Chair will be responsible for conduct of the comprehensive examinations.

e) If a student fails in the comprehensive examinations, s/he will be given one more opportunity to take the exam within a period of one month. If the student is unable to successfully pass the comprehensive exam, s/he will have to withdraw from the programme.

f) If a student passes the examination, s/he will proceed to his/her chosen area of research. Only at this point, the student will begin constituting his/her Doctoral Committee, including choosing the Research Advisor.

4.11 Proposal Presentation

a) A candidate does proposal defense within 6 months of passing the Comprehensive examination II and after the constitution of the DC.

b) If a candidate fails in her/his proposal defense, then s/he is given three months to incorporate all feedback, revise the proposal and schedule a second defense.

c) If a candidate fails in this second proposal defense, then s/he will be asked to leave the programme.

4.12 During Third year and Fourth year

a) The student has to present to internal committee members every three months to provide an update of the progress made. A report, incorporating the feedback, has to be evaluated and signed by Dissertation Research Advisor and submitted to the OAA and EAO within a week of the presentation.

b) Every six months, the student has to present to internal and external committee members, in a public seminar, to provide an update of the progress made. A report, incorporating the feedback, has to be evaluated and signed by Dissertation Research Advisor and submitted to the OAA and EAO within a week of the presentation.

c) The reports by the Dissertation Research Advisor constitute the end-of-term evaluation.

4.13 Synopsis Presentation

a) A synopsis of the thesis must be presented before the final submission of the thesis. If there are minor revisions in the synopsis presented, it has to be incorporated and can be submitted after approval. If there are major revisions, it has to be incorporated and presented to the DC again and then to be submitted.

b) Since a synopsis presentation is not scheduled till the Doctoral Committee members have agreed to it, the presentation results are a feedback that have to be incorporated and not a pass/fail outcome.

4.14 Thesis submission

a) The final version of the thesis must be submitted within three months from the date of synopsis presentation

b) A softcopy of the thesis along with other required formats duly filled in and signed by the candidate and countersigned by the thesis supervisor must be submitted to the PhD office by the candidate. PhD Office will forward it to the EAO.

c) A hardcopy of the thesis as per prescribed format and specification must be submitted along with the softcopy of the thesis.

4.15 Public Viva Voce

The candidate appears for public viva-voce examination which will be evaluated by the Doctoral Committee. The public viva- voce examination shall also be open to be attended by all faculty members, PhD students and other interested students, experts/researchers.

If there is a major revision, then the revised dissertation must be reviewed by all the committee members who must certify that a major revision has been done, and then the viva voce is scheduled again.

The candidate shall incorporate the suggestions made by the Committee and after obtaining their final approval, s/he shall submit the final thesis to the OAA of IFMR GSB, Krea University. The candidate's Doctoral Dissertation Committee Chair writes to the Dean and PhD Chair recommending a provisional degree certificate be issued and the doctoral degree be granted at the Convocation. The PhD Chair writes to the Registrar conveying the request. The University shall issue a provisional degree certificate. The final PhD degree will be awarded in the ensuing Convocation.

5. Certificates and Transcripts

5.1 The Provisional certificate and a copy of the transcript of marks will be issued 90 days after the completion of all requirements (Coursework, Examinations, Proposal, and Dissertation) needed.

5.2 The Provisional Certificate will be issued only to those students who have completed all requirements for graduation, have submitted their PG degree certificates, and have cleared all fee dues to the University.

5.3 The degree certificate and Transcript will be presented at the convocation to those students who have completed all requirements for graduation, have submitted their PG degree certificates, have cleared all fee dues to the University, and are present in person to receive the degree certificate.

5.4 Degree Certificates and transcripts will be dispatched within two weeks of the Convocation to the students who could not attend the convocation in person.

6. Student Conduct During Exams and Assessments

6.1 The candidates should reach their respective examination venue at least 10 minutes before the examination starts and occupy their respective seats. The seating charts will be displayed on the door(s) of the venue. They are expected to carry their ID cards.

6.2 Five minutes from the start of the examination, the doors of the examination hall will be closed, after which no candidate will be allowed to enter the examination hall or write the examination. All such latecomers will be marked absent for the examination.

6.3 Candidates must carry their own materials (like pen, pencil, eraser etc.) required for the examination. The candidates are expected to carry their own water bottles.

6.4 Additionally, if an exam requires a candidate to carry specific materials such as a calculator, they may be allowed only if the instructions on the question paper mention the same or special instructions were shared with the exam office prior to the examination. However, no exchange of any material between the candidates will be allowed.

6.5 In the case of open book exams, candidates will be allowed to keep only permissible books and materials with them and will not be allowed to take anything from their bags, or borrow from fellow candidates, once the exam begins.

6.6 For exams requiring laptops and internet, the internet access should only be used for the intended purpose.

6.7 Specific guidelines for exams conducted online mode will be issued separately prior to such examination/ assessment.

6.8 Mobile phones and other communication devices are strictly NOT ALLOWED inside the examination hall. Candidates are permitted to leave their mobile phones in their own bags in the silent/switched-off mode outside the examination hall or place them strictly in the switched-off mode on the invigilator's table in the front of the examination hall, at their own risk. Invigilators or the EAO will not be responsible for the loss of such items.

6.9 Candidates must keep their bags/backpacks/miscellaneous items not required for the exam, outside the examination hall for the entire duration of the examination. Neither the invigilator nor the EAO will be responsible for the loss/misplacing of the candidate's items kept away from the candidate during the examination.

6.10 Candidates are advised to carry the required medications and other personal support supplies as needed and leave the same within their bags/backpacks outside the examination hall.

6.11 Candidates will have to sign the attendance sheet which will be brought to their seat during the examination by the invigilator on duty.

6.12 Candidates should write their details, as asked, only in the space provided in the main answer booklet. The candidates should write the serial number of the main answer booklet and the additional sheet number (say 01, 02, 03, and so on) in all the additional sheets. It is the duty of the candidate to make sure that these details are cross-examined and attested by the invigilator in all the additional sheets. No other personal details should be written/ mentioned on the main answer booklet or on the additional sheet.

6.13 If a student fails to write his/her name and role number, the answer sheet will NOT be evaluated. It is the duty of the student to ensure these details are written legibly before submission of the answer sheet.

6.14 Candidates requiring additional sheets to write answers can request the same without leaving their seats. However, invigilators will stop issuing additional sheets 5 minutes before the end of the examination.

6.15 Before the scheduled end time of the examination, a candidate can submit his/her answer booklets if he/she wishes to do so but after completing all the necessary formalities. Such candidates should raise their hand to summon the invigilator on duty to their seat, and directly hand over their answer booklet to the invigilator. They should not walk away leaving the answer booklet on their table. Further, they should clear the examination area in silence, without disturbing the others.

6.16 As soon as the invigilator announces the end of the exam, all candidates must stop writing. When the invigilator comes to collect the answer scripts, candidates must hand over the same immediately without causing any delay. Candidates not complying will be treated as absent.

6.17 Before submitting the answer script to the invigilator, all additional sheets must be attached/tied with the main answer booklet appropriately and in the correct order. Candidates should also write the total number of additional sheets attached to the main answer booklet at the specified place on the front page of the main answer booklet.

6.18 Candidates should not take with them any answer book or supplement while leaving the examination hall. Even rough sheets need to be struck off and attached to the answer booklet. Any unused sheets should be separately returned to the invigilator.

6.19 When the exam duration is 60 minutes or longer, no one will be allowed to submit the answer script and leave the examination hall within the first 15 minutes of the start of the examination hall.

6.20 For quizzes and exams that are for a duration of less than or equal to 90 minutes, students cannot leave the exam hall under any circumstance once the examination starts. If they still prefer to leave, they should just submit their answer scripts and forgo their opportunity to come back and resume the exam.

6.21 The Exams office SHALL provide concessions in the following cases.

6.22 Students requiring special assistance shall write to the Exams office with a copy to OSL stating the reasons for special assistance and concessions required during exams as soon as they have registered for a course. In all such cases, the Exams office will provide appropriate support as may be needed.

6.23 For exams greater than 90 minutes, a student can request permission from the invigilator to take a break. This break will be allowed only after the lapse of the first 90 minutes of the exam. The student is expected to be back in the exam hall within 5 minutes.

6.24 In any case, invigilators shall not permit bio breaks or make any exceptions during the last 15 minutes of the examination. If a candidate leaves the hall during the last 15 minutes, s/he will not be permitted to enter the hall to rewrite the exam.

6.25 Exceptions shall be made on the above two points, only in case of emergencies that cannot be handled by personal hygiene/medical supplies of the candidate (from their own bags kept outside the examination hall) with special permission from the invigilator on duty.

6.26 If any candidate has any specific medical condition that would make it difficult to comply with any of the above rules, he/she has the option to apply in writing to the exam office in advance or at least 60 minutes before the start of the exam, the exam office will decide based on the merits of the case.

6.27 A movement register will be maintained where the student taking the bio break needs to record the time of exit and re-entry and also sign against the entry. It is also in the interest of the candidate to ensure that their own entry is checked and countersigned by the invigilator on duty. If a candidate records these time stamps wrongly, the invigilator on duty will correct the record before countersigning the same.

6.28 These concessions SHALL be withdrawn immediately without any notice by the Exams office when it receives a single complaint of misconduct by any student during the examination inside or outside the exam hall.

6.29 All candidates should abide by all the above rules and guidelines in letter and spirit. Neither should they themselves get involved in any misconduct or violations nor should they assist fellow candidates in any such misconduct or violations of examination rules and guidelines.

7. Misconduct and Disciplinary Norms during examinations

Please peruse through the detailed policy document related to this, available on the shared by Examinations and Assessment Office (EAO).

7.1 Misconduct

a) Candidates must obey the instructions issued by the invigilators and should not behave in a rude or disobedient manner. No person shall by any means disturb the other candidates or the invigilator in the examination hall.

b) Candidates must not indulge in copying or any other kind of cheating during an examination. They must not look into the answer booklets of any other candidates and must not speak or communicate through gestures or signs with other candidates in the examination hall during the examination under any circumstance.

c) Candidates should not misuse the facility to communicate with each other electronically during the examination.

d) Candidates should not be in possession of any such object with something written or scribbled on it, irrespective of whether the scribbled content is relevant to the exam or not.

e) Candidates shall not be allowed to write anything on the question paper or on their person or on their clothing or on any other object/device that they are allowed to carry with them. In the absence of any written approval by the exam office, on any special concession sought by any student, Exam Office will construe any violation of the above rules/guidelines as misconduct, malpractice, or a possible intention to cheat.

f) In all the above cases, the invigilator will write "SUSPECTED MISCONDUCT" and provide a brief description on the first page of the main booklet in case of candidates who have been suspected of misconduct.

g) The invigilator will note down the name, the roll number of the student, and a brief description of the misconduct and submit the same to the EAO while submitting the answer sheets.

Listed below are some specific acts/instances of minor and major misconduct. The list is by no means exhaustive and would include acts that are not specifically listed below:

a. Minor misconduct

a) Sharing calculators, pens, pencils, and/ or any other materials with another student, who is expected to carry all necessary types of equipment required for attending the exam.

b) Failing to mark the attendance during the evaluation

c) Bio break extending beyond 5 minutes but less than or equal to ten minutes

b. Major misconduct

a) Copying in examinations, quizzes, assignments

b) Plagiarism in any evaluation.

c) Possession of a Mobile phone or any other banned device for the duration of any evaluation (inside and outside the exam venue).

d) Possession of notes /chits during any evaluation (inside and outside the exam venue).

e) Habitual commission of acts of minor misconduct.

f) Providing false information regarding one's health conditions to seek concessions.

c. Penalties for minor misconduct

a) Warning

b) Reduction in marks of up to 10% of the total marks of the evaluation component

c) And /or any other penalty that may be levied by the Disciplinary committee as deemed fit, including exclusion from positions of responsibility.

d. Penalties for major misconduct

a) Reduction in marks of up to 100% of the total marks of the evaluation component

b) Awarding F grade for the course

c) Exclusion from any position of responsibility with the University

d) Withdrawal from placement services

e) Prohibition from giving teaching feedback for the course. If already given, the feedback will be ignored.

f) And /or any other penalty that may be levied by the Disciplinary committee as deemed fit including expulsion from the school.

7.2 Disciplinary Action

The code of conduct applies to all activities and for the entire duration of the programme. Academic dishonesty in any form will lead to severe penalties, including expulsion.

a) Copying from other students during assessments.

b) Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of misconduct.

c) If the PhD Committee decides, then the University may report such misconduct to the employer of the part-time PhD student as well.

8. Disciplinary Procedures for Examinations and Evaluations

Disciplinary Committee for enquiring Exams and Evaluation related misconduct will include the following members

a) Chair/Deputy Chairs of the program

b) Student Representatives

c) Representative from OSL

d) EAO

8.1 Minor Misconduct

Acts of minor misconduct will be reported by the invigilators at the end of the examination to the Exams office. The Exams office will verify the evidence and communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the Program Office and Office of Academic Administration.

8.2 Major Misconduct

In case of plagiarism, the faculty will report the same to the Exams office with documentary evidence. The Exams office will verify the documentation and communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the COE along with a copy of the complaint, and documentary evidence substantiating the decision. The decision will be informed to the Program Office and Office of Academic Administration by EAO.

In case of copying, the invigilator shall get the signature of the student in the answer sheet accepting that s/he had copied/shall classify the incident as "EAO classified malpractice". In such cases, the Exams office will verify the documentation and communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the COE along with a copy of the complaint, and documentary evidence substantiating the decision. The decision will be informed to the Program Office and the Office of Academic Administration by EAO.

In case of suspected copying, the invigilator will mark in the answer sheet "SUSPECTED COPYING" and report the same to the Exams office. The Exams office will communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the Program Office and Office of Academic Administration.

9. Grievance Redressal

In case of grievances, the student may write to the COE within one week of receipt of the decision from the Disciplinary committee. The COE will verify the evidence and the decision taken by the Committee and will take the final decision within 15 days of receipt of the request to review the decision. The decision of the COE is binding. The Exams office will communicate the final decision to the student with a copy to the faculty member, in whose exam the misconduct was reported, and to the Program Office and Office of Academic Administration.

Notwithstanding anything contained in these regulations, all students shall be governed by the Code of Conduct and general rules and procedures framed by the University. You must go through the detailed policy document related to this, available on the shared by Office of Student Life (OSL).

10. Forms for Use by PhD Students

S.No.	Name of the form	When to Use	To be signed by
1	Course Registration Form	Every Term	PhD Chair
2	Independent Research Study Registration Form	Term 5	IRS Advisor & PhD Chair
3	Independent Research Study Evaluation Form	End of Term 5 & Term 6	Student, IRS Advisor and PhD Chair
4	Independent Research Study Monthly Progress Report	During Term 5 & Term 6	IRS Advisor and Student
5	Supervisor Consent and Constitution of Doctoral Committee	After qualifying in the comprehensive examination	PhD Chair
7	Three Monthly Research Presentation Evaluation Form	After every three-monthly presentation	Dissertation Supervisor
8	No Dues Form	After the completion of programme	As mentioned in the form

11. Changes to the Handbook

This electronic version of the handbook may change from time to time after due deliberation of the various departments of the University in consultation with students as required.

All students will be informed about the changes, as and when they are done. It is very important for the students to take out a few minutes to review the new document and specifically, the changes made.

Krea and its various Officers and Departments will be guided by this document and the underlying detailed policies at all times. In any event or action, Krea will not entertain a plea that the concerned student(s) was not aware of the updated details of the latest policy or provisions mentioned in this document.

12. PhD Committee

Dr. Jyoti Prasad Mukhopadhyay (Chair)	jyotiprasad.mukhopadhyay@krea.edu.in
Dr. C Vijayalakshmi (Member)	vijayalakshmi.bala@krea.edu.in
Dr. Praveen Bhagawan (Member)	praveen.bhagawan@krea.edu.in
Dr. Vinod Kumar (Member)	vinod.kumar@krea.edu.in

13. PhD Administrative Staff

Ms. Swetha V Krishnan Sr. Manager - Career Services & RSO	gsb.phd_progoffice@krea.edu.in Mobile: 8197396861

14. List of Approved PhD Supervisors as on March 2023

S. No.	Name of the Faculty
1	Balasubramanian G
2	Jayasankar Ramanathan
3	Jyoti P Mukhopadhyay
4	Lakshmi Kumar
5	Madhuri Saripalle
6	Pallavi Pandey
7	Sumit Mishra
8	Vijayalakshmi C

15. Disclaimer

Krea University reserves the right to wholly or partially modify rules and regulations which will be applicable to all students, as deemed fit. Students will be duly informed of any such changes.

UGC guidelines are advisory in nature and all doctoral students are governed by Krea University norms/policies and the clauses as prescribed in this handbook.

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure – 1

COURSE REGISTRATION FORM

To: Office of Academic Administration

Name of the Student: _____

Roll No. _____

Year of Enrollment _____

Current year _____

Term and Dates _____

S.No.	Course Title	Course Credits	Name of Faculty	Status credits/audit

Attach approval mail from PhD Chair

IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY

Annexure – 2

INDEPENDENT RESEARCH STUDY (IRS): REGISTRATION FORM

Date:

S.No.	Description	Details
1.	Programme and Batch	
2.	Roll Number	
3.	Name of the student	
4.	Period of IRS	Term 5 & 6:
5.	Title of IRS	
6.	Name of the IRS Advisor	
7.	Objectives, brief description and work plan of the IRS	
8.	Timeline for Presentation and Submission of Final Report	

Note: Please attach additional sheets, if necessary

Signature of the Student:
Date:

Signature of the IRS Advisor:
Date:

Attach approval mail from PhD Chair and Faculty Guide

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure – 3

INDEPENDENT RESEARCH STUDY: EVALUATION FORM FOR AY 2025-26

A graduate student enrolled in the PhD program is required to register for an Independent Research Study (IRS) during their course work, to be carried out over two terms (Term 5 and Term 6) during the second year. The IRS is for 4 credits. Based on the assessment criteria, students have to pass the IRS and will be awarded a letter Grade.

The study is intended for students to demonstrate their ability to use research skills independently. It is expected that all project work is to be completed by the student working on an independent basis with occasional guidance from a faculty advisor. An IRS normally results in a working or published paper by the student.

The faculty supervisor evaluates the student twice:
At the end of first term – on the proposal, and work done in the first term – weightage 40%, and
At the end of the second term – on the complete work done in the IRS – weightage 60%

The following documents are provided for submission to the PhD Office:

a) Description of IRS – filled by student and signed and dated by faculty member at the start of the term.

b) IRS Monthly Progress Report – filled by student and to be submitted by the faculty member.

c) IRS end-of-first term Evaluation (40%) – completed, signed and dated by faculty member within two weeks of the end of the first term of the IRS.

d) Work done in the IRS – filled by student and signed and dated by faculty member at the end of the IRS

e) IRS Final Evaluation (60%) – completed, signed and dated by faculty member within two weeks of the end of the second term of the IRS.

DESCRIPTION OF INDEPENDENT RESEARCH STUDY (IRS)

Due by Week 4 of the first term of the IRS

(to be submitted by the IRS student to the PhD Office)

To be filled by the Student

Your name:	
Your ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Brief description of the IRS in 100-200 words	
Planned milestones	

Student Name: Student Signature:

Date

To be filled in by the IRS Advisor

IRS Advisor Name: IRS Advisor Signature:

Date:

Attached: A proposal up to 1000 words along with bibliography.

IRS MONTHLY PROGRESS REPORT

(to be submitted by the IRS Supervisor to the PhD Office)

To be filled by the Student

Your name:	
Your ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Brief description of the IRS	
Study related activities carried out in the last one month (100 words)	
Planned activites/ way forward for the coming month	

Student Name: Student Signature:
Date:

To be filled in by the IRS Advisor

IRS Advisor Name: IRS Advisor Signature:
Date:

This form has to be submitted by 5th of every month by the IRS supervisor. The student has to make sure that the supervisor has submitted the IRS Monthly Progress Report.

IRS END-OF-FIRST-TERM EVALUATION (40%)

Due within two weeks of the end of the first term of the IRS

(to be filled and submitted by the IRS Advisor to the Exam Office and PhD Office)

IRS Student name:	
IRS Student ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	

What aspects of the research were carried out independently by the student (e.g. Idea generation, Lit review, modelling, data collection, analysis)

How would you rate the student (on a scale of 1 to 5; 1=low and 5=high)

Ability to write without basic grammatical errors ☐

Ability to search out relevant papers in good journals ☐

Ability to think creatively and develop a model ☐

Ability to carry out basic analysis (well-marked summary charts, cross tabulations) and infer meaningfully ☐

Ability to conduct independent research with minimal supervision: ☐

Any other comments:

Proposal (Marks out of 10):

Work done in first term - T2 / T5 (Marks out of 30):

Marks (out of 40):

IRS Advisor Name: IRS Advisor Signature:

Date:

Modified: 19-June-2024

WORK DONE IN THE IRS

Due within two weeks of the end of the first term/second term of the IRS
(to be submitted by the student to the PhD Office)

To be filled by the Student

Your name:	
Your ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Milestones Planned (submitted at the start of the IRS) and Achieved	
What were your key contributions (100-200 words) (Detailed report with bibliography attached*)	
What were your learning outcome(s)?	

Student Name: Student Signature:
Date:

To be filled in by the IRS Advisor

IRS Advisor Name: IRS Advisor Signature:
Date:

Attached: A report up to 1000 words along with bibliography.

IRS FINAL EVALUATION (60%)

Due within two weeks of the end of second term of the IRS

(to be filled and submitted by the IRS Advisor to the Exam office and PhD office)

Page 1 of 2

IRS Student name:	
IRS Student ID No.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Date of IRS public presentation: Finalized by coordinating with IRS supervisor and PhD Office	

What aspects of the research were carried out independently by the student (e.g. Idea generation, Literature review, Hypotheses development, Modelling, Data collection, and Analysis)

IRS FINAL EVALUATION (60%)

Due within two weeks of the end of second term of the IRS
(to be filled and submitted by the IRS Advisor to the Exam office and PhD office)

How would you rate the student (on a scale of 1 to 5; 1=low and 5=high)

Ability to write without basic grammatical errors ☐

Ability to search out relevant papers in good journals ☐

Ability to think creatively and develop a model ☐

Ability to carry out basic analysis (well-marked summary charts, cross tabulations) and infer meaningfully ☐

Ability to conduct independent research with minimal supervision: ☐

Any other comments:

Marks (out of 60):

Total Marks (Proposal/Presentation-10) + (End-of-first-term-30) + (Final Evaluation-60) **(out of 100):**

Please **circle the letter grade** for the student for this IRS done as your advisee:

Letter Grade	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E+	E	E-	F

IRS Advisor Name:
Date:

IRS Advisor Signature:

Name of Chairperson-PhD
Date:

Chairperson – PhD Signature:

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure - 4

SUPERVISOR CONSENT AND CONSTITUTION OF DOCTORAL COMMITTEE FORM

(Student: Fill out the form as per your choice and obtain the necessary approval/signatures and submit to the OAA)

Student Information: _____

Name: _____

Roll Number: _____

Year: _____

Date: _____

Attach mail consent of the Supervisor

Doctoral Committee Formation

I agree to serve on the Doctoral Committee:

S.No.	Name	Designation	Title/Institution	Signature
1	Supervisor/Convener			
2	Member			
3	Member			
4	External Member			

Any additional Information (if any):

Attach mail consent from members

IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY

Annexure - 5

DETAILED SYNOPSIS/ THESIS SUBMISSION GUIDELINES

1. Thesis Synopsis:

The thesis synopsis is a chapter-wise summary of the thesis. The synopsis should discuss the major findings that will go into the thesis.

The primary objective of the synopsis is to enable the reader to judge whether a prima facie case exists for accepting the proposed Ph.D. thesis for the award of the PhD Degree. The synopsis should list the contributions resulting from the study carried out by the candidate, which have led to the advancement of knowledge in the respective field. It is recommended that the synopsis contain a brief account of the existing knowledge and inadequacy or gap in this knowledge that led the candidate to the formation of the problem of his / her investigation. A few references can be included, about ten.

Before the submission of Synopsis, the candidate should present a seminar on his or her data for the Ph.D. thesis. The Thesis Synopsis (chapter-wise summary of the thesis which discusses the major findings) is presented by the Candidate as an Internal seminar (open to all University members) to the DC and evaluated by the DC.

If there are minor revisions in the synopsis presented, it has to be incorporated and can be submitted after Doctoral Committee approval. If there are major revisions, it has to be incorporated, again presented to the Doctoral Committee again and then to submitted after Doctoral Committee approval.

The length of a synopsis for PhD thesis should normally be 1000-4000 words which should include tables and figures, if any. The synopsis should be in A4 paper size.

2. Draft Thesis Submission:

The thesis should contain a comprehensive account of the candidate's research. It should bear evidence of the candidate's capacity for analysis and judgment, and ability to perform independent investigation, design or development. An electronic copy in the prescribed format is to be emailed, to the Dean's office within two months of the submission of the synopsis.

3. Selection of Thesis Examiners

The thesis by the Ph.D. scholar shall be evaluated by a panel of at least two experts from outside the University, including one from outside the state/preferably outside the country. The panel of external examiners will be appointed by the Dean of the School The thesis synopsis is sent to the selected examiners by email, for ascertaining their willingness to examine the thesis.

4. Thesis Examiners Reports:

The thesis is sent to two willing examiners for evaluation and for their comments on the originality and scientific merit of the findings of the author and to judge whether the work deserves the award of the PhD Degree of the University.

Specifically, they will be asked to give one of the following verdicts:

1. The thesis is acceptable as such without any revision. I recommend the award of the Ph.D. degree of the University to the candidate subject to his/her satisfying the Oral Examination Committee about the questions/clarifications I have raised in my report.
2. The thesis needs minor revisions along the lines suggested in my report. The Ph.D. degree may be awarded to the candidate after the revisions are made to the satisfaction of the Doctoral Committee, and subsequent evaluation and recommendation by the Oral Examination Committee.
3. The thesis needs major revisions as pointed out in my report. The candidate needs to clarify and incorporate the suggested revisions, and the modified thesis be sent for re-evaluation.
4. The thesis is not acceptable for reasons detailed in my report. I do not recommend the award of the Ph.D. degree of the University to the candidate.

5. Obtaining and Processing of Thesis Reports

The Thesis Examiners' Reports shall be received by the Dean 's office within two months of submission of the thesis, failing which the Dean of the School may appoint one or more new examiner(s).

Once the External Examiner reports are received, they are sent to the supervisor who shares the feedback with the candidate and guides the candidate to incorporate the feedback in the thesis.

If the External Examiners have suggested minor revisions, then the Viva voce is scheduled after minor revisions are done. If there are major revisions suggested by the External Examiner, the revised thesis incorporating the feedback is resubmitted to examiners and then the Viva Voce is to be scheduled.

a) If the verdicts from both external examiners are (1 or 2), the Dean may recommend holding the open Oral Examination.
b) If the verdicts from both the external examiners are either (3 or 4), the Dean of the School may constitute a committee of experts from the University to recommend further action.
c) If one of the verdicts alone is (3 or 4), a third examiner may be appointed. If the third report in this case is also (3 or 4), the Dean of the School may constitute a committee of experts from the University to recommend further action.
d) Oral examination can be held only when two final reports are positive (1 or 2)

6. Doctoral Defense

On receipt of satisfactory evaluation reports, the Dean shall approve the holding of the Oral Examination and appoint the Oral Examination Committee. The composition of the Oral Examination Committee is as follows:

a) the Chair of the Doctoral Committee (one of the internal committee members) will also serve as the Chair of the Oral Examination Committee,

b) one of the external thesis examiners,

c) the research advisor (and co-advisor, if any), and

d) two other members of the University faculty with research interest in related areas.

If either (a) or (b) is unavailable, the Dean shall appoint a replacement. The Ph.D. scholar shall defend the thesis at a meeting open to the public, followed by a closed-door Oral Examination. The Oral Examination Committee may seek answers to any questions raised in the thesis reports and public defense. Upon completion of all stages of the Oral Examination, the Oral Examination Committee shall recommend one of the following courses of action:

a) that the Ph.D. degree be awarded;

b) that the candidate be examined on a further occasion in a manner they shall prescribe;

c) that the degree not be awarded.

The Chair of the Oral Examination Committee will report the result of the Oral Examination to the Dean of the concerned School. If the Oral Examination Committee declares the candidate to have performed satisfactorily and recommends that the Ph.D. degree be awarded to the candidate, the Dean shall forward the recommendation to the Academic Council for award of the degree. The degree shall be awarded by the Academic Council provided that:

a) the Oral Examination Committee so recommends,

b) the candidate submits two hard cover copies of the thesis, from amongst those submitted earlier, after incorporating all necessary modifications and corrections, including the appropriate IPR and copyright notices (Appendix A) at the beginning of the thesis, and

c) the candidate produces a 'no dues certificate' from all concerned in the prescribed form.

Following the successful completion of the evaluation process and announcements of the award of Ph.D. degree, three hard copies of the thesis are to be submitted, one to the EAO, one to the PhD Program office and the other to the Library.

Also, the successful PhD candidate should submit the thesis in the format required by the INFLIBNET to the PhD Office to forward to the Library. The Library will send the thesis for hosting in INFLIBNET, making the thesis accessible to all institutions/University.

The arrangement of the thesis may be in the following format:

1. Title Page or Cover Page
2. Declaration
3. Thesis Certificate
4. Dedication Page (Optional)
5. Acknowledgements (optional)

6. Abstract

7. Table of Contents

8. List of Tables

9. List of Figures

10. List of Symbols, Abbreviations or Nomenclature (Optional)

11. Chapters

12. Appendices

The Text of the Thesis

Organization of the Thesis main body: This is the substance of the dissertation inclusive of all divisions, subdivisions, tables, figures, etc. A thesis shall have various chapters, starting with Introduction and ending with Conclusions. Each chapter is captioned with a title which captures the content of the chapter. A chapter can be further subdivided into sections, subsections and so on based on a logical pattern. The Doctoral committee of the PhD Scholar shall define the main section including the chapters of a particular thesis work. However, the thesis should have natural flow and shall not be presented as collection of rewritten published material.

1. **Introduction:** Introduction may be the first chapter or its first major division. In either case, it should contain a brief statement of the problem investigated. It should outline the scope, aim, general character of the research and the reasons for the student's interest in the problem.

2. **Literature Review**

3. **Thesis Body:** Rest of the chapters and sub-chapters with appropriate titles/Headings as defined by the Doctoral Committee of the student.

4. **Conclusions:** If required, these are given as the last major division (chapter) of the text. A further and final sub-division titled "Scope for Further Work" may follow.

5. **Appendices**

6. **Bibliography:** The list of references should appear as a consolidated list with references listed either alphabetically or sequentially as they appear in the text of the thesis. If pertinent works have been consulted but not specifically cited, they should be listed as Bibliography or General references. Spacing and font size should be consistent inside a single reference, and there should be double spacing between two different references.

Thesis format

1. **Paper:**

- The Thesis shall be printed on a standard A4 size bond paper with whiteness 95% or above. Thesis may be printed on both sides.

2. **Font:**

- Times New Roman font is preferred. Italics or ornamental fonts should be avoided. Consistency throughout the document is a must. A font size of 12 is acceptable, Smaller fonts may be used for footnotes, table and figures

3. **Page Numbering:**

- The title page is counted, but it is not numbered. Beginning with the page immediately following the title page, place page numbers in lowercase
- Roman numerals centered at the bottom shall be used for Preliminary pages.
- Indian-Arabic Numerals are to be used for rest of the main text
- The page numbering Page number should be bottom centered

4. **Spacing:**

- All of the pages in the thesis shall with 1.5 line spacing. Titles and subheading longer than one line in the Table of Contents, List of Figures, List of Tables, and in the text are single spaced.

5. **Page Format:**

- Consistent margins should be used throughout the document. The recommended margins are as follows: 1" margin on the top, bottom, right and left margin
- ***Exception: first page of each new chapter, which needs to have a 2" top margin.***

6. **Chapter Format:**

- Each chapter shall begin on a new page. A chapter can be divided into sections and sub-sections based on a logical format.
- The chapter title shall be in all capital letters and centered on the page.
- Subheadings for the sub-sections should be mixed case. The position of the sub-heading should be consistent throughout the document. It is recommended that the subheading is left justified.

7. **Figures and Tables:**

- The figures and tables should be positioned as close to the text related or describing them as possible to keep the flow of the document. The Figures/Tables must be appropriately numbered and shall have its own legend/caption or description. The numbering shall follow the chapter-wise pattern. For example, 1st figure in chapter 3 will be numbered as **Figure 3.1.** Similarly, 2nd table in chapter 1 will be numbered as **Table 1.2.**
- The figure number with caption/legend/description should be placed below the figure.
- The Table number and caption shall be paced above the table.
- It is highly recommended that both the figures and table are presented in portrait format only. However, in case the figure/table are too large, landscape presentation may be done with top of the figure/table towards the left margin. No chapter text may be entered in landscape mode.

To be filled by Office of Academic Administration:

Description	Amount
Balance amount available (Sr. No. 6 c)	
Any other deductions from departments (Sr. No. 1 to 5)	
Refundable Amount, if any	

Date:

Prepared by
PhD Programme office

Approved by
Director – Academic Administration



IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY

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Annexure 5.7.6

PhD Exam Manual

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This handbook was last updated on June 16, 2025

1. About the PhD Programme (Full-time)

The Institute for Financial Management and Research (IFMR) was established in 1970 and has an impressive and long record of contributing to the expansion and enrichment of the knowledge base in the financial services industry. In 1982, IFMR became an approved research institution to conduct research leading to award of PhD by the University of Madras. Initially, the PhD degree was in the area of Finance and then since 2014 in the area of Management.

In 2018, IFMR's programmes are re-christened as IFMR Graduate School of Business (IFMR GSB) and integrated within the newly formed Krea University sponsored by IFMR. IFMR GSB offers MBA and PhD programmes under Krea University from 2018. Since AY 2023-24, the PhD programme at IFMR GSB comes under the aegis of Krea Doctoral College.

Krea University has been enacted by the Legislature of the State of Andhra Pradesh as per The Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act, 2018 vide the gazette notification published on April 30, 2018.

The emphasis of the PhD programme at IFMR GSB from its commencement has been on quality, rigour, independent research and studentship. Krea Doctoral College will now oversee the PhD programmes of the university, in both schools - IFMR GSB and SIAS. IFMR GSB strives to provide a stimulating research environment to its research students, supported by faculty with exceptional research credentials. IFMR GSB endeavours to be an institution that contributes in the space of higher education by training students who then go on to become thought leaders and teachers themselves.

The alumni of the PhD programme have assumed positions as faculty in prestigious academic institutions such as Ashoka University, Great Lakes Institute of Management, the Loyola Institute of Business Administration, Indian Institute of Management (IIM) Indore, IIM Kashipur, IIM Shillong, IIM Amritsar, IRMA, Madras School of Economics, Mahindra University, O. P. Jindal Global University, Rajagiri Business School and RV University. Other alumni are in significant roles in research institutes, think-tanks and corporates such as Centre for Excellence in Fiscal Policy and Taxation, CRISIL, Deloitte, ICICI, Institute for Human Development, and SCOPE international.

IFMR GSB's in-house journal, **"Journal of Emerging Market Finance" (JEMF)** reinforces IFMR GSB's research credentials. With the support and guidance of faculty, PhD students publish extensively in peer-reviewed journals and present their research in various national and international conferences. The annual research symposium at IFMR GSB provides an excellent platform for students to showcase their work and interact with researchers from the Krea ecosystem and other national and international institutions.

IFMR GSB offers a research programme leading to the award of the degree of Doctor of Philosophy (PhD). The PhD programme combines rigorous course work and a flexible curriculum with in-depth research requirements while staying true to the Krea vision of interwoven learning, ethical values, critical thinking and interdisciplinary education. The University currently offers full-time and part-time PhD programme.

Students are admitted to the Doctor of Philosophy (PhD) programme, and in due course have the option of choosing from the following area(s) of specialisation:

1. Data Science and Information Systems
2. Economics
3. Finance, Accounting and Quantitative Finance
4. Marketing
5. Operations Management
6. Organisational Behaviour & Human Resources Management
7. Strategic Management

2. Academic Administration

The Krea Doctoral College reviews the curriculum to ensure it is relevant and rigorous.

The PhD Chair is the link between the students and the faculty. S/he guides and counsel's students as required.

If any student has a problem of an academic nature, it may be referred to the PhD Chair. The PhD Committee will decide all academic and disciplinary matters pertaining to the PhD Programme.

Students should approach the Office of Academic Administration (OAA) for administrative support on matters such as registration, issue of identity cards, class schedules, attendance records, bona fide certificates etc.

Examinations and grades are handled by the Examinations & Assessment Office (EAO).

This handbook is designed to provide basic information about the PhD Programme and its guidelines. Students are required to read the guidelines carefully and adhere to them.

3. Registration, Orientation and Preparatory Programme

Students who are admitted into the programme are required to register, attend the orientation sessions and preparatory courses along with the first-year students of MBA programme.

4. Programme Duration

The fellowship is offered for four years and may be extended to the fifth year based on recommendation of the Doctoral Committee and duly approved by the Dean of Research. A candidate can take up to 8 years to complete their PhD. However, the above-mentioned benefits such as fellowship and permission to stay on-campus will not be extended beyond the 5th year of the PhD programme. Support is provided for 4 years inclusive of course work. Extension of up to one year, with support, may be granted by the Doctoral Committee in exceptional cases based on the supervisor's recommendation.

5. Conversion of Registration, Re-registration and Resuming the Programme

5.1 Conversion of Registration and Re-registration

a) The University may permit conversion of PhD registration from full- time mode to part-time mode for a candidate who obtained permanent registration and completed two years (non-stipendiary) or one year (stipendiary) from the date of admission and satisfy the employment and other rules in the respective modes of part-time admission, that is, internal. Guest Lecturers with NET / SLET or having UGC qualifications required for Assistant Professors will be allowed to convert their full-time PhD registration to part-time registration after one year of service. A student may move from full time PhD to Executive PhD, subject to clearing comprehensive examinations and abiding by Executive PhD rules.

b) If the candidate is unable to submit the thesis within six years from the date of admission, then the candidate shall apply for re- registration in the same institution under the same Supervisor with the same topic, provided the Supervisor is eligible to supervise PhD students, including not supervising his/her immediate or close relative and to this effect he/she shall furnish a declaration. Re-registration under a new supervisor is feasible only with No Objection Certificate from the current Research Advisor.

c) Application for re-registration shall be sent to the University within one month from the date of completion of six years of the PhD programme. Applications received later than 30 days will not be considered.

d) After re-registration, the candidate shall submit the thesis soon after re- registration but not later than four years after re-registration. Re- registration for the second time is not feasible.

5.2 Resuming the Programme

If the candidate is away from the programme and wishes to rejoin the programme s/he can approach the Office of Academic Administration (OAA) and get the PhD programme Resuming Form. This can be done only if the candidate has not exceeded 6 years in the programme. Approval has to be taken from the Dean, PhD Chairperson and Controller of Examinations (COE)

6. Course Credits

6.1 Most of the courses are of 3-credits each. However, IFMR GSB also offers courses of 1, 1.5, and 2.5

credits.

6.2 Each classroom session is of 90 minutes.

6.3 A three-credit course will have a total of 20 classroom sessions [i.e. 30 class contact hours]. The contact hours for courses of different credits will be calculated accordingly.

7. Programme Requirements

Students have to fulfil 40 credits in the first two years of course work. This includes PhD courses, MBA courses and one Independent Research Study (IRS) undertaken over two terms (Term 5 and 6) during the 2nd year. In the first year, students enroll for 9 credits of core doctoral courses and minimum 9 and maximum 15 credits of MBA/doctoral-level elective courses. MBA-level courses must be chosen from two different functional areas. Students are required to do minimum two courses (1 PhD-level core course and 1 MBA/doctoral-level course) in each term. Thus, in the first year, minimum 18 credits and maximum 24 credits should be obtained. In the second year, instead of core courses, students take a minimum of 18 credits of MBA/doctoral-level elective courses and an IRS worth 4 credits over term 5 and term 6. The students are required to do two courses per term and at least three PhD-level courses during the second year. Thus, in the second year, minimum 22 credits and maximum 28 credits should be earned.

Each term students can take two/three MBA courses from the available list of core and elective courses being offered in that term, in consultation with the PhD chair. The PhD Committee reserves the right to grant waiver/modify the course plan of the students based on their previous academic record/experience. It must be noted that PhD students may be given additional material for assessment when taking an MBA course.

Students interested in inter-disciplinary research can take courses in more than one area.

Following Coursework, students take Written and Oral comprehensive examinations. On passing the examinations, students undertake their dissertation work with the Faculty Supervisor and doctoral committee faculty members they have chosen in the third- and fourth- years. During these two years students carry out work on their dissertation.

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Year	Courses	Credits	Qualifying Criteria
First Year	6 courses (minimum) - At least 2 courses/term (1 MBA + 1 PhD Core) - Three PhD core courses - MBA courses must be chosen from two different functional areas	Min: 18 Max: 24	If the CGPA falls below 3.00 (equivalent to 'B' grade), the student will be put on Academic Probation for two terms during which s/he will have to meet the CGPA requirement of 3.00 If that requirement is not met at the end of probation period, the student will have to withdraw from the programme.
	End-of-Year 1 Examination (Comprehensive Examination I) At the end of Year 1 coursework, each doctoral student is required to take a written examination on the three PhD core courses and obtain "PASS" to proceed further in the Programme.		
Second Year	6 courses + 1 IRS - 2 courses/term (PhD/MBA-level)	Min: 22 Max: 28	If the CGPA falls below 3.00, the student will be placed on Academic Probation for two terms during which s/he will have to meet the CGPA requirement of 3.00

	- At least 3 PhD-level courses (To be decided by the Area/DC) - 1 IRS across 5th and 6th term for 4 credits (mandatory)		If that requirement is not met at the end of probation period, the student will have to withdraw from the programme. Minimum CGPA overall course work: 3.00

Additional non-graded but required courses with Pass/Fail grade can be prescribed by the PhD Committee up to 6 credits (such as seminar, workshop) over the duration of the coursework.

MBA course can be substituted by a PhD course with approval from the PhD Chair.

Total course work over two years

Minimum Credits: (18+22) = 40

Maximum Credits: 46

Audit Courses [Refer to clause 7.4 for more details]

A student can audit courses up to 6 credits in one year for first two years of the PhD Programme and inform the OAA. From the third year, audit can be done only with the approval of the Thesis Supervisor. For audit courses, approval of the faculty teaching the course is mandatory.

Course of Independent Study [Refer to clause 7.5 for more details]

A student can do maximum one course as a Course of Independent Study (CIS) during the entire duration of the PhD coursework.

If a student obtains 'F' grade in any course, s/he is required to repeat the same course or equivalent course as recommended by the Area Chair and the PhD Chair when it is offered next. Only one opportunity shall be given for repeating the course.

Refer to Section 2 – Examinations & Assessments

All course work requirements should be completed within a maximum of first 3 years. On completion of the IRS (end of T6) students should submit a final report to the PhD Committee through the OAA and present in a public seminar. It is highly recommended that the report also be submitted to the IFMR GSB, Working Paper Series. Based on the assessment criteria, students have to pass the IRS and a letter Grade will be awarded wherever applicable.

Comprehensive Examination II (Written and Oral)

At the end of Year 2 coursework, each doctoral student is required to take a written and oral examination (Comprehensive Exam II) as decided by the concerned Area.

Third Year	Formation of Doctoral Committee (Research Advisory Committee) [Refer to clause 9 for more details] After completion of course work and on successfully qualifying in the comprehensive examination, the student (hereinafter called 'candidate') shall proceed to work on their doctoral dissertation. To this end, the student then chooses the Thesis Advisor and also constitutes the Doctoral Committee (consisting of 3 internal committee members (full-time faculty members with a doctoral degree) and 1 external committee member) **within three months from the date of declaration of comprehensive examination results**. **Proposal Presentation** Candidates are expected to do an extensive literature survey in their chosen area of interest and come out with a tentative set of research questions that they would like to pursue. The candidate is required to make a proposal presentation **within three months** of formation of Doctoral Committee (i.e., **within six months** of qualifying in the comprehensive examination). This will be evaluated by the Doctoral Committee (DC henceforth) and will be a public seminar. The candidate needs to make a report on the proposal presentation and submit it to the OAA **within a week** of the presentation after obtaining signature from Research Advisor / Doctoral committee members. The candidate needs to work on the feedback given during the presentation and include the progress in the next three-monthly update. In sum, the following documents need to be submitted after the proposal presentation- 1) PhD thesis proposal (chapter wise plan) 2) proposal presentation PPT 3) a document summarizing the comments/feedback received from the doctoral committee members (there is no prescribed template) 4) a copy of the email approval received from the supervisor for submission of the above documents" The report following the three-monthly and six-monthly presentation needs to include 3 components- 1) updates on how feedback provided in the previous presentation was incorporated 2) progress made since the last presentation 3) way forward Doctoral students are expected to update their milestone tracker with their progress, as applicable. The tracker will be shared with the students after they complete their second year comprehensive exam. Refer section 2 – Examinations & Assessments under the clause 4.11

Fourth Year	Submit a report and make an internal seminar every three months in which the participation of the external DC member is optional. The candidate must give a public seminar once in every six months to update the progress made so far and work on the feedback and suggestions received in such seminar. Presence of the external DC member is mandatory in the six-monthly presentation. The report has to be evaluated and signed by Research Advisor / Doctoral committee members and submitted to the OAA within a week of the presentation. The report should focus on the following: 1. Research Progress made in the last three/six months 2. How the candidate addressed the comments and suggestions received from the DC members in the previous meeting The evaluation reports by the Research Advisor / Doctoral committee constitute the end-of-term Evaluation. Refer section 2 – Examinations & Assessments under the clause 4.12 Based on the feedback received from the Doctoral Committee, the candidate begins drafting the Thesis. PhD candidates should make at least two paper presentations in external conferences/seminars before the submission of the thesis for adjudication, and produce evidence for the same in the form of presentation certificates and/or reprints. **Viva-voce Examination** Thereafter on the advice of the Research Advisor, the candidate can present the synopsis of the thesis to the Doctoral Committee. The candidate shall incorporate the suggestions made by the Committee and after obtaining their final approval, s/he shall submit the final thesis to the OAA of IFMR GSB, Krea University for external evaluation within the stipulated time (Refer to Section 2, clause 4.13 and 4.14). Based on the evaluation reports of the external examiners, the candidate then appears for the public viva- voce examination. The public viva-voce shall also be open to be attended by all faculty members, PhD students and other interested students, experts/researchers. If the candidate successfully qualifies in the public viva as recommended by the Oral Examination Committee, the University shall issue a provisional degree certificate. The final PhD degree will be awarded in the ensuing Convocation. (Refer to Section 2, clause 4.15)

7.1 Independent Research Study (IRS)

7.1.1. Components

IRS is a required 4-credit course which is done once , two contiguous terms (Terms 5 & 6). Ideally speaking, the IRS should be done in in the area in which the candidate intends to specialize for the thesis. Progress of the IRS will be overseen by a faculty member from the area chosen by the candidate .

Eligibility: A second year student should meet with faculty members to discuss IRS topics and then finalize one based on mutual interest. To facilitate this process, the PhD office may also circulate a form to elicit potential topics for IRS from faculties willing to supervise IRS work of PhD students and will disseminate the same among eligible PhD students. The IRS Registration form (Annexure No. 2) should be completed and submitted to the PhD Office within the first week of the commencement of the term. The PhD Office will submit the list of approved IRS with details of the student, faculty supervisor, research topic, and assessments to EAO in the second week of the term.

The student must submit the IRS reports of work undertaken in the IRS to the faculty and PhD programme office. A public presentation by the student is recommended upon completion of her/his IRS work in Term 6 .

7.1.2 IRS Evaluation

a) Credits and grades obtained in IRS will be counted for required credits and CGPA calculation.
b) Assessment of IRS will be done as per the evaluation criteria mentioned in the IRS Evaluation form (Annexure No. 3) circulated to faculty members by the PhD Committee. This will be discussed with the students by their IRS Faculty supervisor and must be adhered to, to successfully pass the course.
c) Suggested evaluation components and weightages are proposal (10%), interim report (40%) (at the end of T2/T5) and final report (50%) (at the end of T6).
d) The course credit and the final grade will be considered for the calculation of TGPA at the end of the second term of the IRS.

7.2 List of Core Courses

S.No.	Courses Name	Course Code	Credits
1	Philosophy of Science	CORE701	3
2	Research Methods – I	CORE702	3
3	Research Methods – II	CORE703	3

7.3 Area-wise list of elective courses (Indicative)

S.No.	Area	Courses Name	Course Code	Credits
1	Economics	Advanced Econometrics	ECON701	3
2		Special Topics in Game Theory	ECON702	3
3		Industrial Organization	ECON703	3
4		Economics of Financial Inclusion	ECON704	3
5		Topics in Applied Microeconomics	ECON705	3
6		Topics in Development Economics	ECON706	3
7		Model Thinking	ECON707	3
8		Economic Growth and Development	ECON708	3
9		Finance and Development	ECON709	3
10		Econometrics of Panel Data	ECON710	3
11	Finance	Theory of Corporate Finance	FINA701	3
12		Empirical Methods in Corporate Finance	FINA702	3
13		Financial Inclusion	FINA703	3
14		Inclusive FinTech	FINA704	3
15		Advanced Asset pricing	FINA705	3
16		Topics in Corporate Finance	FINA706	3
S.No.	Area	Courses Name	Course Code	Credits
17		Asset Pricing and Family Enterprise	FINA707	3
18		Applied Multivariate Data Analysis	QFIN708	3
19		Topics in Corporate Governance	FINA709	3
20	Marketing	Consumer Behaviour	MKTG701	3
21	OB &HR	Organization Theory	OBHR701	3
22		Behavioral HR	OBHR702	3
23		Crafts of field research (COFR)	OBHR703	3
24		Researching Human Behavior: Mixed-Method Approach	OBHR704	3
25		Contemporary Research in Behavioral Sciences	OBHR705	3
26	Strategy	Topics in Advanced Entrepreneurship	STRA701	3
27		International Business	STRA702	3
28		Corporate and Business Strategy	STRA703	3

7.4 Audit Courses

Over and above the maximum credits, a student can opt for audit courses up to 9 credits in one year, for first three years of the PhD Programme subject to the following conditions:

a) Maximum of one course allowed in any term.

b) Permission for auditing an elective is at the discretion of the faculty teaching the course. The student has to get written approval of the faculty and submit the same to the OAA before the term starts.

c) After the formation of the Dissertation Committee, approval of the Research Advisor is also required.

d) The audit course shall not clash with the regular class schedule and a student cannot drop an audit course once the classes have started for that course.

e) A student who chooses an audit course should abide by all the rules that are applicable to the other students of that course on aspects such as, but not limited to, requisite attendance and timely submission of all deliverables, take all quizzes and examinations as per the evaluation components given in the course outline.

f) If the student does not abide by rules pertaining to audit course, the PhD committee can recommend that the student not be allowed to audit any further courses in the future term(s).

g) The credits and grades obtained in the audit course(s) will not be counted in the calculation of required credits and CGPA.

h) A student will be assessed on a Pass/Fail basis (no letter grade, no impact on GPA) based on evaluation components described in the course outline. Please refer to Exam Manual for norms on Pass/Fail grade and other details. The Pass/Fail will be shown in the transcript but will not affect the CGPA.

i) For other details, please refer to MBA Student Academic Manual.

7.5 Course of Independent Study (CIS)

a) A student can do maximum one course as a Course of Independent Study (CIS) during the entire duration of PhD coursework.

b) Before embarking on the CIS, the PhD scholar must seek permission from the PhD Chair and should submit required documents including consent taken from the concerned faculty supervisor.

c) CIS should be done over two terms and it will be graded by the supervising faculty at the end of the 2nd term.

8. Eligibility Criteria for Research Advisor and Co-Supervisor

Any regular Professor/Associate Professor of the University/ College, with at least **five** research publications in peer-reviewed or refereed journals after obtaining PhD and any regular Assistant Professor of the university/ college with a minimum of five years teaching/research experience with a PhD degree and at least **three** research publications in peer-reviewed or refereed journals may be recognized as Research Advisor.

Provided that in areas/disciplines where there is no or only a limited number of peer-reviewed or refereed journals, the Institution may relax the above condition for recognition of a person as Research Advisor with reasons recorded in writing.

Only a full-time regular teacher of the University/College concerned can act as a Research Advisor. Adjunct faculty are not permitted to be Research Advisors except being Co-supervisor. However, Co-Supervisors from within the same department or other departments of the same institution or sister institutions may be permitted with the approval of the Research Advisory Committee. In specific cases of a formal institutional collaboration based on the MoUs, the Universities/Colleges concerned may approve a faculty member as Research Advisor/Co-Supervisor for a PhD candidate from the collaborating institution.

The allocation of Research Advisor for a selected research scholar shall be decided by the Department concerned depending on the number of scholars per Research Advisor, the available specialization among the Supervisors, and research interests of the scholars as indicated by them at the time of interview/viva voce.

In the case of topics which are inter-disciplinary and where the Department concerned feels that the expertise in the Department has to be supplemented from outside, the Department may appoint a Research Advisor from

the Department itself, who shall be known as the Research Advisor, and a Co-Supervisor from outside the Department/ Faculty/College/University on such terms and conditions as may be specified and agreed upon by the consenting Institutions.

A Research Advisor/Co-Supervisor who is a Professor cannot guide more than eight (8) PhD scholars at any given point of time. An Associate Professor as Research Advisor can guide up to a maximum of six (6) PhD scholars (including co-supervision) and an Assistant Professor as Research Advisor can guide up to a maximum of four (4) PhD scholars. One additional research scholar can be allotted to each supervisor over and above the allotted number provided the Research Advisor is implementing a major sponsored research project. Further, each Research Advisor/Co-Supervisor can guide two international students on a supernumerary basis. At any point of time the total number of candidates under a Research Advisor shall not exceed the number as prescribed above including the candidates under co-supervision.

Note: The Research Advisor should declare the number of PhD scholars registered with him/her periodically to the University/College. He/she cannot increase the number by using recognition from multiple universities/colleges.

In case of relocation of a woman PhD scholar due to marriage or otherwise, the research data shall be allowed to be transferred to the University/College to which the scholar intends to relocate, provided all the other conditions in these regulations are followed in letter and spirit and the research work does not pertain to the project secured by the parent 8 Institution/Supervisor from any funding agency. The scholar shall, however, give due credit to the parent guide and the institution for the part of research already done.

University teachers after superannuation, if they are re-appointed in the parent University as contract or honorary or distinguished or emeritus professor, may continue as Research Advisors till the age of 70. The university/college, after considering the research track record and fitness of such superannuated teachers to supervise scholars, may decide on his/her continuation as Research Advisor without financial commitment.

9. Dissertation Committee / Research Advisory Committee

a. On successfully qualifying in the comprehensive examination, doctoral candidates shall finalize their Dissertation Committee.

b. The Doctoral Committee consists of three Krea University full time faculty members and one external faculty member:

   i) Dissertation Committee Supervisor - One IFMR GSB full-time faculty member with PhD degree and approved as Research Advisor (Convener).

   ii) Two internal committee members (one could be co-supervisor) who are:

   - IFMR GSB full time faculty members with PhD degree or
   - Any other Krea University full time faculty members with PhD degree

   iii) One external committee member - Full time faculty member with PhD degree from another University/Institution.

c. The constitution of the Doctoral Committee is the responsibility of the candidate and will, of course, be subject to agreement by the faculty members selected by the candidate. The candidate is expected to submit his/her Doctoral Committee composition, along with concerned faculty's concurrence to the PhD Chair for its finalisation.

d. It is the duty of a supervisor to ensure that the three-monthly report is furnished by a candidate without fail. While the supervisor is officially in-charge of the PhD candidate, the PhD Committee at Krea University allows the candidate to get advice/guidance from any other faculty member of Krea University, so that the candidate may get additional inputs for their research.

e. In case, the candidate feels it necessary to change the supervisor or any member of the Committee due to some extraordinary circumstances, the candidate has to take it up with the Dean, IFMR GSB through PhD Chair. Only with prior approval, the candidate will be allowed to change the supervisor/member of the Committee.

f. If a faculty who is a member of the Doctoral Committee leaves and expresses his/her inability to continue, the PhD Committee will recommend to the Dean for reconstituting the Doctoral Committee for continuity of supervision.

9.1 Functions of Doctoral Committee

a) To review a student's research proposal and approve the topic of the research in consultation with the study supervisor.

b) To assess the student's progress on a periodic basis in a three-monthly update Seminar.

c) To give inputs towards final thesis and review the final defense of the thesis.

d) To record reasons in case the progress of the research candidate is unsatisfactory and suggest corrective measures. If the candidate fails to implement these corrective measures, the Doctoral Committee may recommend to the PhD Chair with specific reasons for cancellation of the registration of the student.

e) The doctoral committee will provide inputs for, as well as evaluate progress of, the thesis at its various stages of completion. The recommendations of the committee shall be taken into consideration by the PhD Committee in decisions relating to the student's status in the PhD programme.

f) The progress of the thesis is to be reported to the School. This is to be done through a progress seminar (to be scheduled with one week's notice) and a report submitted every three months. The interim report should provide a brief summary of the work done since the last seminar and it is to be submitted to the OAA. The report should focus on the following:

   i. Research Progress made in the last three/six months

   ii. How the candidate addressed the comments and suggestions received from the DC members in the previous meeting

g) The PhD thesis is an original and independent contribution of the student. It is also expected to be unpublished. However, given the UGC rules, the student can publish parts of his/her thesis in a revised and distinct version any time before or after the submission of the thesis. If the thesis contains work already circulated/published as co-authored with a faculty member of the School, then it can be included in the thesis, provided that the faculty member certifies that a substantial part of the work belongs to the student alone.

9.2 Co-authored work with an individual not associated with the School can be included in the thesis, only if that individual is a member of the student's doctoral committee. All other co-authored work including joint work with another student cannot be included in the PhD thesis.

9.3 Steps to be followed once the candidate is ready with Synopsis

a) The Candidate to inform the PhD Programme office with approval from the Supervisor that the synopsis and draft of thesis are ready to be presented.

b) The Thesis Synopsis (chapter-wise summary of the thesis which discusses the major findings) is presented by the Candidate as an Internal seminar (open to all University members) to the Doctoral Committee and evaluated by the Doctoral committee.

c) If there are minor revisions in the synopsis presented, it has to be incorporated and can be submitted after Doctoral Committee approval. If there are major revisions, it has to be incorporated, again presented to the Doctoral Committee again and then to be submitted after Doctoral Committee approval.

d) Once the Doctoral committee approves synopsis, the supervisor submits a form suggesting six potential external examiners to Dean's office and Controller of Examinations along with approved synopsis.

e) The Dean's office contacts external examiners as selected by the Dean to check their availability. A copy of synopsis and details of honorarium are sent to them.

f) Once two external examiners agree to evaluate, a copy of the thesis is sent to them for evaluation. The

report is due within two months.

g) Once the External Examiner reports are received, they are sent to the supervisor who shares the feedback with the candidate and guides the candidate to incorporate the feedback in the thesis.

h) If the External Examiners have suggested minor revisions, then the Viva voce is scheduled after minor revisions are carried out. If there are major revisions suggested by the External Examiner, the revised thesis incorporating the feedback is resubmitted to the examiners for another round of review and then the Viva Voce is to be scheduled if the revised thesis is declared satisfactory for granting PhD degree by the external examiners.

Following the successful completion of the evaluation process and announcements of the award of PhD degree, three hardcopies of the thesis are to be submitted, one to the PhD Programme office, and one to the Controller of Examinations and the other one to the Library.

Also, the successful PhD candidate should submit the thesis in the format required by the INFLIBNET to the PhD Office to forward to the Library. The Library will send the thesis for hosting in INFLIBNET, making the thesis accessible to all institutions/University.

10. Support for Doctoral Students

10.1 Stipend

The PhD programme at Krea University is a full-time residential programme. This means that a student cannot take up alternate employment during the course of study. Krea University provides monthly stipend to its PhD students to encourage high quality research. The details of monthly stipend are as shown below and are subject to change every year:

S. No.	Year	Amount per month (INR)
1	First Year	42,000/-
2	Second Year	42,000/-
3	Third Year	45,000/-
4	Fourth Year	45,000/-
5	Fifth Year	45,000/-

Students have to successfully complete the requirements of each year in order to proceed to the next year of the programme. This will have a bearing on stipends.

10.2 Accommodation

Full-time PhD scholars are required to stay on campus. Krea will provide hostel rooms (on sharing basis) on campus for a monthly fee. However, if accommodation is not available on campus, students have to make their own arrangements outside campus. Students who make their own living arrangements need not pay monthly rent to Krea.

10.3 Participation in National/International Conferences

a) All PhD scholars are allotted a sum total of INR 3 Lakhs for their research activities including conference (Domestic and International) travel for the entire duration of their PhD programme. This is subject to approval from the Dean of Research. As such funding support is not provided during the PhD coursework. During PhD coursework, only in exceptional cases, funding support can be provided based on the recommendations of the PhD Committee.

b) The process to apply for the research grant:

   i. The student/candidate should write an email to the Office of Research Support

(researchsupport@krea.edu.in) marking PhD Chair/Guide and programme office in the loop.

ii. The PhD chair/Guide is required to reply to the email confirming their concurrence for the request.

iii. The Dean's approval will be sent within 15 working days.

c) All decisions on funding support for publications and conferences will be taken by the Krea Doctoral Collage in consultation with the PhD Committee to ensure it is in line with the university guidelines.

d) Announcement regarding achievements related to publications or conference presentations (best paper award) must be first notified to the PhD office and as such news will be conveyed to Krea Communications Dept through the PhD Office only. Candidates need not directly contact Krea Communications team in this regard.

10.4 Research Publications

a) Krea University expects high quality research and publications. Students must be wary of journals that have high publication fees and editorial board that cannot be verified from credible sources. Acceptable journals list will include not only ABDC but ABDC + Scopus + Predatory check because increasingly many predatory journals change titles and manage to make it in the ABDC list.

b) In case of final year students, papers submitted to external publication outlets until submission of the thesis will be the point until which reward for publication may be considered provided affiliation is IFMR GSB on the publication.

c) The OAA will collate information pertaining to publications at the end of the academic year and will determine the research incentive amount for every eligible publication.

d) Recognition shall be considered as per University policy available on the university portal.

11. Responsibilities of Doctoral Student

11.1 Teaching Assistance

a) Starting from the first year of the programme each PhD student is expected to provide teaching assistance to courses to faculty every term till the entire duration of the programme. TA work, about 10 hours a week during the term, can be waived at the discretion of the PhD Chair

b) The teaching assistants are expected to follow all instructions given by the faculty to whom s/he is assigned. For TAs, this includes taking attendance, attending classes, evaluating student answer papers and any other work assigned by the Course Instructor.

c) PhD students are expected to complete their assigned TA work in lieu of the fellowship received. If such work is not completed, then it will be deemed a breach of contract and action will be taken regarding the appropriate amount of the stipend to be refunded to/to be paid by the student.

d) PhD students as TA might also have to work with Teaching Fellows (TFs) and they are expected to work amicably with them.

e) For distribution of workload in terms of grading, attending classes, etc. the TAs and TFs are expected to coordinate in consultation with the course instructor. For any issues related to such matters must be discussed with the course instructor first before escalating them to the PhD Chair.

11.2 Other Institutional Responsibilities

a) After fulfilling program requirements of teaching, assistance and course work, if the student works with a faculty or any research centre in Krea University for a funded project, s/he may be rewarded @ INR 500/- per hour. Students can undertake any such work only after obtaining prior permission from the PhD Chair and informing the OAA.

b) Students are not allowed to work in any role with external institutions / organisations / individuals without prior permission from the PhD Chair. In exceptional circumstances, students can apply for permission with all details such as nature and duration of work, remuneration if any, to the PhD Chair with a copy to the OAA.

c) The Student is responsible for maintaining a record of all meetings with PhD Chair, Committee and Supervisor as applicable and submitting the record to OAA with signatures at the end of each term.

12. Review of Student Performance by PhD Committee

12.1 Listed below are of areas in which there may be minor and/or major misconduct.

a) Attendance

b) CGPA

c) Adherence to programme guidelines

d) Academic requirements

e) Not meeting milestones

f) Any deliverables

g) TA performance

h) Violation of rules given in MBA student Manual

i) Late submission*

j) Taking up roles/work in external organisations without permission

*In unavoidable circumstances, student should obtain permission from faculty for any late submission in advance with reasons for the same and submit the approval to OAA failing which it will be treated as misconduct. In an emergency, where advance information is not possible, sufficient proof should be provided.

12.2 Acts of misconduct can lead to probation of one term as recommended by the PhD Committee. If the student is unable to improve the performance and come out of probation status, student will be asked to withdraw from the programme.

12.3 The PhD Committee reserves the right to evaluate any part of the programme and take appropriate measures such as discontinuation of the stipend, partial cut in the stipend and withdrawal of the student from the programme.

13. Convocation

13.1 All students are expected to attend the rehearsal scheduled prior to the Convocation.

13.2 A student who is not present during rehearsal of the Convocation or comes late will not be permitted to attend the Convocation.

13.3 Degree Certificate and required transcripts, if any, will be dispatched to students who could not attend the convocation.

13.4 Students/parents should plan their return travel only after completion of the Convocation. The degree/transcripts will not be given to anyone before completion of the Convocation.

13.5 On successful completion of the programme requirements, the PhD degree certificate and transcript, if any, will be issued to those students who have submitted their UG and PG degree certificates and have cleared all No dues.

14. Attendance, Holidays, Academic Vacation and Leave Policy

14.1 All students must apply for leave for their absence on working days. At the end of the month, the OAA will check the leave report for that month and inform Finance department for processing the stipend for the number of days attended. The PhD Programme Office will keep the relevant campus authorities informed about student absence from campus.

14.2 Students are eligible for 20 working days of leave per academic year (July - June). Students should take prior approval from PhD Chair in the first two years. From the third year onwards, they should take prior

approval from the Supervisor and PhD Chair.

The unused leave cannot be carried forward to the next academic year.

14.3 Under all circumstances, the candidate must inform the Examination and Assessment Office (EAO) about the his/her unavailability on campus for invigilation and other related duties at least one week before going on leave. The candidate may be asked to submit a copy of the communication sent to the EAO in this regard before the approval of the leave application.

14.3 If a student is required to do any data collection related to their research work, it will be considered as on-duty with the approval of the Supervisor and the PhD Chair. Students are required to inform the OAA before starting the data collection work.

14.4 Holidays as per MBA academic calendar will be applicable to all PhD students.

14.5 In addition to 20 days of leave as mentioned above, 20 contiguous days of Summer Research period is provided to facilitate PhD students' own research/publishing work, and assist Faculty with their research projects/consulting assignments. This can be availed in summer (usually the months of May and June) with the approval of the PhD Chair and without affecting PhD related work.

The unused leave cannot be carried forward to the next academic year.

14.6 In addition, women students will be provided maternity leave as per the Act, once in the entire duration of the programme for up to 6 months.

14.7 The full-time candidates are expected to attend the Institution till he/she submits the thesis on all working days. Prior permission/approval must be sought from the PhD Chair & thesis Supervisor (from third year onwards) using suitable formats for any leave of absence.

14.8 Women candidates who availed of maternity leave as per rule 14.10 and differently-abled persons (more than 40% disability) shall be given an extension of two years after the six-year-period.

14.9 A non-stipendiary woman candidate shall be granted maternity leave up to 240 days only once during the entire duration of the PhD programme including the 20 working days of leave in that academic year.

14.10 Stipendiary candidates shall follow the leave rules stated above.

14.11 The Supervisor shall approve leave of his/her PhD candidate. The maternity leave should be granted under intimation to the Head of the institution and Doctoral Dissertation Committee with proper supporting documents.

15. Academic Requirements during the Research Study Period

15.1 A PhD candidate shall show continuous progress in the course work and research work as directed by the Supervisor from time to time.

15.2 A PhD candidate shall present the research work done before the DC periodically (once in three months to internal DC members and once in six months to the DC including external DC members) and follow the recommendations of the DC in improving or amending the course of research work.

15.3 A PhD candidate should follow all the ethical rules and regulations in force in regard to collection of data, conduct of experiments and publication of research findings.

16. Withdrawal Policy

A student who wants to withdraw from the PhD Programme must give a request in writing to the OAA and three months' notice. On receiving approval of the PhD Chair, the student should submit 'No Due Certificate' to OAA after obtaining clearance from departments such as Finance, Library, Administration, IT, OAA for processing the refund of caution deposit as detailed in clause 18. Students will not be issued any formal transcript or even partial course completion certificate. The OAA will inform the Exams office about the withdrawal of a student before processing caution deposit.

17. De-registration

A student may be de-registered based on UGC rules.

18. Refund of Caution Deposit

18.1 On completion of the Convocation, the student should submit the 'No Dues Form' to the OAA after obtaining clearance from departments such as Finance, Administration, Library, IT, OAA for processing the refund of caution deposit paid at the time of registering for the Programme.

18.2 The Campus Administration sends the list to OAA detailing the amount to be collected from students for any breakages.

18.3 The PhD Office will review if all responsibilities such as TA duties, have been discharged and inform OAA

18.4 The OAA will send an intimation to the Finance Department to refund the caution deposit to students after deducting all amounts that are recoverable from the student including the amount as intimated by the Campus Administration. The amount will be refunded to the students within 45 days after the Convocation date.

18.5 The caution deposit is retained by the institution to meet dues not cleared by the student and to compensate for any breach of contract by the student.

19. Non-Academic Matters

19.1 Academic Code of Conduct / Honour Code

You must go through the detailed policy document related to this, available on the shared by Office of Student Life (OSL) The policy covers the following but is not limited to:

a) The code of conduct applies to all activities and for the entire duration of the programme. Any violation would attract severe penalty including expulsion from the programme.

b) All students are expected to maintain the highest standards of ethics and morality, in academic and personal actions during their stay at the School and make best efforts to comprehend the standards of ethical and moral behaviour laid down by the School and follow them both in letter and spirit.

c) Any violation will be heard by a committee of faculty and administration. The decision of the committee is binding on the violators. However, the general guideline is that the students' conduct should be conducive to harmonious and friendly atmosphere on the campus.

d) If a student is found indulging in unethical or immoral practices, the School will take appropriate punitive action, which may include expulsion from the programme.

19.2 Academic matters:

a) Students are expected to behave in a congenial, cordial and dignified manner at all places and at all times and maintain classroom decorum.

b) Students are expected to use classroom facilities, including furniture and audio-visual equipment with care. The cost of damage to the School's assets due to negligence will be recovered from the students concerned.

c) Students providing false information in any School activity will be punished. This includes any false information given in their resumes for summer and final placements; submission of false certificates etc.

19.3 Examinations / assessment matters:

a) The School attaches utmost importance to integrity and honesty in academic work by the students. Academic dishonesty in any form, will lead to severe penalties, including expulsion.

b) Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class

presentation, or exam, is treated as an act of dishonesty and an act of major misconduct.

c) Students should provide citations when they use the work of other authors.

19.4 Misconduct and Disciplinary Norms:

Listed below are some examples of acts/instances of minor and major misconduct.

a) Minor misconduct:

i) Unruly behaviour in class or in campus

ii) Causing disturbance to other students and/or the faculty

iii) Leaving a class without informing the faculty

iv) Persistent late-coming

v) Sleeping during the class

b) Major misconduct:

i) Habitual commission of acts of minor misconduct

ii) Physically and/or verbally abuse of any member of Krea family.

c) Penalties for minor misconduct:

i) Warning

ii) Fine

iii) Expulsion from a session

iv) Suspension from a subsequent session/hostel for a specified period

v) Reduction in grades

vi) Repeating the course

vii) Suspension, withdrawal or ineligibility for scholarships or participation in management festivals.

d) Penalties for major misconduct:

i) Withdrawal from placement services

ii) Expulsion from the program

iii) Penalize with huge amounts

e) Disciplinary Procedure:

The Disciplinary Committee will follow due process of enquiry and administer appropriate disciplinary action based on the gravity of the offence.

20. Library

20. 1 User Manual & Circulation Policy

The H.T. Parekh Library of Krea University includes a rich collection of over 40,000 books including multiple volumes on various aspects of arts and sciences, creativity and action, eastern and western perspectives including management studies. In addition, the library boasts of over 11 databases and 48 Indian and International journals in print form and more than 20500 e-journals available through Online databases. The library also has a varied collection of Audio-Visual materials in the form of CD-ROMs and DVDs. It subscribes to six online databases that provide access to Industry/Company statistical information.

The library is well equipped with all modern facilities, textbooks related to course work and other printed reference materials, providing a conducive environment to the users for their learning and research. A fully automated system ensures efficient delivery of library services and circulation of books and other library material.

The library also provides students access to other e-resources ranging from e-books and online journals. Access

to all materials shall be in line with the rules laid out in the library policy.

20. 2 Online Public Access Catalogue (OPAC)

URL: http://library.krea.edu.in/

User ID/Credentials: will be provided by email

20. 3 Digital Library

URL: https://krea.refread.com/

User ID/Credentials: will be provided by email

Video Tutorial: https://www.youtube.com/embed/IaACwOqNSDI

20. 4 Policy for Use of Library

You must go through the detailed policy document related to this, available at http://policy.krea.edu.in The policy covers the following but is not limited to:

a) Procedure and protocols of membership

b) Protocols for issuance, return of books

c) Code of conduct inside the library including noise policy, food and drink policy and protocol for usage of digital resources

d) Best practices in contributing to the general upkeep of the library ambience

20. 5 Circulation Policy

Resource Category:

a) Books

b) Reserve Shelve Books

c) Periodicals

d) AV Resources

20. 6 Issue Limit for Students

Resource	Quantity	Duration
Books	5	15 days
Reserve Shelve Books	1	2 Days
CD/DVD	2	2 weeks

Issue Policy	• Resources are issued within the issue limit of the user. • The Student ID card should be presented at the time of issue. • The Users should get the books duly issued at the Circulation Counter. • The books should be collected in person. • The latest issues of the journals will not be issued. • Reference resources will not be issued. • The identity of the person who has borrowed a particular resource will not be revealed to the other users. • Journals: Bound Volumes, Loose issues of journals and the latest available issue of the magazines are to be referred within the library premises and are not available for issuing out. • Dissertations/Project Works submitted by Krea University Students are not issuable. • Membership will be suspended temporarily for repeated delay in returning books
Reservation	• Resources can be reserved only when they are on loan. Reservations for the available resources will not be accepted. • The availability of the reserved item would be informed through e-mail. • The reserved resource should be collected from Library within 24 hours after intimation. Otherwise the reservation stands cancelled.
Return	• Books should be returned within the due date mentioned on the Due Date Slip. • The library reserves the right to call back any issued book/item at any time
Reminders	• Reminders would be sent to the Users a day before the due date.
Renewal & Overdue Charges	• Books can be renewed once for 15 days if there is no reservation against the particular item • A fine of INR 10/- per resource/day would be charged for Books and other overdue items up to one-week time after that the Charges will be INR 20/- per day
Lost/Damaged Resources	• Library resources are to be handled with care. • If a book is lost or mutilated beyond usable condition, then the book shall be replaced with the same or latest edition of that book. • If the book is out of print, then three times the cost of the book shall be paid to the library. • If the book is reported (in writing) as lost/ misplaced, the overdue charge will not be levied in such a case from the date of reporting to the date of replacement, which shall be no later than two months from the due date

The Circulation Policy would be reviewed from time to time based on the feedback from the User Group.

20. 7 Reprographic services

Only limited chapters from books and periodicals related to referencing in the Library will be photocopied and scanned. For bulk copies, administration can be contacted.

Please refer to Office of Student life for all matters related to campus living.

21. PhD Programme Grievance Redressal

Any dispute arising out of the interpretation of these regulations shall be referred to the PhD Chair. Students have the right to appeal to Dean-IFMR GSB, against any decision taken by the PhD Committee. The decision of the Dean shall be final and binding on all concerned.

Notwithstanding anything contained in these regulations, all PhD students shall be governed by the Code of Conduct and general rules and procedures framed by the University. You must go through the detailed policy document related to this, available on the shared by OSL.

SECTION 2
EXAMINATIONS AND ASSESSMENTS

1. Attendance Requirements – For Year 1 & 2

Krea University aims to have a continuous evaluation of the student's performance during the course along with an end-of-term evaluation. As the pedagogy of all courses will involve student participation in the class, attendance is mandatory. A minimum of 75% attendance is mandatory for a student to become eligible for attending the end-term evaluation

The table below lists the contingencies related to attendance during the Term (excluding the examinations) and the implications thereof:

Attendance %	Supporting documents	Reviewed by	Outcome of Review	Category	Approving authority for checking eligibility	Eligibility to write end-term exams
≥ 75	None	NA	NA	A1	NA	Eligible
Less than 75% but equal to or higher than 65%	Leave Letter	OAA	Recommended	A2	EAO	Eligible
	Leave letter	OAA	Rejected (or no leave letter)	A3	EAO	Eligible grade level drop
< 65%		OAA		B1	COE	Not Eligible

Present/ Absent during End Term Exam	Category	Eligibility for Supplementary Exam	Final grade
Present	A1, A2	NA	
	A3	NA	The final grade will incorporate a grade level drop as per the previous table
Absent	A1, A2	To take the supplementary exam with 6 weeks of the end-term exam.	I grade till the supplementary exam results are declared.
	A3	To take the supplementary exam with 6 weeks of the end-term exam.	I grade till the supplementary exam results are declared. The final grade will incorporate a grade level drop (as per table-1)
	B1	Not eligible	R Grade. To repeat the course when the course is offered next

When a student in A1, A2, or A3 category does not appear in a supplementary exam, the I grade will be retained till the candidate appears in the end-term exam when the course is offered next. A person in the B1 category will have to repeat the course whenever it is offered again.

A faculty member may offer an online end term exam in exceptional cases, where the attendance was 70% or above. This is subject to the discretion of the faculty member, followed by recommendation of the program

chair and/or the Dean of the school and approval of the COE. The exams office will ensure proctoring/ online invigilation of such exams. The scheduling and conduct of such exams will be done by the exam's office, depending on the availability of invigilators and infrastructure for online proctoring.

2. Special Assistance

A student requiring special support MUST write to Exams Office within one week of registering for the program (or beginning the term, in case of short-term support). The Exams office will review the documentary support and in consultation with respective officers of the University will strive to support the student in exams and evaluations.

In case of students who need support due to sudden onset of illnesses /worsening conditions, the student MUST write to EAO, at least one day, before the start of the examination with supporting documents and seek approval, to be considered for any extension of time and /or any other support. It is the discretion of COE to consider such other cases who need special assistance and is unable to intimate the exams office in advance.

3. Plagiarism, Copying, and Other Unethical, Dishonest Academic Practices

3.1 The School attaches utmost importance to integrity and honesty in academic work done by the students.

3.2 Plagiarism is the use or close imitation of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or examination, is treated as an act of dishonesty, and an act of major misconduct. Students should provide citations when they use the work of other authors.

3.3 For PhD students this includes any work submitted as part of their coursework, all research work including dissertation during the program.

3.4 Academic dishonesty in any form, will lead to severe penalties, including but not limited to resubmission of work as prescribed, failing grade in a course, and expulsion from the program.

3.5 PhD students are to ensure that projects involving human subjects have received due approval from the institution's IRB. The PhD office will facilitate the IRB application process.

3.6 Any issue will be referred to the PhD committee whose decision will be binding.

4. Evaluation and Assessment Methods

4.1 Courses Evaluation

The students are expected to register for courses at the beginning of every term. The course outline for each course will prescribe the course evaluation pattern. The students are encouraged to discuss with faculty members to understand the evaluation components of each course. Each component will be evaluated for every student. The total marks attained by students registered for a course will be normalized for awarding grades.

a) Communication of performance in individual components of the course would be carried out by the faculty directly.

b) The final grades of all the courses will be uploaded in Academic Information System by the EAO.

Grade	Grade Points
A+	4.33
A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
D+	1.33
D	1.00
D-	0.67
F	0.00

4.2 Term Grade Point Average (TGPA):

TGPA, for a term, is the weighted average of the grade points obtained in the courses registered for, in a particular term (weights being the respective course credits).

4.3 Cumulative Grade Point Average (CGPA):

CGPA is the weighted average of the grade points obtained in the courses registered for, till the specified term (weights being the respective course credits). The final CGPA awarded will range from 0 to 4.33. TGPA and CGPA will be calculated up to the second decimal place

The conversion of the CGPA into percentage is as follows:

(CGPA obtained by the Student) *100 / 4.33

4.4 Supplementary Examination

A student who is eligible to write the exam but absent for end-term evaluation will be permitted to appear for the supplementary exam. The student, or through parents/siblings/spouse/friend, must write to the exam's office at least one hour before the commencement of the exam providing reasons and documentary evidence for being absent. The dates for the supplementary exams will be announced by the EAO. If the student is absent during the supplementary exam will be given an F grade for the course.

4.5 Improvement Exam

Any requests for improvement of the grade below B, based on the performance of the student in other components will be considered provided the student has at least 70% attendance and has scored over 50% in all other components of the course evaluation components. The COE will decide on such exceptional cases, based on the recommendation of the Dean of the school. The decision of the COE is final the maximum grade permissible is B. Any student who has obtained an F grade in a course is eligible to appear for an improvement exam.

Any student who has a CGPA below graduation requirements [CGPA of less than 3.00 at the end of the first year and 3.00 at the end of the second year] is also eligible to appear for improvement exams.

A student can write improvement exams in a maximum of four courses in an academic year.

A student can write an improvement exam only once in any course. If the student fails the improvement exam OR GETS A GRADE LOWER THAN MAXIMUM PERMITTED GRADE, s/he must attend the course

whenever it is offered next.

The student must register with the Exams office in the prescribed format on or before the improvement exam registration date along with a fee of Rs.2000/ course.

The dates for the improvement exam will be announced by EAO.

The maximum grade that will be awarded at the end of evaluation in an improvement exam is a B grade.

4.6 Promotion Requirements

4.6.1 A student would be eligible for promotion to the second year if s/he satisfies all of the following criteria:

a) CGPA of at least 3 at the end of Term 3.
b) Does not have any F grade in any Ph.D. subject.
c) Cleared the Comprehensive Exam I with a PASS grade.

If a candidate fails the Core written exam, he or she is given another chance to rewrite the exam within the period specified by Ph.D. manual. If the candidate fails again, s/he will not be promoted to the next academic year.

4.6.2 A student would be eligible for promotion to the third year if s/he satisfies the following criteria:

a) CGPA of at least 3 .00 at the end of the second year [Term 1, 2,3, 4,5,6 (including IRS)].
b) Does not have any F grade in any subject.
c) Cleared the comprehensive exam II and viva-voce with a PASS grade.

4.7 Implications of not meeting the criteria at the end of first year:

If a student does not meet all of the criteria mentioned above after taking a re-examination, s/he will have to discontinue the programme.

If a candidate fails the Comprehensive Exam I, he or she is given another chance to rewrite the exam within a month's time. If the candidate fails again, s/he will not be promoted to the next academic year.

4.8 Implications of not meeting the criteria at the end of second year:

a) If a student does not meet one of the criteria mentioned above after attending a re-examination, s/he can reregister for courses along with the next batch.

b) A student wishing to reregister must seek permission from Program Chair.

c) All terms and conditions, including stipend and /or the fee payable will be intimated to the student by OAA

d) On reregistration the student will follow all rules of course requirements, including attendance and other evaluation components.

e) The maximum time limit for completion of PhD is 5 contiguous academic years. Following this period, the candidate has to re-register.

f) If a student does not meet a, b and c criteria of 4.6.1 and 4.6.2, whichever is applicable within the specified time, s/he will have to discontinue the program.

4.9 Academic Probation

a) In the Academic Probation, students take fewer core/ elective courses each Term, repeat courses where they have received poor grades and get two years to complete the core course requirement.

b) The Academic Probation students can take electives in the following year on completion of all core course requirements.

c) The latest grade obtained by Academic Probation students will be considered final and there is no option to choose better of the grades.

d) The fee structure for tuition, living and any other fees prevalent at that time will be applicable.

4.10 Comprehensive Examination

a) At the end of first year and on successful completion of the course work, each doctoral student is required to take a written examination on the PhD core courses and obtain "PASS" in the Comprehensive Exam I and meet the criteria a, b and c of 4.6.1 mentioned above to proceed further in the Programme.

b) At the end of Year 2 coursework, each doctoral student is required to take appear for Comprehensive Exam II and Viva-Voce and fulfill the criteria a, b, c of 4.6.2 mentioned above to be eligible for promotion to Year 3.

c) The format of the Comprehensive Exam II will be decided by the Area and will be declared in due course.

d) The parameters of evaluation include (but not limited to) the student's conceptual understanding of Core Doctoral / Research Methods and Area(s) specific doctoral courses or thematic topics. The Area Chair along with the PhD Chair will be responsible for conduct of the comprehensive examinations.

e) If a student fails in the comprehensive examinations, s/he will be given one more opportunity to take the exam within a period of one month. If the student is unable to successfully pass the comprehensive exam, s/he will have to withdraw from the programme.

f) If a student passes the examination, s/he will proceed to his/her chosen area of research. Only at this point, the student will begin constituting his/her Doctoral Committee, including choosing the Research Advisor.

4.11 Proposal Presentation

a) A candidate does proposal defense within 6 months of passing the Comprehensive examination II and after the constitution of the DC.

b) If a candidate fails in her/his proposal defense, then s/he is given three months to incorporate all feedback, revise the proposal and schedule a second defense.

c) If a candidate fails in this second proposal defense, then s/he will be asked to leave the programme.

4.12 During Third year and Fourth year

a) The student has to present to internal committee members every three months to provide an update of the progress made. A report, incorporating the feedback, has to be evaluated and signed by Dissertation Research Advisor and submitted to the OAA and EAO within a week of the presentation.

b) Every six months, the student has to present to internal and external committee members, in a public seminar, to provide an update of the progress made. A report, incorporating the feedback, has to be evaluated and signed by Dissertation Research Advisor and submitted to the OAA and EAO within a week of the presentation.

c) The reports by the Dissertation Research Advisor constitute the end-of-term evaluation.

4.13 Synopsis Presentation

a) A synopsis of the thesis must be presented before the final submission of the thesis. If there are minor revisions in the synopsis presented, it has to be incorporated and can be submitted after approval. If there are major revisions, it has to be incorporated and presented to the DC again and then to be submitted.

b) Since a synopsis presentation is not scheduled till the Doctoral Committee members have agreed to it, the presentation results are a feedback that have to be incorporated and not a pass/fail outcome.

4.14 Thesis submission

a) The final version of the thesis must be submitted within three months from the date of synopsis presentation

b) A softcopy of the thesis along with other required formats duly filled in and signed by the candidate and countersigned by the thesis supervisor must be submitted to the PhD office by the candidate. PhD Office will forward it to the EAO.

c) A hardcopy of the thesis as per prescribed format and specification must be submitted along with the softcopy of the thesis.

4.15 Public Viva Voce

The candidate appears for public viva-voce examination which will be evaluated by the Doctoral Committee. The public viva- voce examination shall also be open to be attended by all faculty members, PhD students and other interested students, experts/researchers.

If there is a major revision, then the revised dissertation must be reviewed by all the committee members who must certify that a major revision has been done, and then the viva voce is scheduled again.

The candidate shall incorporate the suggestions made by the Committee and after obtaining their final approval, s/he shall submit the final thesis to the OAA of IFMR GSB, Krea University. The candidate's Doctoral Dissertation Committee Chair writes to the Dean and PhD Chair recommending a provisional degree certificate be issued and the doctoral degree be granted at the Convocation. The PhD Chair writes to the Registrar conveying the request. The University shall issue a provisional degree certificate. The final PhD degree will be awarded in the ensuing Convocation.

5. Certificates and Transcripts

5.1 The Provisional certificate and a copy of the transcript of marks will be issued 90 days after the completion of all requirements (Coursework, Examinations, Proposal, and Dissertation) needed.

5.2 The Provisional Certificate will be issued only to those students who have completed all requirements for graduation, have submitted their PG degree certificates, and have cleared all fee dues to the University.

5.3 The degree certificate and Transcript will be presented at the convocation to those students who have completed all requirements for graduation, have submitted their PG degree certificates, have cleared all fee dues to the University, and are present in person to receive the degree certificate.

5.4 Degree Certificates and transcripts will be dispatched within two weeks of the Convocation to the students who could not attend the convocation in person.

6. Student Conduct During Exams and Assessments

6.1 The candidates should reach their respective examination venue at least 10 minutes before the examination starts and occupy their respective seats. The seating charts will be displayed on the door(s) of the venue. They are expected to carry their ID cards.

6.2 Five minutes from the start of the examination, the doors of the examination hall will be closed, after which no candidate will be allowed to enter the examination hall or write the examination. All such latecomers will be marked absent for the examination.

6.3 Candidates must carry their own materials (like pen, pencil, eraser etc.) required for the examination. The candidates are expected to carry their own water bottles.

6.4 Additionally, if an exam requires a candidate to carry specific materials such as a calculator, they may be allowed only if the instructions on the question paper mention the same or special instructions were shared with the exam office prior to the examination. However, no exchange of any material between the candidates will be allowed.

6.5 In the case of open book exams, candidates will be allowed to keep only permissible books and materials with them and will not be allowed to take anything from their bags, or borrow from fellow candidates, once the exam begins.

6.6 For exams requiring laptops and internet, the internet access should only be used for the intended purpose.

6.7 Specific guidelines for exams conducted online mode will be issued separately prior to such examination/ assessment.

6.8 Mobile phones and other communication devices are strictly NOT ALLOWED inside the examination hall. Candidates are permitted to leave their mobile phones in their own bags in the silent/switched-off mode outside the examination hall or place them strictly in the switched-off mode on the invigilator's table in the front of the examination hall, at their own risk. Invigilators or the EAO will not be responsible for the loss of such items.

6.9 Candidates must keep their bags/backpacks/miscellaneous items not required for the exam, outside the examination hall for the entire duration of the examination. Neither the invigilator nor the EAO will be responsible for the loss/misplacing of the candidate's items kept away from the candidate during the examination.

6.10 Candidates are advised to carry the required medications and other personal support supplies as needed and leave the same within their bags/backpacks outside the examination hall.

6.11 Candidates will have to sign the attendance sheet which will be brought to their seat during the examination by the invigilator on duty.

6.12 Candidates should write their details, as asked, only in the space provided in the main answer booklet. The candidates should write the serial number of the main answer booklet and the additional sheet number (say 01, 02, 03, and so on) in all the additional sheets. It is the duty of the candidate to make sure that these details are cross-examined and attested by the invigilator in all the additional sheets. No other personal details should be written/ mentioned on the main answer booklet or on the additional sheet.

6.13 If a student fails to write his/her name and role number, the answer sheet will NOT be evaluated. It is the duty of the student to ensure these details are written legibly before submission of the answer sheet.

6.14 Candidates requiring additional sheets to write answers can request the same without leaving their seats. However, invigilators will stop issuing additional sheets 5 minutes before the end of the examination.

6.15 Before the scheduled end time of the examination, a candidate can submit his/her answer booklets if he/she wishes to do so but after completing all the necessary formalities. Such candidates should raise their hand to summon the invigilator on duty to their seat, and directly hand over their answer booklet to the invigilator. They should not walk away leaving the answer booklet on their table. Further, they should clear the examination area in silence, without disturbing the others.

6.16 As soon as the invigilator announces the end of the exam, all candidates must stop writing. When the invigilator comes to collect the answer scripts, candidates must hand over the same immediately without causing any delay. Candidates not complying will be treated as absent.

6.17 Before submitting the answer script to the invigilator, all additional sheets must be attached/tied with the main answer booklet appropriately and in the correct order. Candidates should also write the total number of additional sheets attached to the main answer booklet at the specified place on the front page of the main answer booklet.

6.18 Candidates should not take with them any answer book or supplement while leaving the examination hall. Even rough sheets need to be struck off and attached to the answer booklet. Any unused sheets should be separately returned to the invigilator.

6.19 When the exam duration is 60 minutes or longer, no one will be allowed to submit the answer script and leave the examination hall within the first 15 minutes of the start of the examination hall.

6.20 For quizzes and exams that are for a duration of less than or equal to 90 minutes, students cannot leave the exam hall under any circumstance once the examination starts. If they still prefer to leave, they should just submit their answer scripts and forgo their opportunity to come back and resume the exam.

6.21 The Exams office SHALL provide concessions in the following cases.

6.22 Students requiring special assistance shall write to the Exams office with a copy to OSL stating the reasons for special assistance and concessions required during exams as soon as they have registered for a course. In all such cases, the Exams office will provide appropriate support as may be needed.

6.23 For exams greater than 90 minutes, a student can request permission from the invigilator to take a break. This break will be allowed only after the lapse of the first 90 minutes of the exam. The student is expected to be back in the exam hall within 5 minutes.

6.24 In any case, invigilators shall not permit bio breaks or make any exceptions during the last 15 minutes of the examination. If a candidate leaves the hall during the last 15 minutes, s/he will not be permitted to enter the hall to rewrite the exam.

6.25 Exceptions shall be made on the above two points, only in case of emergencies that cannot be handled by personal hygiene/medical supplies of the candidate (from their own bags kept outside the examination hall) with special permission from the invigilator on duty.

6.26 If any candidate has any specific medical condition that would make it difficult to comply with any of the above rules, he/she has the option to apply in writing to the exam office in advance or at least 60 minutes before the start of the exam, the exam office will decide based on the merits of the case.

6.27 A movement register will be maintained where the student taking the bio break needs to record the time of exit and re-entry and also sign against the entry. It is also in the interest of the candidate to ensure that their own entry is checked and countersigned by the invigilator on duty. If a candidate records these time stamps wrongly, the invigilator on duty will correct the record before countersigning the same.

6.28 These concessions SHALL be withdrawn immediately without any notice by the Exams office when it receives a single complaint of misconduct by any student during the examination inside or outside the exam hall.

6.29 All candidates should abide by all the above rules and guidelines in letter and spirit. Neither should they themselves get involved in any misconduct or violations nor should they assist fellow candidates in any such misconduct or violations of examination rules and guidelines.

7. Misconduct and Disciplinary Norms during examinations

Please peruse through the detailed policy document related to this, available on the shared by Examinations and Assessment Office (EAO).

7.1 Misconduct

a) Candidates must obey the instructions issued by the invigilators and should not behave in a rude or disobedient manner. No person shall by any means disturb the other candidates or the invigilator in the examination hall.

b) Candidates must not indulge in copying or any other kind of cheating during an examination. They must not look into the answer booklets of any other candidates and must not speak or communicate through gestures or signs with other candidates in the examination hall during the examination under any circumstance.

c) Candidates should not misuse the facility to communicate with each other electronically during the examination.

d) Candidates should not be in possession of any such object with something written or scribbled on it, irrespective of whether the scribbled content is relevant to the exam or not.

e) Candidates shall not be allowed to write anything on the question paper or on their person or on their clothing or on any other object/device that they are allowed to carry with them. In the absence of any written approval by the exam office, on any special concession sought by any student, Exam Office will construe any violation of the above rules/guidelines as misconduct, malpractice, or a possible intention to cheat.

f) In all the above cases, the invigilator will write "SUSPECTED MISCONDUCT" and provide a brief description on the first page of the main booklet in case of candidates who have been suspected of misconduct.

g) The invigilator will note down the name, the roll number of the student, and a brief description of the misconduct and submit the same to the EAO while submitting the answer sheets.

Listed below are some specific acts/instances of minor and major misconduct. The list is by no means exhaustive and would include acts that are not specifically listed below:

a. Minor misconduct

a) Sharing calculators, pens, pencils, and/ or any other materials with another student, who is expected to carry all necessary types of equipment required for attending the exam.

b) Failing to mark the attendance during the evaluation

c) Bio break extending beyond 5 minutes but less than or equal to ten minutes

b. Major misconduct

a) Copying in examinations, quizzes, assignments

b) Plagiarism in any evaluation.

c) Possession of a Mobile phone or any other banned device for the duration of any evaluation (inside and outside the exam venue).

d) Possession of notes /chits during any evaluation (inside and outside the exam venue).

e) Habitual commission of acts of minor misconduct.

f) Providing false information regarding one's health conditions to seek concessions.

c. Penalties for minor misconduct

a) Warning

b) Reduction in marks of up to 10% of the total marks of the evaluation component

c) And /or any other penalty that may be levied by the Disciplinary committee as deemed fit, including exclusion from positions of responsibility.

d. Penalties for major misconduct

a) Reduction in marks of up to 100% of the total marks of the evaluation component

b) Awarding F grade for the course

c) Exclusion from any position of responsibility with the University

d) Withdrawal from placement services

e) Prohibition from giving teaching feedback for the course. If already given, the feedback will be ignored.

f) And /or any other penalty that may be levied by the Disciplinary committee as deemed fit including expulsion from the school.

7.2 Disciplinary Action

The code of conduct applies to all activities and for the entire duration of the programme. Academic dishonesty in any form will lead to severe penalties, including expulsion.

a) Copying from other students during assessments.

b) Plagiarism is the use, or close imitation, of the language and thoughts of another author and the representation of them as one's own work. Plagiarism, whether it is detected in an assignment, class presentation, or exam, is treated as an act of misconduct.

8. Disciplinary Procedures for Examinations and Evaluations

Disciplinary Committee for enquiring Exams and Evaluation related misconduct will include the following members

a) Chair/Deputy Chairs of the program

b) Student Representatives

c) Representative from OSL

d) EAO

8.1 Minor Misconduct

Acts of minor misconduct will be reported by the invigilators at the end of the examination to the Exams office. The Exams office will verify the evidence and communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the Program Office and Office of Academic Administration.

8.2 Major Misconduct

In case of plagiarism, the faculty will report the same to the Exams office with documentary evidence. The Exams office will verify the documentation and communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the COE along with a copy of the complaint, and documentary evidence substantiating the decision. The decision will be informed to the Program Office and Office of Academic Administration by EAO.

In case of copying, the invigilator shall get the signature of the student in the answer sheet accepting that s/he had copied/shall classify the incident as "EAO classified malpractice". In such cases, the Exams office will verify the documentation and communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the COE along with a copy of the complaint, and documentary evidence substantiating the decision. The decision will be informed to the Program Office and the Office of Academic Administration by EAO.

In case of suspected copying, the invigilator will mark in the answer sheet "SUSPECTED COPYING" and report the same to the Exams office. The Exams office will communicate the decision to the student with a copy to the faculty member, in whose exam the misconduct was reported. The decision will be informed to the Program Office and Office of Academic Administration.

9. Grievance Redressal

In case of grievances, the student may write to the COE within one week of receipt of the decision from the Disciplinary committee. The COE will verify the evidence and the decision taken by the Committee and will take the final decision within 15 days of receipt of the request to review the decision. The decision of the COE is binding. The Exams office will communicate the final decision to the student with a copy to the faculty member, in whose exam the misconduct was reported, and to the Program Office and Office of Academic Administration.

Notwithstanding anything contained in these regulations, all students shall be governed by the Code of Conduct and general rules and procedures framed by the University. You must go through the detailed policy document related to this, available on the shared by Office of Student Life (OSL).

10. Forms for Use by PhD Students

S.No.	Name of the form	When to Use	To be signed by
1	Course Registration Form	Every Term	PhD Chair
2	Independent Research Study Registration Form	Term 5	IRS Advisor & PhD Chair
3	Independent Research Study Evaluation Form	End of Term 5 & Term 6	Student, IRS Advisor and PhD Chair
4	Independent Research Study Monthly Progress Report	During Term 5 & Term 6	IRS Advisor and Student
5	Supervisor Consent and Constitution of Doctoral Committee	After qualifying in the comprehensive examination	PhD Chair
6	Funding Request Form for Participation in National / International Conference	Once the student gets acceptance letter to present the paper	PhD Chair
7	Three Monthly Research Presentation Evaluation Form	After every three-monthly presentation	Dissertation Supervisor
8	No Dues Form	After the completion of programme	As mentioned in the form

11. Changes to the Handbook

This electronic version of the handbook may change from time to time after due deliberation of the various departments of the University in consultation with students as required.

All students will be informed about the changes, as and when they are done. It is very important for the students to take out a few minutes to review the new document and specifically, the changes made.

Krea and its various Officers and Departments will be guided by this document and the underlying detailed policies at all times. In any event or action, Krea will not entertain a plea that the concerned student(s) was not aware of the updated details of the latest policy or provisions mentioned in this document.

12. PhD Committee

Dr. Jyoti Prasad Mukhopadhyay (Chair)	jyotiprasad.mukhopadhyay@krea.edu.in
Dr. C Vijayalakshmi (Member)	vijayalakshmi.bala@krea.edu.in
Dr. Praveen Bhagawan (Member)	praveen.bhagawan@krea.edu.in
Dr. Vinod Kumar (Member)	vinod.kumar@krea.edu.in

13. PhD Administrative Staff

Ms. Swetha V Krishnan Sr. Manager - Career Services & RSO	gsb.phd_progoffice@krea.edu.in Mobile: 8197396861

14. List of Approved PhD Supervisors as on March 2023

S. No.	Name of the Faculty
1	Balasubramanian G
2	Jayasankar Ramanathan
3	Jyoti P Mukhopadhyay
4	Lakshmi Kumar
5	Madhuri Saripalle
6	Pallavi Pandey
7	Sumit Mishra
8	Vijayalakshmi C

15. Disclaimer

Krea University reserves the right to wholly or partially modify rules and regulations which will be applicable to all students, as deemed fit. Students will be duly informed of any such changes.

UGC guidelines are advisory in nature and all doctoral students are governed by Krea University norms/policies and the clauses as prescribed in this handbook.

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Annexure – 1

COURSE REGISTRATION FORM

To: Office of Academic Administration

Name of the Student: _____

Roll No. _____

Year of Enrollment _____

Current year _____

Term and Dates _____

S.No.	Course Title	Course Credits	Name of Faculty	Status credits/audit

Attach approval mail from PhD Chair

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure – 2

INDEPENDENT RESEARCH STUDY (IRS): REGISTRATION FORM

Date:

S.No.	Description	Details
1.	Programme and Batch	
2.	Roll Number	
3.	Name of the student	
4.	Period of IRS	Term 5 & 6:
5.	Title of IRS	
6.	Name of the IRS Advisor	
7.	Objectives, brief description and work plan of the IRS	
8.	Timeline for Presentation and Submission of Final Report	

Note: Please attach additional sheets, if necessary

Signature of the Student:
Date:

Signature of the IRS Advisor:
Date:

Attach approval mail from PhD Chair and Faculty Guide

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure – 3

INDEPENDENT RESEARCH STUDY: EVALUATION FORM FOR AY 2025-26

A graduate student enrolled in the PhD program is required to register for an Independent Research Study (IRS) during their course work, to be carried out over two terms (Term 5 and Term 6) during the second year. The IRS is for 4 credits. Based on the assessment criteria, students have to pass the IRS and will be awarded a letter Grade.

The study is intended for students to demonstrate their ability to use research skills independently. It is expected that all project work is to be completed by the student working on an independent basis with occasional guidance from a faculty advisor. An IRS normally results in a working or published paper by the student.

The faculty supervisor evaluates the student twice:
At the end of first term – on the proposal, and work done in the first term – weightage 40%, and
At the end of the second term – on the complete work done in the IRS – weightage 60%

The following documents are provided for submission to the PhD Office:

a) Description of IRS – filled by student and signed and dated by faculty member at the start of the term.
b) IRS Monthly Progress Report – filled by student and to be submitted by the faculty member.
c) IRS end-of-first term Evaluation (40%) – completed, signed and dated by faculty member within two weeks of the end of the first term of the IRS.
d) Work done in the IRS – filled by student and signed and dated by faculty member at the end of the IRS
e) IRS Final Evaluation (60%) – completed, signed and dated by faculty member within two weeks of the end of the second term of the IRS.

DESCRIPTION OF INDEPENDENT RESEARCH STUDY (IRS)

Due by Week 4 of the first term of the IRS
(to be submitted by the IRS student to the PhD Office)

To be filled by the Student

Your name:	
Your ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Brief description of the IRS in 100-200 words	
Planned milestones	

Student Name: Student Signature:
Date

To be filled in by the IRS Advisor

IRS Advisor Name: IRS Advisor Signature:
Date:

Attached: A proposal up to 1000 words along with bibliography.

IRS MONTHLY PROGRESS REPORT

(to be submitted by the IRS Supervisor to the PhD Office)

To be filled by the Student

Your name:	
Your ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Brief description of the IRS	
Study related activities carried out in the last one month (100 words)	
Planned activites/ way forward for the coming month	

Student Name: Student Signature:

Date:

To be filled in by the IRS Advisor

IRS Advisor Name: IRS Advisor Signature:

Date:

This form has to be submitted by 5th of every month by the IRS supervisor. The student has to make sure that the supervisor has submitted the IRS Monthly Progress Report.

IRS END-OF-FIRST-TERM EVALUATION (40%)

Due within two weeks of the end of the first term of the IRS

(to be filled and submitted by the IRS Advisor to the Exam Office and PhD Office)

IRS Student name:	
IRS Student ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	

What aspects of the research were carried out independently by the student (e.g. Idea generation, Lit review, modelling, data collection, analysis)

How would you rate the student (on a scale of 1 to 5; 1=low and 5=high)

Ability to write without basic grammatical errors ☐

Ability to search out relevant papers in good journals ☐

Ability to think creatively and develop a model ☐

Ability to carry out basic analysis (well-marked summary charts, cross tabulations) and infer meaningfully ☐

Ability to conduct independent research with minimal supervision: ☐

Any other comments:

Proposal (Marks out of 10):

Work done in first term - T2 / T5 (Marks out of 30):

Marks (out of 40):

IRS Advisor Name: IRS Advisor Signature:

Date:

Modified: 19-June-2024

WORK DONE IN THE IRS

Due within two weeks of the end of the first term/second term of the IRS
(to be submitted by the student to the PhD Office)

To be filled by the Student

Your name:	
Your ID no.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Milestones Planned (submitted at the start of the IRS) and Achieved	
What were your key contributions (100-200 words) (Detailed report with bibliography attached*)	
What were your learning outcome(s)?	

Student Name: Student Signature:
Date:

To be filled in by the IRS Advisor

IRS Advisor Name: IRS Advisor Signature:
Date:

Attached: A report up to 1000 words along with bibliography.

IRS FINAL EVALUATION (60%)

Due within two weeks of the end of second term of the IRS

(to be filled and submitted by the IRS Advisor to the Exam office and PhD office)

Page 1 of 2

IRS Student name:	
IRS Student ID No.	
Academic Year of IRS:	
Terms of IRS: T5 & T6	
Title of the IRS:	
Date of IRS public presentation: Finalized by coordinating with IRS supervisor and PhD Office	

What aspects of the research were carried out independently by the student (e.g. Idea generation, Literature review, Hypotheses development, Modelling, Data collection, and Analysis)

IRS FINAL EVALUATION (60%)

Due within two weeks of the end of second term of the IRS

(to be filled and submitted by the IRS Advisor to the Exam office and PhD office)

How would you rate the student (on a scale of 1 to 5; 1=low and 5=high)

Ability to write without basic grammatical errors ☐

Ability to search out relevant papers in good journals ☐

Ability to think creatively and develop a model ☐

Ability to carry out basic analysis (well-marked summary charts, cross tabulations) and infer meaningfully ☐

Ability to conduct independent research with minimal supervision: ☐

Any other comments:

Marks (out of 60):

Total Marks (Proposal/Presentation-10) + (End-of-first-term-30) + (Final Evaluation-60) **(out of 100):**

Please **circle the letter grade** for the student for this IRS done as your advisee:

Letter Grade	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E+	E	E-	F

IRS Advisor Name: IRS Advisor Signature:
Date:

Name of Chairperson-PhD Chairperson – PhD Signature:
Date:

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Annexure - 4

SUPERVISOR CONSENT AND CONSTITUTION OF DOCTORAL COMMITTEE FORM

(Student: Fill out the form as per your choice and obtain the necessary approval/signatures and submit to the OAA)

Student Information: _____

Name: _____

Roll Number: _____

Year: _____

Date: _____

Attach mail consent of the Supervisor

Doctoral Committee Formation

I agree to serve on the Doctoral Committee:

S.No.	Name	Designation	Title/Institution	Signature
1	Supervisor/Convener			
2	Member			
3	Member			
4	External Member			

Any additional Information (if any):

Attach mail consent from members

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Annexure - 5

DETAILED SYNOPSIS/ THESIS SUBMISSION GUIDELINES

1. Thesis Synopsis:

The thesis synopsis is a chapter-wise summary of the thesis. The synopsis should discuss the major findings that will go into the thesis.

The primary objective of the synopsis is to enable the reader to judge whether a prima facie case exists for accepting the proposed Ph.D. thesis for the award of the PhD Degree. The synopsis should list the contributions resulting from the study carried out by the candidate, which have led to the advancement of knowledge in the respective field. It is recommended that the synopsis contain a brief account of the existing knowledge and inadequacy or gap in this knowledge that led the candidate to the formation of the problem of his / her investigation. A few references can be included, about ten.

Before the submission of Synopsis, the candidate should present a seminar on his or her data for the Ph.D. thesis. The Thesis Synopsis (chapter-wise summary of the thesis which discusses the major findings) is presented by the Candidate as an Internal seminar (open to all University members) to the DC and evaluated by the DC.

If there are minor revisions in the synopsis presented, it has to be incorporated and can be submitted after Doctoral Committee approval. If there are major revisions, it has to be incorporated, again presented to the Doctoral Committee again and then to submitted after Doctoral Committee approval.

The length of a synopsis for PhD thesis should normally be 1000-4000 words which should include tables and figures, if any. The synopsis should be in A4 paper size.

2. Draft Thesis Submission:

The thesis should contain a comprehensive account of the candidate's research. It should bear evidence of the candidate's capacity for analysis and judgment, and ability to perform independent investigation, design or development. An electronic copy in the prescribed format is to be emailed, to the Dean's office within two months of the submission of the synopsis.

3. Selection of Thesis Examiners

The thesis by the Ph.D. scholar shall be evaluated by a panel of at least two experts from outside the University, including one from outside the state/preferably outside the country. The panel of external examiners will be appointed by the Dean of the School The thesis synopsis is sent to the selected examiners by email, for ascertaining their willingness to examine the thesis.

4. Thesis Examiners Reports:

The thesis is sent to two willing examiners for evaluation and for their comments on the originality and scientific merit of the findings of the author and to judge whether the work deserves the award of the PhD Degree of the University.

Specifically, they will be asked to give one of the following verdicts:

1. The thesis is acceptable as such without any revision. I recommend the award of the Ph.D. degree of the University to the candidate subject to his/her satisfying the Oral Examination Committee about the questions/clarifications I have raised in my report.
2. The thesis needs minor revisions along the lines suggested in my report. The Ph.D. degree may be awarded to the candidate after the revisions are made to the satisfaction of the Doctoral Committee, and subsequent evaluation and recommendation by the Oral Examination Committee.
3. The thesis needs major revisions as pointed out in my report. The candidate needs to clarify and incorporate the suggested revisions, and the modified thesis be sent for re-evaluation.
4. The thesis is not acceptable for reasons detailed in my report. I do not recommend the award of the Ph.D. degree of the University to the candidate.

5. Obtaining and Processing of Thesis Reports

The Thesis Examiners' Reports shall be received by the Dean 's office within two months of submission of the thesis, failing which the Dean of the School may appoint one or more new examiner(s).

Once the External Examiner reports are received, they are sent to the supervisor who shares the feedback with the candidate and guides the candidate to incorporate the feedback in the thesis.

If the External Examiners have suggested minor revisions, then the Viva voce is scheduled after minor revisions are done. If there are major revisions suggested by the External Examiner, the revised thesis incorporating the feedback is resubmitted to examiners and then the Viva Voce is to be scheduled.

a) If the verdicts from both external examiners are (1 or 2), the Dean may recommend holding the open Oral Examination.
b) If the verdicts from both the external examiners are either (3 or 4), the Dean of the School may constitute a committee of experts from the University to recommend further action.
c) If one of the verdicts alone is (3 or 4), a third examiner may be appointed. If the third report in this case is also (3 or 4), the Dean of the School may constitute a committee of experts from the University to recommend further action.
d) Oral examination can be held only when two final reports are positive (1 or 2)

6. Doctoral Defense

On receipt of satisfactory evaluation reports, the Dean shall approve the holding of the Oral Examination and appoint the Oral Examination Committee. The composition of the Oral Examination Committee is as follows:

a) the Chair of the Doctoral Committee (one of the internal committee members) will also serve as the Chair of Oral Examination Committee,

b) one of the external thesis examiners,

c) the research advisor (and co-advisor, if any), and

d) two other members of the University faculty with research interest in related areas.

If either (a) or (b) is unavailable, the Dean shall appoint a replacement. The Ph.D. scholar shall defend the thesis at a meeting open to the public, followed by a closed-door Oral Examination. The Oral Examination Committee may seek answers to any questions raised in the thesis reports and public defense. Upon completion of all stages of the Oral Examination, the Oral Examination Committee shall recommend one of the following courses of action:

a) that the Ph.D. degree be awarded;

b) that the candidate be examined on a further occasion in a manner they shall prescribe;

c) that the degree not be awarded.

The Chair of the Oral Examination Committee will report the result of the Oral Examination to the Dean of the concerned School. If the Oral Examination Committee declares the candidate to have performed satisfactorily and recommends that the Ph.D. degree be awarded to the candidate, the Dean shall forward the recommendation to the Academic Council for award of the degree. The degree shall be awarded by the Academic Council provided that:

a) the Oral Examination Committee so recommends,

b) the candidate submits two hard cover copies of the thesis, from amongst those submitted earlier, after incorporating all necessary modifications and corrections, including the appropriate IPR and copyright notices (Appendix A) at the beginning of the thesis, and

c) the candidate produces a 'no dues certificate' from all concerned in the prescribed form.

Following the successful completion of the evaluation process and announcements of the award of Ph.D. degree, three hard copies of the thesis are to be submitted, one to the EAO, one to the PhD Program office and the other to the Library.

Also, the successful PhD candidate should submit the thesis in the format required by the INFLIBNET to the PhD Office to forward to the Library. The Library will send the thesis for hosting in INFLIBNET, making the thesis accessible to all institutions/University.

The arrangement of the thesis may be in the following format:

1. Title Page or Cover Page

2. Declaration

3. Thesis Certificate

4. Dedication Page (Optional)

5. Acknowledgements (optional)

6. Abstract
7. Table of Contents
8. List of Tables
9. List of Figures
10. List of Symbols, Abbreviations or Nomenclature (Optional)
11. Chapters
12. Appendices

The Text of the Thesis

Organization of the Thesis main body: This is the substance of the dissertation inclusive of all divisions, subdivisions, tables, figures, etc. A thesis shall have various chapters, starting with Introduction and ending with Conclusions. Each chapter is captioned with a title which captures the content of the chapter. A chapter can be further subdivided into sections, subsections and so on based on a logical pattern. The Doctoral committee of the PhD Scholar shall define the main section including the chapters of a particular thesis work. However, the thesis should have natural flow and shall not be presented as collection of rewritten published material.

1. **Introduction:** Introduction may be the first chapter or its first major division. In either case, it should contain a brief statement of the problem investigated. It should outline the scope, aim, general character of the research and the reasons for the student's interest in the problem.
2. **Literature Review**
3. **Thesis Body:** Rest of the chapters and sub-chapters with appropriate titles/Headings as defined by the Doctoral Committee of the student.
4. **Conclusions:** If required, these are given as the last major division (chapter) of the text. A further and final sub-division titled "Scope for Further Work" may follow.
5. **Appendices**
6. **Bibliography:** The list of references should appear as a consolidated list with references listed either alphabetically or sequentially as they appear in the text of the thesis. If pertinent works have been consulted but not specifically cited, they should be listed as Bibliography or General references. Spacing and font size should be consistent inside a single reference, and there should be double spacing between two different references.

Thesis format

1. **Paper:**

- The Thesis shall be printed on a standard A4 size bond paper with whiteness 95% or above. Thesis may be printed on both sides.

2. **Font:**

- Times New Roman font is preferred. Italics or ornamental fonts should be avoided. Consistency throughout the document is a must. A font size of 12 is acceptable, Smaller fonts may be used for footnotes, table and figures

3. **Page Numbering:**

- The title page is counted, but it is not numbered. Beginning with the page immediately following the title page, place page numbers in lowercase
- Roman numerals centered at the bottom shall be used for Preliminary pages.
- Indian-Arabic Numerals are to be used for rest of the main text
- The page numbering Page number should be bottom centered

4. **Spacing:**

- All of the pages in the thesis shall with 1.5 line spacing. Titles and subheading longer than one line in the Table of Contents, List of Figures, List of Tables, and in the text are single spaced.

5. **Page Format:**

- Consistent margins should be used throughout the document. The recommended margins are as follows: 1" margin on the top, bottom, right and left margin
- ***Exception: first page of each new chapter, which needs to have a 2" top margin.***

6. **Chapter Format:**

- Each chapter shall begin on a new page. A chapter can be divided into sections and sub-sections based on a logical format.
- The chapter title shall be in all capital letters and centered on the page.
- Subheadings for the sub-sections should be mixed case. The position of the sub-heading should be consistent throughout the document. It is recommended that the subheading is left justified.

7. **Figures and Tables:**

- The figures and tables should be positioned as close to the text related or describing them as possible to keep the flow of the document. The Figures/Tables must be appropriately numbered and shall have its own legend/caption or description. The numbering shall follow the chapter-wise pattern. For example, 1st figure in chapter 3 will be numbered as **Figure 3.1.** Similarly, 2nd table in chapter 1 will be numbered as **Table 1.2.**
- The figure number with caption/legend/description should be placed below the figure.
- The Table number and caption shall be paced above the table.
- It is highly recommended that both the figures and table are presented in portrait format only. However, in case the figure/table are too large, landscape presentation may be done with top of the figure/table towards the left margin. No chapter text may be entered in landscape mode.

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Annexure - 6

FUNDING REQUEST FORM FOR PARTICIPATION IN NATIONAL / INTERNATIONAL CONFERENCES

Date _____

Student Name _____

Roll No. _____

Year of Admission _____

Current Term/Year _____

Purpose of Grant Request	
Name of the Conference/Workshop and details of organizing Institution/Association	
Date of Conference/Workshop	
Date of deadline for paper submission	
Date of your submission for the conference/ workshop	
Date of acceptance from organisers	
Is the conference peer reviewed	
Are the reviews attached	
Year in which conference/workshop began	
Frequency of the conference/workshop	
Is there a best paper award	

Additional details of the best paper award, if applicable	
Is the Association/Conference attached to any Journal	
If Yes, provide Journal details	
Journal listed in Scopus, If Yes, provide Details	
Journal's current ranking, if applicable on ABDC list/ABS/Harzing/Web of Science / Others	
Journal's impact factor, if applicable on Harzing/Web of Science/Others	
Enclose a copy of the paper submitted to conference. If the conference does not require a paper submission, enclose the presentation to be made at the conference	
Has the paper (if available) been included in the IFMR-GSB working paper series?	
Have you applied or received any other grant for this conference/workshop, If Yes provide details	
Date of Internal Seminar at IFMR-GSB (Schedule the seminar prior to grant utilization)	

Tentative Budget Requirements

Travel dates and cost _____

Conference/Workshop fees _____

Accommodation _____

Others _____

Total _____

Conference funds requested, and reimbursed, till date

Conference funds requested, till date : _____

Conference funds reimbursed, till date : _____

List of documents to be attached to the Request form

a) Call for papers, with details of dates of the conference/workshop and the deadline for submission
b) A copy of the agenda from previous years conference/workshop
c) Proof of paper submission and paper acceptance
d) Peer reviews, if available
e) A 100-200 word note of intent on how the conference/workshop will add value to your PhD research
f) Curriculum Vitae (CV)

Attach approval received in mail from Dean of Research through Office of Research Support

Modified: 03 January 2024

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure - 7

RESEARCH PRESENTATION EVALUATION FORM

(To be filled by the Supervisor)

Student Name:		Roll No.	
Academic Year:		Batch:	
Dissertation Title			
Frequency	THREE/ SIX MONTHLY (strike out one)		
Date of last three-monthly presentation			
Names of Dissertation Committee members:			
Supervisor			Present / Absent
Internal Committee Member			Present / Absent
Internal Committee Member			Present / Absent
External Committee Member			Present / Absent

The above PhD student has successfully / has not successfully (strike out one) completed her/his_____ (1st / 2nd / 3rd/ 4th/ 5th/6th) three-monthly presentation on _____ (date: DD-MM-YYYY).

Dissertation Supervisor

Name: Signature:
Date:

IFMR GRADUATE SCHOOL OF BUSINESS
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Annexure - 8

TA FEEDBACK FORM

(to be filled by the instructor of the course)

Name of the Instructor :
Course Title :
Course Code :
Course Credits :
Academic Year :
Term :
Name of the TA :

Parameters:

1. Did the TA deliver assistanthip as expected? ☐
   (Give a score in a scale from 1 to 5, where 1 is the minimum and 5 is the maximum score.)
2. Did the TA evaluate/grade all exam papers within the stipulated time? ☐
   (Give a score in a scale from 1 to 5, where 1 is the minimum and 5 is the maximum score.)
3. Did the TA helpe during lecture in class? Yes/No
   If yes, how would you like to rate in class assistanceship? ☐
   (Give a score in a scale from 1 to 5, where 1 is the minimum and 5 is the maximum score.)
4. Did the TA respond to you as the instructor in a timely manner? ☐
   (Give a score in a scale from 1 to 5, where 1 is the minimum and 5 is the maximum score.)
5. Remarks / Comments:

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Annexure – 9

NO DUES FORM

(To be filled by student)

Student Name:		Roll No.	
Academic Year:		Batch:	
Communication Address:		Contact Number:	
Personal Email ID:		Withdrawal request date:	
Withdrawal reason:			
Bank Name		Bank Branch	
Account holder name		Account No.	
IFSC Code		Account holder's relationship with the student	
Please send us scan copy of cancelled cheque or Passbook/account statement with complete account details including the IFSC code			

Date: Student's signature:

To be filled by departments:

S. No.	Department	Dues, if any	Authorized Signatory
1.	Library		
2.	IT (including software licenses handover, if any)		
3.	Examination &Assessment Office*		
4.	Handover ID card to Operations / Academic Office		
5.	Administration / Operations:		
a.	Hostel		
b.	Mess charges		
6.	Finance:		
a.	Caution Deposit paid at the time of joining		
b.	Tuition Fee/ Living Fee dues, if any		
c.	Balance amount available		

*EAO to certify once the student completes all academic requirements.

To be filled by Office of Academic Administration:

Description	Amount
Balance amount available (Sr. No. 6 c)	
Any other deductions from departments (Sr. No. 1 to 5)	
Refundable Amount, if any	

Date:

Prepared by
PhD Programme office

Approved by
Director – Academic Administration



IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY

Admin Office: 196, TTK road, Alwarpet, Chennai, Tamil Nadu 600 018
Campus: 5655, Central expressway, Sri City, Andhra Pradesh 517646
gsb.phd_progoffice@krea.edu.in www.krea.edu.in

Annexure 5.9

List of disciplinary cases (Exam Malpractice)

Annexure 5.9 Students Malpractice cases			
Batch	**No. of Cases**	**Details of Malpractice**	**Penalty**
IFMR GSB MBA 2021-23	12	Copying	Given zero in that component
IFMR GSB MBA 2022-24	7	Copying	Given zero in that component
IFMR GSB MBA 2023-25	25	Copying	Given zero in that component
IFMR GSB MBA 2024-26	37	Copying	Given zero in that component
IFMR GSB EMBA 2022-25	1	Copying	Given zero in that component
IFMR GSB EMBA 2023-26	1	Copying	Given zero in that component
IFMR GSB EMBA 2024-27	Nil	NA	NA
IFMR GSB IMBA 2023-28	3	Copying	Given zero in that component
IFMR GSB IMBA 2024-29	1	Copying	Given zero in that component
IFMR GSB IMBA 2025-30	5	Copying	Given zero in that component
SIAS UG BA&B.Sc 2020-23	Nil	NA	NA
SIAS UG BA&B.Sc 2021-24/25	8	Copying	Given zero in that component
SIAS UG BA&B.Sc 2022-25/26	8	Copying	Given zero in that component
SIAS UG BA&B.Sc 2023-26/27	10	Copying	Given zero in that component
SIAS UG BA&B.Sc 2024-27/28	2	Copying	Given zero in that component
SIAS PG Diploma 2022-23	Nil	NA	NA
SIAS PG Diploma 2023-24	Nil	NA	NA

Annexure 5.13

Examination Results

Annexure 5.13: Exam Dates and Results Announcement Dates				
Programme	Term	Academic	End term Exam dates	Date of announcement
SIAS UG BA&B.Sc 2020-23	I	2020-21	Nov. 2-7, 2020	November 29, 2020
SIAS UG BA&B.Sc 2020-23	II	2020-21	Feb. 15-20, 2021	March 17, 2021
SIAS UG BA&B.Sc 2020-23	III	2020-21	May 25-June 3, 2021	June 28, 2021
SIAS UG BA&B.Sc 2020-23	IV	2021-22	October 28 - November 2, 2021	December 10, 2021
SIAS UG BA&B.Sc 2020-23	V	2021-22	Feb. 14-22, 2022	March 31, 2022
SIAS UG BA&B.Sc 2020-23	VI	2021-22	May 30-June 2, 2022	July 15, 2022
SIAS UG BA&B.Sc 2020-23	VII	2022-23	October 28 - November 5, 2022	December 14, 2022
SIAS UG BA&B.Sc 2020-23	VIII	2022-23	February 3-10, 2023	March 28, 2023
SIAS UG BA&B.Sc 2020-23	IX	2022-23	May 13-20, 2023	June 12, 2023
SIAS UG BA&B.Sc 2021-24/25	I	2021-22	October 28 - November 2, 2021	December 3, 2021
SIAS UG BA&B.Sc 2021-24/25	II	2021-22	Feb. 14-22, 2022	March 22, 2022
SIAS UG BA&B.Sc 2021-24/25	III	2021-22	May 30-June 2, 2022	July 14, 2022
SIAS UG BA&B.Sc 2021-24/25	IV	2022-23	October 28 - November 5, 2022	December 15, 2022
SIAS UG BA&B.Sc 2021-24/25	V	2022-23	February 3-10, 2023	March 27, 2023
SIAS UG BA&B.Sc 2021-24/25	VI	2022-23	May 13-20, 2023	July 5, 2023
SIAS UG BA&B.Sc 2021-24/25	VII	2023-24	September 27-October 6, 2023	November 17, 2023
SIAS UG BA&B.Sc 2021-24/25	VIII	2023-24	January 12-20, 2024	February 27, 2024
SIAS UG BA&B.Sc 2021-24/25	IX	2023-24	April 12-19, 2024	May 15, 2024
SIAS UG BA&B.Sc 2021-24/25	X	2024-25	September 26-October 4, 2024	November 15, 2024
SIAS UG BA&B.Sc 2021-24/25	XI	2024-25	January 11-17, 2025	February 25, 2025
SIAS UG BA&B.Sc 2021-24/25	XII	2024-25	April 5-11, 2025	May 14, 2025
SIAS UG BA&B.Sc 2022-25/26	I	2022-23	October 28 - November 5, 2022	December 14, 2022
SIAS UG BA&B.Sc 2022-25/26	II	2022-23	February 3-10, 2023	March 27, 2023
SIAS UG BA&B.Sc 2022-25/26	III	2022-23	May 13-20, 2023	July 6, 2023
SIAS UG BA&B.Sc 2022-25/26	IV	2023-24	September 27-October 6, 2023	November 17, 2023
SIAS UG BA&B.Sc 2022-25/26	V	2023-24	January 12-20, 2024	February 28, 2024
SIAS UG BA&B.Sc 2022-25/26	VI	2023-24	April 12-19, 2024	May 22, 2024
SIAS UG BA&B.Sc 2022-25/26	VII	2024-25	September 26-October 4, 2024	November 12, 2024
SIAS UG BA&B.Sc 2022-25/26	VIII	2024-25	January 11-17, 2025	February 21, 2025
SIAS UG BA&B.Sc 2022-25/26	IX	2024-25	April 5-11, 2025	May 8, 2025
SIAS UG BA&B.Sc 2022-25/26	X	2025-26	September 23-26, 2025	October 31, 2025
SIAS UG BA&B.Sc 2023-26/27	I	2023-24	September 27-October 6, 2023	November 16, 2023

SIAS UG BA&B.Sc 2023-26/27	II	2023-24	January 12-20, 2024	February 28, 2024
SIAS UG BA&B.Sc 2023-26/27	III	2023-24	April 12-19, 2024	May 20, 2024
SIAS UG BA&B.Sc 2023-26/27	IV	2024-25	September 26-October 4, 2024	November 15, 2024
SIAS UG BA&B.Sc 2023-26/27	V	2024-25	January 11-17, 2025	February 25, 2025
SIAS UG BA&B.Sc 2023-26/27	VI	2024-25	April 5-11, 2025	May 14, 2025
SIAS UG BA&B.Sc 2023-26/27	VII	2025-26	September 23-26, 2025	October 31, 2025
SIAS UG BA&B.Sc 2024-27/28	I	2024-25	September 26-October 4, 2024	November 14, 2024
SIAS UG BA&B.Sc 2024-27/28	II	2024-25	January 11-17, 2025	February 24, 2025
SIAS UG BA&B.Sc 2024-27/28	III	2024-25	April 5-11, 2025	May 12, 2025
SIAS UG BA&B.Sc 2024-27/28	IV	2025-26	September 23-26, 2025	October 31, 2025
SIAS PG Diploma 2022-23	I	2022-23	October 28 - November 5, 2022	December 14, 2022
SIAS PG Diploma 2022-23	II	2022-23	February 3-10, 2023	March 28, 2023
SIAS PG Diploma 2022-23	III	2022-23	May 13-20, 2023	June 14, 2023
SIAS PG Diploma 2023-24	I	2023-24	September 27-October 6, 2023	November 16, 2023
SIAS PG Diploma 2023-24	II	2023-24	January 12-20, 2024	February 27, 2024
SIAS PG Diploma 2023-24	III	2023-24	April 12-19, 2024	May 16, 2024
IFMR GSB MBA 2021-23	I	2021-22	Sept 29th - 01st oct 2021	Oct 26th, 2021
IFMR GSB MBA 2021-23	II	2021-22	Dec 19th - 24th, 2021	Feb 07th, 2022
IFMR GSB MBA 2021-23	III	2021-22	March 23rd - 30th, 2022	June 03rd, 2022
IFMR GSB MBA 2021-23	IV	2022-23	Sept 26th - 03rd Oct 2022	Nov 22nd, 2022
IFMR GSB MBA 2021-23	V	2022-23	Jan 03rd - 10th 2023	March 09th, 2023
IFMR GSB MBA 2021-23	VI	2022-23	April 02nd - 08th 2023	May 17th, 2023
IFMR GSB MBA 2022-24	I	2022-23	Oct 03rd - 08th 2022	Nov 22nd, 2022
IFMR GSB MBA 2022-24	II	2022-23	Jan 03rd - 09th 2023	March 16th, 2023
IFMR GSB MBA 2022-24	III	2022-23	March 27th -30th 2023	June 14th, 2023
IFMR GSB MBA 2022-24	IV	2023-24	Sept 23rd - 30th 2023	Nov 30th, 2023
IFMR GSB MBA 2022-24	V	2023-24	Jan 03rd - 10th 2024	March 28th, 2024
IFMR GSB MBA 2022-24	VI	2023-24	April 01st - 08th 2024	May 16th ,2024
IFMR GSB MBA 2023-25	I	2023-24	Oct 03rd - 07th, 2023	Dec 01st, 2023
IFMR GSB MBA 2023-25	II	2023-24	Jan 09th - 13th, 2024	March 04th, 2024
IFMR GSB MBA 2023-25	III	2023-24	March 26th - 30th, 2024	May 30th, 2024
IFMR GSB MBA 2023-25	IV	2024-25	Sept 23rd - 29th 2024	Nov 08th, 2024
IFMR GSB MBA 2023-25	V	2024-25	Dec 16th - 21st, 2024	Feb 11th, 2025
IFMR GSB MBA 2023-25	VI	2024-25	March 20th - 27th 2025	May 14th, 2025

IFMR GSB MBA 2024-26	I	2024-25	Sept 30th - Oct 05th, 2024	Nov 15th, 2024
IFMR GSB MBA 2024-26	II	2024-25	Jan 03rd - 10th, 2025	Feb 13th, 2025
IFMR GSB MBA 2024-26	III	2024-25	March 24th - 29th, 2025	May 12th, 2025
IFMR GSB MBA 2024-26	IV	2025-26	Sept 22nd -30th, 2025	Oct 31st, 2025
IFMR GSB EMBA 2020-23	I	2020-21	Dec 07th - 09th, 2020	Jan 27th, 2021
IFMR GSB EMBA 2020-23	II	2020-21	March 06th & 13th March, 2021	April 08th, 2021
IFMR GSB EMBA 2020-23	III	2020-21	June 26th - 27th, 2021	Aug 20th, 2021
IFMR GSB EMBA 2020-23	IV	2021-22	Oct 23rd - 24th, 2021	Dec 05th, 2021
IFMR GSB EMBA 2020-23	V	2021-22	Feb 19th - 20th, 2022	June 24th, 2022
IFMR GSB EMBA 2020-23	VI	2021-22	May 14th - 15th, 2022	Aug 22nd, 2022
IFMR GSB EMBA 2020-23	VII	2022-23	Oct 10th - 11th, 2022	Nov 30th, 2022
IFMR GSB EMBA 2020-23	VIII	2022-23	Jan 18th - 19th, 2023	April 25th, 2023
IFMR GSB EMBA 2020-23	IX	2022-23	April 22nd - 23rd, 2023	June 12th, 2023
IFMR GSB EMBA 2021-24	I	2021-22	Nov 20th - 21st, 2021	Feb 23rd, 2022
IFMR GSB EMBA 2021-24	II	2021-22	March 05th - 06th 2022	June 24th, 2022
IFMR GSB EMBA 2021-24	III	2021-22	May 21st - 22nd, 2022	Aug 22nd, 2022
IFMR GSB EMBA 2021-24	IV	2022-23	Oct 31st & Nov 01st, 2022	Feb 15th, 2023
IFMR GSB EMBA 2021-24	V	2022-23	Feb 13th -14th, 2023	April 24th, 2023
IFMR GSB EMBA 2021-24	VI	2022-23	May 13th - 14th, 2023	Aug 21st, 2023
IFMR GSB EMBA 2021-24	VII	2023-24	Oct 09th - 10th, 2023	Jan 31st, 2024
IFMR GSB EMBA 2021-24	VIII	2023-24	Jan 22nd - 23rd, 2024	April 17th, 2024
IFMR GSB EMBA 2021-24	IX	2023-24	April 06th -07th, 2024	May 22nd, 2024
IFMR GSB EMBA 2022-25	I	2022-23	Nov 14th - 15th, 2022	Feb 15th, 2023
IFMR GSB EMBA 2022-25	II	2022-23	Feb 27th - 28th 2023	April 24th, 2023
IFMR GSB EMBA 2022-25	III	2022-23	May 20th -21st, 2023	Aug 21st, 2023
IFMR GSB EMBA 2022-25	IV	2023-24	Oct 30th - 31st, 2023	Jan 31st, 2024
IFMR GSB EMBA 2022-25	V	2023-24	Feb 12th - 13th, 2024	April 17th, 2024
IFMR GSB EMBA 2022-25	VI	2023-24	May 11th - 12th, 2024	July 05th, 2024
IFMR GSB EMBA 2022-25	VII	2024-25	Oct 14th - 15th, 2024	Dec 19th, 2024
IFMR GSB EMBA 2022-25	VIII	2024-25	Jan 20th - 21st, 2025	March 10th, 2025
IFMR GSB EMBA 2022-25	IX	2024-25	April 26th, 2025	May 14th, 2025
IFMR GSB EMBA 2023-26	I	2023-24	Nov 20th - 21st, 2023	Jan 31st, 2024
IFMR GSB EMBA 2023-26	II	2023-24	Feb 26th - 27th, 2024	May 06th, 2024
IFMR GSB EMBA 2023-26	III	2023-24	May 18th - 19th, 2024	July 30th, 2024

IFMR GSB EMBA 2023-26	IV	2024-25	Nov 04th - 05th, 2024	Dec 16th, 2024
IFMR GSB EMBA 2023-26	V	2024-25	Feb 03rd-04th, 2025	March 27th, 2025
IFMR GSB EMBA 2023-26	VI	2024-25	May 03rd-04th, 2025	June 30th, 2025
IFMR GSB EMBA 2024-27	I	2024-25	Jan 06th - 07th, 2025	Feb 26th, 2025
IFMR GSB EMBA 2024-27	II	2024-25	March 01st - 02nd, 2025	May 12th, 2025
IFMR GSB EMBA 2024-27	III	2024-25	May 17th - 18th, 2025	July 22nd, 2025
IFMR GSB IMBA 2023-28	I	2023-24	Oct 03rd - 06th, 2023	May 24th, 2024
IFMR GSB IMBA 2023-28	II	2023-24	Jan 09th - 11th, 2024	May 24th, 2024
IFMR GSB IMBA 2023-28	III	2023-24	March 26th - 30th, 2024	June 19th, 2024
IFMR GSB IMBA 2023-28	IV	2024-25	Sept 23rd - 27th, 2024	Nov 19th, 2024
IFMR GSB IMBA 2023-28	V	2024-25	Dec 19th-23rd, 2024	Feb 10th, 2025
IFMR GSB IMBA 2023-28	VI	2024-25	March 24th -27th, 2025	May 15th, 2025
IFMR GSB IMBA 2023-28	VII	2025-26	Sept 15th - 19th, 2025	Nov 05th, 2025
IFMR GSB IMBA 2024-29	I	2024-25	Sept 23rd - 27th, 2024	Nov 21st, 2024
IFMR GSB IMBA 2024-29	II	2024-25	Dec 19th - 23rd, 2024	Feb 27th, 2025
IFMR GSB IMBA 2024-29	III	2024-25	March 24th - 29th, 2025	May 05th, 2025
IFMR GSB IMBA 2024-29	IV	2025-26	Sept 15th - 20th, 2025	Nov 05th, 2025
IFMR GSB IMBA 2025-30	I	2025-26	Sept 15th - 20th, 2025	Nov 04th, 2025

Annexure 5.13: Viva Dates and Results Announcement Dates of PhD Program				
Student Roll No.	Batch	Academic	Viva Date	Date of announcement
PhD1703	2017	2022-23	November 11th, 2022	24th March, 2023
PhD1801	2018	2022-23	June 22nd, 2023	26th June, 2023
PhD 1806	2018	2023-24	November 10th, 2023	10th November 2023
PhD 1906	2019	2023-24	June 10th, 2024	17th June, 2024
PhD 1907	2019	2023-24	June 10th, 2024	17th June, 2024
PhD 1905	2019	2023-24	June 11th, 2024	19th June, 2024
PhD 1904	2019	2023-24	June 12th, 2024	17th June, 2024
PhD 1901	2019	2023-24	June 13th, 2024	17th June, 2024
PhD 1803	2018	2024-25	July 30, 2024	07th August, 2024
PhD 1902	2019	2024-25	August 16, 2024	19th August, 2024

Annexure 6.5

Relaxation in Admissions (GSB)

Annexure 6.5: Relaxation in Admissions

AP ICET Students Admission Details

Admissions to the University are based purely on merit, and the University does not provide reservation or relaxation in admissions. However, in compliance with the Government of Andhra Pradesh regulations, the University has, from the academic year 2023 onwards, admitted students to the MBA programme at IFMR Graduate School of Business (IFMR GSB) through lateral entry via the Andhra Pradesh Integrated Common Entrance Test (AP ICET). As per the applicable regulations, 35% of the seats in the MBA programme should be allocated for candidates admitted through AP ICET lateral entry.

This allocation is statutory in nature and applies only to the MBA programme; all other admissions to the University continue to be merit-based.

Category	No. of students admitted	Quota provided for reservation (Intake)	% Of quota provided for reservation and preparation in respect of actual enrolment*	Remarks (if Any)
AP ICET	6	88	6.82%	
AP ICET	21	63	33.33%	
AP ICET	36	84	42.86%	

Annexure 7.1

Fee structure

Annexure 7.1 : Course-wise Annual Fee Structure for Academic Year 2025-26

Particulars	MBA	SIAS	IMBA	PhD (full time)	PhD (part time)	EMBA
Acceptance Fee	-	35,000	-	-	-	-
Tuition Fees**	7,50,000	8,50,000	5,00,000	-	1,00,000	2,80,000
Boarding & Lodging Fee**	2,15,000	2,15,000	2,15,000	90,000	Based on usage*	-
Miscellaneous Fee	5,000	5,000	5,000	1,170	-	-
Alumni Fee (one time)	5,000	-	5,000	-	-	-
Caution Deposit (one time)	35,000	50,000	50,000	25,000	25,000	-
Annual Fees	-	-	-	6,000	-	-
Total	**10,10,000**	**11,55,000**	**7,75,000**	**1,22,170**	**1,25,000**	**2,80,000**

* Boarding & Lodging Fee is charged based on actual usage at the rate of Rs. 10,000 per month

** This fee structure is reviewed periodically to ensure it remains aligned with institutional standards, student needs, and financial sustainability except for PhD programme.

Annexure 7.8

Financial Assistance

Financial Assistance Year 2023-2024						
Batch of 2023 - 1st Year FA Budget			815000	180000		
S. No.	Applicant ID	FA%	Tuition Fees for 1st Year	Living Expense for 1st Year	Total	Remarks
1	KREA/23/0401	100%+	8,15,000	1,80,000	9,95,000	
2	KREA/23/2090	100%+	8,15,000	1,80,000	9,95,000	
3	KREA/23/1931	100%+	8,15,000	1,80,000	9,95,000	
4	KREA/23/0535	100%+	5,60,000	1,20,000	6,80,000	
5	KREA/23/1856	100%+	8,15,000	1,80,000	9,95,000	
6	KREA/23/0621	100%+	8,15,000	1,80,000	9,95,000	
7	KREA/23/2638	100%+	8,15,000	1,80,000	9,95,000	
8	KREA/23/2682	100%+	8,15,000	1,80,000	9,95,000	
9	KREA/23/3136	100%+	8,15,000	1,80,000	9,95,000	
10	KREA/23/0497	100%+	8,15,000	1,80,000	9,95,000	
11	KREA/23/1706	100%+	8,15,000	1,80,000	9,95,000	
12	KREA/23/1908	100%+	8,15,000	1,80,000	9,95,000	
13	KREA/23/1235	100%+	8,15,000	1,80,000	9,95,000	
14	KREA/23/0942	100%+50%	8,15,000	90,000	9,05,000	
15	KREA/23/0413	100%+50%	8,15,000	90,000	9,05,000	
16	KREA/23/0147	100%	8,15,000	0	8,15,000	
17	KREA/23/1036	100%	8,15,000	0	8,15,000	
18	KREA/23/1335	100%	8,15,000	0	8,15,000	
19	KREA/23/0419	100%	8,15,000	0	8,15,000	
20	KREA/23/0188	100%	8,15,000	0	8,15,000	
21	KREA/23/2333	100%	8,15,000	0	8,15,000	
22	KREA/23/1527	100%	8,15,000	0	8,15,000	
23	KREA/23/0402	100%	8,15,000	0	8,15,000	
24	KREA/23/2496	90%	7,33,500	0	7,33,500	
25	KREA/23/0155	90%	7,33,500	0	7,33,500	
26	KREA/23/0101	85%	6,92,750	0	6,92,750	
27	KREA/23/2031	80%	6,52,000	0	6,52,000	
28	KREA/23/1749	80%	6,52,000	0	6,52,000	
29	KREA/23/0808	80%	6,52,000	0	6,52,000	
30	KREA/23/0858	75%	6,11,250	0	6,11,250	
31	KREA/23/0019	75%	6,11,250	0	6,11,250	
32	KREA/23/1196	75%	6,11,250	0	6,11,250	
33	KREA/23/2637	75%	6,11,250	0	6,11,250	
34	KREA/23/2446	75%	6,11,250	0	6,11,250	
35	KREA/23/3188	70%	5,70,500	0	5,70,500	
36	KREA/23/2663	70%	5,70,500	0	5,70,500	
37	KREA/23/3133	70%	5,70,500	0	5,70,500	
38	KREA/23/0107	65%	5,29,750	0	5,29,750	
39	KREA/23/2063	65%	5,29,750	0	5,29,750	
40	KREA/23/2783	65%	5,29,750	0	5,29,750	
41	KREA/23/2900	65%	5,29,750	0	5,29,750	
42	KREA/23/2735	65%	5,29,750	0	5,29,750	
43	KREA/23/1762	60%	4,89,000	0	4,89,000	
44	KREA/23/2273	60%	4,89,000	0	4,89,000	
45	KREA/23/2932	55%	4,48,250	0	4,48,250	

46	KREA/23/1705	55%	4,48,250	0	4,48,250	
47	KREA/23/2829	50%	4,07,500	0	4,07,500	
48	KREA/23/2462	50%	4,07,500	0	4,07,500	
49	KREA/23/1448	45%	3,66,750	0	3,66,750	
50	KREA/23/2267	45%	3,66,750	0	3,66,750	
51	KREA/23/3233	45%	3,66,750	0	3,66,750	
52	KREA/23/0262	40%	3,26,000	0	3,26,000	
53	KREA/23/0396	40%	3,26,000	0	3,26,000	
54	KREA/23/0414	40%	3,26,000	0	3,26,000	
55	KREA/23/0412	40%	3,26,000	0	3,26,000	
56	KREA/23/0115	40%	3,26,000	0	3,26,000	
57	KREA/23/0771	40%	3,26,000	0	3,26,000	
58	KREA/23/0114	40%	3,26,000	0	3,26,000	
59	KREA/23/0593	35%	2,85,250	0	2,85,250	
		TOTAL	**3,63,79,250**	**24,60,000**	**3,88,39,250**	

Financial Assistance Year 2023-2024						
Batch of 2022 - 2nd Year FA Budget			**815000**	**180000**		
S. No.	**Applicant ID**	**FA%**	**Tuition Fees for 2nd Year**	**Living Expense for 2nd Year**	**Total**	**Remarks**
1	KREA/22/0826	100%+	815000	180000	995000	
2	KREA/22/0744	100%+	815000	180000	995000	
3	KREA/22/0810	100%+	815000	180000	995000	
4	KREA/22/0468	100%+	815000	180000	995000	
5	KREA/22/0549	100%+	815000	180000	995000	
6	KREA/22/0894	100%+	815000	180000	995000	
7	KREA/22/1944	100%+	815000	180000	995000	
8	KREA/22/1082	100%+	815000	180000	995000	
9	KREA/22/0323	100%+	815000	180000	995000	
10	KREA/22/2167	100%+	815000	180000	995000	
11	KREA/22/3336	100%+	815000	180000	995000	
12	KREA/22/3268	100%+	815000	180000	995000	
13	KREA/22/3304	100%+	815000	180000	995000	
14	KREA/22/0821	100%+50%	815000	90000	905000	
15	KREA/22/0814	100%+50%	815000	90000	905000	
17	KREA/22/0653	100%	815000	0	815000	
18	KREA/22/1258	100%	815000	0	815000	
19	KREA/22/0922	100%	815000	0	815000	
20	KREA/22/0723	100%	815000	0	815000	
21	KREA/22/2660	100%	815000	0	815000	
22	KREA/22/2836	100%	815000	0	815000	
23	KREA/22/2704	100%	815000	0	815000	
24	KREA/22/3313	100%	815000	0	815000	
25	KREA/22/2114	90%	733500	0	733500	
26	KREA/22/0265	85%	692750	0	692750	
27	KREA/22/0084	75%	611250	0	611250	
28	KREA/22/0780	75%	611250	0	611250	
29	KREA/22/2186	75%	611250	0	611250	

30	KREA/22/2742	75%	611250	0	611250	
31	KREA/22/1393	70%	570500	0	570500	
32	KREA/22/2972	70%	570500	0	570500	
33	KREA/22/2820	70%	570500	0	570500	
34	KREA/22/0739	70%	570500	0	570500	
35	KREA/22/1302	65%	529750	0	529750	
36	KREA/22/3175	60%	489000	0	489000	
37	KREA/22/3274	60%	489000	0	489000	
38	KREA/22/0015	55%	448250	0	448250	
39	KREA/22/0069	55%	448250	0	448250	
40	KREA/22/0238	50%	407500	0	407500	
41	KREA/22/3205	50%	407500	0	407500	
42	KREA/22/0478	50%	407500	0	407500	
43	KREA/22/1915	45%	366750	0	366750	
44	KREA/22/0228	45%	366750	0	366750	
45	KREA/22/0159	45%	366750	0	366750	
46	KREA/22/0022	45%	366750	0	366750	
47	KREA/22/0188	40%	326000	0	326000	
48	KREA/22/0938	35%	285250	0	285250	
49	KREA/22/2979	35%	285250	0	285250	
50	KREA/22/1987	30%	244500	0	244500	
		TOTAL	**3,11,33,000**	**25,20,000**	**3,36,53,000**	

Financial Assistance Year 2023-2024						
Batch of 2021 - 3rd Year FA Budget			**815000**	**180000**		
S. No.	**Applicant ID**	**FA%**	**Tuition Fees for 3rd Year**	**Living Expense for 3rd Year**	**Total**	**Remarks**
1	KREA/21/0615	100%+	815000	180000	995000	
2	KREA/21/0664	100%+	815000	180000	995000	
3	KREA/21/0673	100%+	815000	180000	995000	
4	KREA/21/0575	100%+	815000	180000	995000	
5	KREA/21/0261	100%+	815000	180000	995000	
6	KREA/21/1655	100%+	815000	180000	995000	
7	KREA/21/1300	100%+	815000	180000	995000	
8	KREA/21/2520	100%+	815000	180000	995000	
9	KREA/21/1303	100%+	815000	180000	995000	
10	KREA/21/1582	100%+	815000	180000	995000	
11	KREA/21/0846	100%+50%	815000	90000	905000	
12	KREA/21/0013	100%	815000	0	815000	
13	KREA/21/0784	100%	815000	0	815000	
14	KREA/21/0376	100%	815000	0	815000	
15	KREA/21/1972	100%	815000	0	815000	
16	KREA/21/2947	100%	815000	0	815000	
17	KREA/21/2865	100%	815000	0	815000	
18	KREA/21/3089	100%	815000	0	815000	
19	KREA/21/3032	100%	815000	0	815000	
20	KREA/21/0053	100%	815000	0	815000	
22	KREA/21/1652	85%	692750	0	692750	

23	KREA/21/2162	80%	652000	0	652000	
24	KREA/21/2223	80%	652000	0	652000	
25	KREA/21/1356	80%	652000	0	652000	
26	KREA/21/0612	70%	570500	0	570500	
27	KREA/21/0570	65%	529750	0	529750	
28	KREA/21/0914	65%	529750	0	529750	
29	KREA/21/3173	65%	529750	0	529750	
30	KREA/21/0045	60%	489000	0	489000	
31	KREA/21/0016	60%	489000	0	489000	
32	KREA/21/1673	55%	448250	0	448250	
33	KREA/21/2244	50%	407500	0	407500	
34	KREA/21/2660	50%	407500	0	407500	
35	KREA/21/0214	25%	203750	0	203750	
36	KREA/21/1361	25%	203750	0	203750	
		TOTAL	**2,37,57,250**	**18,90,000**	**2,56,47,250**	

Financial Assistance Year 2023-2024						
Batch of 2020 - 4th Year FA Budget			**815000**	**180000**		
S. No.	**Applicant ID**	**FA%**	**Tuition Fees for 4th Year**	**Living Expense for 4th Year**	**Total**	**Remarks**
1	KREA/20/0854	100%+	815000	180000	995000	
2	KREA/20/1903	100%+	815000	180000	995000	
4	KREA/20/0890	100%+	815000	180000	995000	
5	KREA/20/2185	100%+	815000	180000	995000	
6	KREA/20/0360	100%+	815000	180000	995000	
7	KREA/20/0767	100%+	815000	180000	995000	
8	KREA/20/0683	100%+	815000	180000	995000	
9	KREA/20/0573	100%+	815000	180000	995000	
11	KREA/20/0771	100%	815000	0	815000	
12	KREA/20/1502	70%	570500	0	570500	
13	KREA/20/1792	60%	489000	0	489000	
14	KREA/20/0429	50%	407500	0	407500	
15	KREA/20/1629	50%	407500	0	407500	
		TOTAL	**92,09,500**	**14,40,000**	**1,06,49,500**	

Financial Assistance Year 2024-2025						
Batch of 2024 - 1st Year FA Budget			815000	200000		
S. No.	Applicant ID	FA%	Tuition Fees for 1st Year	Living Expense for 1st Year	Total	Remarks
1	KREA/24/0188	100%+	8,15,000	2,00,000	10,15,000	
2	KREA/24/0737	100%+	8,15,000	2,00,000	10,15,000	
3	KREA/24/0736	100%+	8,15,000	2,00,000	10,15,000	
4	KREA/24/0715	100%+	8,15,000	2,00,000	10,15,000	
5	KREA/24/0444	100%+	8,15,000	2,00,000	10,15,000	
6	KREA/24/0805	100%+	8,15,000	2,00,000	10,15,000	
7	KREA/24/1481	100%+	8,15,000	2,00,000	10,15,000	
8	KREA/24/2087	100%+	8,15,000	2,00,000	10,15,000	
9	KREA/24/0666	100%+	8,15,000	2,00,000	10,15,000	
10	KREA/24/1482	100%+	8,15,000	2,00,000	10,15,000	
11	KREA/24/1050	100%+	8,15,000	2,00,000	10,15,000	
12	KREA/24/1235	100%+	8,15,000	2,00,000	10,15,000	
13	KREA/24/0193	100%+	8,15,000	2,00,000	10,15,000	
14	KREA/24/1777	100%+	8,15,000	2,00,000	10,15,000	
15	KREA/24/2079	100%+	8,15,000	2,00,000	10,15,000	
16	KREA/24/2334	100%+	8,15,000	2,00,000	10,15,000	
17	KREA/24/2244	100%+	8,15,000	2,00,000	10,15,000	
18	KREA/24/2724	100%+	8,15,000	2,00,000	10,15,000	
19	KREA/24/2556	100%+	8,15,000	2,00,000	10,15,000	
20	KREA/24/0781	100%+	8,15,000	2,00,000	10,15,000	
21	KREA/24/2425	100%+	8,15,000	2,00,000	10,15,000	
22	KREA/24/1004	100%+	8,15,000	2,00,000	10,15,000	
23	KREA/24/0764	100%+50%	8,15,000	1,00,000	9,15,000	
24	KREA/24/0100	100%+50%	8,15,000	1,00,000	9,15,000	
25	KREA/24/2122	100%+50%	8,15,000	1,00,000	9,15,000	
26	KREA/24/1924	100%+50%	8,15,000	1,00,000	9,15,000	
27	KREA/24/2423	100%+50%	8,15,000	1,00,000	9,15,000	
28	KREA/24/1565	100%+50%	8,15,000	1,00,000	9,15,000	
29	KREA/24/2897	100%+50%	8,15,000	1,00,000	9,15,000	
30	KREA/24/2762	100%+50%	8,15,000	1,00,000	9,15,000	
31	KREA/24/0025	100%+50%	8,15,000	1,00,000	9,15,000	
32	KREA/24/0969	100%	8,15,000	0	8,15,000	
33	KREA/24/2214	100%	8,15,000	0	8,15,000	
34	KREA/24/0138	100%	8,15,000	0	8,15,000	
35	KREA/24/1310	100%	8,15,000	0	8,15,000	
36	KREA/24/0438	100%	8,15,000	0	8,15,000	
37	KREA/24/2827	100%+50%	8,15,000	1,00,000	9,15,000	100% FA on tuition fee and 50% merit scholarship on Living expense
38	KREA/24/2936	100%	8,15,000	0	8,15,000	
39	KREA/24/1041	90%	7,33,500	0	7,33,500	
40	KREA/24/1047	85%	6,92,750	0	6,92,750	
41	KREA/24/1128	80%	6,52,000	0	6,52,000	
42	KREA/24/2628	80%	6,52,000	0	6,52,000	
43	KREA/24/2070	80%	6,52,000	0	6,52,000	
44	KREA/24/1350	75%	6,11,250	0	6,11,250	

45	KREA/24/0033	65%	5,29,750	0	5,29,750	
46	KREA/24/2919	90%	7,33,500	0	7,33,500	tuition fee
47	KREA/24/0177	60%	4,89,000	0	4,89,000	
48	KREA/24/1349	60%	4,89,000	0	4,89,000	
49	KREA/24/1778	60%	4,89,000	0	4,89,000	
50	KREA/24/2921	60%	4,89,000	0	4,89,000	
51	KREA/24/0640	55%	4,48,250	0	4,48,250	
52	KREA/24/0506	55%	4,48,250	0	4,48,250	
53	KREA/24/0945	55%	4,48,250	0	4,48,250	
54	KREA/24/1545	55%	4,48,250	0	4,48,250	
55	KREA/24/0024	55%	4,48,250	0	4,48,250	
56	KREA/24/0585	55%	4,48,250	0	4,48,250	
57	KREA/24/2560	55%	4,48,250	0	4,48,250	
58	KREA/24/0346	55%	4,48,250	0	4,48,250	
59	KREA/24/0593	55%	4,48,250	0	4,48,250	
60	KREA/24/0286	50%	4,07,500	0	4,07,500	
61	KREA/24/0688	50%	4,07,500	0	4,07,500	
62	KREA/24/1477	50%	4,07,500	0	4,07,500	
63	KREA/24/2168	50%	4,07,500	0	4,07,500	
64	KREA/24/2503	50%	4,07,500	0	4,07,500	
65	KREA/24/2091	45%	3,66,750	0	3,66,750	
66	KREA/24/1902	35%	2,85,250	0	2,85,250	
67	KREA/24/1174	30%	2,44,500	0	2,44,500	
68	KREA/24/0450	25%	2,03,750	0	2,03,750	
69	KREA/24/1167	25%	2,03,750	0	2,03,750	
		TOTAL	**4,55,58,500**	**54,00,000**	**5,09,58,500**	

Financial Assistance Year 2024-2025						
Batch of 2023 - 2nd Year FA Budget			**815000**	**200000**		
S. No.	**Applicant ID**	**FA%**	**Tuition Fees for 2nd Year**	**Living Expense for 2nd Year**	**Total**	**Remarks**
1	KREA/23/0401	100%+	8,15,000	2,00,000	10,15,000	
2	KREA/23/2090	100%+	8,15,000	2,00,000	10,15,000	
3	KREA/23/1931	100%+	8,15,000	2,00,000	10,15,000	
4	KREA/23/0535	100%+	8,15,000	2,00,000	10,15,000	
5	KREA/23/1856	100%+	8,15,000	2,00,000	10,15,000	
6	KREA/23/0621	100%+	8,15,000	2,00,000	10,15,000	
7	KREA/23/2638	100%+	8,15,000	2,00,000	10,15,000	
8	KREA/23/2682	100%+	8,15,000	2,00,000	10,15,000	
9	KREA/23/3136	100%+	8,15,000	2,00,000	10,15,000	
10	KREA/23/0497	100%+	8,15,000	2,00,000	10,15,000	
11	KREA/23/1706	100%+	8,15,000	2,00,000	10,15,000	
12	KREA/23/1908	100%+	8,15,000	2,00,000	10,15,000	
13	KREA/23/1235	100%+	8,15,000	2,00,000	10,15,000	
14	KREA/23/0942	100%+50%	8,15,000	1,00,000	9,15,000	
15	KREA/23/0413	100%+50%	8,15,000	1,00,000	9,15,000	
16	KREA/23/0147	100%	8,15,000	0	8,15,000	
18	KREA/23/1335	100%	8,15,000	0	8,15,000	
19	KREA/23/0419	100%	8,15,000	0	8,15,000	
20	KREA/23/0188	100%	8,15,000	0	8,15,000	
21	KREA/23/2333	100%	8,15,000	0	8,15,000	

22	KREA/23/1527	100%	8,15,000	0	8,15,000	
23	KREA/23/0402	100%	8,15,000	0	8,15,000	
24	KREA/23/0334	100%	8,15,000	0	8,15,000	
25	KREA/23/2496	90%	7,33,500	0	7,33,500	
26	KREA/23/0155	90%	7,33,500	0	7,33,500	
27	KREA/23/0101	85%	6,92,750	0	6,92,750	
28	KREA/23/2031	80%	6,52,000	0	6,52,000	
29	KREA/23/1749	80%	6,52,000	0	6,52,000	
30	KREA/23/0808	80%	6,52,000	0	6,52,000	
31	KREA/23/0858	75%	6,11,250	0	6,11,250	
32	KREA/23/0019	75%	6,11,250	0	6,11,250	
33	KREA/23/1196	75%	6,11,250	0	6,11,250	
34	KREA/23/2637	75%	6,11,250	0	6,11,250	
35	KREA/23/2446	75%	6,11,250	0	6,11,250	
36	KREA/23/3188	70%	5,70,500	0	5,70,500	
38	KREA/23/3133	70%	5,70,500	0	5,70,500	
39	KREA/23/0107	65%	5,29,750	0	5,29,750	
40	KREA/23/2063	65%	5,29,750	0	5,29,750	
41	KREA/23/2783	65%	5,29,750	0	5,29,750	
42	KREA/23/2900	65%	5,29,750	0	5,29,750	
43	KREA/23/2735	65%	5,29,750	0	5,29,750	
44	KREA/23/3098	65%	5,29,750	0	5,29,750	
45	KREA/23/1762	60%	4,89,000	0	4,89,000	
46	KREA/23/2273	60%	4,89,000	0	4,89,000	
47	KREA/23/2932	55%	4,48,250	0	4,48,250	
48	KREA/23/1705	55%	4,48,250	0	4,48,250	
49	KREA/23/2829	50%	4,07,500	0	4,07,500	
50	KREA/23/2462	50%	4,07,500	0	4,07,500	
51	KREA/23/1448	45%	3,66,750	0	3,66,750	
52	KREA/23/2267	45%	3,66,750	0	3,66,750	
53	KREA/23/3233	45%	3,66,750	0	3,66,750	
54	KREA/23/0262	40%	3,26,000	0	3,26,000	
55	KREA/23/0396	40%	3,26,000	0	3,26,000	
56	KREA/23/0414	40%	3,26,000	0	3,26,000	
57	KREA/23/0412	40%	3,26,000	0	3,26,000	
58	KREA/23/0115	40%	3,26,000	0	3,26,000	
59	KREA/23/0771	40%	3,26,000	0	3,26,000	
60	KREA/23/0114	40%	3,26,000	0	3,26,000	
61	KREA/23/0593	35%	2,85,250	0	2,85,250	
		TOTAL	**3,65,93,500**	**28,00,000**	**3,93,93,500**	

Financial Assistance Year 2024-2025						
Batch of 2022 - 3rd Year FA Budget			**815000**	**200000**		
S. No.	**Applicant ID**	**FA%**	**Tuition Fees for 3rd Year**	**Living Expense for 3rd Year**	**Total**	**Remarks**
1	KREA/22/0826	100%+	815000	200000	1015000	
2	KREA/22/0744	100%+	815000	200000	1015000	
3	KREA/22/0810	100%+	815000	200000	1015000	
4	KREA/22/0468	100%+	815000	200000	1015000	
5	KREA/22/0549	100%+	815000	200000	1015000	
6	KREA/22/0894	100%+	815000	200000	1015000	

7	KREA/22/1944	100%+	815000	200000	1015000	
8	KREA/22/1082	100%+	815000	200000	1015000	
9	KREA/22/0323	100%+	815000	200000	1015000	
10	KREA/22/2167	100%+	815000	200000	1015000	
11	KREA/22/3336	100%+	815000	200000	1015000	
12	KREA/22/3268	100%+	815000	200000	1015000	
13	KREA/22/3304	100%+	815000	200000	1015000	
14	KREA/22/0821	100%+50%	815000	100000	915000	
15	KREA/22/0814	100%+50%	815000	100000	915000	
16	KREA/22/0653	100%	815000	0	815000	
17	KREA/22/1258	100%	815000	0	815000	
18	KREA/22/0922	100%	815000	0	815000	
19	KREA/22/0723	100%	815000	0	815000	
20	KREA/22/2660	100%	815000	0	815000	
21	KREA/22/2836	100%	815000	0	815000	
22	KREA/22/2704	100%	815000	0	815000	
23	KREA/22/3313	100%	815000	0	815000	
24	KREA/22/2114	90%	733500	0	733500	
25	KREA/22/0265	85%	692750	0	692750	
26	KREA/22/0084	75%	611250	0	611250	
27	KREA/22/0780	75%	611250	0	611250	
28	KREA/22/2186	75%	611250	0	611250	
29	KREA/22/2742	75%	611250	0	611250	
30	KREA/22/1393	70%	570500	0	570500	
31	KREA/22/2972	70%	570500	0	570500	
32	KREA/22/2820	100%	815000	0	815000	
33	KREA/22/0739	70%	570500	0	570500	
34	KREA/22/1302	65%	529750	0	529750	
35	KREA/22/3175	60%	489000	0	489000	
36	KREA/22/3274	60%	489000	0	489000	
37	KREA/22/0015	55%	448250	0	448250	
38	KREA/22/0069	55%	448250	0	448250	
39	KREA/22/0238	50%	407500	0	407500	
40	KREA/22/3205	50%	407500	0	407500	
41	KREA/22/0478	50%	407500	0	407500	
42	KREA/22/1915	45%	366750	0	366750	
43	KREA/22/0228	45%	366750	0	366750	
44	KREA/22/0159	45%	366750	0	366750	
45	KREA/22/0022	45%	366750	0	366750	
46	KREA/22/0188	50%	407500	0	407500	
47	KREA/22/0730	40%	326000	0	326000	
48	KREA/22/0938	35%	285250	0	285250	
49	KREA/22/2979	35%	285250	0	285250	
50	KREA/22/1987	30%	244500	0	244500	
		TOTAL	**3,17,85,000**	**28,00,000**	**3,45,85,000**	

Financial Assistance Year 2024-2025						
Batch of 2021 - 4th Year FA Budget			**815000**	**200000**		
S. No.	**Applicant ID**	**FA%**	**Tuition Fees for 4th Year**	**Living Expense for 4th Year**	**Total**	**Remarks**
1	KREA/21/ 0615	100%+	815000	200000	1015000	

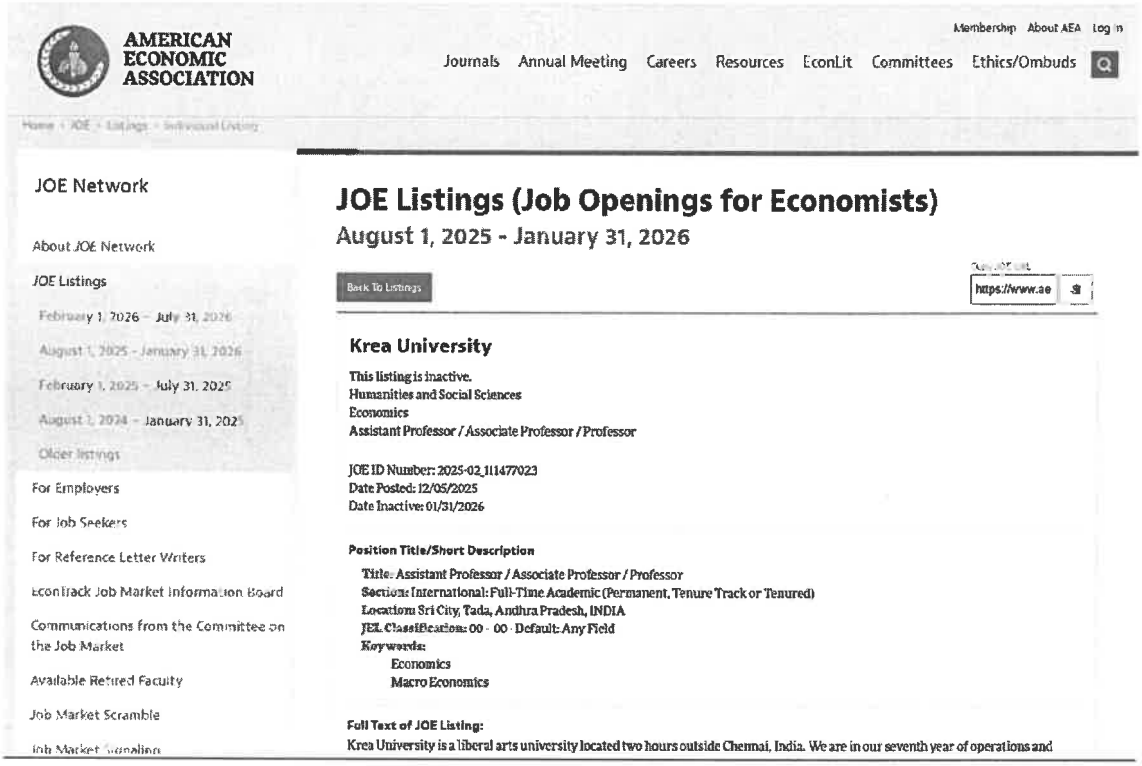
2	KREA/21/1582	100%+	815000	200000	1015000	
3	KREA/21/1303	100%+	815000	200000	1015000	
4	KREA/21/1300	100%+	815000	200000	1015000	
5	KREA/21/1972	100%	815000	0	815000	
6	KREA/21/0846	100%	815000	0	815000	
7	KREA/21/0376	90%	733500	0	733500	
8	KREA/21/2223	80%	652000	0	652000	
9	KREA/21/ 0914	65%	529750	0	529750	
10	KREA/21/0570	55%	448250	0	448250	
11	KREA/21/0053	50%	407500	0	407500	
13	KREA/20/1690	75%	611250	0	611250	
		TOTAL	**82,72,250**	**8,00,000**	**90,72,250**	

Annexure 8.6

Faculty Recruitment Process

Annexure 8.6

Advertisements for Faculty Hiring:



AMERICAN ECONOMIC ASSOCIATION

Membership About AEA Log in

Journals Annual Meeting Careers Resources EconLit Committees Ethics/Ombuds

JOE Network

About JOE Network

JOE Listings

February 1, 2026 – July 31, 2026

August 1, 2025 – January 31, 2026

February 1, 2025 – July 31, 2025

August 1, 2024 – January 31, 2025

Older listings

For Employers

For Job Seekers

For Reference Letter Writers

EconTrack Job Market Information Board

Communications from the Committee on the Job Market

Available Retired Faculty

Job Market Scramble

Job Market Candidates

JOE Listings (Job Openings for Economists)

August 1, 2025 - January 31, 2026

Back To Listings

https://www.ae

Krea University

This listing is inactive.
Humanities and Social Sciences
Economics
Assistant Professor / Associate Professor / Professor

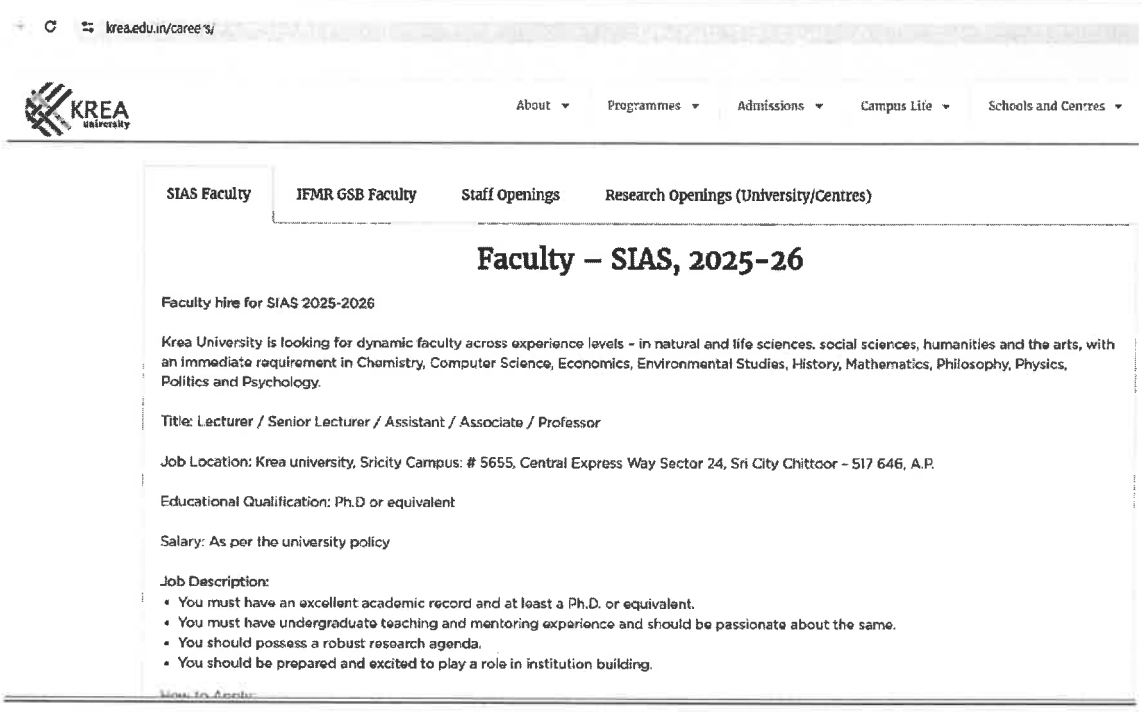
JOE ID Number: 2025-02_111477023
Date Posted: 12/05/2025
Date Inactive: 01/31/2026

Position Title/Short Description

Title: Assistant Professor / Associate Professor / Professor
Section: International: Full-Time Academic (Permanent, Tenure Track or Tenured)
Location: Sri City, Tada, Andhra Pradesh, INDIA
JEL Classification: 00 - 00 - Default: Any Field
Keywords:
Economics
Macro Economics

Full Text of JOE Listing:

Krea University is a liberal arts university located two hours outside Chennai, India. We are in our seventh year of operations and



krea.edu.in/careers/

KREA university

About Programmes Admissions Campus Life Schools and Centres

SIAS Faculty | IFMR GSB Faculty | Staff Openings | Research Openings (University/Centres)

Faculty – SIAS, 2025-26

Faculty hire for SIAS 2025-2026

Krea University is looking for dynamic faculty across experience levels - in natural and life sciences, social sciences, humanities and the arts, with an immediate requirement in Chemistry, Computer Science, Economics, Environmental Studies, History, Mathematics, Philosophy, Physics, Politics and Psychology.

Title: Lecturer / Senior Lecturer / Assistant / Associate / Professor

Job Location: Krea university, Sricity Campus: # 5655, Central Express Way Sector 24, Sri City Chittoor – 517 646, A.P.

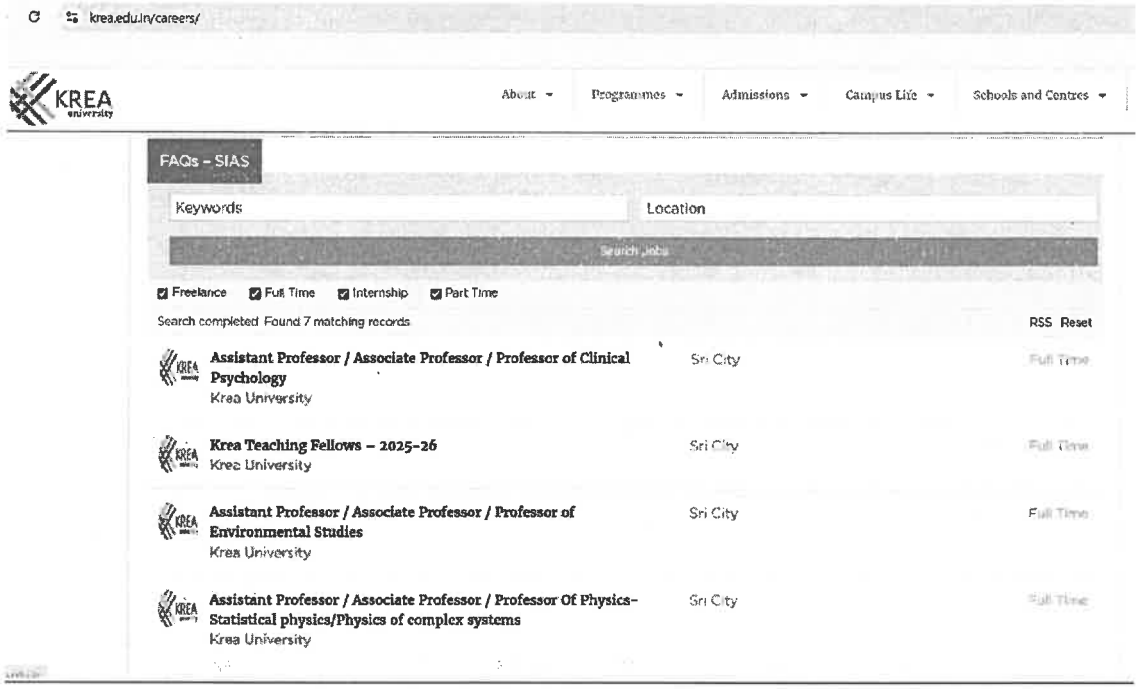
Educational Qualification: Ph.D or equivalent

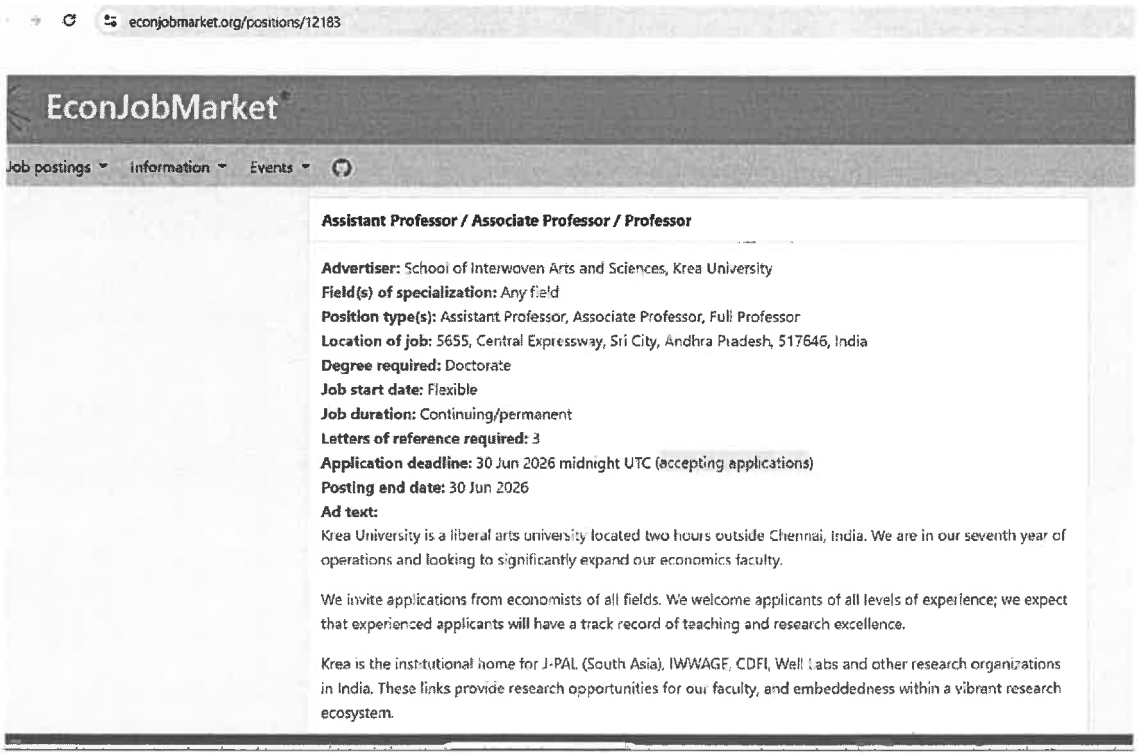
Salary: As per the university policy

Job Description:

- You must have an excellent academic record and at least a Ph.D. or equivalent.
- You must have undergraduate teaching and mentoring experience and should be passionate about the same.
- You should possess a robust research agenda.
- You should be prepared and excited to play a role in institution building.

How to Apply:


krea.edu.in/careers/
KREA university
About
Programmes
Admissions
Campus Life
Schools and Centres
FAQs - SIAS
Keywords
Location
Search Jobs
Freelance
Full Time
Internship
Part Time
Search completed. Found 7 matching records.
RSS Reset
Assistant Professor / Associate Professor / Professor of Clinical Psychology
Krea University
Sri City
Full Time
Krea Teaching Fellows – 2025-26
Krea University
Sri City
Full Time
Assistant Professor / Associate Professor / Professor of Environmental Studies
Krea University
Sri City
Full Time
Assistant Professor / Associate Professor / Professor Of Physics- Statistical physics/Physics of complex systems
Krea University
Sri City
Full Time


econjobmarket.org/positions/12183
EconJobMarket
Job postings
Information
Events
Assistant Professor / Associate Professor / Professor
Advertiser: School of Interwoven Arts and Sciences, Krea University
Field(s) of specialization: Any field
Position type(s): Assistant Professor, Associate Professor, Full Professor
Location of job: 5655, Central Expressway, Sri City, Andhra Pradesh, 517646, India
Degree required: Doctorate
Job start date: Flexible
Job duration: Continuing/permanent
Letters of reference required: 3
Application deadline: 30 Jun 2026 midnight UTC (accepting applications)
Posting end date: 30 Jun 2026
Ad text:
Krea University is a liberal arts university located two hours outside Chennai, India. We are in our seventh year of operations and looking to significantly expand our economics faculty.
We invite applications from economists of all fields. We welcome applicants of all levels of experience; we expect that experienced applicants will have a track record of teaching and research excellence.
Krea is the institutional home for J-PAL (South Asia), IWWAGE, CDFI, Well Labs and other research organizations in India. These links provide research opportunities for our faculty, and embeddedness within a vibrant research ecosystem.

Annexure 10.1.1, 10.1.2 and 10.1.3

Details of the Corpus Fund

ICICI Bank

Customer Name
M/S.KREA UNIVERSITY-COLLECTION & PAYMENTS
196,PARTHASARATHY GARDENS,TTK
RD,ALWARPETCHENNAI, TAMIL NADU, INDIA -
600018

Your Base Branch
Chennai-CenotaphRoad
ICICI Bank Ltd, No. 1, Cenotaph Road, Chennai, Tamil
Nadu - 600018 600018

STATEMENT SUMMARY FOR DEPOSIT 000113129093

Transaction Date	Particulars	Deposit	Withdrawals	Balance
30/03/25	31Mar25-Int:67002 and Tds:6701.	60301	-	1287835.00
31/03/24	Int on FD/RD XXX9093 Tds:6386.	57478	-	1227534.00
27/03/23	31Mar23-Int:60874 and Tds:6087.	54787	-	1170056.00
28/03/22	31Mar22-Int:58024 and Tds:5802.	52222	-	1115269.00
29/03/21	31Mar21-Int:30764 and Tds:2308.	28456	-	1063047.00
17/09/20	Tran. For Principal Amt	1034591	-	1034591.00

This is a computer generated statement and does not require signature

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This is an authenticated intimation/statement.
Customers are requested to immediately notify the Bank of any discrepancy in the statement

ICICI Bank

Customer Name
M/S.KREA UNIVERSITY-COLLECTION & PAYMENTS
196,PARTHASARATHY GARDENS,TTK RD,ALWARPETCHENNAI, TAMIL NADU, INDIA - 600018

Your Base Branch
Chennai-CenotaphRoad
ICICI Bank Ltd, No. 1, Cenotaph Road, Chennai, Tamil Nadu - 600018 600018

STATEMENT SUMMARY FOR DEPOSIT 000113115435

Transaction Date	Particulars	Deposit	Withdrawals	Balance
30/03/25	31Mar25-Int:125503 and Tds:12550.	112953	-	16786943.00
23/02/25	Int on FD/RD XXX5435 Tds:92316.	830843	-	16673990.00
31/03/24	Int on FD/RD XXX5435 Tds:98068.	882615	-	15843147.00
27/03/23	31Mar23-Int:926054 and Tds:92606.	833448	-	14960532.00
28/03/22	31Mar22-Int:874468 and Tds:87447.	787021	-	14127084.00
29/03/21	31Mar21-Int:824479 and Tds:61836.	762643	-	13340063.00
30/03/20	31Mar20-Int:86022 and Tds:8602.	77420	-	12577420.00
29/02/20	Tran. For Principal Amt	12500000	-	12500000.00

This is a computer generated statement and does not require signature

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This is an authenticated intimation/statement.
Customers are requested to immediately notify the Bank of any discrepancy in the statement

ICICI Bank

Customer Name
M/S.KREA UNIVERSITY-COLLECTION & PAYMENTS
196,PARTHASARATHY GARDENS,TTK RD,ALWARPETCHENNAI, TAMIL NADU, INDIA - 600018

Your Base Branch
Chennai-CenotaphRoad
ICICI Bank Ltd, No. 1, Cenotaph Road, Chennai, Tamil Nadu - 600018 600018

STATEMENT SUMMARY FOR DEPOSIT 000113115378

Transaction Date	Particulars	Deposit	Withdrawals	Balance
30/03/25	31Mar25-Int:8114 and Tds:811.	7303	-	1142032.00
25/02/25	Int on FD/RD XXX5378 Tds:6319.	56876	-	1134729.00
31/03/24	Int on FD/RD XXX5378 Tds:6672.	60047	-	1077853.00
27/03/23	31Mar23-Int:63002 and Tds:6300.	56702	-	1017806.00
28/03/22	31Mar22-Int:59492 and Tds:5949.	53543	-	961104.00
29/03/21	31Mar21-Int:56092 and Tds:4206.	51886	-	907561.00
30/03/20	31Mar20-Int:5561 and Tds:556.	5005	-	855675.00
28/02/20	TRF FROM SB no. 000101236165	850670	-	850670.00

This is a computer generated statement and does not require signature

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This is an authenticated intimation/statement.
Customers are requested to immediately notify the Bank of any discrepancy in the statement

Annexure 11.2

Governing Council, Academic Council and Board of Management Meeting Dates

Krea University

Annexure 11.2

Meeting dates
Governing Council

Sr.No	Date of the Meeting	Minutes Available	Financial Year Period (April - March)
1	23 March 2018	Yes	2018-19
2	17 July 2018	Yes	
3	08 November 2018	Yes	
4	28 March 2019	Yes	
5	25 June 2019	Yes	2019-2020
6	17 September 2019	Yes	
7	06 January 2020	Yes	
8	18 March 2020	Yes	
9	30 June 2020	Yes	2020-2021
10	01 October 2020	Yes	
11	15 December 2020	Yes	
12	30 March 2021	Yes	
13	19 July 2021	Yes	2021-2022
14	07 September 2021	Yes	
15	07 December 2021	Yes	
16	08 February 2022	Yes	
17	30 June 2022	Yes	2022-2023
18	18 July 2022	Yes	
19	29 September 2022	Yes	
20	08 December 2022	Yes	
21	27 January 2023	Yes	
22	30 March 2023	Yes	
23	02 May 2023	Yes	2023-2024
24	30 June 2023	Yes	
25	25 August 2023	Yes	
26	24 November 2023	Yes	
27	29 March 2024	Yes	
28	21 June 2024	Yes	2024-2025
29	30 August 2024	Yes	
30	29 November 2024	Yes	
31	28 March 2025	Yes	
32	13 June 2025	Yes	2025-2026
33	10 September 2025	Yes	

Meeting dates

Board of Management

Sr.No	Date of the meeting	Minutes available	Financial Year Period (April - March)
1	24 May 2018	Yes	2018 - 2019
2	31 July 2018	Yes	
3	03 October 2018	Yes	
4	05 December 2018	Yes	
5	08 February 2019	Yes	
6	03 April 2019	Yes	2019 - 2020
7	07 June 2019	Yes	
8	09 August 2019	Yes	
9	09 October 2019	Yes	
10	04 December 2019	Yes	
11	10 February 2020	Yes	
12	11 May 2020	Yes	2020 - 2021
13	29 July 2020	Yes	
14	24 September 2020	Yes	
15	26 November 2020	Yes	
16	28 January 2021	Yes	
17	09 March 2021	Yes	
18	28 October 2021	Yes	2021 - 2022
19	31 January 2022	Yes	
20	04 March 2022	Yes	
21	11 March 2022	Yes	
22	29 March 2022	Yes	
23	22 April 2022	Yes	2022 - 2023
24	28 June 2022	Yes	
25	13 January 2023	Yes	
26	20 February 2023	Yes	
27	24 March 2023	Yes	
28	30 June 2023	Yes	2023-2024
29	25 August 2023	Yes	
30	23 November 2023	Yes	
31	22 February 2024	Yes	
32	26 March 2024	Yes	
33	30 May 2024	Yes	2024-2025
34	21 June 2024	Yes	
35	27 September 2024	Yes	
36	29 November 2024	Yes	
37	29 January 2025	Yes	
38	21 March 2025	Yes	

39	13 June 2025	Yes	
40	28 July 2025	Yes	
41	17 November 2025	Yes	2025-2026

Krea University

Annexure 11.2

Meeting Dates
Academic Council

Sr.No.	Date of the Meeting	Minutes Available	Financial Year Period (April - March)
1	24 March 2018	Yes	2018 - 2019
2	24 July 2018	Yes	
3	20 December 2018	Yes	
4	29 March 2019	Yes	
5	18 July 2019	Yes	2019 - 2020
6	09 October 2019	Yes	
7	10 March 2020	Yes	
8	14 April 2020	Yes	2020 - 2021
9	22 June 2020	Yes	
10	28 July 2020	Yes	
11	28 September 2020	Yes	
12	08 December 2020	Yes	
13	25 March 2021	Yes	
14	22 June 2021	Yes	2021 - 2022
15	31 January 2022	Yes	
16	07 November 2022	Yes	2022- 2023
17	13 January 2023	Yes	
18	17 February 2023	Yes	
19	23 November 2023	Yes	2023-2024
20	27 September 2024	Yes	2024-2025
21	21 March 2025	Yes	
22	28 July 2025	Yes	2025-2026

Annexure 11.2 A

Signed Minutes of meetings as per Annexure 11.2

Minutes of the Academic Council (AC) Meeting of Krea University held on February 17, 2023 at 2.00 pm through online mode.

The following members were present:

1. Prof.Nirmala Rao, Vice-Chancellor and Chair
2. Prof.S.Sivakumar
3. Prof.Lakshmi Kumar
4. Prof.C.Vijayalakshmi
5. Prof.Panchali Ray
6. Prof.Rishi Vyas
7. Prof.Sumitra Ranganathan
8. Prof.G.Balasubramanian

Other Invitees:

1. Prof. Prithvi Datta Chandra Shobhi
2. Mr. S.Sundara Rajan

1. Apologies for absence:

   Apologies for absence was granted to the following members:

   1. Prof.Guha Dharmarajan
   2. Prof.John Mathew
   3. Prof Kalidindi N Satyanarayana
   4. Ms.Sharon Buteau

2. Confirmation of the minutes of the meeting of the AC held on January 13, 2023.

   The minutes of the meeting of the AC held on January 13, 2023 were confirmed.

3. Vice Chancellor's Report (brief report - oral)

   The Vice Chancellor briefed the members on the update of activities viz., admissions of both SIAS and GSB, budgets for 2023-24, accreditation, and SIAS students' achievements in progressing to other higher education institutions for their Masters programmes.

4. Academic Developments and approvals:

   Prof.Prithvi Datta, Associate Dean of SIAS, set out the following proposals for approval. AC members acknowledged that a note on each of the proposal explaining the academic requirements has been circulated earlier along with the Agenda.

   - Implementation of the Four-Year Undergraduate Program from the 2023-24 academic year
   - Minimum Academic Standards (to be maintained by all students and includes guidelines on academic probation and appeal process)
   - Supplementary Exams and Improvement Exams

- Registration Process

The AC members discussed and approved all the proposals.

5. Guidelines for academic programmes:

The AC members noted the guidelines for academic programmes circulated earlier.

6. Approval of new Academic Calendar for 2023-24 for the Graduate School of Business and the School of Interwoven Arts and Sciences - AC3/02/2023

The AC members approved the new Academic Calendar for 2023-24 for the IFMR GSB and SIAS programmes.

7. Minimum Academic Requirements (IFMR GSB programmes)

Prof.Lakshmi Kumar briefed AC members about the minimum academic requirements for IFMR GSB programmes, a note which had previously been circulated to members. The AC members noted and approved the same.

8. Potential collaborations with foreign Universities:

The AC members discussed the potential collaborations with foreign universities. The following points came during the discussions:

- To work on the implications for credits, the financials, before proceeding to the next stage for collaboration with any University.
- Summer programmes, semester abroad, student exchange and faculty exchange are some of the collaborative efforts which could be considered.
- Prof.Lakshmi Kumar was requested to prepare detailed proposals for discussion at the next AC meeting.

9. Calendar for future AC meetings (2023-24):

It has been decided to circulate the calendar for the AC meetings for 2023-24 after checking with the Academic calendar.

VC thanked the AC members for their continuous support and engagement.

Minutes of the Academic Council (AC) Meeting of Krea University held on November 23, 2023 at 2.00 pm through online / hybrid mode.

The following members were present:

1. Prof.Nirmala Rao, Vice-Chancellor and Chair
2. Prof Kalidindi N Satyanarayana
3. Prof Lakshmi Kumar
4. Prof S Sivakumar
5. Dr Prithvi Datta Chandra Shobhi
6. Dr K Ravichandran
7. Dr Anannya Dasgupta
8. Prof Shobha Das
9. Dr Kalyan Chakrabarti
10, Dr Shivani Jadeja
11. Dr Kumaravel S
12. Mr S Sundara Rajan

Other Invitees:

1. Dr Shyam Kumar Sudhakar
2. Dr Srikrishnan Divakaran

The Chairperson welcomed all the members to the Academic Council meeting and introduced the new members to the Academic Council.

1. Dr Prithvi Datta Chandra Shobi
2. Dr K Ravichandran
3. Dr Anannya Dasgupta
4. Prof Shobha Das
5. Dr Kalyan Chakrabarti
6. Dr Shivani Jadeja
7. Dr Kumaravel S

1. Apologies for absence:

   Apologies for absence was granted to Dr.Panchali Ray:

2. Vice Chancellor's Report (AC1/11/2023)

   The Vice Chancellor briefed the members the major developments since the previous meeting i.e., Recruitment and Admissions: 2024/25, Graduate destinations, Doctoral and postdoctoral programmes, Research grants and fellowships, Research infrastructure, External research grants and research publications, New appointments: Faculty and Staff, New Construction on Campus including the Residence Hall 8 as well as the New Academic Building; inauguration of JSW Academic Building and the Revised Strategic Plan.

   She also noted that the GSB Outreach team has undertaken initiatives to increase the number of applications. The SIAS outreach team has also been participating in educational fairs and organizing events across the country to increase the number of applications for the 2024-25 academic year.

Further, the Career Services team has specifically focused on building new partnerships with industry and corporate partners. GC and BOM members have been quite helpful in achieving this goal. The GSB is working towards achieving 100% placements, while SIAS has taken steps to provide more employment opportunities to undergraduate students.

The University has increased its efforts to increase partnership agreements with different universities across the world to ensure more student and faculty exchange programs, research collaboration as well as dual and joint degree programs. University representatives have held discussions with nearly a dozen institutions and agreements are likely to be signed before the next AC meeting.

The University is working on developing the laboratory infrastructure for the benefit of the students, Ph. D. scholars and faculty members to enhance the research activities.

3. To approve

a) Policy on Transfer of Credits
b) Introduction of new major in Data Science

Dr Srikrishnan Divakaran, Associate Professor – Computer Science and Dr Shyam Kumar Sudhakar, Assistant Professor – Biological Sciences were invited to present the 4-year Interdisciplinary Data Science program to the Academic Council. They made a brief presentation on the programme.

Prof Satyanarayana wanted to know the target audience of the Data Science program. The Vice Chancellor clarified that the Data Science program is being offered to the SIAS Undergraduate students as an additional major, minor and concentration.

The Vice Chancellor wanted to know how this Data Science program is different from other institutions as it was named as interdisciplinary for the UG students. Dr Srikrishnan mentioned that this program is quite flexible for students who are technically strong, and the electives will help them with different combinations. The members deliberated on the specifics of the Data Sciences program and approved the proposed curriculum.

The Vice Chancellor requested Dr Prithvi, Dean – SIAS to share a brief on the policy on transfer of credits.

Dr Prithvi mentioned that an interim policy was in place in order to facilitate transfer requests from students of other universities. The new policy intends to replace the interim policy and provide a framework to evaluate the course work done by transfer applicants. Further, the policy also allows for evaluation of courses done by students under Semester Abroad Programs or on platforms such as SWAYAM and NPTEL.

The members discussed the policy in detail, specifically on the quality of courses available on MOOCs as well as changes that might be necessary with the evolution and maturation of MOOCs as well as online options for students. The policy was approved for implementation.

4. To note Research and Consultancy Policy

The Vice Chancellor requested Dr Prithvi to share a brief on the Research and Consulting Policy. Dr Prithvi briefed the members on the Research and Consulting Policy. The members noted the same. They commented on the specific proposals. Prof. Satyanarayana noted that the honorarium policy is quite generous towards faculty in comparison to IITs and other peer institutions.

5. Next AC meeting - Monday, January 22, 2024

The members noted that the next meeting will be on 22 January 2024.

VC thanked the AC members for their continuous support and engagement.

Meeting of the Academic Council of Krea held at 2.00 p.m. on Friday, 27 September 2024

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Dr. Anannya Dasgupta
Dr Kalyan S Chakrabarti
Dr Kumaravel S
Dr Panchali Ray
Dr Prithvi Datta Chandra Shobhi
Dr Shivani Jadeja
Professor S Sivakumar
Dr K Ravichandran
Mr. S.Sundara Rajan

Apologies for absence

The apologies of absence was granted to Prof. N Satyanarayana, Prof.Lakshmi Kumar and Prof. Bishnu Mohapatra.

Vice Chancellor's Report (AC1/09/2024)

The Vice-Chancellor informed the members about this year's recruitment, highlighting that Krea successfully enrolled 278 high-caliber students last year, a notable achievement. This year, the target for the Liberal Arts and Sciences program was raised to 320, a significant increase from last year's target of 240. However, only 247 students were enrolled, resulting in a financial shortfall of around 8 crores. Despite the Business Administration program surpassing its target of 60 by enrolling 66 students, the overall financial impact remains considerable, with a total deficit of approximately 4.5 crores.

The Vice-Chancellor highlighted the growing trend of Indian students seeking education abroad, with 560,000 aspiring to study overseas and a shrinking pool of students interested in liberal arts programs, dropping from 11,000 to 8,000 nationwide. She noted the intense competition among four major universities—Ashoka, Plaksha, Flame, and Krea—all targeting the same limited pool of candidates. Despite being one of these key players, Krea's share of applications was only about 15%. However, stricter visa regulations in countries

like Canada, Australia, and the UK have led approximately 125,000 students to consider domestic undergraduate programs, presenting a potential opportunity for Krea.

The Vice-Chancellor emphasized that Prof. Prithvi and Prof. Kalyan had been tasked with working closely with the Director of Admissions to devise new strategies. She noted that targeting the top 20 schools contributing to this candidate pool was crucial, especially given the external factors beyond Krea's control that affect recruitment outcomes. She encouraged Professors Panchali, Ananya, Shivani, and Kumaravel to actively engage whenever possible, offering their expertise during school visits and presentations. This participation would be particularly valuable in cities like Kolkata and Delhi, where the admissions team would provide schedules in advance.

The Vice-Chancellor added that the admissions team was exploring the idea of establishing agreements with select schools by creating memorandums of understanding. These partnerships would position the schools as strong feeder institutions, allowing students to become familiar with Krea's curriculum and better prepare for the undergraduate program, ensuring a steady flow of applicants over the long term. She also proposed the possibility of introducing an additional summer school or even a winter program to further strengthen these efforts.

Prof. Prithvi mentioned that the focus was on two specific time slots for the summer school: mid-April and late May or early June. This approach aimed to accommodate both South Indian and North Indian schools. The target is to enroll 250 to 300 students for the program. While this goal was aggressive, he noted that even achieving around 120 students in each round would represent a solid start.

The Vice-Chancellor stressed the importance of preparing a clear schedule that outlines responsibilities and timelines to ensure active faculty participation. Prof. Prithvi mentioned that he had proposed to the outreach team the inclusion of writing-centric workshops and professional development workshops. Additionally, the team plans to develop concise presentations on the academic structure to serve as common resources.

Prof. Anannya suggested pursuing government recognition for workshops or courses designed for schoolteachers, which would boost their credibility and attract more participants. Meanwhile, Mr. Ravi recommended hosting a science festival as a way to engage school students and draw them to Krea.

Prof. Kumaravel shared that the GSB outreach team had reassessed their recruitment strategies, employing a mix of online and in-person interviews, with a recent shift back to face-to-face sessions. He noted that the recent exhibition in Hyderabad significantly enhanced the visibility of MBA candidates. He also emphasized the crucial role of coaching

centers like Career Launcher and TIME in raising nationwide awareness of IFMR GSB among students.

The Vice-Chancellor proposed identifying third- and fourth-year students to serve as Krea ambassadors by reconnecting with their former schools. These students could be offered incentives to participate in outreach efforts, leveraging their personal networks to boost Krea's visibility and attract prospective applicants.

Prof. Shivani proposed exploring the possibility of transforming select resources into an NPTEL course as part of the outreach strategy. This would not only contribute to the national educational landscape but also enhance Krea's visibility and engagement.

Prof. Kalyan proposed the establishment of a structured week-long internship program for students in Krea's lab, featuring theoretical lectures, hands-on experiments, and digital data collection. Participants would analyze the data and prepare a report with guidance from senior students. This paid internship would also provide certificates and letters of participation. Furthermore, he recommended developing a new 40-credit PG diploma course by leveraging the existing curriculum, with the aim of streamlining the process and utilizing established content to create an appealing program for prospective students.

The Vice-Chancellor recommended that Prof. Panchali submit a proposal to integrate fieldwork components into courses focused on studying gendered spaces through collaborations with local NGOs and family courts in Chennai. This initiative would not only provide students with practical experience but also enhance the university's visibility within the community.

The Vice-Chancellor mentioned that RH9 will be completed by November, making it the largest residential hall with a capacity of 400 students, designed to accommodate various student hub activities and repurpose existing dining spaces for student use. She also outlined plans to improve the environment around the School of Life Sciences and RH10 by creating walking paths, cycling tracks, and sports facilities. The current growth plan indicates that only two buildings will be operational until at least 2028, including the School of Mathematical and Computational Sciences. Additionally, she mentioned plans for a guest house, a clubhouse, and a residence for the Vice-Chancellor.

To approve

Four-Year Undergraduate Program Curriculum

Prof. Prithvi reported that the four-year programs are closely aligned with UGC guidelines, offering students the option to take four additional courses. The new curriculum enhances the existing three-year honors program by adding required courses while maintaining its

foundational elements. He also highlighted the transition from a joint major in literature and arts to a full major, effectively creating a 14th major without increasing the number of course offerings. Furthermore, the social studies program will be renamed Sociology and Social Anthropology to more accurately reflect its focus.

He announced plans to review the current skills courses over the next three months, with a task force established to lead the evaluation. Prof. Prithvi also proposed to the CoE the idea of holding regular meetings after each term with faculty groups from every discipline. Additionally, the Vice-Chancellor suggested that the exam manual be discussed at the upcoming meeting.

Prof. Anannya emphasized the importance of improving the orientation for new faculty by integrating an academic component that addresses the career rubric, CGPA, and grading standards. Prof. Siva underscored the need to finalize a unified grading system for both schools, leading the Vice-Chancellor to ask the COE to take the lead on this initiative.

Catalogue for Major, Minor, and Joint Major

The members approved the Four-Year Undergraduate Program Curriculum, including the catalogue for Majors, Minors, and Joint Majors.

Any other business

Since there were no other business to discuss, the meeting ended with a vote of thanks to the chair.

Next AC meeting – Friday, 29 November 2024

The members noted the next meeting will be held at 2.00 pm on 29 November 2024 through online.

Minutes of Meeting of the Academic Council of Krea held on Friday, 21 March 2025 at 2.00 pm

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Dr. Anannya Dasgupta
Dr Kalyan S Chakrabarti
Dr Panchali Ray
Dr Prithvi Datta Chandra Shobhi
Dr Shivani Jadeja
Professor S Sivakumar
Dr K Ravichandran
Mr. S.Sundara Rajan

1. Apologies for absence

   The apologies for absence were granted to Prof. N Satyanarayana, Prof.Lakshmi Kumar, and Prof. Bishnu Mohapatra.

2. . Confirmation of the minutes of the meeting held on 27 September 2025

   The minutes of the meeting held on 27 September 2025 were confirmed.

3. Update on the activities by the Vice Chancellor (Oral)

   The Vice Chancellor shared a brief update on the 2025–26 growth targets, particularly for the School of Liberal Arts and Sciences, where intake is projected to rise from 320 to 380 despite missing last year's goal. She noted that application, offer, and acceptance rates have each increased by 25–30% over the previous year. She also highlighted intensified admissions efforts led by Prof. Prithvi and Prof. Kalyan—including residential programs, school outreach, digital marketing, and a new Krea Partnerships, with MoUs pending with eight schools. This initiative aims to familiarize students with interdisciplinary, research-driven learning through masterclasses, summer schools, workshops, and internships.

   The Vice Chancellor acknowledged the increasingly competitive admissions landscape, marked by a limited national applicant pool and the dominance of institutions like Ashoka. This, she noted, has prompted strategic reflections on future directions—including the introduction of postgraduate programs, international partnerships, and potential adjustments to the fee structure. She reported that recruitment at the Business School remains strong, although MBA placements are currently trailing last year's outcomes.

   Among key academic developments, she highlighted interdisciplinary undergraduate concentrations such as fintech, creative writing, and neuroscience, as well as the forthcoming School of Life Sciences. Scheduled to launch in July 2026 with support from ICICI, the School will open with three research

centers—Food Security, Computational Biology, and Tropical Climate Resilience—on a newly acquired 47-acre site adjacent to the existing campus. The expansion will be supported by additional infrastructure, including a new residence hall, dining areas, and sports facilities.

The Vice Chancellor informed the Academic Council about two new schools in development: the School of Mathematical and Computational Sciences, led by Prof. Siva, and the School of Life Sciences, headed by Prof. Guha Dharmarajan. The School of Mathematical and Computational Sciences is envisioned to bring together disciplines such as mathematics, statistics, computational biology, and computer science, positioning it to become one of the largest and most integrated clusters of its kind in the country. A steering committee comprising eminent experts from academia, industry, and government research institutions has been constituted to guide its strategic direction and development.

The Vice Chancellor announced that the 2025 Commencement will be held on June 14 at 2:00 PM at the Music Academy, the same venue as last year. The chief guest and commencement speaker will be Professor Ramakrishna Ramaswamy, an internationally acclaimed academic who earned his undergraduate degree from IIT Kanpur and a PhD from Princeton. He has held prestigious positions at institutions such as Caltech, TIFR, and JNU, and currently serves as a visiting professor at IIT Delhi. Professor Ramaswamy is widely recognized for his contributions to bioinformatics and computational biology.

Two honorary doctorates will also be conferred. The first will be awarded to acclaimed novelist and short story writer Gitanjali Shree, winner of the Booker Prize. The Vice Chancellor has requested Prof. Ananya Dasgupta to prepare the citation for her. The second honorary degree will be presented to Professor Vivek Borkar, a distinguished electrical engineer and mathematician from IIT, renowned for his contributions to analytical paradigms and optimal control theory. He is a fellow of all three major Indian science academies, as well as international institutions such as the World Academy of Sciences and the American Mathematical Society. He is also a recipient of the prestigious Shanti Swarup Bhatnagar Prize.

4. New Programmes / Programme Development

    a. Finance
    b. Double Majors
    c. EMBA - Proposal to convert the program duration from the current 3-year course to a 2-year course

The members discussed all the new programmes/ programme development and approved the same.

Prof. Prithvi Shobhi addressed the challenge of student intake, emphasizing the need to evaluate whether the university's current academic offerings are adequate to achieve the target of enrolling at least 100 students annually. Citing trends at peer institutions such as Ashoka, he noted a declining interest in traditional majors like history and political science, indicating a broader shift in student preference toward more market-aligned disciplines.

One proposed solution is to introduce finance as a thematic area of study. Following consultations with parents, faculty, and external experts, the recommendation is to offer finance as a minor, launch a Finance and Business Studies major, and develop both a postgraduate diploma and a one-year master's program in finance. The diploma would be open to students with a three-year undergraduate degree, while those with a four-year degree would qualify for the master's program. Both programs would incorporate advanced coursework at the 300- and 400-levels. The minor and major are expected to be launched in the 2025–26 academic year.

There was a discussion on the appropriate nomenclature for double majors, particularly those combining science and social science disciplines. In the absence of clear UGC guidelines, the recommended approach is to award a BSc degree for combinations that include a science subject, accompanied by an official letter specifying the dual specialization. This ensures that students remain eligible for relevant master's programs while providing clarity on the interdisciplinary nature of their studies.

Mr. Sundara Rajan explained that the EMBA program had been revised from a three-year to a two-year format, while maintaining the same credit and instructional hour requirements. The change was driven by the observation that many EMBA students—particularly those based in the Gulf—were frequently transferred or promoted during the three-year period, making it difficult for them to complete the program. The two-year structure was therefore introduced as a more practical and flexible alternative.

5. Academic Calendar 2025-26

The proposed academic calendar was reviewed, with Prof. Prithvi Shobhi noting that the start date has been moved forward by a week to allow the completion of two terms before the winter break, which will be followed by a three-week recess. The calendar adopts a staggered term structure coordinated across cohorts. Regarding summer school, Prof. Prithvi proposed the introduction of a summer term featuring offerings such as Advanced Placement (AP) courses for high school students, as well as potential writing and reading programs, subject to demand.

The Vice Chancellor emphasized the opportunity to use summer offerings for revenue generation, recommending a high-fee, premium summer school focused on continuing professional development (CPD) for mid-career professionals, leveraging existing courses. The Council also discussed the use of summer sessions to ease term-time course loads, particularly for students working to complete major requirements.

6. Any other business

Prof. Kalyan Chakrabarti suggested naming the new academic unit the "School of Interdisciplinary Life Sciences" to more accurately capture its scope and to align with naming conventions at institutions like IIT Goa, BHU, and NCBS. He highlighted the academic value and flexibility of this title, provided it is acceptable to donors. Prof. Nirmala Rao concurred, affirming that the programs under consideration are genuinely interdisciplinary and supporting a title that reflects this nature. She added that she would bring this proposal forward to the steering committee for further discussion.

7. Next meeting of the Academic Council – 25 July 2025

   The Academic council noted the next meeting date.

8. Academic Council meetings for 2025-26

   The Academic council noted the meetings for 2025-26 as given below:

   a. Friday, 25 July 2025
   b. Friday, 28 November 2025
   c. Tuesday, 24 March 2026

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL ("GC") OF KREA UNIVERSITY (THE "UNIVERSITY") HELD ON JANUARY 27, 2023 VIA VIDEO CONFERENCE AT 6.30 PM (IST)

Present:

Mr. N. Vaghul - Chancellor
Mr.R.Seshasayee
Dr. Raghuram Rajan
Mr. Kapil Viswanathan
Ms. Anu Aga
Mr. Rajiv Memani
Mr. C. Srinivasa Raju
Mr. P.R.Venketrama Raja
Mr. Cyril Shroff
Dr. Tara Thiagarajan
Prof.Nirmala Rao, Vice Chancellor

Absent:

Mr. S. Ramadorai
Dr. Esther Duflo
Dr. Vishakha Desai
Ms. Kiran Mazumdar Shaw
Mr. Dheeraj Hinduja
Mr. Anand Mahindra
Mr. Sajjan Jindal
Dr. Manjul Bhargava
Dr. John Etchemendy (Advisor)
Mr. Aditya Mittal

Present by Invitation:

Mr.S.Sundara Rajan

Minutes of the Governing Council:

1. Chairman of the meeting:

   Mr. N. Vaghul, the Chancellor was elected as the Chairman of the meeting and presided over the meeting.

2. Notice of the Meeting:

   With the permission of the members present, the notice convening the meeting, having already been circulated, was taken as read.

   Chairman's remarks on quorum:

   The chairman stated that according to the Legislation governing the University the quorum requirements for the council meetings has been kept high at 50%. In view of the high-profile nature of the Board and their busy schedule, it has often been difficult to meet the quorum requirements at every meeting. The Council values the advice and guidance of all its members but has also to meet the requirements of the

Legislation. To ensure this, it has been suggested that some of the members of the council who have been finding it difficult to attend all the meetings can be nominated as Advisors to the Council, as has been done earlier. As Advisors, they would be notified of the Council meeting and also given all the agenda papers. They could attend the meeting, provided it is convenient for them to do so. Their absence would not count for the purpose of the quorum requirements.

There is also a legal requirement to review the continuance of the members who have completed 3 years as well as 5 years. The Chairman suggested a committee of 3 persons Mr Seshasayee, Mr Kapil Viswanathan and Vice Chancellor review this matter in consultation with the concerned members of the Council and submit the list of names to the Chancellor who could then a) be retired from the Council, b) be nominated as advisors to the council and c) be continued as members of the Council beyond 3 and 5 years respectively.

Chairman suggested that the committee would also recommend a few names of individuals who would be willing to commit their time for the meetings of the council, for being included in the GC. The list of names would take into account the legal requirements of gender parity as also inclusion of a few names who satisfy the criteria of "financial literacy" to help in approval of manual accounts.

The Chairman indicated that the online meetings, limited to 90 minutes in the evening does not provide an appropriate forum of proper interaction between the council members. The Chairman suggested that it would be more appropriate to have in person meetings of the council with persons unable to be physically present joining on the phone or the video. The meetings could be fixed at 8 am in the morning to enable the participation of the overseas directors.

The GC endorsed this view.

3. Actions Taken Report:

The Vice Chancellor briefed the members about the actions taken report from the last meeting points.

4. Approvals/Notings/Ratifications:

Approvals:

The GC members approved the appointment of the following persons to become the members of the BoM and also make appropriate recommendations for approval by the sponsoring body.

(a) Mr. Ashwin Bajaj, JSW Representative of BoM
(b) Prof. Prithvi Datta Chandra Shobhi, Associate Dean, SIAS member of BoM.
(c) Prof. Lakshmi Kumar, Dean, IFMR GSB member of BoM

The GC members noted the following:

(a) Minutes of the Board of Management meeting held on 7 November 2022 and minutes of the Academic Council held on 7 November 2022
(b) Whistleblower incidents, if any.
(c) Mr. Sandeep Gokhale's resignation from the BoM

(d) Prof C. Vijayalakshmi, Professor, IFMR GSB completed term as member of BoM
(e) Prof. S. Sivakumar, Professor, SIAS, completed term as member of BoM

5. Vice Chancellor's Report (GC1/01/2023):

The Vice Chancellor briefed the GC members on the Report circulated earlier. The following clarifications were made by the VC.

- There is no compromise on the quality of the applications because of the new admission process. Additionally, VC mentioned about some retention strategies planned which include, forming groups of prospective students selected and engage them through some talks, have them visit the campus with their parents, open houses wherever necessary, make them attend some classes, students meet the VC etc.,
- Building and strengthening the brand image of Krea is also important to attract good quality students.
- Offering work study programme outside the University may be considered.
- Ms.Anu Aga has kindly offered her help in connecting with some NGOs for placements.

6. Nayanta university proposal: for discussion (Chancellor: oral):

The proposal for a possible collaboration with the founders of Nayanta University was taken up for discussion. The Chairman referred to the letter dated December 16, 2022 from the Vice Chancellor circulated earlier to the Governing Council members, which contained details of the proposal. Some faculty members and also some Governing Council members had an opportunity to interact with representatives from the Nayanta group in early January. The Chairman asked the members to give their views on the proposal.

At the outset, a view was expressed that Krea University was still in the process of stabilization and it would be unwise to consider any collaboration, till the University stabilizes itself. The Vice Chancellor mentioned that faculty members generally were unclear of the various aspects of academic collaboration and therefore had expressed some reservations. One of the members expressed a strong view that the University going forward would need substantial amount of resources both for construction of new campus and starting additional programmes. The collaboration with Nayanta group would make the mobilization of resources of this scale possible. A couple of members, however, expressed a view that there was lack of clarity on the proposal and this would have to be spelt out before any discussions.

Summing up the discussions, the Chairman said that in view of the lack of consensus in the Governing Council, he is recommending that the proposal be dropped.

He also added, "It is my strong belief that if Krea has to make an impact on the quality and content of higher education in the country, it has to have critical mass. It cannot remain a boutique institution. It is this belief that got Seshasayee and me, enthusiastic to combine forces with Nayanta team. The Nayanta team is an honest, public spirited, credible and resourceful team. Over the several conversations, we had the confidence that we can find satisfactory solutions to challenges if any

relating to nature and substance of collaboration. But some of us fear that academic freedom will be lost with any association with CII, despite their explaining that the arrangement with CII is only to enable access to members for funding. The bottom line is that some of us don't trust them. I also realised that some of us here don't trust my judgment or even intentions.

Under these circumstances, it is best we let some time pass. Perhaps my successor will find it possible to revive the proposal again and bring it to fruition.

7. Board Governance: composition and membership (Chancellor: oral)

This agenda has been discussed in the beginning of the meeting.

8. Report of the Task Force on Governance (Mr. Cyril Shroff):

Mr.Cyril was not present at the meeting when this agenda was taken up. Mr.Kapil asked Dr.Tara to brief about the status of the task force report.

Dr.Tara mentioned that the report is not yet ready because of non-availability of some members and the task force will present the recommendations in the next GC meeting.

9. Approval of RH8 construction, transfer of necessary funds and lease of land from IFMR to Krea (Kapil Viswanathan: oral):

Mr.Kapil Viswanathan explained the details of the funds required for the RH8 construction. The GC members suggested the following:

- If IFMR has to transfer the money, this has to be discussed at the IFMR board meeting for the approval.
- Before approaching IFMR for the funds, the donors may be requested to release the funds and also new donors may be approached for funding.
- This proposal has to be discussed at the EC level for recommendation for approval by GC.

10. Transfer and registration of 63 acres land (Mr Srini Raju: oral update)

Mr.Srini Raju stated that he would be visiting Sri City shortly and discuss the issue with some people before finalising the matter.

11. Systems Innovation Lab in the area of land/water and Sapiens Labs Centre for Human Brain and Mind (Kapil Viswanathan: oral update):

Mr.Kapil updated about the Systems Innovation Lab and Sapiens Labs Centre. The GC members noted the same.

12. Any other business

There being no further business, the Chairman declared the meeting closed.

13. Next GC meeting: Friday, 24 March 2023, 6.30 p.m. IST

The GC members noted the next GC meeting to be held on March 24th.

14. Dates of meetings FY 2023-24

(a) *Friday, 30 June 2023 (b) Friday, 25 August 2023*
(c) Friday, 24 November 2023 (d) Friday, 29 March 2024

The GC members noted the dates of meetings for the year 2023-24.

Signed as a correct record.

_____
Chairman

(a) Minutes of the Board of Management meetings held on January 13 and February 20, 2023; minutes of the Academic Council meetings held on January 13 and February 17, 2023; and Minutes of EC held on February 13, 2023.
(b) No Whistleblower incidents were reported during the period.
(c) Mr Cyril Shroff's resignation from the GC. On behalf of the Governing Council, the Chairman placed on record the contributions Mr.Cyril made towards the growth of Krea University during his tenure as a member of the GC.

3. Vice Chancellor's report **(GC1/3/23)**

The Vice-Chancellor briefed the GC members on her report circulated earlier.

- VC stated that although the number of applications have not increased this year compared with last, the number of offers made and acceptances were markedly high. This was primarily for two reasons: in the earlier admission process, several applicants even when they secured 90% and above in their higher secondary exam were screened out in the first stage. The first stage had two components; personal context and extracurricular activities, which were given a heavy weighting of 40%. This process tended to exclude students from the more privileged backgrounds.

- The reformed process introduced the Krea Aptitude test which all applicants took. A little more than 60% progress straight to the second stage of interviews. The borderline candidates are invited to the Krea Immersion programme, which includes panel discussions and the quantitative test. Another aspect of the reformed process is the reduction in the turnaround time. In the earlier system it took 75 days from the time a student made an application to the time he/she received an offer; in the new process the time taken has been reduced to 27 days.

- The VC reported that a number of retention activities have been implemented such as Krea Teaching Scholars program, where faculties are taking online sessions, while the Krea Juniors Scholars program for 12th standard students and an Online Certification Program are being introduced later this year. Faculty will be much more engaged and giving master classes. She reported that the University were also planning to introduce a Krea online repository of our learning resources across all disciplines and campus videos to go on the website.

- The VC reported low enrolment of students in STEM subjects and parents' concern regarding the relevance of STEM subjects in the context of liberal arts education. To attract more applicants from Andhra Pradesh and Tamil Nadu, she pointed to the introduction of programmes such as the integrated management (BBA) this July, and the new undergraduate program in data science and a master's in quantitative finance planned for start in 2024.

- Dr. Raghuram Rajan raised two questions, one was whether the term Liberal Arts confuses the applicants for STEM subjects, and regarding the flexibility of the Integrated MBA program, whether the students can move into the mainstream BA

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL ("GC") OF KREA UNIVERSITY (THE "UNIVERSITY") HELD ON MARCH 30, 2023 VIA VIDEO CONFERENCE AT 6.30 PM (IST)

Present:

Mr. N. Vaghul - Chancellor
Professor Nirmala Rao, Vice Chancellor
Mr.R.Seshasayee
Dr. Raghuram Rajan
Mr. Kapil Viswanathan
Ms. Anu Aga
Mr. C. Srinivasa Raju
Dr. Tara Thiagarajan
Dr. Esther Duflo

Absent:

Mr. Rajiv Memani
Mr. P.R.Venketrama Raja
Mr. S. Ramadorai
Dr. Vishakha Desai
Ms. Kiran Mazumdar Shaw
Mr. Dheeraj Hinduja
Mr. Anand Mahindra
Mr. Sajjan Jindal
Dr. Manjul Bhargava
Dr. John Etchemendy (Advisor)
Mr. Aditya Mittal

Present by Invitation:

Mr.S.Sundara Rajan

Minutes of the Governing Council:

1. Minutes

   Minutes of the meeting held on 27 January 2023 were approved

2. Approvals/Notings/Ratifications:

   Approvals:

   The appointment of Ms. Roxana Daver as a member of Board of Management was approved.

   The GC members noted the following:

Program and graduate without the MBA. VC pointed out that the integrated MBA program has incorporated a lot of flexibility in the first two years and has not looked into the awarding of BA degree. She will be sharing the structure of the program with Dr. Raghuram Rajan to get further comments and inputs.

- Mr.R.Seshasayee suggested creating a pathway for students who join BA or BSc courses in liberal arts and sciences to shift to Business Administration or MBA. It might open up the possibility that the quality of the MBA course, the placement, and the salaries will go up over a period of time.

- VC mentioned the showcasing of the university's science laboratories in websites and visits. She also highlighted university's plan to purchase equipment for science laboratories.

- Dr. Esther Duflo suggested looking into other programs that integrated bachelor's and master's degrees. She mentioned an integrated Master's MEng as an example. Likewise, Mr Srinivasa Raju said about Dual Degree programs offered in IITs.

4. Constitution of the Board **(GC2/3/23)**

Mr.R.Seshasayee, Chair of the three-member committee formed by GC in its last meeting to review the Constitution of the Board as per the AP Act and statutes, presented the recommended changes to the membership of the Governing Council. The GC members highlighted the need to keep gender parity in consideration while recommending new members. The GC approved the non-renewal of Dr.Manjul Bhargava and Mr.Dheeraj Hinduja and the new appointments of Mr. S. Mahalingam, Mr. D. Sundaram, and Prof. Raghu Sundaram (subject to getting appropriate clearance from NYU).

The GC members agreed and approved the same.

5. Chancellor's note on Governance **(GC3/3/23)**

The Chancellor referred to the meeting of the Governing Council held on 18 July, 2022, at which the Task Force was set up to conduct a clean-slate review of the governance structure of KREA. The Task Force would be chaired by Cyril Shroff and comprising three other members – Ms Tara Thiagarajan, Mr Rajeev Memani and Dr Vishakha Desai. However, before the conclusion of the deliberations of the Task Force, Cyril Shroff resigned as a Member of the Governing council. Tara took over the mantle, finalised the report in consultation with other members, and submitted it to the Governing Council for its deliberations. The Chancellor thanked Tara for the initiative taken and asked her to brief the members about the key recommendations contained in the report.

The key recommendations reported by Tara, as contained in the final report, were as follows:

1) The Task Force deliberated in detail on the suitable location for the Research centres currently hosted by IFMR. In terms of the framework agreement, these centres would eventually contribute to KREA University, subject to the consent of the donors/grantors

for the relevant centre's activities. Given the constraints imposed by the Andhra Pradesh private university legislation, together with the non-availability of FCRA status for the KREA University, the Task Force recommends that current and future research centres remain within IFMR (detailed rationale has been spelt out in the report).

2) The Task Force recommends a single governing body across IFMR and KREA in order to align objectives and prevent future conflicts of interest or disharmony. This may best be accomplished by substantially mirroring the Board of IFMR and the GC of the KREA University.
3) The list of matters that would need to come to GC be revised and limited only to those matters that require their strategic input
4) In addition to the Chancellor, who presides over the meeting of the GC, the GC can also consider electing from amongst its members an Executive Vice President (EVP) or Pro Vice Chancellor (Pro VC) who will also be appointed within IFMR. The EVP shall be tasked with the responsibility of co-ordinating across the various sub-committees of the GC (recommended separately) as well as across Research centres and KREA University and to act as a public face in conjunction with the Chancellor and Vice Chancellor.
5) The Task Force recommends that the Executive Committee be disbanded and constitute four committees as under :
    a. Audit and compliance committee
    b. Projects and Planning Committee
    c. Fund raising and Treasury Committee
    d. Academic and Research Committee
    e. Nominations and Search Committee

    The EVP, who is a Member of the GC should also be a common member across such Committees and also chair the Committees, if appropriate, to ensure better co-ordination.
6) The BOM should be responsible for management of the entire University other than those matters within the limit of academic council. The details of the role has been spelt out in the report.
7) All officers at the University save for Chancellor and CFO would report to VC. The CFO shall report directly to BOM.

Spelling out the rationale for the recommendations, Ms Tara explained that a common Governing Council / Board would be necessary to ensure the autonomy of the University. In terms of the framework agreement, KREA University is allowed only to use and enjoy immovable properties and other assets of IFMR till the modalities of their conveyance from IFMR to KREA University is finalised. This places the university at considerable risk, if there is a change of leadership of the IFMR in future. Clarifying further on the role of the EVP, Ms Tara explained the main purpose of the role is to co-ordinate the functions of research centres between IFMR and the University and this would in no way lead to dilution of authority of the VC.

The Chancellor asked the Chairman of the Sponsoring body, Mr Seshasayee to respond to the recommendations of the Task Force.

Mr Seshasayee reiterated that he had given his detailed comments on the various recommendations in the Annexure to the Chairman's note and that they remained valid. He endorsed most of the recommendations of the Task Force, excepting three issues. First, he

agreed that the Executive Committee could be replaced by sub committees of the Governing Council, but expressed reservations about forming an Academic committee , as there could be a needless overlap of responsibilities with the Academic Advisory Board. Secondly, while he completely agreed with the view that there should be total harmony between IFMR Board and Krea Governing Council to ensure Krea's growth, he pointed out that the means recommended to achieve this goal was fraught with risks. He emphasised that Krea needed to have the space for academic independence. In that context, it was important that IFMR and KREA maintained their respective independent status, as otherwise it could also put the FCRA approval of IFMR to needless risks. At any rate, he pointed out that this is a decision to be taken by the IFMR Board.

Thirdly, he disagreed with the recommendation to create the post of Executive Vice President, as it would potentially undermine the authority of the Vice Chancellor. The recommendation that the EVP would chair all the GC committees and be the face of the University, would make the position the de facto Chancellor.

Dr. Esther Duflo pointed out the long-term problem that Krea University is not integrating with Research Centers, and it would be difficult to have a world-class university without research attached to it. She stated her disappointment that the ambition to ultimately converge the Krea University and Research Centers, as spelt out in the original framework agreement, was not being pursued. Further, she mentioned the short-term problems including; firstly, the Governing Council was not able to provide sufficient oversight to the research centers, which could be fixed through the recommendation of the task force to have multiple committees. Secondly, regarding the approval of FCRA, the political situation being volatile the approval could go away for any reason at any point. However, she believes that the merging of Krea University and Research Centers is not going to stop corporate aid and that the merger wouldn't be significant for FCRA approval.

Dr.Raghuram Rajan wanted the Vice Chancellor to prepare a summary of the recommendations of the Task Force, together with the action points that have been agreed. Finally, the Chancellor indicated that it was time to put an end to the governance issues and get on with the management of the University, which demanded more immediate attention.

6. Approval of Budget 2023-24 (**GC4/3/23**)

The GC members noted that the Executive Committee (EC) of the GC discussed the budgets in detail and recommended the budgets for approval by GC. VC presented the key highlights of the Budget 2023–24 and it was approved by the GC members.

7. KREA Strategic Vision, 2027 - (**GC5/3/23**)

Due to constraints of time, this item was deferred to the next GC meeting.

8. Any other business

The GC passed the following resolution:

Resolved that the CFO Mr.Ganesh Ramamurthy be and hereby authorised to be included as one of the authorised signatories of all the Savings bank accounts of Krea University with ICICI Bank.

9. Next GC meeting: Friday, 30 June 2023, 6.30 p.m

The GC members noted the next GC meeting to be held on 30 June 2023 .

Signed as a correct record.

Chairman
Date
Place

Meeting of the Academic Council of Krea held on 28 July 2025 at 11.30 am through online mode

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Dr. Anannya Dasgupta
Dr Kalyan S Chakrabarti
Dr Panchali Ray
Dr Prithvi Datta Chandra Shobhi
Professor Lakshmi Kumar,
Dr Shivani Jadeja
Professor S Sivakumar
Mr. S. Sundara Rajan

Apologies for absence

The apologies for absence were granted to Prof. N Satyanarayana and Prof. Bishnu Mohapatra.

Confirmation of the minutes of the meeting held on 21 March 2025

The minutes of the meeting held on 21 March 2025 were confirmed.

Update on the activities by the Vice Chancellor

The Vice Chancellor expressed serious concern over the continued shortfall in SIAS admissions, noting a deficit of 100 students this year, following a shortfall of 60 last year. She emphasized that the national applicant pool remains limited to around 8,000 shared among key competitors such as Ashoka, FLAME, and Symbiosis. At the same time, she pointed to encouraging developments, including the expansion of summer schools (from one last year to two this year, attracting over 125 participants) and the signing of MoUs with about 12 leading schools to serve as feeder institutions in the future.

These efforts, led by Dr. Prithvi and Dr. Kalyan with strong faculty support, are being complemented by masterclasses and workshops in schools to foster long-term engagement. However, she cautioned that measurable outcomes from these initiatives may take two to three years and underscored the urgent need for wider faculty involvement in outreach. She further highlighted the continuing challenge of branding and positioning despite sustained investment in digital marketing and public engagement acknowledging that the institution has yet to identify a clear strategy to significantly enhance its visibility and appeal among prospective applicants.

The Vice Chancellor highlighted two immediate priorities. First, she stressed the need to revisit Krea's strategic plan to align it more closely with ground realities, noting that the current targets are highly aspirational and disconnected from actual performance. Enrolments have consistently fallen short against a target of 380 students this year, only 275 enrolled, following a similar shortfall last year. Meanwhile, the application pool remains limited, having grown by only 300–350 over the previous year.

The second priority is addressing competitive pressures, particularly from Ashoka University, which continues to dominate the national applicant pool through its long-standing reputation and extensive scholarship support. In contrast, Krea despite having the second-highest fee structure in the country has limited scholarship capacity, with aid capped at Rs.15 crores. This year, the University witnessed its highest number of withdrawals, most occurring within the last four weeks, driven by fee sensitivity, inadequate

scholarships, and late international offers. Although this resulted in a revenue loss of Rs.11 crores, the business school's consistent success in meeting enrolment targets has helped offset some of the financial impact.

The Vice Chancellor emphasized that stringent cost control is the only viable path forward. Expenditure containment measures under consideration include revisiting allocations for research and career fellowships, and potentially freezing salary increments for a year an action estimated to save about Rs.5 crores. While last year's Rs.20 crore surplus was largely absorbed by scholarships and infrastructure gaps, she noted that major construction is now complete. The only significant ongoing capital project is the Rs.30 crore faculty housing, while the School of Life Sciences remains fully donor-funded. She reassured faculty that essential academic support would be maintained but urged them to proactively pursue external grants to reduce dependence on internal resources.

The discussion also focused on developing short-term, income-generating programs such as teacher training and writing modules covering both professional and creative writing potentially as part of summer schools or tailored for research scholars and teachers. Dr. Anannya recalled earlier efforts in this direction and the interest they had generated, though logistical challenges had caused delays. The Vice Chancellor proposed revisiting the initiative with the Andhra Pradesh Government and resuming engagement. There was broad agreement on the value of these programs and the need to move forward. She further noted that Prof. Lakshmi is leading the Entrepreneurship Centre, which, while not expected to generate revenue this year, is anticipated to do so within a year once fully operational.

The Vice Chancellor raised the idea of using the summer more effectively for teaching, given Krea's trimester model. Dr. Prithvi explained that, following recent Academic Council approval, a 5–6 week intensive summer term is being introduced. This could include AP-level courses for high school students as well as foundational courses such as WoC or Principles of Economics, particularly for those needing to retake them. He mentioned that the format similar to Ashoka's enables more frequent classes within a compressed schedule. The VC emphasized the importance of building critical mass, as current registrations remain limited. Dr. Prithvi concluded that recruiting each additional student will continue to be highly competitive and challenging.

The Vice Chancellor expressed concern that the admissions and recruitment team may not deliver sufficiently compelling presentations to prospective students and schools. She emphasized that faculty members particularly younger, articulate academics should take the lead in these sessions to more authentically represent Krea's Liberal Arts ethos. Dr. Prithvi agreed, mentioning that efforts are underway to sharpen messaging and highlight clear differentiators, with faculty engagement positioned as central to both admissions and retention strategies. He added that written communication materials will be provided to faculty to ensure consistency in outreach. At the same time, he observed that while school principals show strong interest in research workshops and internships, their reluctance to allocate three hours annually for such initiatives has made sustained engagement challenging, despite the university's structured, discipline-specific proposals.

Dr. Shivani Jadeja suggested leveraging the growing alumni network as a strategic means of engaging with schools. She proposed connecting with schools where well-placed alumni had studied and showcasing their achievements such as internships, placements, and other successes to demonstrate Krea's impact. The Vice Chancellor emphasized the importance of involving alumni as speakers at schools and open house events, mentioning that they often serve as the institution's most effective ambassadors. Dr. Prithvi added that alumni and students are already featured in such forums and have consistently proven to be articulate and balanced, even when addressing challenging questions.

Approval for a one-year PG Diploma in Industrial Relations for L&T Executives

Prof. Lakshmi Kumar reported that her team has developed a one-year Postgraduate Diploma in Industrial Relations in collaboration with L&T, who are keen to roll out the program across their 25 group companies. The proposal has been submitted for Academic Council approval. While pricing discussions are still in progress, the program is positioned to remain competitive with comparable offerings and will be delivered to dedicated cohorts nominated by the client. The Academic Council approved the proposal.

Prof. Lakshmi Kumar reported that work is underway on two new postgraduate programs, a Postgraduate Diploma and an MS in Finance. She mentioned that she and Dr. Prithvi have finalized the program frameworks, and the finance faculty is currently developing the detailed course curriculum.

The Vice Chancellor stressed the importance of robust marketing, including timely updates to the website to showcase new programs. Dr. Prithvi added that the proposed master's programs would be open to a wide pool of applicants, including mathematics and engineering graduates, with a particular focus on those facing employment challenges. Prof. Lakshmi highlighted the opportunity to target women from engineering colleges to address corporate diversity priorities and agreed that marketing should be focused and targeted rather than broad-based.

Revision to the approved Academic Policies

Dr. Prithvi outlined proposed revisions to the course withdrawal policy. At present, students may withdraw from any course including first-year courses until the 11th week of the semester, with a "WF" recorded on their transcript. The revisions stipulate that first-year courses, being mandatory, can no longer be withdrawn from, and that the withdrawal window for all other courses will be reduced to the first six weeks of the semester. These changes are intended to uphold academic integrity and minimize misuse of the withdrawal option.

Any other business

There being no other business, the meeting ended with a vote of thanks to the Chair.

Next meeting of the Academic Council – 28 November 2025

Academic Council meetings: 2025-26

a) Friday, 28 November 2025 b) Tuesday, 24 March 2026

Nirmala Rao

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL ("GC") OF KREA UNIVERSITY (THE "UNIVERSITY") HELD ON May 2, 2023, VIA VIDEO CONFERENCE AT 6.30 PM (IST)

Present:
Mr. N. Vaghul - Chancellor
Professor Nirmala Rao, Vice Chancellor
Dr. Raghuram Rajan
Mr. Kapil Viswanathan
Ms. Anu Aga
Mr. C. Srinivasa Raju
Dr. Tara Thiagarajan
Dr. Esther Duflo
Mr. S. Ramadorai
Mr.D.Sundaram
Mr.Rajiv Memani
Dr.Vishakha Desai

Absent:
Mr.Sajjan Jindal
Mr.Anand Mahindra
Mr.R.Seshasayee
Mr. P.R.Venketrama Raja
Ms. Kiran Mazumdar Shaw
Dr. John Etchemendy (Advisor)
Mr. Aditya Mittal
Mr.S.Mahalingam

Present by Invitation:
Mr.S.Sundara Rajan

Before the start of the meeting, the Vice Chancellor briefed about the next GC meeting scheduled for 30 June, followed by the Convocation on 1 July at the Sricity campus. She invited all members to attend both the GC meeting and the Convocation on campus. Mr Srini Raju offered accommodation for all GC and Board of Management members at Sricity.

Minutes of the Governing Council

1. Minutes

   Minutes of the meeting held on 30 March 2023 were approved

2. Approvals/Notings/Ratifications

   Approvals

   The appointment of Mr.Ganesh Ramamurthy, CFO, Krea as a member of Board of Management was approved.

   The GC members noted the following:

   a) Minutes of the Board of Management meeting held on 24 March 2023
   b) No Whistleblower incidents were reported during the period.

3. Items for discussion

a) Guidelines for Governance Process

The Vice Chancellor briefed about the note on Guidelines for Governance Process which was circulated to the members earlier.

Dr.Vishakha Desai requested re-circulation of the dates of the GC meetings for 2023-24 to the members.

The Chancellor mentioned that the membership of the committees will be finalised before the next GC meeting on 30 June.

As to the uploading of the minutes of the meetings on the website, the Chancellor suggested that the agenda of meeting shall have 'reserved business' category, so that the confidential minutes under reserve item will need not be uploaded on the website.

The GC members approved the proposed guidelines for governance process.

b) Changes to Statutes

The Vice Chancellor highlighted the key changes to Statutes set out in the paper circulated to members. The GC approved to constitute the following committees.

a) Audit and Compliance committee
b) Nominations Committee
c) Fundraising and Treasury committee

The Governing Council shall constitute more committees, as and when required.

The Chancellor proposed that the membership, as well as the terms of reference for the newly constituted committees, will be sent to the GC through circular resolution for approval.

The Chancellor requested the VC to check with the appropriate regulatory body about the possibility of constituting a Finance Committee under the Board of Management (BoM).

The GC approved the changes to the statutes as proposed. Mr.Ramadorai suggested that the final version of the statutes, after incorporating the changes suggested in the note, to be circulated to the GC members.

4. Nomination of the following two members (CVs attached) to the Governing Council

The GC members discussed and approved the nomination of the following two members to the Governing Council.

a) Dr. Vidya Vencatesan
b) Mr. Lakshmi Narayanan

5. Any other business

Nomination of Mr. Balaji Srinivasan as a member of the Board of Management.

The GC deliberated in detail about the nomination of Mr.Balaji Srinivasan to the Board of Management (BoM). The GC unanimously agreed that the nomination should be acceptable to the Vice Chancellor who will be required to work with him on the BoM. The Vice Chancellor consented to his appointment to the Board of Management.

GC approved the nomination of Mr.Balaji Srinivasan as a member of BoM of Krea.

6. Next GC meeting: 30 June 2023 (11 am, Sri City)

The GC members noted that the next GC meeting would be held on 30 June 2023 at Sricity which will be followed by the 2023 Convocation on 1 July.



Signed as a correct record.

Chairman
Date
Place

Thirty two students from the SIAS graduating class accepted job offers, with the highest CTC of Rs 14.4 lakhs per annum (the average CTC at Rs 7.5 lakhs). The roles vary from program managers, business analysts, business development executives, to marketing trainees, advertising trainees, application engineer and management consultants. Two students have been awarded the highly coveted fellowships by *Teach for India* and *Slam Out Loud* (Jijivisha fellowship). A total of 126 students from all batches are pursuing summer internships in a range of social impact organisations, the corporate sector, and research organisations.

As reported previously, the entire 184 final year MBA students have been successfully placed in companies such as Morgan Stanley, Wells Fargo; Arcesium, JPMC, Deloitte, TresVista, Accenture; NatWest, Bank of America, Brillio, EY India, EY GDS, ICRA, KPMG, NOMURA, PwC, Société Générale and HSBC India. Of these, 30 students had pre-placement offers from Morgan Stanley, JPMC, Deloitte, ICICI Bank, Credit Suisse, YUBI, and HSBC. The average CTC has increased from Rs 11.01 lakhs in 2021-22 to Rs 13.5 lakhs in 2022-23, representing a 22.6 per cent increase. We had a larger number of recruiters in 2022-23 compared with previous years. Some of the companies offering high salaries include ASK Brian (Rs. 22.9l) Nomura (Rs. 20l), Yubi (Rs.18.72l), JPMC (Rs 18.5l) and Morgan Stanley (Rs. 18.4l). Fifty six per cent of the students have secured jobs in banking and financial services, with a further 22 per cent in consulting roles.

Learning and teaching: Krea's plans to offer a four-year undergraduate program from 2023-24 is progressing well and is open to the cohorts of 2021-24 and 2022-25. New graduation requirements and updated course catalogues are in place; the curriculum will build on the existing framework of the three-year UG curriculum and will closely follow Krea's interwoven approach, together with the eight guiding principles. Academic plans for the year 2023-24 are being finalized in preparation for the new academic year which starts on July 17th, 2023.

A new academic calendar is in place which brings together the Business School and SIAS academic calendars. Synchronising the calendars was designed to enable faculty to teach across the two schools and for students to take courses in both schools. Two new associate deans, who will oversee academics and student affairs, will start their term of office on 1 July 2023.

The Graduate Programme at Krea: The graduate programme for SIAS was recently launched with admissions open to biology, biophysics, computational chemistry, physics, politics, social studies, and anthropology. There are 19 graduate students in the business school at various stages of their doctoral studies. Research in the science and technology subjects has made slow progress due to lack of laboratory equipment: we have just commenced the campaign for purchasing appropriate equipment. In the first phase, the plan is to procure a Raman spectrometer and a Nuclear Magnetic Resonance spectrometer which is, however, conditional upon securing donor funding.

A Research Advisory Board comprising a mix of overseas and national scholars has been established with oversight of matters relating to research policy and strategy at the University. The board will (i) provide advice that would enable the university's research and impact to be positioned at the forefront of national and international developments, taking account of and shaping future agendas; (ii) ensure the university's voice is heard at influential research organisations, including key players in the US, UK, Europe and other regions where the University has active research activities; (iii) advise on the development of strategic research partnerships with business and industry; and (iv) monitor progress towards research grants and contracts in support of the university's strategic plan.

Dr.Raghuram Rajan enquired about the quality of students when compared to last year. The Vice Chancellor mentioned that the quality is good and said that the change in the admissions process helped in getting the number of students.

Mr.Mahalingam enquired whether accommodation would be sufficient if we take 320 and 240 in SIAS and GSB. VC mentioned that for this number, we have no issues on the accommodation.

Ms.Paula wanted to check about the scholarship schemes available with other Universities.

Regarding the land matters, Chairman requested Mr.Seshasayee to brief about the status on land in Sricity to the members. Mr.Kapil briefed about the 200 acres of land, of which 100 acres were already in possession by Krea. He also mentioned about the master plan created by the architect. Subsequently Mr.Seshasayee explained about the process including the principles followed for selecting the architect from the UK. The chairman mentioned that the 63 acres of land is crucial to start the next phase of constructions. Mr.Lakshmi Narayanan added that the capital expenditure for the next building blocks within the next two years is crucial. For this, Chairman mentioned that he contacted two donors for immediate capex requirements.

Mr.Seshasayee said that out of the 200 acres, 100 acres is already in possession and requested GC to authorise the Vice Chancellor to discuss with Sricity whether the 63 acres will be made available in two weeks' time or whether we should move forward to 100 acres. The members concurred that Mr.Lakshmi Narayanan should talk to Mr.Srini Raju on this and take it forward.

The Chairman requested Mr.Seshasayee to explain about the concept developed for the creation of the University using four pillars. Mr.Seshasayee explained in detail about the 4 pillars viz., *Adaptability* - the ability to learn to learn, and re-invent one's abilities multiple times over a lifetime, in the uncertain, diverse, complex and rapidly changing world; *Sense of purpose* – self-awareness and a clear vision for why we do what we do, *Societal impact* - consciousness of the impact of one's actions and decisions on society and, *Ethics and moral compass* - a solid ethical foundation built on an understanding of the "Human Condition", and moral compass which always points towards the true north.

Mr.Seshasayee also mentioned that we should show-case that we are different from other universities which will also help in fund raising. The Chairman said the fundraising committee will play a crucial role for the capex.

Presentation by Professor S.Sivakumar (Dean, Research) Research at Krea

Prof. Sivakumar made a presentation on Research at Krea. The following suggestions were made by the members.

Mr.Balaji Srinivasan mentioned that we should have senior level faculty members to attract a good set of students for the doctoral programmes. Process of monitoring the quality of work during the period of their programme is important.

The Vice Chancellor mentioned that the structure and the timelines are important for the programme. Prof.Sivakumar mentioned that the integrated PhD programmes takes 7/8 years.

Presentation by Professor Prithvi Shobhi Chandra (Associate Dean): Academic Developments

Prof.Prithvi made a presentation on the Academic Developments including the 4th year UG programme.

Mr.Sundaram enquired about the job market for this programme and the impact by the students to the world. Prof.Prithvi clarified that students get funding for the Ph.D programme from leading universities abroad and get good placements also.

On the question of why liberal arts, Mr.Seshasayee mentioned that it should be at least liberal arts and sciences which will develop a right and unique product, take the message to the audience and move from liberal arts to interwoven in a phased way.

Presentation by Professor Lakshmi Kumar (Dean of GSB): GSB: Challenges and Prospects

Prof.Lakhmi Kumar made a presentation on IFMR GSB – Challenges and Prospects.

Mr.Sundaram asked about whether we collect feedback from industry where our students are placed on a regular basis for which Prof.Lakshmi said it is happening. Members suggested that strong alumni network, regular faculty interaction with industry, consultancy projects for industries etc., will help getting good placements from a diverse pool of companies. Dr.Meenakshi suggested to recommend somebody to help in the documentation process for the NIRF ranking.

Presentation by Ms.Amanjit Kaur (Director of Student Affairs) Student Services and Support

Ms.Amanjit made a presentation on the Student Services and Support. Mr.Seshasayee suggested that the NGO Sneha could be contacted for any mental health related issues for the students. On the query of whether we have all student related policies in place, Amanjit clarified that all policies are in place.

Any other business

Mr. Seshasayee mentioned about the Brand Agreement entered into between Krea and IFMR during 2018-19 which needs to be scraped as we have received a legal opinion on the framework agreement and that the responsibilities of the research centres will go back to IFMR. The members agreed to scrap the brand agreement.

The Chairman mentioned to the members about Mr.Seshasayee wanting to step down from the Governing Council of Krea because of his various personal commitments. Chairman appreciated and thanked him for his significant contributions he made for Krea from the beginning. With the permission of the GC members, the chairman requested Mr.Seshasayee to be a permanent invitee to the Governing Council meetings and advisor to Krea. Mr.Seshasayee thanked everyone and particularly Mr.Vaghul for his continuous contributions to make Krea to attain its vision and mission.

Next GC meeting: Friday, 25 August 2023, 6:30 pm IST

The next meeting is fixed on Friday, 25 August 2023 at 6.30 pm IST.

Signed as a correct record.

Chairman
Date
Place

Minutes of the meeting of the Governing Council (GC) held on 25 August 2023, at 6:30 pm (in person and via Zoom)

Members Present:

Mr. N Vaghul, Chancellor
Professor Nirmala Rao, Vice Chancellor
Professor Raghuram Rajan
Ms. Anu Aga
Professor Raghu Sundaram
Dr Vishakha Desai
Dr. Esther Duflo
Mr. P.R. Venketrama Raja
Mr. D. Sundaram
Mr. Lakshmi Narayanan
Mr. S. Mahalingam
Mr. Srinivasa Raju
Ms. Kalpana Morparia
Mr. Kapil Viswanathan

The following members could not be present at the meeting and were given leave of absence.

Mr. Sajjan Jindal
Ms. Kiran Mazumdar Shaw
Mr. Anand Mahindra
Mr. Aditya Mittal
Mr. Rajiv Memani
Ms. Tara Thiagarajan
Mr. S. Ramadorai
Ms. Vidya Vencatesan

The following members participated in the meeting as special invitees from the Chancellor.

Dr. Meenakshi Gopinath
Mr. Ashwin Bajaj
Ms. Paula Mariwala
Dr Balaji Srinivasan
Ms. Roxana Daver
Mr Amitava Saha
Prof.Prithvi Datta Chandra Shobhi
Mr. S.Sundara Rajan

Agenda:

1. Confirmation of the minutes of the meeting of the Governing Council held on 30th June 2023

   The minutes of the meetings of the Governing Council held on 30th June 2023 were confirmed.

2. Approvals/Notings/Ratifications:

The GC members ratified the email circulation of resolution passed by majority members in relation to the nominations committee's recommendation to induct Ms. Kalpana Morparia, to be a member of the Governing Council of Krea.

The GC members noted there were no whistle blower incidents during the period.

3. Vice Chancellor's report

The Vice Chancellor reported that there were no special developments during the last quarter. The student enrolment for the academic year 2023-24 was completed. The intake of students for the undergraduate programme and for the graduate school of business exceeded the targets, while that for the integrated MBA programme fell short of the targeted figures. This could be attributed to the late marketing efforts. This could be remedied at the time of the next academic year.

4. Strategic Plan 2027

The Chancellor stated that the strategic plan prepared by the Vice Chancellor should be taken only as an initial draft for discussion. For deciding on the future direction of the University, it is necessary to have intensive discussions over several meetings before we could come to a final view. He then requested the VC to present the strategic plan.

The VC explained that goals 1 & 2 highlighted the pivotal role of learning and teaching in the context of an interwoven liberal arts education and set out how progress could be measured. She explained that each goal as set out in the plan involved approximately 12 key performance indicators, but that these indicators will ultimately be consolidated into a composite metric index, with no more than 10-12 metrics aimed at measuring the overall success of the objectives.

In the context of Goal 3, under institutional sustainability, she highlighted specific areas earmarked for growth and development, notably, improving student numbers, number of faculty, research outputs & campus space - residences, etc. The plan focussed on growth in the current programs such as computer science, biology, economics, and psychology, which demonstrated steady enrolment while populating the current majors that were not recruiting as expected. The plan also highlighted new programs, in the areas of computer science, law and public policy.

The challenge highlighted by the VC was changes to Higher Education policy by UGC and by state acts – which increases competitiveness and requires Krea to develop a competitive edge. Additionally, she highlighted the truncated faculty recruitment and faculty and student ratio. Other key challenges relate to the high tuition fees at Krea and its potential impact on student enrolment; the need for evaluating the feasibility of programs; and the need for a fallback plan if Krea fails to secure external funding for the University's development going forward.

The strategic plan was discussed, and the following comments were received.

Prof.Raghuram Rajan initiated the discussions by highlighting the significance of the relationship of Krea with the community. While there is a research agenda in place, we must proactively build and nurture this relationship to avoid any potential conflicts in the future. Beyond research, the integration of our institution within the community fabric is of paramount importance. It is imperative to assess whether there exists a burgeoning demand to introduce new academic programs, such as law schools, among others. Our flagship program

remains the undergraduate curriculum, and thus, any introduction of new programs must be evaluated in terms of the additional value they bring. He suggested that we should consider deferring new program initiatives until we have fortified the undergraduate foundation. We must carefully consider whether new programs will complement our mission or potentially divert resources and attention.

Dr. Vishakha stated that in all our endeavours, it is imperative to ascertain Krea's unique intellectual property (IP) and establish a distinctive positioning in the academic landscape. We must endeavour to cultivate a strong brand identity. Additionally, we should explore strategies to infuse contextual and ethical learning, differentiating Krea from other universities and reinforcing our uniqueness.

Mr. Balaji Srinivasan emphasised the importance of not doing too much while building a brand, such as introducing new programs, as it can exhaust our financial, leadership, and strategic resources. Even if new programs are successful, they may not help Krea create a niche to attract more students. This is because we need to ensure that the faculty in those schools offer distinctive learning to students and can contribute to the research agenda of the university. If Krea has to become a research hub, it needs to curate an environment of intellectual clustering, but only after the strategic purpose is clear.

Prof.Raghu Sundaram said that the university's reputation hinges on several factors, including its visibility, the impact of its faculty, its research strategy, and the quality of its academic programs. If our aim is to establish a brand around our business school, it is acceptable to have a flagship program to enhance our reputation. However, if our broader goal is to develop a comprehensive university with a liberal arts focus, there should not be any inherent contradiction in concurrently establishing distinct professional schools. The potential challenge lies in our ability to attract and retain a sufficient number of high-calibre students and faculty to sustain to meet the demand, as demand itself is not the primary concern. In addition to assessing costs, it is imperative that we develop outcome-based analyses and indices to track the post-college trajectories of our students.

He emphasized that a singular focus on undergraduate programs could potentially hinder our ability to invest in expansion opportunities. He suggested that initiatives like the School of Law and Data Science not only contribute to the diversification of our academic portfolio but also augment the value of existing programs while bolstering Krea's reputation. He further proposed concurrently developing other relevant programs which could play a role in stabilizing both undergraduate and postgraduate programs. This approach should be guided by a research-centric strategy, with the overarching goal of enhancing the institution's reputation in the years to come.

Prof.Raghuram Rajan intervened to say that he was not against exploring the introduction of new programs for the future, but his emphasis was that we should strengthen our undergraduate program before venturing into new opportunities.

Dr Esther Duflo stated that in the short term it is important to prioritize the enhancement of our undergraduate programs. A robust graduate program necessitates a strong research foundation. At present, Krea lacks FCRA (Foreign Contribution Regulation Act) accreditation, making it advisable to concentrate on achieving excellence in teaching during the coming years until substantial research funding can be secured.

Dr. Meenakshi also emphasised strengthening of undergraduate programs before venturing into new areas. She particularly stressed upon the need to advertise the programme amongst the student population, emphasising its USP. She emphasised that the actual essence of the undergraduate program has not resonated with the larger ecosystem as yet and said that there's a need for Krea to balance innovation, collaboration, harmony, and autonomy across all programs to ensure success.

Mr. Amitava stated that considering the student population, and student-teacher ratio, it would be wise to get a competitive set of data on staff student ratios from similar universities before developing new programs.

Mr. Ashwin stated that education and awareness of liberal education is a must. Building success stories is important. A dataset could help us decide the same and help us in building capacity and bandwidth accordingly.

Ms. Paula commented that the demand was growing for undergraduate programs but we should explore the demand before we introduce new programs. We should be able to demonstrate that there is a good future in higher education and jobs (educational qualities) so that students could be retained in the country and this would provide good grounds for collaboration with other universities.

Ms. Roxana suggested that there is a need to create metrics that focus on outcomes, that look at outcomes such as salary levels/ graduate schools to measure success in terms of the Krea model.

The Vice Chancellor stated that she agreed with the need to focus on the current undergraduate programmes and the development of distinct niche and brand. She further stated that the initial consideration for additional professional programs stemmed from the need to diversify and enrich both existing and emerging fields, with the objective of fostering growth. However, she concurred with the views expressed by Prof.Raghu Sundaram, that it is not merely a matter of meeting demand but, more importantly, a strategic curation of new programmes. In sum, it is evident that the prevailing sentiment among all members aligns with a cautious approach towards introducing new postgraduate programs and she said that the discussion served as a guiding compass for potential future directions.

Mr. Lakshmi Narayanan also summarised the suggestions from the discussion and said that there was a strong consensus with regard to focusing on and strengthening the undergraduate program before venturing into other areas such as law and public policy. He affirmed that it was essential to assess the performance of students in the market through the metrics developed. The focus should be on establishing a strong presence in the market and ascertaining the value we bring to the students i.e., quality of programs, quality of faculty, and research outcomes. He noted Professors Raghu Sundaram and Raghuram Rajan's additional points about the careful curation of programs; for example, mathematics in isolation presents challenges, but when combined with data science, physics, and artificial intelligence, becomes a coherent and meaningful discipline. He emphasized that the focus of the University should be to improve the quality of programs hereafter, as it is the cornerstone upon which reputation and brand are built. With that, he urged the VC to concentrate on revising the growth strategy in the short and longer term.

5. Report by Audit Committee and approval of audited accounts for FY 2022-23

The Vice Chancellor stated that the audited accounts for FY 2022-23 have been circulated to the members. She invited the Chairman of the Audit Committee, Mr. Sundaram to brief the council about the Audit Committee's meeting outcome. Mr. Sundaram stated that the Audit Committee discussed the accounts with the Statutory Auditors as also amongst themselves and indicated that the accounts are in conformity with the accounting standards as per ICAI and the auditors have not given any qualification. The Audit committee recommended that the governing council adopt the audited accounts as presented. Thereafter, the council passed the following resolution.

RESOLVED that the audited accounts for FY 2022-23 be and are hereby adopted.

6. Approval of the draft Krea Annual Report for FY 22-23:

The GC members approved the draft Krea Annual Report for FY 22-23.

7. Any other business

The Chancellor indicated to the GC that a few members of the Governing Council have expressed their desire to retire from the council due to their inability to participate fully in the meetings of the Council. Given their expertise and active involvement in the promotion of the University, the Chancellor suggested that we could form an Advisory Board to enable the members to continue their engagement with the University. These members could participate in the meetings of the Council as special invitees if they are in a position to do so. The Chancellor requested the VC to convene a meeting of the nomination committee to discuss this and make appropriate recommendations to the GC.

The Chancellor informed the GC that Mr. Srini Raju had indicated Sri City's proposal to donate additional land of approximately 80 acres abutting the present campus in exchange for the earlier allotment of 100 acres to the university. The Chancellor thanked Mr Srini Raju for his donation and proposed that a new campus be built on the additional area which would boost the image of the university, as well as Sri City. He further indicated that, while the earlier design proposed by the UK architect for the 200 acres may not be relevant to the proposed new extension, the concept outlined in the original design could be incorporated into the design of the new campus, as appropriate. The GC approved the Chancellor's proposal to accept the revised area in exchange for 100 acres allotted earlier.

The Chancellor proposed that a committee headed by Mr. Lakshmi Narayanan would go into the process of selecting an architect to design a new campus after going through due process. The GC agreed to this proposal.

8. Next GC meeting: Friday, 24 November 2023, 6:30 pm IST

The VC indicated that the next meeting of the GC will be held on 24 November 2023 at 6:30 p.m.

There being no other business, the chancellor declared the meeting closed.

Chairman

Minutes of the meeting of the Governing Council (GC) held on 24 November 2023, at 6:30 pm (in person and via Zoom)

Members Present:

Since the Chancellor Mr.Lakshmi Narayanan could not attend the meeting due to some health issues, the members requested Mr.D.Sundaram to Chair the meeting. Mr.Sundaram has kindly agreed and chaired the meeting.

Mr.D.Sundaram, Chair
Professor Nirmala Rao, Vice Chancellor
Professor Raghuram Rajan
Professor Raghu Sundaram
Ms. Vidya Vencatesan
Mr. S. Mahalingam
Mr. Srinivasa Raju
Ms. Kalpana Morparia
Mr. Kapil Viswanathan
Mr. Ashwin Bajaj

The following members could not be present at the meeting and were given leave of absence.

Mr. Lakshmi Narayanan
Dr Vishakha Desai
Dr. Esther Duflo
Mr. P.R. Venketrama Raja
Mr. Rajiv Memani
Ms. Tara Thiagarajan
Mr Amitava Saha

Mr. N Vaghul and Mr.R.Seshasayee participated as Advisors

The following members participated in the meeting as special invitees from the Chancellor.

Mr. S.Sundara Rajan
Mr.R.Ganesh

Agenda:

1. Confirmation of the minutes of the meeting of the Governing Council held on 25 August 2023

   The minutes of the meetings of the Governing Council held on 25 August 2023 were confirmed.

   Mr.Seshasayee mentioned that School of Public Policy would be the most appropriate programme and emphasized the importance of the University contributing towards building the leadership for this programme.

   The members requested the Vice Chancellor to come up with a note including the pros and cons considering the interwoven concept for starting the School of Public Policy.

2. Approvals/Notings/Ratifications:

The GC members ratified the following:

a. Email circulation of resolution passed by majority members in relation to the nomination committee's recommendation to the changes to the membership of the GC

b. Email circulation of resolution passed by majority members in relation to the nomination committee's recommendation to appoint Mr.Lakshmi Narayanan as Chancellor of Krea University with effect from 16 October 2023 for a period of four years.

The GC members noted the following:

a) Minutes of the Board of Management meeting held on 25 August 2023
b) Minutes of the Audit Committee meeting held on 22 August 2023
c) No Whistleblower incidents during the period.

The GC members approved the following:

The new members to the Academic Council in replacement of the members whose term ended – Profs.Prithvi Datta Shobhi, Anannya Dasgupta, Kalyan Chakrabarti, Shobha Das, Shivani Jadeja, Kumaravel Sivakumar, K.Ravichandran (CoE)

3. Vice Chancellor's report

Recruitment and admissions: 2024/25

The Vice chancellor briefed about the recruitment targets for the academic session 2024/25 which are set at 240 for GSB and 300 for SIAS, and two new programmes with a target of 100 students: (i) the integrated management programme (BBA), launched in 2023, with a target of 60 students and (ii) the new undergraduate programme in data science, to commence in July 2024, with a target of 40 students.

She added that for enhancing the recruitment for the 2024 academic session, and to secure a healthy pool of applications, the new measures adopted include greater online and social media presence; regular engagement with prospective students and parents via 'Krea Connect'; cultivating stronger partnerships with high schools across India; regular on-campus open house sessions for applicants and students yet to apply; active participation in career fairs; panel discussions; exclusive taster sessions by Krea faculty; and faculty visits to schools were carried on. The outreach team is also leveraging data analytics for targeted outreach to identify potential cities and schools and customize outreach efforts. In addition, there is a greater focus on recruitment of students from Andhra Pradesh.

The admissions portal was also opened for the MBA and the Integrated MBA/BBA programs during mid-October.

The second cohort of 133 students from the School of Interwoven Arts and Sciences graduated in July 2023.

The Vice chancellor also touched upon the placements for both SIAS and GSB Schools. For SIAS organisations such as Ernst & Young, TVS Capital, Karkinos, Essai Education, GradRight and NetZeroPro. offered placements and internships in diverse areas viz: Account/Program Managers, Business Analysts, Business Development Executives, Marketing trainees, Advertising trainees, Application Engineers and ESG Consultants to name a few. The highest CTC offered was INR 14.4 lakhs per annum, with the overall average at INR 7.5 Lakhs. Several students were also selected for prestigious fellowships, such as Teach for India (TFI) and Jijivisha Fellowship.

For the current academic session, the total number of students ready for final placements in the business school stands at 173, of which 85 have secured offers (22 received preplacement offers and 63 placed through campus engagement). Companies providing placements include Nomura, Standard Chartered, JPMC, Wells Fargo, Crisil, HSBC, KPMG, Société Générale, Deloitte, Morgan Stanley, Moodys, Natwest and Arcesium; the average CTC stands at Rs 13.63 lakhs. Of the 250 first year MBA students awaiting summer placements, 30 students have been successfully placed with an average stipend of Rs 65,000.

The Vice Chancellor requested the Governing council members to assist in connecting companies for placements at both SIAS and GSB placements. Ms.Kalpana offered her help and asked the placement team to send the names of the companies they are seeking connections with

She also briefed about the Learning and Teaching with introducing the new Data Science as a major for the launch in July 2024. Also a credit transfer policy is being developed to facilitate a semester in a partner university and/or for students interested in transferring to Krea from other universities. In this connection, the Vice Chancellor thanked Ms.Vidya Vencatesan for introducing some universities abroad.

Our research governance is made up of a Research Advisory Board, Doctoral College, Krea Research Committee, and discipline-specific advisory groups. The Doctoral College oversees the PhD program of both SIAS and GSB. Six PhD students have been recruited (2 in SIAS and 4 in GSB), with additional nineteen doctoral students at various stages of their research work.

Apart from the research grants and fellowships awarded by Krea, Governing Council members suggested that faculty members should be encouraged to secure external research projects and consultancy projects.

Ms.Vidya suggested that to motivate the faculty members, they should be encouraged to obtain matching grants for research/consultancy projects. The Vice Chancellor mentioned that in Krea we have a Research and Consultancy policy in place that allows faculty members to engage in consultancy for up to 52 days per year with a significant incentive for faculty members.

On placements, Mr.Seshasayee mentioned that Krea should maintain standards of excellence in all aspects to establish itself as a unique university. The chairman endorsed this viewpoint. The VC suggested that strategic reviews across all disciplines will help achieve excellence. The VC also mentioned the implementation of the 35% quota by AP Government has started with the MBA programme. Mr.Vaghul suggested that we can seek the help of Mr.Sajjan Jindal to resolve this with the AP government.

The Vice Chancellor provided an update on the creation of a robust research infrastructure aimed at attracting and retaining quality faculty and students. Donor funding to the tune of INR 2000 lakhs has been allocated for the provision of research lab facilities and equipment purchases, currently in its final stages of negotiations. By the end of this academic year, we anticipate the acquisition of the following equipment, a Raman Spectrometer; Nuclear Magnetic Resonance Spectrometer; Portable IR-Vis-UV spectrometer; Quantum optics laboratory for quantum metrology and information processing; Biochemistry lab facilities to study microbes, proteins, and health-assay; and Evolutionary Ecology Lab. The first four items constitute the core of the laboratory for advanced spectroscopy in education and research deemed necessary for faculty and students of physics, chemistry, environmental science, psychology, and biology. Additionally the university recently acquired a high-performance 160-code computing cluster, which is currently being used by faculty and students for research purposes.

She also provided an update on the new campus construction specifically regarding RH8 (Residence Hall 8). This five-storey building, designed to accommodate 296 students, commenced in July 2023 and is expected to be ready for occupation by July 2024. The construction of the exterior frame for three floors has just concluded, with the remaining two floors scheduled for completion by December 2023. All other interior and furnishing works will soon follow and accommodation will be ready, as planned.

5. Report by Audit Committee

Mr.Sundaram highlighted the key points discussed in the Audit committee meetings as below. (The minutes of the Audit committee is enclosed as annexure to the minutes of the GC meeting)

To develop a roadmap for Information Technology (IT) framework including its architecture and to implement a plan that incorporates aspects such as Cyber Security and IT General Controls across all the systems and tools in place.

The CIO of Krea be invited for a dedicated meeting with AC members to discuss the present status, actions required to put in place a sound system, the timeline for completion and the investment required.

The Income Statement for the seven months ended 31st Oct 23 was presented stating that there was a surplus from operations before depreciation of Rs.12.69 Cr and after depreciation the amount decreased to Rs. 10.76 Cr. Additionally, the expenses in the second half would likely be higher due to the campus being in operation for more working days

The spending on Research Costs was low till Oct 23 amounting to Rs. 138 lakhs compared to the full year budget of Rs. 534 Lakhs. It was noted that spending would increase in the remaining months until March 2024 as the entitlement to claim expenses according to the policy would expre at year end. The members emphasised that Krea must not reduce spending on academic verticals to ensure that there are no detrimental cost savings.

The depreciation in the books of Krea is low as a substantial amount of depreciation is accounted for in the books of IFMR relating to investments made on behalf of Krea. Consequently, the surplus after depreciation in Krea must reflect this arrangement. Additionally, as the age of assets on the campus increases, the cost of maintenance is expected to rise and the investment in replacing moveable assets would also tend to be higher.

To keep the professional charges on consultancy at a low level and build internal capabilities within the team members to handle such tasks.

Reviewed the Capex plans for FY 24 and it was noted there would be a shortfall of about Rs. 34 Cr to complete the planned Capex.

VC informed the members that we would be discussing with a few prospective investors to raise funds through outsourcing or leasing of hostel assets to fund the shortfall and facilitate future expansion.

The members noted the same.

Financial Performance for H1 FY 23-24 and projections for the year FY 23-24

The Audit committee reported on the financial performance and the members noted the same.

Leasing of Student Housing: A proposal

The proposal on the leasing of student housing which was circulated to the members was discussed and the following suggestions were made by the members:

Ms.Kalpana suggested getting proposals from HDFC and JP Morgan. Mr.Vaghul mentioned that we need to obtain quotations from different vendors for evaluation. Mr.Seshasayee suggested looking into higher rates of interest securitization. Mr.Kalpana requested the CFO to follow up with HDFC and provide details to her.

Mr.Sundaram suggested the committee members to evaluate the proposals and come back with recommendations to the GC. In this connection he requested the CFO to coordinate with the committee members.

Any other business

There being no other business, the chancellor declared the meeting closed.

Next GC meeting: Friday, 29 March 2024, 6:30 pm IST

The members noted the date and time for the next GC meeting.

Chairman

Minutes of the meeting of the Governing Council (GC) held on 29 March 2024, at 6:30 pm (in person and via Zoom)

Members Present:

Mr. Lakshmi Narayanan, Chancellor, Chair
Professor Nirmala Rao, Vice Chancellor
Professor Raghu Sundaram
Mr. D. Sundaram
Dr. Vidya Vencatesan
Mr. S. Mahalingam
Mr. Srinivasa Raju
Ms. Kalpana Morparia
Mr. Kapil Viswanathan
Mr. Ashwin Bajaj
Dr. Vishakha Desai
Dr. Esther Duflo

The following members could not attend the meeting and were given leave of absence.

Professor Raghuram Rajan
Mr. P.R. Venketrama Raja
Mr. Rajiv Memani
Ms. Tara Thiagarajan
Mr Amitava Saha

Mr. N Vaghul participated as an Advisor.

The following members participated in the meeting as invitees.

Mr. S. Sundara Rajan
Mr.R. Ganesh

Agenda:

1. Confirmation of the minutes of the meeting of the Governing Council held on 24 November 2023

   The minutes of the meetings of the Governing Council held on 24 November 2023 were confirmed.

2. Approvals/Notings/Ratifications:

   The GC members ratified the following:

   a. Email circulation of resolution to invest Rs. 5 Crores with Sundaram Home Finance Ltd.,
   b. Email circulation of resolution that Krea borrows and avail financial assistance by way of Letter of Credit facility not exceeding INR Rs. 20 Crores

The GC members noted the following:

a) Minutes of the Board of Management meetings held on 23 November 2023 and 22 February 2024
b) Minutes of the Academic Council meeting held on 23 November 2023
c) Minutes of the Audit Committee meeting held on 23 November 2023
d) No Whistleblower incidents

3. Vice Chancellor's report

Recruitment and admissions: 2024/25

The Vice-Chancellor briefed on the recruitment targets for the 2024/25 academic session, which are set at 240 for GSB, 320 for SIAS, and 60 for the integrated management programme (BBA), which was launched in 2023. The total intake for this year will be 620. For SIAS admissions, we have received 200 acceptances by the second round. For the BBA programme, we received 241 paid applications for 60 seats, and 46 applicants have accepted the offer.

At the request of Ms. Kalpana Morparia, the VC briefed the Council on the SIAS admission process. The first stage is the online application, followed by the Krea Aptitude Test. After reviewing the application and the student's performance in the Krea Aptitude Test, applicants will move to the next stage of the admissions process, which comprises the Krea Immersive Case Analysis and/or Personal Interaction. The case discussions involve a group of fellow candidates and panelists. Personal interactions will be held with students on a one-on-one basis, with the panel comprising faculty members. She highlighted that our turnaround time is 23 days.

Furthermore, the female-to-male ratio hasn't changed in the SIAS (65:35) and GSB (34:66) programs. In terms of placements, 20% of business school students have yet to be placed. The average CTC has also increased to 14 lakhs.

Concerning learning and teaching, the VC mentioned the strategic plan that focuses on three goals of Krea and several metrics to measure the interwoven curriculum. One of the metrics is redesigning the curriculum to ensure that students can choose electives from outside their discipline. Another metric is joint appointments between disciplines, with the first step being a joint appointment between SIAS and GSB.

Furthermore, she thanked Mr. Vaghul for introducing the ICICI Foundation, as Krea has now submitted a proposal worth 12 crores to set up a data science center. She added that two schools, the Institute of Mathematics and the School of Law, are set to be established by 2026-2027. She stated that the SIAS four-year undergraduate program will be mandatory starting this year and briefed the council about the scholarships available for students. The availability of student loans was also discussed.

The VC briefed the council on a new initiative to support students in engaging in activities in nearby villages and beach cleaning to create and nurture civic responsibilities. Furthermore, she outlined the sustainable development initiatives of Krea and Sri City with the help of Mr. Srini Raju.

The members requested the vice chancellor to recirculate the revised strategic plan to them which has been done.

The Vice Chancellor invited all the members to the Convocation on June 22, 2024, at the Music Academy in Chennai. She also explained the programme for the convocation to the members and the members noted the same.

4. Audit Committee Report

Mr. Mahalingam presented the audit committee report on the financials and budgets for 2024-25. He highlighted the following key points: Krea is self-sustainable as it generates a surplus. However, there is a shortfall in financial assistance, making it crucial to increase capex for the coming year. Regarding the control system, communication issues are being managed by the new CIO, SAPs are being enhanced, and a dashboard for the VC needs to be developed.

Mr. D. Sundaram added that we must ensure a robust budgetary control system that focuses on the type of surplus generated. He mentioned that the finance committee would convene to develop a long-term strategic plan and discuss possibilities for raising finances. Additionally, he met with two parties, GHS and Colive, proposing to monetize the surplus generated from students' living expenses.

Dr. Vishakha Desai pointed out that Krea needs to focus on fundraising and develop a plan swiftly, as it takes a long time to yield results.

The Chancellor mentioned that creating clear plans for fundraising every year and developing a clear fundraising strategy will be top priorities.

The audit committee recommended the budgets for 2024-25 for Governing Council approval.

5. Budgets 2024-25

The Vice Chancellor presented the budget and the members noted and approved the same.

6, Any other business

There being no other business, the chancellor declared the meeting closed.

7. Next GC meeting: Friday, 21 June 2024

The members noted the date and time for the next GC meeting. Mr. Vaghul suggested inviting senior faculty members to the next meeting to discuss specific academic topics. Dr. Vishakha proposed focusing on why a particular item is important for Krea as a discussion point.

8. Calendar for the meetings 2024-25:

The members noted the calendar for the meetings for 2024-25 as below:

1) Friday, 21 June 2024
2) Friday, 30 August 2024
3) Friday, 29 November 2024
4) Friday, 28 March 2025

Meeting of the Governing Council (GC) and Board of Management (BoM) of Krea University Friday 21 June 2024 – 10.00 a.m. IST

Present:

Mr. Lakshmi Narayanan, Chancellor, Chair
Professor Nirmala Rao, Vice Chancellor
Professor Raghu Sundaram
Mr. D. Sundaram
Dr. Vidya Vencatesan
Mr. Srinivasa Raju
Mr. Kapil Viswanathan
Mr. Ashwin Bajaj
Mr. Amitava Saha
Mr.P.R. Venkatarama Raja
Dr. Tara Thiagarajan
Ms. Paula Mariwala
Ms. Roxana Devar
Mr. Rajeev Mecheri
Prof.Lakshmi Kumar
Dr. Prithvi Chandra Dutta Shobi
Mr.S. Sundara Rajan
Mr.R. Ganesh

1. Apologies for absence

   Apologies for the absence were granted to Dr. Raghuram Rajan, Dr. Esther Duflo, Mr. S. Mahalingam, Dr. Vishakha Desai, Mr. Ashwin Bajai, Ms. Kalpana Morparia, Mr. Rajiv Memani, Dr. Bala Srinivasan, and Dr. Meenakshi Gopinath.

2. Remembering Shri Vaghul

   The members observed a minute of silence in tribute to Shri Vaghul. The Chancellor emphasized his remarkable contributions to the growth of IFMR and Krea, especially his deep passion for IFMR. Other members echoed these sentiments, recognizing Shri Vaghul's significant impact. The Vice-Chancellor and Dr. Vidya Vencatesan also shared their personal memories and the invaluable guidance they received from him.

   The following resolution was passed in recognition and appreciation of Mr. Vaghul for his outstanding contributions.

   Mr. Vaghul served as the inaugural Chancellor of Krea University from March 2018, exemplifying unwavering dedication and commitment. During this time, he made pivotal contributions to the institute's growth and success, showcasing exceptional leadership, vision, and expertise. His efforts and achievements have had a profound impact on the University, advancing its mission and elevating its reputation. The Governing Council of Krea University honors Mr. Vaghul for his dedication, outstanding service, and significant contributions to the University's development and success.

3. Confirmation of the minutes of the meeting of the Governing Council held on 29 March 2024.

   The minutes of the meeting of the Governing Council held on 29 March 2024 were confirmed.

4. Approvals/Notings/Ratifications:

   The members noted the minutes of the Board of Management meetings held on 26 March 2024, and the Audit Committee meeting held on 28 March 2024, and also noted that there were no whistle-blower incidents during the period.

5. Vice Chancellor's report (Oral presentation)

   The Vice-Chancellor updated the members on admissions, the AP government quota, senior faculty recruitment, and the implications of growth. Regarding SIAS admissions, the target was set at 320, with 395 acceptances to date, though a melt of 10% to 12% is anticipated. The Vice-Chancellor highlighted changes in the admission process, including the announcement of results within 25 days of application, a common aptitude test for all applicants, and a two-day workshop involving group discussions and personal interviews for those on the borderline. The data also revealed a shift in application trends, with the highest number of applications this year coming from southern states, unlike last year. However, the gender ratio and discipline preferences remained consistent with the previous year. Members discussed discipline preferences and emphasized the need to increase the number of students in the sciences.

   The Vice-Chancellor also noted that applicants were often reluctant to disclose their reasons for withdrawal. Among those who did share, the majority cited offers from foreign universities. Mr. Amitava Saha suggested conducting a survey by an independent body to understand the reasons behind both accepted and withdrawn offers. The discussion on preventing withdrawals led to suggestions such as hosting workshops with international academicians, building a core team of proficient full-time faculty, and offering theme-based courses. Mr. Rajiv emphasized that Krea should prioritize enhancing students' learning experience, fostering creativity and excellence, and cultivating an appreciation for various subjects to develop future leaders.

   The admissions data for the MBA and BBA programs was presented, showing an enrollment of 230 students against a target of 240 for the MBA and 101 students against a target of 60 for the BBA. The higher-than-expected BBA enrollment raised concerns about classroom space, as the new academic block won't be available until October. Additionally, the discussion highlighted a decline in placement offers for MBA students as another pressing issue.

   The Vice-Chancellor outlined the implications of the AP government's 35% quota across all programs, focusing on three key issues: financial impact, timing, and student caliber.

   Financials: The maximum fee charged for government quota seats is Rs.75,000; Timing: Krea's academic year begins in July, but students under the government quota typically arrive on campus by January, following AP government counseling; Student Caliber: The caliber of these students cannot be assessed using Krea's admission test, as they are admitted based on

the government entrance exam.

The academic performance of government quota students who joined the MBA program this year was also reviewed. To address these challenges, the university is focusing on targeted recruitment in Andhra Pradesh. Additionally, there was a discussion on the feasibility of Krea becoming a deemed university.

The projected Financial Assistance (FA) for the next four years was discussed, with members suggesting that instead of offering FA to 25% of the total student body, a fixed number of students—150 or 200 per academic year—should receive the aid. The discussion then shifted to the recruitment of senior faculty members. The Vice-Chancellor noted that the proportion of funds allocated to faculty salaries is higher than in other smaller institutions. Mr. Srinivasa Raju recommended exploring the IIIT model as a guide for managing salary packages. The Vice-Chancellor also highlighted the challenge of lacking a cadre of senior full-time faculty. In response, Mr. D. Sundaram suggested introducing retention bonuses and developing a compensation policy to reward faculty excellence.

The Vice-Chancellor concluded the report by discussing the implications and prospects of student growth. She noted that the anticipated aggressive growth in student numbers over the next four years will necessitate significant infrastructure expansions, including additional hostels, a dedicated student activity building, an auditorium, a library, academic buildings for the Schools of Law and Mathematical Sciences, as well as extensive land development and other infrastructure projects.

6. Fundraising update:

   The Chancellor reported that the fundraising committee determined an average annual expenditure of ₹100 crore is needed. Of this, ₹50 crore would be allocated for academic blocks, with the remaining funds directed towards hostels and financial assistance. A committee is actively exploring solutions for acquiring these funds, including monetizing existing assets and outsourcing certain operations.

7. Report on Student Housing:

   This topic was addressed during the Vice Chancellor's report and was covered at that time.

8. IFMR update

   Mr. Kapil Viswanathan provided an overview of IFMR, noting that the annual project income is Rs.140 crore and the Centres employ 387 staff members. IFMR comprises eight centers, with the Abdul Latif Jameel Poverty Action Lab (JPAL) being the largest, accounting for 50% of its operations. He elaborated on JPAL's collaboration with both central and state governments on policy, training, and research initiatives. At the central level, JPAL is partnering with the Ministry of Rural Development to establish a gender impact lab. At the state level, they are working with Tamil Nadu, Andhra Pradesh, Odisha, Punjab, and Meghalaya.

9. Any other business

Re-appointment of members of the GC:

The Chancellor apprised the members of the GC that in accordance with the provisions of the Andhra Pradesh Private Universities (Establishment & Regulation) Act, 2016, one-third of the members nominated to the GC are required to retire by rotation on an annual basis. In view of the same, he proposed the re-appointment of the following members to the GC:

Mr.Kapil Viswanathan
Prof.Raghuram Rajan
Mr.Srini Raju
Dr.Tara Thiagarajan
Dr.Vishakha Desai
Dr.Esther Duflo

The GC took note of it and recommended the same to the sponsoring body of the University.

The GC also approved Mr.Lakshmi Narayanan as Chair of the Nominations Committee in place of Mr.N.Vaghul.

10. Next GC meeting: Friday, 30 August 2024 online meeting at 6.30 p.m.

The members noted that the next GC meeting is on Friday, 30 August at 6.30 pm via online mode.

Presentations and Discussions of GSB, SIAS, and Research at Krea

The Graduate School of Business: Strategy and Strategic Planning by Prof Lakshmi Kumar, Dean, GSB

Prof. Lakshmi Kumar outlined GSB's five-year strategy, which focuses on four key objectives: ranking among the top 50 business schools in India, strengthening offerings in niche areas, enhancing student quality, attracting top faculty, and establishing centers of excellence. Members emphasized the importance of improving the ranking by adhering to the criteria set by the NIRF. A major area of focus for enhancing the ranking is the combined metric for Publications (PU). Prof. Lakshmi noted that GSB has revised its research incentive policy this year to align with NIRF parameters. Members also suggested setting milestones for these objectives and aiming for a ranking better than 30. Additionally, the Metric for the Number of Ph.D. Students Graduated (GPHD) was discussed as another important parameter.

The objective of focusing on niche areas was discussed, with members suggesting that GSB should first strengthen its foundational offerings before concentrating on niche areas. Prof. Lakshmi explained that GSB plans to systematically increase the CAT cutoff and emphasize profile-based admissions to enhance student quality. The importance of attracting top faculty and establishing

new centers was also highlighted. She mentioned that GSB intends to introduce new long-term programs, which are considered more valuable than short-term programs. The Chancellor emphasized the need to tailor these long-term programs to corporate needs and to introduce pre-announced programs on topics of interest. Mr. Sundaram recommended involving practitioners in management programs and encouraging faculty to write case studies to boost industry connectivity. He also suggested focusing on placements, strategy planning, and policy development to enhance quality across all parameters.

The Chancellor proposed forming a small advisory committee, comprising members from the governing council, board of management, and representatives from academic institutions and industry, to provide guidance on the B-School's long-term strategies.

Liberal Arts and Sciences at Krea, Dr Prithvi Chandra Shobhi, Dean SIAS

Dr. Prithvi updated the members on SIAS's new curriculum initiatives, priorities, outreach activities, and challenges. Starting from the 2024-25 academic year, SIAS will offer a comprehensive Four-Year UG Program (FYUP) featuring around 450 courses across 16 disciplines. He highlighted the introduction of advanced interdisciplinary tracks, which will include clusters of courses that complement students' majors and equip them with professional skills for the job market. Dr. Prithvi also emphasized the need to review the Core and Skills Courses offered over the past five years and to introduce Indian languages. Members suggested adding Tamil and Telugu to the list of Indian language courses. Mr. Sundaram proposed conducting a holistic assessment to evaluate the impact of Core and Skills Courses in the first year.

The new priority was discussed, with Mr. Srinivasa Raju emphasizing the importance of community engagement and outlining the steps Krea has taken in this area. Mr. Amitava Saha proposed introducing an Environment, Social, and Governance (ESG) course to link community engagement with Sri City and its surroundings. Prof. Prithvi contributed to the discussion by suggesting that groups of students research the industrial area, environmental landscape, and society near Sri City for their capstone projects, aiming to enhance social impact. He also highlighted other outreach activities, such as creating resources for high school students through SIAS student-led initiatives and organizing high school teacher training workshops. Mr. Srinivasa Raju offered to assist in contacting schools near Sri City for workshop organization, while Dr. Vidya suggested integrating the workshops with the Career Advancement Scheme (CAS) to improve teacher participation. Prof. Prithvi concluded the presentation by mentioning the summer and winter school programs initiated by Krea and the upcoming challenges for SIAS.

Research and Enterprise at Krea, by Prof Sivakumar, Dean of Research, Krea

Prof. Sivakumar presented an overview of the research activities for AY 23-24, including the next steps and challenges facing research at Krea. He updated members on the progress of the first phase of research labs, prompting Mr. Srinivasa Raju to suggest visiting the labs at Sri Sathya Sai Institute of Higher Learning in Anantapur, which are equipped with advanced lab equipment. The members also discussed the importance of increasing both the number and quality of publications.

Prof. Sivakumar concluded the presentation by highlighting the challenges faced by research and PhD students, particularly the job market for PhD scholars. Mr. Srinivasa Raju suggested engaging with industries and organizations that require high-end talent, encouraging PhD students to collaborate with these entities while conducting their research. Mr. Amitava contributed to the discussion by proposing a model of commercial output within the university that involves outsourcing talent.

Minutes of the Governing Council (GC) of Krea University held on Friday 30 August 2024 – 6.30 p.m. to 7.45 p.m. IST through online mode.

Present:

Mr. Lakshmi Narayanan, Chancellor
Professor Nirmala Rao, Vice Chancellor
Dr. Raghuram Rajan
Mr. S. Mahalingam
Mr. Kapil Viswanathan
Mr. C. Srinivasa Raju
Ms. Kalpana Morparia
Dr. Vidya Vencatesan
Dr. Tara Thiagarajan
Dr. Vishakha Desai
Mr. P.R. Venketrama Raja
Mr. Aswin Bajaj

Present by Invitation:

Mr.S. Sundara Rajan
Mr. Ganesh Ramamurthi

Apologies for absence

Apologies for the absence were granted to Prof. Raghu Sundaram, Mr. D Sundaram, Mr. Rajiv Memani, Dr. Esther Duflo and Mr. Amitava Saha.

Confirmation of the minutes of the meeting of the Governing Council held on June 21, 2024

The minutes of the meeting of the Governing Council held on June 21st, 2024 were confirmed.

Approvals/Notings/Ratifications:

To note

Minutes of the Board of Management meeting held on 30 May 2024

The members noted the minutes of the Board of Management meetings held on 30 May 2024

Whistleblower incidents, if any

Members noted that there were no whistle-blower incidents during the period.

Vice Chancellor's report (GC01/08/2024)

The Vice-Chancellor briefed the members on student recruitment, drawing attention to the shortfall in SIAS admissions. While the target for this year was set at 320 students, only 248 were enrolled. Two primary factors contributed to this shortfall: a national decline in the application pool for private universities, which dropped from 12,000 to 8,000, and a steady increase in Indian students pursuing undergraduate programs

abroad. The VC emphasized the need to strategically position the institution to attract students considering overseas education.

The Vice-Chancellor outlined the steps taken to boost student recruitment, highlighting two new initiatives: the Summer School Program and Master Classes. Additionally, outreach efforts have been revamped and will begin earlier than in previous years. A new Director, with experience from Ashoka and Jindal, has been appointed to lead outreach and admissions. Faculty members are actively involved in outreach activities, and campus visits are now scheduled twice a month.

The Vice-Chancellor stressed the importance of launching new programs, acknowledging the limitations of expanding existing ones. She cited the successful introduction of the BBA, (Integrated MBA), and Data Science programs as examples of impactful initiatives. Plans are underway to introduce new programs like International Management, Business and Finance, and Business and Economics, which are currently in high demand among Krea students. Comprehensive market research will be conducted to identify the most suitable programs to offer.

The Vice-Chancellor addressed the challenge posed by the 35% government-mandated quota for each program under the Andhra Pradesh Government. She informed the members about her visit to the AP Chief Minister's Office, where officials assured her that Krea would be exempt from this quota. However, in August, sixteen students reported for admission under the quota. Last year, eleven students joined under similar circumstances, but five dropped out. Of the remaining six, extensive remedial classes were required to help them catch up, and only one graduated.

She outlined three main challenges with admitting students under the Andhra Pradesh Government quota: first, the timing, as these students arrive at Krea after two trimesters have already passed; second, their academic preparedness, since they do not take the Krea Entrance Test to assess their potential; and third, the financial disparity, as they pay ₹97,500 towards tuition fees for two years of the MBA program, compared to the standard fee of ₹14.56 Lakhs paid by other students.

Joint appointments have been formalized across disciplines such as Biology and Data Science, History and Politics, and History and Economics. In line with Krea's mission to foster civic engagement, the university has launched a civic outreach program. As part of this initiative, our students teach arithmetic and science in schools around Sricity on weekends. The Vice-Chancellor recently visited some of these schools and met with the principals to explore how Krea could train and support 12th-standard students in preparing for the Krea Entrance Test. During her visit, she interacted with thirteen promising students about their academic interests, and then expressed a preference for engineering. This underscores the strong influence of Andhra Pradesh parents, who often encourage their children to pursue fields such as engineering, MBBS, or BBA.

The civic engagement program is making notable strides through several initiatives in collaboration with Mr. Srini Raju. He works closely with our faculty and students on various projects, particularly those aimed at advancing the Sustainable Development Goals (SDGs).

She concluded her report by highlighting the university's research efforts, noting a significant planned investment of approximately ₹23 crores in advanced equipment for Biology, Physics, and Chemistry, including a spectrometer and NMR machine. The Capex of these items will be funded by a donor through Capex donation. Furthermore, there are plans to collaborate with IIIT and other institutions that lack such facilities, offering them access to this equipment for a nominal fee.

Ms. Kalpana Morparia remarked that the challenge of insufficient applications for the SIAS program may go beyond the trend of students opting for foreign universities. She emphasized the need for a comprehensive analysis to demonstrate how these subjects can lead to lucrative career opportunities,

without which substantial success might remain out of reach. She also recommended that the new Director of Outreach and Admissions focus on developing strategies to engage more closely with schools and identify key media channels to effectively promote Krea's courses in a way that resonates with both parents and students. Additionally, she stressed the importance of addressing and resolving the 35% quota issue, as it could pose an ongoing challenge to the institution's growth plans. Finally, she inquired about the progress of establishing a Law School.

The Vice-Chancellor informed the members that the decision to postpone the development of a Law School had been made. This decision was influenced by consistent feedback and recent developments, including the intake of 600 new students at Shiv Nadar University's Law School this year. She also highlighted concerns about the legal job market's capacity to absorb new graduates.

Dr. Vishakha Desai emphasized the need for professional PR support to effectively promote Krea. She suggested that the focus should not only be on attracting students who might otherwise study abroad but also on conveying to parents how Krea's programs address the demands of the 21st century. She recommended a critical review of the language and materials used in marketing to ensure they clearly highlight Krea's unique value proposition.

The Chancellor emphasized the importance of leveraging social media more effectively to engage final-year school students. Additionally, he noted that it can also serve as a valuable tool for communicating with parents, who are increasingly involved in the decision-making process.

Mr. Raghuram Rajan highlighted several important aspects of student recruitment. First, he suggested that the trend of some students studying abroad should be viewed positively and leveraged as a recruitment tool. Second, he noted that many graduates may join family businesses, and it would be beneficial to collect and share information about their achievements and career paths, particularly from the first cohort. He emphasized that many students might pursue professional degrees in India or abroad and providing concrete data on their career trajectories can reassure parents about the value of the education offered at Krea. Lastly, while acknowledging that Krea has a niche program whose strengths will grow over time, he cautioned against solely populating the university with professional courses. Instead, he advocated for demonstrating the value of a liberal arts education in fostering diverse and successful career paths.

The Vice-Chancellor emphasized the need to reassess outreach efforts to more effectively engage potential students and their parents. She announced that in the upcoming meeting, she will present a comprehensive analysis of the three cohorts, including their career trajectories and current job placements.

Mr. Aswin Balaji concurred with Mr. Raghuram Rajan's points and proposed mapping out potential employment opportunities for each course and major, as well as for students pursuing higher studies. He noted that understanding where graduates achieve success or encounter challenges in the job market could guide adjustments to the programs. Additionally, he suggested that if certain majors seem less appealing from an employment perspective, students could be encouraged to consider minors or certificates to enhance their employability. For high-demand fields like computer science and data science, he emphasized the benefits of scaling up offerings.

Mr. Venketrama Raja addressed the low number of applicants for the mathematics program, suggesting that it is essential to showcase the program's unique qualities to differentiate it from other liberal arts offerings. He emphasized that the goal should be to position the mathematics course not merely as another option, but as one that students aspire to join, setting it apart from standard offerings at other institutions.

The Chairman announced two significant initiatives currently in progress: the establishment of a School of Life Sciences, which will offer a diverse range of programs in life sciences, and the creation of a School of

Mathematical and Computational Sciences, encompassing mathematics, computer science, physics, and related fields. These new schools are designed to align with students' interests and aspirations, supporting their academic and career goals.

Dr. Tara Thiagarajan emphasized the importance of increasing the visibility of liberal arts education and its benefits. She proposed leveraging high-profile events, such as press conferences and major education forums, to enhance awareness and recognition. By showcasing the value of liberal arts education on prominent platforms, the institution can stimulate interest and elevate its profile.

The Vice-Chancellor concluded the discussion by highlighting three unique partnerships with institutions, including Northeastern University, Boston University, and Arizona State University. These initiatives are part of a broader strategy for brand building, employing a multi-faceted approach to stimulate growth. She mentioned that she will provide a detailed report on these partnerships in the next meeting.

Presentation of the audited accounts for the year ended March 31st, 2024 by Statutory auditors.

Mr. Mahalingam, Chair of the Audit Committee, included this agenda item in his briefing to the GC Members.

Report by Audit Committee

Audit of Accounts for FY 2023-24

Mr. Mahalingam briefed the members of the Audit Committee [AC] meeting held on 28th Aug 2024 and the discussions with the statutory auditors. He informed the members that the Audit in-charge presented his observations in-person to the AC members. He reported that the financial highlights revealed Excess of Income over Expenditure of ₹17.72 crores for the year ended 31st Mar 2024 as per audited financials of KREA, a significant increase from the previous year's Excess of Income over Expenditure of [before write-off of extraordinary item of Rs. 11.53 Crores as of 31st March 2023] of ₹8.14 crores. This improvement was primarily attributed to a rise in student fee income, which reached approximately ₹105 crores due to an increase in enrollment. Specifically, student enrollment in the SIAS program grew from 511 to 629, while the MBA program saw an increase from 358 to 457. This growth in student numbers has contributed significantly to financial performance. Additionally, he noted that certain expenses related to academic and student hostel development were recorded as depreciation in IFMR's accounts, totaling about ₹8.5 crores.

He informed the shortfall to raise donation funds for financial assistance of about ₹4.21 crores against financial assistance of ₹11.23 crores provided to students for the academic year 2023-24. He also noted that while the MDP and EMBA programs generated an overall surplus, they recorded a net deficit, with the MDP program experiencing particularly significant financial strain.

Assets capitalized during the year 2023-24 totaled ₹21.5 crores.

The AC Member informed that the auditors have completed their Audit and have issued a clean, unmodified Audit report for the financial year ended 31st Mar 2024 with no major issues or observations.

Update on Report of PwC

Mr Mahalingam summarized the observations and take-aways from the report of the Internal auditors, PwC for year ended 31st March 2024. He explained that the auditors reviewed the controls and processes and identified several areas of improvement relating to compliance matters. These included ensuring thorough background verification checks of contract personnel deployed in the campus, billing by the laundry vendor,

and managing overtime for drivers and security staff.

Appointment of statutory auditors

The GC Members approved the re-appointment of Deloitte Haskins & Sells, Chartered Accountants, Chennai as the statutory auditors of KREA University for the financial year 2024-25 and that the audit fees will be approved by the Audit Committee members separately.

Funding matters

The Chairman inquired whether IFMR had a corpus available for the development of Krea University. In response, Mr. Mahalingam clarified that IFMR had been providing periodic funding and currently held about ₹8 crores. However, he noted that most of these funds had already been utilized, and additional contributions from IFMR were unlikely. He further acknowledged the potential for exploring collaborative opportunities to attract project donors but indicated that significant additional funds from IFMR's surpluses were not expected.

Mr. Kapil Viswanathan suggested that this issue could be further discussed at an upcoming IFMR board meeting. He noted that while the annual surpluses might be in the single-digit crores, there is a larger corpus of approximately ₹40 crores that requires a deployment plan. He indicated that this request could be considered at the appropriate time and emphasized the need for discussions with stakeholders to explore potential options.

To approve the draft Annual Report of Krea for 2023-24

The Annual Report of Krea for 2023-24 was approved by the members.

Any other business

The Chairman provided an update on the fundraising and student housing projects. He noted that fundraising momentum has increased, highlighting that he and Kapil recently met with the ICICI team, who expressed interest in establishing a School of Life Sciences at Krea. Additionally, the Chairman is in discussions with Mr. Sajjan Jindal and Mr. Uday Kotak. A joint meeting with these stakeholders is being planned to assess funding needs and their potential participation.

Next GC meeting: Friday, 29 November 2024 online meeting at 6.30 p.m. IST

The members noted that the next meeting will be held on 29 November at 6.30 pm IST through online mode.

The meeting ended with a vote of thanks to the Chair.

Minutes of Meeting of the Governing Council (GC), Krea University
Friday 29 November 2024, 6.30 p.m. to 7.45 p.m. IST

Present:
Mr. Lakshmi Narayanan, Chancellor
Professor Nirmala Rao, Vice Chancellor
Prof. Raghu Sundaram
Mr. S. Mahalingam
Mr. D. Sundaram
Mr. Kapil Viswanathan
Mr C.S. Venkatakrishnan
Mr Ravindra Sannareddy
Mr. P.R. Venketrama Raja
Mr. Aswin Bajaj

Present by Invitation:
Mr. S. Sundara Rajan
Mr. Ganesh Ramamurthi

1. Apologies for absence

Apologies for the absence were granted to the following members:

Prof. Raghuram Rajan
Mr. C. Srinivasa Raju
Ms. Kalpana Morparia
Dr. Vidya Vencatesan
Dr. Tara Thiagarajan
Dr. Vishakha Desai
Mr. Amitava Saha
Dr.Esther Duflo
Mr. Rajiv Memani

Welcome new members: Mr C.S. Venkatakrishnan, CEO, Barclays; Mr Ravindra Sannareddy, Managing Director, Sri City

The Chancellor warmly welcomed the new members, Mr. C.S. Venkata Krishnan, CFO of Barclays, and Mr. Ravindra Sannareddy, MD of SriCity, and briefed them on Krea's recent

activities. The other members joined in extending their welcome, with the Chancellor expressing anticipation for their valuable contributions to Krea's growth.

Confirmation of the minutes of the meeting of the Governing Council held on 30 August 2024

The minutes of the meeting of the Governing Council held on August 30th, 2024 were confirmed.

Approvals/Notings/Ratifications:

To note

Minutes of the Board of Management meeting held on 27 September 2024
The members noted the minutes of the Board of Management meetings held on 27th September 2024

Minutes of the Academic Council meeting held on 27 September 2024
The members noted the minutes of the Academic Council meeting held on 27 September 2024

Minutes of the Audit Committee meeting held on 28 August 2024
The members noted the minutes of the Audit Committee meeting held on 28 August 2024

Whistleblower incidents, if any
Members noted that there were no whistle-blower incidents during the period.

Vice Chancellor's Presentation

The Vice-Chancellor made a presentation on the update on the undergraduate admissions process, which commenced on October 5 and consists of five rounds, concluding on July 22 to accommodate late applicants. The admissions target is 380 students, necessitating approximately 3,800 applications. Although the current application numbers are below target, they reflect significant improvement compared to last year. Meanwhile, the integrated MBA program has exceeded its enrollment target, with applications tripling from the previous year, showcasing robust performance.

The Vice-Chancellor outlined key outreach strategies shaped with input from the Board of Management, focusing on engaging top schools, connecting with school counselors through tailored programs, and organizing regional meetings. New initiatives include establishing MoUs with feeder schools, expanding summer and winter schools, and enhancing digital marketing efforts. Traditional approaches, such as open houses, masterclasses, and Q&A sessions, remain integral to the plan and continue as scheduled.

The Vice-Chancellor addressed recent board member inquiries about Krea's fee structure and student outcomes, comparing them with peer institutions such as Ashoka, Flame, Plaksha, and OP Jindal. She highlighted that Krea's total fees are competitive, with Ashoka charging ₹11 lakhs, slightly higher than Krea's ₹10.5 lakhs, followed by Flame. Regarding living expenses, Krea ranks second only to OP Jindal, with annual food costs rising by 4-5%. While occasional media reports label Krea's fees as high, she emphasized that such claims are often based on incomplete information and are not a significant concern, as the comparisons affirm Krea's alignment with its peers.

The Vice-Chancellor provided an overview of post-graduation trajectories for liberal arts students in response to board members' queries. She highlighted that approximately one-third pursue postgraduate studies at renowned institutions, including Ivy League and Russell Group universities. Around 45% transition directly into the workforce, while others opt for gap years to travel or focus on personal growth. Among last year's 152 graduates, 68 secured employments across diverse sectors. These trends reflect the exploratory nature of a liberal arts education, which equips students for both advanced academic pursuits and professional careers.

The Vice-Chancellor provided an update on the MBA program, emphasizing its distinct admissions process compared to the undergraduate cycle, with only three rounds concluding earlier. She noted that the program consistently meets enrollment targets, which increased this year from 240 to 260. The selection process now focuses exclusively on CAT scores, discontinuing CMAT, to enhance student quality and placement outcomes, though this shift may pose a challenge to achieving targets. Additionally, she reported steady progress in internships and placements, with 110 of 254 final-year students already placed. The highest CTC stands at ₹20 lakhs, while the average CTC has risen significantly to ₹13 lakhs, up from ₹8 lakhs four years ago.

The Chancellor provided an update on Krea's infrastructure development and fundraising efforts. The campus expansion, spanning an additional 50 acres, includes academic buildings, student hostels, and faculty housing. Site development alone requires ₹22.5 crores, primarily funded by IFMR, while ICICI will contribute ₹50-60 crores towards academic infrastructure, bringing the total cost to an estimated ₹65-66 crores. Student housing and related facilities, projected at ₹200 crores, will be financed through bank loans and supplemented by donations. The final phase, comprising a sports complex and auditorium, is budgeted at ₹40 crores. Major donors, including Uday Kotak and ICICI, are supporting these initiatives. Additional fundraising efforts focus on soft infrastructure, such as faculty recruitment, research support, and student financial aid.

The Chancellor detailed plans for operational infrastructure, including laboratory facilities for various schools. The School of Sustainability and Life Sciences will receive lab funding from ICICI, while the School of Mathematics, Computational Sciences, and Computational Biology will prioritize computer infrastructure, utilizing a combination of on-campus and cloud-based

systems. For the physics, chemistry, and biology labs, equipment needs will be assessed and procured as necessary to meet academic and research requirements.

The Chancellor addressed the challenge of providing financial assistance to students, particularly in liberal arts and management programs, where fees are comparatively higher. He announced the formation of a dedicated fundraising committee comprising Paula Mariwala, Roxana, Raghu Sundaram, and himself. Significant progress has been made over the past two months, including the appointment of Shaurya Cheema as Director of Development, based in Delhi, to lead fundraising efforts. He added that both Kapil and he have been actively engaging with potential donors in Andhra Pradesh and Bangalore, where there is increasing interest in supporting Krea's initiatives.

The Vice-Chancellor shared updates on faculty recruitment and the doctoral program. The institution now has 149 faculty members, with recent hires across the business school and liberal arts. She emphasized a strategic focus on recruiting senior professors to lead and strengthen research teams. Additionally, the doctoral program, launched last year, has enrolled 20 students and welcomed 8 postdoctoral fellows, with further expansion anticipated as a new academic block, designed to accommodate 900 additional students, is set to open in December.

The Vice-Chancellor addressed a recent student protest concerning food quality and hygiene, sparked by reported cases of gastritis. The protest included demands for a change in caterers and greater student oversight. In response, a task force has been established, and inspections are being conducted by officials from the Government of India Health Department. Despite the initial unrest, the Vice-Chancellor expressed optimism about resolving the issue. The inauguration of the new academic block was postponed due to the threat by the students but is now scheduled to open in December, with a formal ceremony planned for early 2025

The Vice-Chancellor announced a fully funded scholarship program sponsored by the Chancellor for Krea students admitted to the University of Cambridge. The program covers tuition, travel, accommodation, and living expenses, enabling students to pursue higher education at one of the world's leading institutions. She emphasized that applicants must meet Cambridge's rigorous admission criteria, ensuring academic standards are upheld. The initiative aims to inspire more students to aspire to prestigious global universities and has been warmly received by the student community.

The Vice-Chancellor provided an update on the acquisition of 47 acres of land adjacent to the current campus, which will facilitate the first phase of development. This phase includes the construction of the School of Life Sciences, a dining hall, and a 10th hostel with a capacity for 500 students. She announced that construction is set to begin shortly, with the School of Life Sciences scheduled for completion by June 2026. While awaiting final documentation from the Andhra Pradesh Government, leveling work will commence with strong assurances of support from local authorities. She concluded by highlighting that the university received the Academic Inclusion

Award from the NDA Education Equality Index, recognizing its commitment to promoting inclusivity for minority groups.

Mr. Mahalingam inquired whether the admissions process for this year, given the shorter timeline between the application deadline of November 24 and the decision date of December 19, would still include all the usual components, such as the immersion experience. The Vice-Chancellor assured him that the admissions process remains unchanged despite the tighter timeline. She emphasized improvements made two years ago to balance academic rigor with inclusivity. All applicants will take the Krea Admission Test, with top scorers advancing directly to interviews, while others will participate in the Krea Immersion Program for further evaluation. This approach ensures a fair and thorough assessment of all applicants.

Mr. Venkatakrishnan inquired about the quality of the incoming student cohort, noting that the batch size was smaller compared to the previous year, and also sought an update on the status of the Andhra Pradesh government quota, which had been discussed in earlier meetings. The Vice-Chancellor emphasized that the quality of students in the Liberal Arts program remains high, although there are challenges in the Business School due to some students with lower scores, particularly in CMAT. To address this, CMAT has been removed as a criterion, and the focus will shift to CAT scores to improve quality. Regarding the Andhra Pradesh government quota, she mentioned ongoing discussions with the government, which granted an exemption for the Liberal Arts program. However, 22 quota students enrolled in the Business School, necessitating remedial classes. She remains optimistic that the issue will be resolved by the next academic year.

Mr. Ashwin Bajaj inquired about the impact of the decrease in applications from 12,000 to 8,000 and its implications for the university's admissions process. The Vice-Chancellor explained that the decline was largely due to more students seeking education abroad, with schools and tutorial centers increasingly preparing students for international admissions. This trend has made it challenging for institutions like Krea, Plaksha, and Ashoka to curb the exodus. However, the drop was partially reversed this year due to stricter entry regulations in Canada and Australia, prompting 17,000 students to seek places in India. She emphasized that to boost the share of domestic applications, efforts are focused on promoting the value of liberal arts education and addressing misconceptions about employability. This includes more effective engagement with parents, school principals, and students. She also highlighted the outreach efforts targeting 900 schools, with 400 schools already reached, and mentioned that faculty members are actively traveling to schools to promote liberal arts education and enhance engagement.

Financial MIS for the period ending September 2024

The CFO briefed that student fee income is slightly below budget by 2%, primarily due to a lower number of students in SIAS, though this was partially offset by an increase in enrollment in the MBA and BBA programs. Overall, the net reduction in student numbers is just 32.

Financial assistance and donations are expected to contribute significantly to the second half of the year. On the expense side, actual spending is in line with the first half of the annual budget, with faculty salaries showing minimal increases due to fewer hires. The excess income before depreciation stands at ₹12 crore, with a net excess of ₹10.32 crore after accounting for depreciation. The projected surplus for the year is ₹12.7 crore, with potential to exceed this figure, reaching around ₹24 crore, depending on donations.

So far, ₹3.62 crore has been raised, with an additional ₹1.64 crore expected, bringing the total to ₹5.26 crore. If the donation target is met, the excess income before depreciation could comfortably reach ₹20 crore. The budget had allocated ₹15 crore for financial assistance, but only ₹13.58 crore was actually offered, as some students who accepted offers later chose not to join Krea. Consequently, the donation income target was revised to ₹13 crore. The actual donation income will depend on funds raised, with projections set at approximately ₹13.5–14 crore to support the financial assistance provided.

Mr. Sundaram noted that the shortfall in financial assistance could be greater than the projected ₹1 crore, potentially reaching ₹8 to ₹9 crore. This would reduce the forecasted excess income over expenditure to around ₹6 crore. He also pointed out that the current cash surplus does not fully cover the depreciation of assets, which is still reflected in the IFMR books. This issue will need to be addressed when the assets are transferred in the future. He recommended refining estimates for financial assistance and expenses in future forecasts.

Mr. Venkatakrishnan asked where the Vice-Chancellor would prefer to allocate any extra funds if the institution's costs turn out to be lower than expected, resulting in higher revenue and excess expenditure. The Vice-Chancellor responded that any surplus funds would ideally be used to hire top talent for senior faculty positions, as attracting high-quality professors is a significant investment. She also noted that the institution has recently invested in laboratory equipment, ensuring sufficient infrastructure. The second priority for surplus funds would be to further enhance the student experience.

The Vice-Chancellor highlighted concerns about financial assistance (FA), noting that 25% of students currently receive FA, and the demand is expected to increase as student numbers grow. To manage this, Krea plans to shift from a percentage-based approach to offering a fixed number of scholarships each year. The Vice-Chancellor, along with Mr. Sundaram, is also exploring loan options with Credila Financial Services, a company specializing in education loans, to help address financial challenges.

Update: Fundraising

This item was covered by the Chancellor earlier during the Vice Chancellor's Presentation.

Update: Student Housing Proposal

Mr. Mahalingam briefed that the discussion on funding for student housing centered on two options: taking a loan or monetizing current hostel assets. Due to complexities such as tax implications and assets being recorded in IFMR's books, the decision was made to pursue the loan option. At this stage, a loan of ₹160 crore is needed, with an additional ₹100 crore to be raised, bringing the total required capital expenditure for housing to around ₹430 crore until 2028.

The university is projected to generate a surplus of ₹21 crore this year and ₹84 crore by 2028, which will help service the loan. However, the additional ₹100 crore poses a risk unless secured through donations or external funding. The focus should be on managing the ₹160 crore loan effectively without exceeding this amount.

Mr. Sundaram highlighted that Mr. Ravi from the IFMR team is assisting in securing the loan. Two term sheets are expected from ICICI Bank and Kotak Mahindra Bank, and once received, they will be reviewed to ensure the amount and terms are suitable. The surplus from the living expenses account will be used to support the cash flow for servicing the loan. Further steps will be taken once the terms are reviewed and agreed upon. Mr. Ravi Sanna Reddy mentioned that he would share information about a bank that approached IIIT with an interest rate of 5.5%.

Any other business

There being no other business, the meeting ended with a vote of thanks to the Chair.

Next GC meeting: Friday, 28 March 2025, online meeting at 6.30 p.m. IST

The members noted that the next meeting will be held on 28 March at 6.30 pm IST through online mode.

Lakshmya

Minutes of Meeting of the Governing Council (GC), Krea University
Friday 28 March 2025, 6.30 p.m. to 7.45 p.m. IST

Present:

Mr. Lakshmi Narayanan, Chancellor
Professor Nirmala Rao, Vice Chancellor
Prof. Raghu Sundaram
Mr. S. Mahalingam
Prof. Raghuram Rajan
Mr. Kapil Viswanathan
Mr C.S. Venkatakrishnan
Mr Ravindra Sannareddy
Mr. Ashwin Bajaj
Mr. C. Srinivasa Raju
Dr. Tara Thiagarajan
Mr. Amitava Saha

Present by Invitation:

Mr. S. Sundara Rajan
Mr. Ravish Kumar Arora

Apologies for absence:

Ms. Kalpana Morparia
Mr. P.R. Venketrama Raja
Dr. Vidya Vencatesan
Dr. Vishakha Desai
Dr. Esther Duflo
Mr. Rajiv Memani
Mr. D. Sundaram

Confirmation of the minutes of the meeting of the Governing Council held on 29 November 2024

The minutes of the meeting of the Governing Council held on 29 November 2024 were confirmed.

Approvals/Notings/Ratifications:

To note

a) Minutes of the Board of Management meeting held on 29 November 2024 and January 2025

The minutes of the meetings of the Board of Management meeting held on 29 November 2024 and January 2025 were noted.

b) Whistleblower incidents, if any

The GC members noted that there were no whistleblower incidents.

Vice Chancellor's Report:

The Vice-Chancellor (VC) discussed the admission targets for the 2025–2026 academic year, noting that the goals for the GSB and Integrated programs remained unchanged at 240 and 60, respectively. However, the target for the SIAS program had increased from 320 to 380. As for the second round of acceptances, the VC noted a shortfall of 200 students but expressed cautious optimism, anticipating a boost in applications during the third and fourth rounds due to the earlier CBSE board exams.

The Vice-Chancellor (VC) highlighted the introduction of school partnership programs and summer schools as initiatives aimed at attracting higher-quality applicants. She also acknowledged the ongoing challenges in recruiting for liberal arts programs, particularly given the strong competition from institutions like Ashoka, which offer substantial scholarships despite higher fees. Despite proactive outreach efforts, the VC emphasized that broader concerns around the affordability and employability of liberal arts education continue to pose significant hurdles.

The Vice-Chancellor (VC) noted that many parents continue to favor mainstream science programs offered by traditional universities, making it challenging for liberal arts programs to compete. She also pointed to recent changes by the UGC, which now allow students to move directly into PhD programs, thereby raising questions about the relevance and value of master's degrees. The VC stressed the importance of adapting to these evolving dynamics within the higher education landscape.

The Vice-Chancellor raised important questions about the university's future direction, particularly concerning its size and structural model. One area of focus, she noted, was the potential implementation of a differential fee structure. Currently, Krea's fees—including living expenses—stand at approximately 10.15 lakhs, which is lower than Ashoka's 13 lakhs, prompting a reconsideration of pricing strategy in light of market positioning and perceived value.

The Vice-Chancellor also addressed enrollment challenges, particularly the difficulty of achieving critical mass in certain majors. Four disciplines—Economics, Psychology, Computer Science, and Biological Sciences—consistently attract high student interest and are often oversubscribed. In contrast, the remaining ten majors struggle with low enrollment, often in single digits. The VC noted that such small majors are administratively inefficient, financially unsustainable, and result in a suboptimal student experience. While the university's curriculum design—featuring a high number of electives—encourages students to explore courses across disciplines and supports a more flexible registration experience, this has not reversed declining enrollments in specific areas. For instance, the Mathematics major currently has only 10 students despite a dedicated faculty of nine.

The Vice-Chancellor highlighted ongoing recruitment challenges faced by the university. Despite a strong performance in 2022–2023, the current year fell short, with only 276 students enrolled against a target of 320—resulting in an estimated financial shortfall of approximately Rs.5 crore. Looking ahead, the VC expressed concern about achieving next year's ambitious target of 380 students, a 50% increase. This concern echoed Mr. Kapil's repeated observations about the need to strengthen recruitment efforts. The VC also indicated her openness to address any questions regarding the outreach strategies being implemented to meet these targets.

Prof.Raghuram Rajan raised three key concerns during the meeting. First, he underscored the importance of strong placement outcomes and recommended benchmarking against institutions like Ashoka to enhance the university's appeal to parents. Second, he questioned whether the term "liberal arts" is widely understood or potentially misinterpreted in the Indian context, suggesting a reconsideration of how the university communicates its academic offerings. Finally, he addressed the possible effects of U.S. visa

restrictions on student decision-making and proposed hiring more flexible or temporary faculty until student intake numbers stabilize.

The Vice-Chancellor addressed questions concerning student placements and the broader value proposition of a liberal arts education. She noted that, similar to Ashoka, fewer than one-third of undergraduate students at the university opt for immediate employment, with the majority choosing to pursue postgraduate studies—often at international institutions.

While acknowledging concerns about high tuition fees, she noted that a significant proportion of students come from affluent families capable of financing expensive overseas education. She cited initiatives such as the partnership with Macquarie University as evidence of sustained interest in high-cost international programs.

In response to Dr. Tara Thiagarajan's question about the return on investment for families taking education loans, the Vice-Chancellor acknowledged the challenge of positioning the university against lower-cost institutions with substantial endowments, such as Shiv Nadar University. She also addressed concerns about the limited resonance of the term "liberal arts" in the Indian context. While advocating for its continued use in the near term, she emphasized the importance of expanding academic offerings to include high-demand fields like quantitative finance and sports management—striking a balance between market relevance and the core values of a liberal arts education.

The Vice-Chancellor observed a shift in student interest from the U.S. to the U.K., driven by uncertainties, although challenges such as high costs and limited post-study visa options remain. She emphasized the importance of maintaining a robust core of full-time faculty in key disciplines like mathematics, while strategically employing visiting faculty to control costs and ensure flexibility.

Mr. C.S. Venkatakrishnan raised questions about the quality of incoming students, suggested renaming the Mathematics major to boost its appeal, and proposed the development of an undergraduate internship program to help differentiate the university. The Vice-Chancellor responded positively regarding student quality, acknowledging the under-recruitment but highlighting that this year's incoming cohort is highly talented and reflects an upward trend. She expressed confidence that the university can compete effectively with top institutions in London, citing encouraging feedback from faculty.

In response to the suggestion to rename the Mathematics department, she acknowledged the idea but explained that the university is exploring the creation of distinct departments to provide clearer administrative identities while preserving interdisciplinary flexibility. She noted that combining Mathematics and Computational Science into a single department is a possibility, but emphasized the need for careful balance to avoid diluting the uniqueness of each discipline. Regarding internships, she confirmed that while opportunities currently exist, there is significant scope for improvement. The university is actively working to centralize placement efforts across both SIAS and GSB to enhance outreach and operational efficiency.

The Vice-Chancellor provided an update on the Life Sciences and Sustainability initiatives, slated to commence in July 2026, pending construction progress. She outlined plans to launch three initial centers focused on food security, computational biology, and tropical climate resilience, with additional centers planned for the future.

The Vice-Chancellor emphasized the substantial costs involved in establishing the centers, highlighting the need for significant funding and revenue generation through postgraduate programs, including master's and PhD degrees. She noted that robust fundraising efforts would be essential to cover ongoing operational expenses.

Regarding the upcoming commencement on June 14th, she announced a change in the keynote speaker—from Mr. Shashi Tharoor to bioinformatics scientist Professor Ram Ramaswamy. Additionally, honorary doctorates will be conferred upon author Dr. Gitanjali Shree and Professor Vivek Borkar.

The Vice-Chancellor also highlighted the difficulties in comparing financial data across Indian universities, citing a lack of collaboration and limited data sharing among institutions.

Dr. Tara Thiagarajan expressed concerns about expanding the student pool and addressing parents' financial constraints, emphasizing the need for clearer financial support pathways to attract a more diverse range of students.

The VC highlighted the importance of raising financial assistance funds to provide scholarships, noting that the current financial assistance raised is limited, with only one crore raised so far. She discussed potential approaches to address the financial constraints of students, including raising funds for interest-free loan programs and exploring the possibility of offering differential fees for different courses.

Dr. Tara Thiagarajan proposed considering interest-free loan programs to support students, highlighting that such schemes would be more cost-effective for donors. The Vice-Chancellor mentioned ongoing discussions with a company that provides loans for postgraduate studies, with potential to extend interest-free loans through the institution but also cautioned about the administrative complexities involved in managing these loans. Mr. Amitava Saha suggested exploring partial loan options and identifying additional funding sources. The group also acknowledged the challenge of justifying high fees for liberal arts and science programs, given their relatively lower salary prospects compared to more lucrative fields like business. The discussion concluded with plans to further explore loan options and assess various strategies to provide financial support to students.

Financial Statement: 1 April 2024 – 31 March 2025 and Budgets: 2025-26

The Vice-Chancellor provided an overview of the financial performance for the 2024–2025 year, noting a loss of approximately Rs.5 crore due to under-recruitment and a shortfall in donations — Rs.8 crore against a budgeted Rs.15 crore. Despite this, the institution maintained tight control over expenses, achieving savings through efficiencies in staff salaries and administrative costs. Significant savings came from deferred faculty recruitment, amounting to around Rs.7 crore, as well as improved campus administration. Additionally, outreach and communication expenditures were underspent due to team restructuring, a key issue highlighted by Mr. Kapil.

The Vice-Chancellor highlighted the restructuring of the outreach team, which involved reducing excess staff and streamlining the remaining members into a smaller, high-performing unit. A new director was appointed to lead the team. This reorganization helped reduce costs, particularly by cutting travel expenses and eliminating inefficient outreach activities. Moving forward, the focus will shift towards investing in personnel rather than events and travel. She emphasized that Krea remains committed to prioritizing outreach as a key area for investment in the coming year.

The institution reported a surplus of Rs.25 crores for the year, surpassing the target of Rs. 15 Cr. However, financial aid provided to students drew down on this surplus, posing a potential recurring challenge unless additional scholarship funding is secured.

For the 2025–2026 budget, the institution aims for a robust surplus of Rs.33 crores, based on three key assumptions: achieving full student recruitment capacity in both the liberal arts and sciences (SIAS) and the business school; hiring sufficient faculty to meet staffing needs; and raising Rs.15 crores for financial

assistance. SIAS student intake is projected to increase sharply from 246 to 380—a 50% growth—accompanied by higher faculty, staff, and academic support costs aligned with the expanded enrollment.

The CFO mentioned that although the current cash balance is adequate to meet projections, a term loan might be required from December 2025 to finance capital expenditure (Capex) needs.

Regarding capital expenditure, the Vice-Chancellor highlighted three major projects: Residential Hall 9 (RH9), the new academic block, and the JSW lab. The total cost of RH9 is Rs.47 crores, with significant donations already received; however, Rs.15 crores still need to be raised in the coming year. The overall Capex requirement for the upcoming year is approximately Rs.89 crores, covering ongoing projects as well as new initiatives such as faculty housing and land development. Laboratory equipment costs for the School of Life Sciences, estimated at an additional Rs.20–25 crores, are not included in this figure, bringing the total anticipated Capex to around Rs.120 crores.

Mr. Mahalingam presented the Audit Committee's report reviewing the 2024–2025 performance. He emphasized that cost control was pivotal in achieving a surplus of nearly Rs.25 crores, despite disappointing income figures, especially in financial assistance. While next year's budget sets higher targets for financial aid, there remains some uncertainty about meeting these goals.

He highlighted that overall, the cost control measures have been effective, but there remains a continuous need to generate additional funds. The Committee noted that ongoing capital expenditure currently stands at approximately Rs.105 crores, with projections estimating it will be around ₹89 crores for the next year.

He added that the internal audit report from PwC identified eight high-risk and seven medium-risk issues, some of which pertained to compliance—particularly in areas such as contract labor and housekeeping. A significant concern highlighted was the extended working hours of housekeeping staff, posing potential compliance risks. Additionally, challenges related to food waste management were discussed, with the team tasked to address these through improved scenario planning.

Mr. Srini Raju expressed concern that the projected cost of Rs.32 crores for new land and infrastructure development appeared excessive. The Vice Chancellor assured that the project team would provide further clarification. Mr. Srini Raju offered to assist by reviewing the plans and suggesting alternative contractors. Both he and the Chancellor agreed that no funds should be disbursed until the costs have been thoroughly evaluated.

Regarding fundraising efforts, the Chancellor noted that while the Vice-Chancellor remains confident that funds will eventually materialize, active participation from all stakeholders is essential. The Fundraising Committee has been engaging early donors more proactively to secure support. However, progress has been slow, as some major donors remain cautious, awaiting stronger institutional reputation and financial stability. Meanwhile, efforts to increase financial assistance for students are being pursued more aggressively, with the team optimistic about future success.

The GC approved the budget for 2025-26.

The next meeting is scheduled for June 13th, coinciding with the university's Convocation on June 14th. Members are encouraged to attend both events in person, providing an opportunity to engage with graduating students.

Any other business

There being no other business, the meeting ended with a vote of thanks to the Chair.

Next GC meeting: Friday, 13 June 2025 at Chennai Office

The members noted that the next meeting will be held on 13 June 2025 at 11.00 a.m. in person at the Chennai TTK Road Office.

GC meetings for 2025-26

The members noted the meetings for 2025-26 as below:

a) Friday, 13 June 2025 b) Friday, 26 September 2025
c) Friday, 19 December 2025 d) Friday, 27 March 2026



Minutes of Meeting of the Governing Council (GC) and Boad of Management (BoM), Krea University Friday, 13 June 2025, 11.00 a.m. to 1.00 p.m. IST

Present:
GC Members:
Mr. Lakshmi Narayanan, Chancellor
Mr. S. Mahalingam
Mr. Kapil Viswanathan
Mr Ravindra Sannareddy
Mr. Ashwin Bajaj
Mr. C. Srinivasa Raju
Dr. Tara Thiagarajan
Mr. D. Sundaram
Mr. P.R. Venketrama Raja
Mr.Amitava Saha

BoM Members:
Ms. Paula Mariwala
Ms. Roxana Daver
Mr. Rajeev Mecheri
Dr. Balaji Srinivasan
Dr. Meenakshi Gopinath
Dr Prithvi Datta Chandra Shobhi
Mr. S. Sundara Rajan

1. Apologies for absence

Professor Nirmala Rao
Prof. Raghu Sundaram
Prof. Raghuram Rajan
Mr C.S. Venkatakrishnan
Ms. Kalpana Morparia
Dr. Vidya Vencatesan
Dr. Vishakha Desai
Dr. Esther Duflo
Mr. Rajiv Memani
Prof. Lakshmi Kumar

Confirmation of the minutes of the meeting of the Governing Council held on 28 March 2025

The members confirmed the minutes of the meeting of the Governing Council held on 28 March 2025

Gender Studies, Digital Humanities, and Sustainability are also being actively pursued to enrich existing majors and broaden the scope of student learning.

He emphasized that outreach efforts have gained momentum, with faculty actively participating in events across major cities such as Delhi and Bangalore. These engagements have led to a marked improvement in the quality and depth of conversations with prospective students and their parents, indicating increased awareness and appreciation of Krea's distinctive value proposition.

A key upcoming initiative is the establishment of the Krea Institute of Global Affairs, which will be led by Prof. Sumantra Bose. The Institute will introduce new academic pathways, including majors in Politics and International Relations, and History and International Relations. These programs are expected to enhance the University's standing as a premier destination for undergraduate education in international affairs. Dr. Prithvi also mentioned that plans for Prof. Bose to produce a public-facing video articulating Krea's vision for international studies and the supporting academic infrastructure currently under development.

Dr. Prithvi also reported a highly productive summer, highlighted by the successful execution of multiple academic programs. Two rounds of summer school were scheduled, with the first already completed, drawing participants from across the country. The University also hosted a range of specialized workshops, including a gifted mathematics program in collaboration with the Raising a Mathematician Foundation, a research methodology workshop in psychology, and a month-long mathematics research methodology program conducted in partnership with IIT Bombay. These initiatives reflect the University's commitment to optimizing campus utilization during the summer months and fostering a vibrant research culture.

He mentioned that Krea has received Academic Council approval to formally launch a summer session, which will include Advanced Placement (AP) courses for high school students in subjects such as Calculus, Economics, History, and Writing. These programs are expected to generate revenue while also serving as a strategic pipeline for future undergraduate admissions.

Finally, he highlighted a pioneering partnership initiative involving 15 high schools across India. These collaborations will encompass masterclasses, curriculum development workshops, summer programs, and internship opportunities for both students and school staff. Dr. Prithvi underscored that these sustained and strategic efforts demonstrate Krea's long-term commitment to strengthening academic excellence, deepening public engagement, and enhancing institutional reputation.

Dr. Meenakshi Gopinath raised two questions. First, she asked whether high school students participating in Krea's summer programs would be eligible for credit transfer should they later enroll at the University. Second, she inquired about potential strategies to attract students from South Asian countries such as Nepal, Sri Lanka, Malaysia, and Mauritius, observing that Krea currently lacks visibility in these regions.

Dr. Prithvi responded to Prof. Meenakshi Gopinath's questions by noting that Krea University has enrolled students from neighboring countries such as Nepal and Bangladesh. However, he acknowledged that financial aid remains a significant challenge in attracting a larger number of international students. He added that while the University has been actively engaging in outreach across South Asia and the Middle East, the growing reliance on expensive intermediaries in many regions has led Krea to prioritize direct partnerships with schools.

Regarding the summer programs, he clarified that while the current one-week summer school does not offer credit transfer, the forthcoming Advanced Placement (AP) courses will be credit-bearing, with the possibility of credit transfer either at Krea or at international universities.

In response to a query about Krea University's outreach team and its capabilities, Dr. Prithvi explained that schools typically offer two forms of engagement: education fairs, where multiple universities set up stalls, and dedicated time slots for in-depth presentations. Krea often leverages the latter by sending faculty members to conduct these sessions, thereby creating a more meaningful and lasting impression. He acknowledged that while the outreach team is active and competent, efforts are ongoing to build more structured and data-driven systems. One key objective is to collect better advanced information from schools such as anticipated student turnout to enable more targeted and effective communication.

To address these challenges, Krea has introduced a school partnership model that enables more targeted and informed outreach by allowing a deeper understanding of school demographics and tailored engagement strategies. The admissions and outreach team, led by a director, manages the logistical and administrative aspects of this effort. Over time, Krea aims to strengthen this professional team and gradually reduce its reliance on faculty for outreach activities.

Krea Institute of Global Affairs and Anchoring KREA in its Southern Indian Hinterland and its Neighboring World-region: A proposal by the International Institute for Asian Studies (IIAS), Leiden University, The Netherlands

Dr. Prithvi shared an overview of Krea's evolving approach to research in the social sciences and humanities, particularly in the context of two upcoming schools. Instead of following a traditional top-down model with predefined research centres, the university is adopting a more flexible and cost-effective strategy by nurturing independent research initiatives. He highlighted the recent history initiative and mentioned two forthcoming projects: the Krea Institute of Global Affairs and a collaborative effort with the International Institute for Asian Studies (IIAS) and the School of Oriental and African Studies (SOAS).

He mentioned that the Krea Institute of Global Affairs, currently being conceptualized with the involvement of Prof. Sumantra Bose, is envisioned to focus on five key thematic areas: geopolitics, democracy, peace and security, economy, and development. The

proposed structure includes an advisory board, faculty associates, postdoctoral researchers, and student associates, all actively engaged in research. The group acknowledged the strong academic potential of the proposed Institute under Prof. Bose's leadership, but also recognized the associated reputational and political sensitivities. It was recommended that the proposal be reviewed holistically, with particular attention to how both the Institute and Prof. Bose are positioned publicly.

The Chancellor recommended establishing a strong Advisory Board comprising five respected global figures and five local experts to enhance the initiative's credibility and provide a balanced perspective. The view was that the endorsement of prominent and widely respected individuals could help mitigate potential backlash. The members agreed that further due diligence is essential particularly with regard to reputational risks, advisor engagement, and public communication before proceeding with the initiative.

Dr. Prithvi stated that the proposed collaboration with the International Institute for Asian Studies (IIAS) and the School of Oriental and African Studies (SOAS) is still at a nascent stage. The initiative aims to strengthen international academic collaboration, particularly in thematic research areas, and envisions hosting international fellows at Krea, supported by external funding. The Vice Chancellor's recent visit to Amsterdam and engagement with key institutions signals both synergy and mutual interest. This initiative is seen as a natural progression of the research partnerships Krea has been cultivating over the past six months.

The members agreed that the initiative could proceed as planned, pending further clarity on its financial and operational aspects. It was emphasized that proposals of this nature should include a clear outline of Krea's investment commitment over a three-year period, along with any potential revenue streams to support the initiative. With regard to the Institute of Global Affairs, Dr. Prithvi mentioned that operational costs are expected to remain modest, primarily covering seminar series and related events, with an estimated annual expenditure of Rs.40–50 lakhs. The initiative does not require significant new hiring; existing faculty can support its academic activities, and, if necessary, one or two junior faculty members may be added within the existing budget framework.

Dr. Tara Thiagarajan inquired whether the proposed research institutes particularly the Institute of Life Sciences are being developed through a structured framework or primarily driven by individual faculty interests. Dr. Prithvi clarified that a clear plan with well-defined research themes is guiding the development. These institutes are envisioned to function as graduate schools, with faculty also contributing to undergraduate teaching.

For the Life Sciences initiative, a steering committee comprising experts has identified key research areas, and partnerships such as one with Biocon are actively being explored. In the area of Computational Sciences, the focus is on quantum computing, with plans underway to establish a high-end computing facility. Opportunities for collaboration with nearby academic institutions are also being considered.

Mr. Amitava Saha sought clarification on the nature of the proposed collaboration with Biocon, noting his longstanding association with the company. The Chancellor explained that the partnership is still at a preliminary stage, with discussions focused on identifying laboratory infrastructure needs, potential research areas, and talent sourcing for the Institute of Life Sciences. He also mentioned that Krea has reached out to Mr. Arun Chandavarkar, former CEO of Biocon, for possible involvement. Mr. Amitava offered to support these discussions particularly around talent acquisition drawing on his prior experience, and expressed interest in contributing further as the collaboration progresses.

Dr. Prithvi spoke about the growing presence of foreign and private universities establishing campuses in India, including the University of Southampton, the University of Liverpool, and the Illinois Institute of Technology. He mentioned that these institutions are primarily focused on professional programs such as accounting, finance, and international business, with little indication of interest in liberal arts education. In light of this trend, members acknowledged the increasingly competitive landscape and underscored the importance of Krea University positioning itself strategically. Mr. Aswin Bajaj suggested that instead of viewing these developments as a threat, Krea could consider collaborative opportunities such as joint or dual degree programs in fields like data science that offer mutual benefit.

Dr. Prithvi reflected on Krea's founding vision and the evolution of its approach to curriculum and research. He acknowledged key lessons from the early years, including challenges such as starting with a small student cohort and offering too many undersubscribed majors. He emphasized the continued importance of retaining core liberal arts disciplines not necessarily for high enrollment, but to foster interdisciplinary combinations. To enhance relevance and appeal, Krea is now focused on developing specialized tracks that bridge traditional subjects with real-world applications for example, connecting chemistry with materials science or renewable energy. He emphasized that this refinement of the curriculum, coupled with a practical orientation and the inclusion of forward-looking areas such as finance and quantum cryptography, is essential for sustaining academic excellence and institutional competitiveness.

Dr. Prithvi mentioned that individual faculty research at Krea is progressing well and that international collaborations are on the rise. However, fostering collaborative research within the university remains a challenge, largely due to the relatively junior profile of many faculty members and the lack of senior mentors in certain areas. To address this, Krea plans to establish low-cost research centres focused on key themes such as the Indian economy and public policy. Initiatives already underway include a project on Indian languages and a collaboration with IIT Bombay on public policy. Faculty are also being encouraged to organize thematic workshops that can lead to joint publications.

On student support and academic life, he highlighted the positive impact of the Inclusive Learning Support Office, the work-study tutoring program, and the Teaching Fellow program, all of which enhance the learning experience and contribute to nurturing future academics. Issues such as mental health and academic probation are addressed through a

supportive, student-centered approach, with personalized monitoring and timely interventions.

The Chancellor provided a comprehensive update on the ongoing transformation of the Graduate School of Business. Following concerns raised last year regarding the school's performance and rankings, a Steering Committee was established to guide its revival. Chaired by GC member Prof. Raghu Sundaram, the committee includes distinguished members, including faculty from IIM Ahmedabad and IIM Bangalore, as well as a former CEO of ICICI Bank. Their immediate priority is the appointment of a new Dean, with the search currently in progress. Once appointed, the new leadership is expected to modernize the curriculum by integrating AI and a broader range of business subjects moving beyond the school's traditionally finance-centric focus rooted in the legacy of the earlier IFMR model.

Despite internal discussions about whether to pause admissions during the transition, it was collectively decided to continue student intake, given the strong demand and the importance of financial sustainability. Drawing parallels with institutions like Great Lakes and IIM Kozhikode which have made significant strides in recent years—he emphasized the need to attract high-caliber students through competitive cutoffs and robust industry engagement. He mentioned that MBA programs offer limited time to shape students typically just two years, with nearly six months devoted to internships—making the quality of incoming cohorts all the more critical.

Update on Fundraising

The Chancellor provided an overview of the recent Fundraising Committee meeting, noting that approximately Rs.470 crores have been invested in building the university to date Rs.390 crores in cash and the remainder in land value. The primary contributor has been IFMR, the sponsoring body, which has provided around Rs.190–200 crores. An additional Rs.170 crores have been raised from external sources, with a further Rs.10–15 crores drawn from the university's internal surplus. He outlined that the next phase of expansion will focus on the growth of the School of Interwoven Arts and Sciences and the transformation of the Business School. These initiatives are aligned with the university's broader vision to strengthen its academic and research capabilities.

The Chancellor presented a comprehensive overview of Krea University's expansion strategy, centered on three key initiatives: the transformation of the Business School, and the establishment of the School of Life Sciences and the School of Mathematical and Computational Sciences. These new schools are envisioned as research-intensive hubs, engaging faculty, postdoctoral scholars, and master's students, while also contributing to undergraduate teaching within SIAS. A core element of this vision is a shift toward research-informed teaching, moving beyond traditional instructional models. To support these developments, the university estimates a funding requirement of Rs.380–400 crores. Approximately half of this has already been secured through ICICI's support for the Shri. Vaghul campus, along with bank loans and other grants. The remaining Rs.170–

200 crores are expected to be raised over the next four years, primarily through corporate CSR contributions.

The Chancellor also stressed the need to revamp the university's scholarship strategy. Although Rs.15 crores has been allocated annually for scholarships, current fundraising efforts have faced challenges largely due to concerns around the university's fee structure. To address this, the university now plans to establish a dedicated endowment fund for scholarships. He concluded by reaffirming the strength of the ongoing expansion program and underscoring the importance of refining Krea's external messaging. Ms. Roxana, Ms. Paula, and other members of the Fundraising Committee will lead this effort, with a target for completion by July. The university is projected to generate an annual surplus of Rs.20 crores, which will support long-term sustainability and growth.

Any other business

Re-appointment of members of the GC:

The Chancellor apprised the members of the GC that in accordance with the provisions of the Andhra Pradesh Private Universities (Establishment & Regulation) Act, 2016, one-third of the members nominated to the GC are required to retire by rotation on an annual basis. In view of the same, he proposed the re-appointment of the following members to the GC:

Mr. Amitava Saha
Mr. Ashwin Bajaj
Mr. S.Mahalingam
Mr. D.Sundaram
Mr. Rajiv Memani
Mr. P.R.Venkatarama Raja

The GC took note of it and recommended the same to the sponsoring body of the University.

Next GC meeting: Friday, 26 September 2025 through online

The members noted the next meeting date as 26 September 2025.

GC meetings: 2025-26

The members noted the meetings for 2025-26 as given below:

a) Friday, 26 September 2025
b) Friday, 19 December 2025
c) Friday, 27 March 2026

Minutes of Meeting of the Governing Council (GC), Krea University
Wednesday 10 September 2025, 6.30 p.m. to 8.00 p.m. IST through online mode

Present:

Mr. Lakshmi Narayanan, Chancellor
Professor Nirmala Rao, Vice Chancellor
Prof. Raghu Sundaram
Mr. S. Mahalingam
Prof. Raghuram Rajan
Mr. Kapil Viswanathan
Mr. D. Sundaram
Mr Ravindra Sannareddy
Mr. Aswin Bajaj
Mr. C. Srinivasa Raju
Dr. Tara Thiagarajan
Mr. Amitava Saha
Dr. Vishakha Desai
Ms. Kalpana Morparia

Present by Invitation:
Mr. S. Sundara Rajan
Mr. Ravish Kumar Arora

Apologies for absence:

Apologies for the absence were granted to the following members:

Mr. P.R. Venketrama Raja
Dr. Vidya Vencatesan
Dr. Esther Duflo
Mr. Rajiv Memani
Mr C.S. Venkatakrishnan

Confirmation of the minutes of the meeting of the Governing Council held on 13 June 2025:

The minutes of the Governing Council meeting held on 13 June 2025 were confirmed.

Approvals/Notings/Ratifications:

To note

Minutes of the Board of Management meeting held on 28 July 2025
The minutes of the Board of Management meeting held on July 28, 2025,

Minutes of the Academic Council meeting held on 28 July 2025

The minutes of the Academic Council meeting held on July 28, 2025.

Whistleblower incidents, if any
There were no whistleblower incidents.

Vice Chancellor's Report:

The Vice-Chancellor noted that in 2024–25, both the MBA and BBA programs performed well and generated a moderate surplus, while SIAS underperformed, resulting in an overall deficit of about six crores, partly offset by higher-than-expected enrolments in MBA and BBA. She reported that student fee income stood at Rs.127 crores, with tight control on expenditure leading to a surplus of Rs.30 crores. The shortfall arose in fundraising, where against a target of Rs.12.5 crores, only Rs.1 crore was received as a new donation from a board member and Rs.3.5 crores from earlier commitments, with the balance being met from net income.

She explained that this left Rs.23 crores, of which Rs.13.39 crores was allocated to Capex and the balance transferred to reserves. She noted that despite under-recruitment, Krea managed reasonably well last year; however, this marked the second consecutive year of significant under-recruitment, with enrolments falling to 233 against the target of 242, resulting in an additional deficit of Rs.7.5 crores. She emphasized that the situation in SIAS was particularly acute, as 294 students withdrew just two weeks before the start of the term in July.

She explained that exit surveys indicated around 95 students transferred to Ashoka University after receiving full scholarships valued at Rs.13 lakhs per year. Another group opted for institutions such as Narsee Monjee, Azeem Premji University, and Shiv Nadar University, where annual fees, at about Rs.3.5 lakhs, were nearly a third of Krea's Rs.10–11 lakhs including boarding. The remaining students chose to study abroad, mainly in the UK and US, once their offers and financial clearances were finalized. She concluded that scholarships and fee structures were the principal factors driving these withdrawals, even though academically Krea compared more favorably.

The Vice-Chancellor explained that many strong students had left for Ashoka on full scholarships, prompting the university to expand its scholarship pool to Rs.25 crores this year, including Rs.8 crores contributed by the Chancellor. She noted that these funds would be deployed strategically in the early admission rounds to retain high-quality students. She reported that fee income was Rs.147 crores against an expenditure of Rs.130 crores, resulting in a net income of Rs.17 crores. Capital expenditure amounted to Rs.105 crores for new facilities and laboratories, financed through contributions from the Chancellor (Rs.26 crores), IFMR (Rs.5 crores), JSW (Rs.21 crores), and a Rs.40 crore term loan. She acknowledged that while financial pressures persist, the enhanced scholarship strategy is expected to strengthen student retention going forward.

The Vice-Chancellor explained that major capital projects for the current year include faculty housing (Rs.30 crores), development of the new 95-acre site for the School of Life Sciences with supporting infrastructure (Rs.12 crores), and upgraded sports facilities, taking the total to about Rs.44 crores. In addition, unavoidable operational capex of Rs.14.5 crores brings the overall fundraising requirement for 2025–26 to nearly Rs.60 crores.

She reported that the Chancellor has committed Rs.105 crores over seven years, with the first Rs.15 crores already received, of which Rs.8 crores have been allocated to scholarships. Additional commitments include Rs.10 crores from Mr. Midhun Sancheti for the Centre for Entrepreneurship (Rs.2 crores this year), Rs.4.5 crores from Mr. Abhay Kanoria for a Chair in History (Rs.15 lakhs in the first year), and contributions of Rs.1 crore each from board members Ms. Kalpana Morparia and Ms. Paula Mariwala, as well as Rs.1 crore from Incred Capital towards scholarships. She concluded that while these commitments are substantial, about Rs.60 crores still need to be raised this year to fund land development, faculty housing, and operational expenses.

Mr. Kapil Viswanathan suggested setting separate intake targets for full fee-paying, need-based scholarship, and merit-based scholarship students. The Vice-Chancellor responded that while a 25% scholarship allocation currently exists, the university is moving away from fixed percentages as they risk becoming financially unsustainable. Instead, a fixed pool of 150 scholarships will be offered, with funds reallocated across income bands depending on demand. She emphasized that the institution's priority should be to support academic excellence rather than adhere to a rigid scholarship quota.

Ms. Vishakha shared two observations and a question. First, she underscored the importance of merit-based scholarships alongside need-based aid, noting that attracting high-calibre students strengthens the university's reputation and reduces last-minute withdrawals. She suggested that early admission offers tied to merit scholarships, as practiced by U.S. institutions, could help secure commitments, and further proposed directing scholarships toward specific academic areas targeted for growth. Second, she raised the issue of fundraising, asking about current strategies for both scholarships and broader institutional needs, given the significant capital requirements ahead, and recommended intensifying efforts in this area.

The Chancellor noted that while a fundraising committee meets regularly, most contributions to date have been modest and primarily directed toward scholarships. He observed that many prospective donors prefer to watch Krea's progress for two to three years before making substantial commitments, seeking alignment with a proven success story. Early supporters are not providing further funds but remain open to in-kind partnerships for example, Biocon has expressed willingness to support the School of Life Sciences with equipment. He added that overseas donors are interested but remain inaccessible due to FCRA restrictions for the next few years. He emphasized that the key challenges lie in articulating Krea's differentiated position more convincingly and presenting liberal arts and sciences alongside STEM in a way that appeals to a wider donor base, which will require stronger messaging, collateral, and outreach.

Mr. Kapil Viswanathan suggested establishing a prestigious merit scholarship in India, modeled on programs such as the Rhodes Scholarship or Knight-Hennessy Fellowship, to attract a select group of outstanding students. He proposed that, beyond financial support, recipients be offered specialized programming and opportunities to engage with Krea's broader network of scholars and industry leaders, thereby making the scholarship both distinctive and highly sought after.

The Vice-Chancellor stated that severe under-recruitment for the second consecutive year remains a critical issue. In response, the university is launching new programs in high-demand areas, including data science, finance, clinical psychology, and biotechnology in collaboration with

Biocon, as well as AI and machine learning in partnership with industry. She noted efforts to engage schools through MOUs with 21 institutions, offering masterclasses, research workshops, and mobile labs to stimulate interest in STEM. Targeted open days are also planned in Tamil Nadu to boost applications from the region, which currently trails Maharashtra, Bangalore, and Delhi. Additionally, she and the Chancellor are holding a dedicated session for Chennai schools to showcase the university's unique offerings and attract more students.

The Vice-Chancellor outlined the launch of the Krea Study India Program, a six-week immersive summer initiative aimed at diaspora students from Singapore, Malaysia, the UAE, the US, and other countries. The program will blend cultural and academic experiences, covering Indian history, art, architecture, and languages such as Sanskrit, Telugu, and Tamil, alongside advanced placement courses in subjects like economics, biology, and calculus, culminating in a capstone project. It will cater to 15 to 18 year-old school students as well as first- and second-year undergraduates, with a preliminary fee of approximately $5,000.

She added that the university aims to recruit around 30 students next year and welcomed suggestions and connections to engage diaspora communities through informal networks. Mr. Srini Raju suggested leveraging diaspora associations, such as Telugu and Tamil organizations in Singapore, the US, and other countries, to promote the Study India Program. He recommended partnering with four to five key organizations to maximize outreach both internationally and in India.

Ms. Tara Thiagarajan asked whether the recruitment challenge stemmed from a limited applicant pool or difficulties in converting applicants into enrollments. The Vice-Chancellor explained that while the national applicant pool is limited, it is relatively stable, with about 8,000–10,000 applications for liberal arts and sciences. She noted that four main comparator institutions Ashoka, Krea, Plaksha, and Flame compete for these students. Being 20 years older, Ashoka attracts a substantial share, enrolling roughly 60–70% of applicants, although even Ashoka experienced under-recruitment this year.

The Vice-Chancellor described the launch of the Krea Ambassadors Program, through which current students visit their schools to encourage enrollment. She explained that ambassadors who generate five enrollments receive a one-year living fee waiver as an incentive. Noting that students are highly articulate, she highlighted that they have already been actively engaged in cities such as Bangalore, Kodaikanal, and Nagpur, providing valuable feedback on marketing gaps. She emphasized that the program's goal is not merely to expand the applicant pool, but to attract high-quality applications.

Report by Audit Committee:

Mr. Mahalingam observed that the university's overall performance had improved compared to the previous year, with the surplus rising from Rs.17.71 crore to Rs.21.86 crore after depreciation. He noted that while some depreciation remains at IFMR, the comparative figures clearly indicate an improvement. Student fee income increased by approximately Rs.22 crore during the period. However, he drew attention to a significant shortfall in financial assistance funding: external contributions totaled only Rs.5.90 crore, whereas financial assistance disbursed to students

amounted to Rs.13.58 crore. Consequently, the university had to cover an additional burden of nearly ₹8 crore from its own resources.

Mr. Mahalingam further noted that contributions from other streams, such as MDP and EMBA, remained modest and required growth. Overall, total income increased by approximately Rs.20 crore compared to the previous year, reaching Rs.131.66 crore. Expenses did not rise in proportion, resulting in an increase of around Rs.5 crore at the EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) level. Depreciation also increased slightly, leading to an overall surplus after depreciation of Rs.21.86 crore.

Mr. Mahalingam highlighted that capital expenditure during the year totaled Rs.65.2 crore, with Rs.35.65 crore in capital work in progress, primarily on RH8 and the Academic Block. Expenditure on RH9 and additional equipment purchases is planned for the following year. Closing cash and cash equivalents stood at Rs.98.05 crore, supported by inflows of Rs.25 crore from IFMR and Rs.20 crore from the Chancellor, in addition to his earlier contribution of Rs.31 crore, ensuring sufficient funds for ongoing projects.

Mr. Mahalingam presented a comparative analysis of cost drivers and institutional performance. He noted that student strength had increased from 1,087 to 1,351, up from 869 in 2022–23. In 2024–25, GSB reported a net surplus of Rs.16.5 crore, while SIAS recorded Rs.11.03 crore; in the previous year, SIAS had outperformed GSB, and two years earlier, both were nearly equal. This shift was attributed to GSB's stronger student growth, rising from 458 to 629, compared with a smaller increase in SIAS. Faculty salaries remained the largest cost component Rs.26.82 crore for GSB and Rs.12.08 crore for SIAS in 2024–25 supplemented by additional expenses for visiting faculty, particularly in GSB.

He emphasized the importance of monitoring these ratios, noting that while student growth helped offset costs, careful attention was needed to maintain a sustainable student–faculty balance. He further observed that faculty covered 14 academic streams, although only four or five majors had significant enrolment, and recommended a deeper analysis of utilization patterns to better understand cost drivers. He clarified that the focus was on assessing costs rather than directly managing them.

The Vice Chancellor emphasized that per capita costs in SIAS were relatively high, reflecting an inherent feature of the liberal arts model. She noted that faculty–student ratios stood at approximately 9:1 in SIAS and 10:1 in GSB, compared with 19:1 or 20:1 in typical universities. While the business school model was more straightforward, SIAS faced challenges due to the university's initial structure of 14 majors and 19 minors. Currently, two-thirds of students are concentrated in four majors economics, psychology, biological sciences, and computer science while the remaining majors have very small enrolments, sometimes in single digits.

The Vice Chancellor mentioned that, despite uneven enrolments, each major required a full complement of faculty to ensure graduates met discipline benchmarks. She cited mathematics as an example, where nine full-time faculty were needed to deliver the curriculum for only eight enrolled students. To address this imbalance, the university relied on cross-listing electives across disciplines, which helped maintain healthy course-level enrolments even when individual majors

were sparsely populated. She emphasized that this challenge was not unique to Krea but a structural feature of the liberal arts model, which is inherently resource-intensive.

The Vice Chancellor added that measures were being taken to address these structural challenges through new program offerings spanning both the business school and SIAS. She explained that Krea would introduce a one-year master's program in Business and Finance, alongside a suite of courses in artificial intelligence and machine learning. Scheduled to launch in 2026, these programs are expected to enhance cross-school integration and attract higher student numbers, thereby improving the overall balance between costs and enrolments.

Dr. Vishaka noted that the interwoven learning model through cross-registration was functioning effectively but emphasized that the university's startup phase contributed to higher costs due to faculty hiring. She recommended reviewing majors, expanding cross-listing, and incorporating cross-disciplinary requirements in the early years. She concluded that, as a young institution, the priority should be on maintaining flexibility in growing student numbers and optimizing faculty utilization, rather than applying a rigid cost–benefit analysis.

Ms. Kalpana Morparia raised two key points. First, she highlighted the gap between financial assistance disbursed to students and the funds currently available, emphasizing the need for a targeted fundraising effort particularly among high-net-worth individuals to strengthen the financial assistance program. Second, she questioned the viability of maintaining all 14 majors, suggesting that Krea reconsider whether some majors should continue, while ensuring that current students would not be adversely affected.

In response, the Vice Chancellor agreed that the program structure could be revisited and suggested exploring innovative combinations, such as a PPE (Politics, Philosophy, and Economics) program. She mentioned that such restructuring could help achieve critical mass, enhance administrative efficiency, improve student experience, and be financially more viable, even if it only partially mitigated the underlying challenge.

The Chancellor highlighted two key points. First, he observed that other universities often use financial assistance strategically to attract students to specific disciplines. He suggested that offering scholarships in areas such as physics and mathematics could help boost enrollments in these subjects, while acknowledging that Krea's limited financial assistance pool currently constrains this approach. Second, he agreed that, although the MBA program has achieved efficiency due to its maturity, SIAS could similarly benefit as student numbers grow. He emphasized that the focus should not be on reducing faculty positions but on identifying innovative ways to increase enrollments in underrepresented disciplines.

Prof.Raghuram Rajan raised two points. First, he agreed with the Chancellor's observation that low class sizes in certain streams can make those disciplines less attractive to prospective students. He suggested that offering scholarships could help build the critical mass needed to gradually increase enrollment. Second, he expressed concern about the perception of the term "liberal arts," questioning whether it might signal to prospective students that the university lacks a strong focus on science. He recommended addressing this potential misperception through marketing and noted that it could be considered in future strategies or presentations. The Vice Chancellor clarified that

Krea emphasizes both arts and sciences, with first-year students exposed to a broad range of subjects and depth developed through majors. She added that, as a young institution, the curriculum remains open to refinement, and that new integrated programs in business and finance, along with targeted outreach efforts, are expected to strengthen enrollment in the sciences.

To approve the draft Annual Report of Krea for 2024-25:

The GC members approved the draft Annual Report of Krea for 2024-25.

Report by Nominations Committee by Chancellor:

The Chancellor provided an update on the Nomination & Remuneration Committee (NRC) activities. He stated that Esther Duflo, a longstanding member, will step down from the Governing Council but remain on the advisory board, and Dr.Soumya Swaminathan is expected to join in early 2026. Mr.Rajiv Memani, also a long-serving member, will move to the advisory board due to limited availability.

He added that ICICI will be represented on the Governing Council to reflect their financial and strategic contributions, with the NRC overseeing approval of the appointed individual. He encouraged suggestions for additional council members to strengthen the university's reputation. The Chancellor also mentioned discussions around potentially offering Prof.Rishikesha T Krishnan a role on the Governing Council or the IFMR board.

Regarding fundraising, she mentioned a recent successful event in Delhi targeting HNIs and UHNIs, with plans to replicate it in Mumbai on October 7 to raise awareness and attract financial contributions.

Any other business:

There being no other business, the meeting ended with a vote of thanks to the Chair.

Next GC meeting: Friday, 19 December 2025, through online

Minutes of the Board of Management (BoM) meeting of Krea University held at 10:00 a.m. on 30th May 2024 through hybrid mode.

Members present:

Professor Nirmala Rao - Vice Chancellor and Chairperson
Ms Paula Mariwala
Ms Roxana Daver
Mr Rajeev Mecheri
Dr Balaji Srinivasan
Prof.Lakshmi Kumar
Dr Meenakshi Gopinath
Dr Prithvi Datta Chandra Shobhi
Mr S Sundara Rajan
Mr R Ganesh

Routine Matters:

1. Apologies for absence

   All the members were present at the meeting.

2. Confirmation of the minutes of the meetings held on 26 March 2024

   The minutes of the meeting of the Board of Management held on 26 March 2024 were confirmed.

3. Vice Chancellor's report (brief report - oral)

   The Vice Chancellor briefed the members regarding the details of admission. The final round (4th round) will close on June 10th. The target for the MBA program is 240; we have made offers to 635 applicants, and 211 have accepted. For the Integrated BBA program, the target is 60; 123 offers were made, and 46 seats have been filled. For SIAS, the target was 320, and we have received 323 acceptances. However, the dropout rate is high for SIAS. She highlighted the following regarding SIAS admissions: the admission pool of SIAS is stagnant, and there is an increase in the number of applications from the southern states compared to other parts of the country. Overall, 1,400 students are expected to be at Krea by September, and the new Academic Block will be ready by October.

   Ms. Paula Mariwala suggested discussing fundraising at the upcoming GC meeting, and the Board agreed. Additionally, Ms. Roxana Daver inquired about the reason for the increase in the number of applicants from the southern states. The Chairperson explained that the outreach team has been focusing on Andhra Pradesh to ensure the Government quota of 35% seats is filled.

   Dr. Meenakshi Gopinath mentioned that the fascination for engineering is fading in Kerala, and the Outreach team should create a roadmap for Kerala, focusing on missionary schools and cities such as Kochi and other prominent areas. Additionally, she suggested negotiating with the Andhra Pradesh Government to request that applicants take an evaluation test to ensure fairness in the government quota process. Mr. Rajeev Mecheri added to the discussion, questioning whether financial assistance could be sought from Andhra Pradesh and the government to fulfill the quota.

The Chairperson noted the points and briefed the members about discussions with the AP Government, during which the need for further evaluation tests was disregarded as the applicants had already taken the government entrance test. Prof. Prithvi suggested having more interactions with AP Government officials to explore the possibilities of offering doctoral programs, teacher training programs, and other initiatives, so that the 35% quota system could be compensated.

The Chairperson stated that she is planning to meet the Chief Secretary next month and will discuss the introduction of a different evaluation test with a lower bar for the government quota, aligning the admission of government quota students with Krea's academic year, and providing more time for SIAS.

The Chairperson briefed the members on the following: placement of GSB; partnerships with the University of Sussex, University of Liverpool, University of Bristol, and University of Exeter; staff exchange with the University of Cambridge; development of a program in AI with Northeastern University; recruitment from Yale; development of a research program with Tufts University; and the introduction of a program for students to work in local schools to help students with arithmetic and science as part of civic engagement. The members noted the same.

4. Financial MIS for the year-end FY 23-24

The CFO briefed the members on the financial MIS. He pointed out that, in terms of financial performance, we exceeded the budget numbers, and revenues grew as expenditure was lower than the budget by 16%. The fee income growth was 34%, and expense management control led to a surplus of 22.2 crores. Further, he highlighted that financial assistance was initially budgeted at 13.5 crores and later reduced to 11.23 crores; however, we were only able to raise 7 crores, resulting in a shortfall of 4.21 crores, which will be self-funded by Krea. The capex for next year is 62 crores, and discussions are taking place with investors to raise funds. The Board noted the same.

5. Approvals/Notings/Ratifications:

Noting: Whistleblower incidents, if any

The BoM members noted that there were no whistle blower incidents during the period.

6. Any other business

Since there was no other business, the meeting ended with a vote of thanks to the chair.

7. Next BoM Meeting- Friday 21 June 2024

The members noted the time and date of the next BoM meeting.

Nirmala Rao

Meeting of the Governing Council (GC) and Board of Management (BoM) of Krea University Friday 21 June 2024 – 10.00 a.m. IST

Present:

Mr. Lakshmi Narayanan, Chancellor, Chair
Professor Nirmala Rao, Vice Chancellor
Professor Raghu Sundaram
Mr. D. Sundaram
Dr. Vidya Vencatesan
Mr. Srinivasa Raju
Mr. Kapil Viswanathan
Mr. Ashwin Bajaj
Mr. Amitava Saha
Mr.P.R. Venkatarama Raja
Dr. Tara Thiagarajan
Ms. Paula Mariwala
Ms. Roxana Devar
Mr. Rajeev Mecheri
Prof.Lakshmi Kumar
Dr. Prithvi Chandra Dutta Shobi
Mr.S. Sundara Rajan
Mr.R. Ganesh

1. Apologies for absence

   Apologies for the absence were granted to Dr. Raghuram Rajan, Dr. Esther Duflo, Mr. S. Mahalingam, Dr. Vishakha Desai, Mr. Ashwin Bajai, Ms. Kalpana Morparia, Mr. Rajiv Memani, Dr. Bala Srinivasan, and Dr. Meenakshi Gopinath.

2. Remembering Shri Vaghul

   The members observed a minute of silence in tribute to Shri Vaghul. The Chancellor emphasized his remarkable contributions to the growth of IFMR and Krea, especially his deep passion for IFMR. Other members echoed these sentiments, recognizing Shri Vaghul's significant impact. The Vice-Chancellor and Dr. Vidya Vencatesan also shared their personal memories and the invaluable guidance they received from him.

   The following resolution was passed in recognition and appreciation of Mr. Vaghul for his outstanding contributions.

   Mr. Vaghul served as the inaugural Chancellor of Krea University from March 2018, exemplifying unwavering dedication and commitment. During this time, he made pivotal contributions to the institute's growth and success, showcasing exceptional leadership, vision, and expertise. His efforts and achievements have had a profound impact on the University, advancing its mission and elevating its reputation. The Governing Council of Krea University honors Mr. Vaghul for his dedication, outstanding service, and significant contributions to the University's development and success.

3. Confirmation of the minutes of the meeting of the Governing Council held on 29 March 2024.

   The minutes of the meeting of the Governing Council held on 29 March 2024 were confirmed.

4. Approvals/Notings/Ratifications:

   The members noted the minutes of the Board of Management meetings held on 26 March 2024, and the Audit Committee meeting held on 28 March 2024, and also noted that there were no whistle-blower incidents during the period.

5. Vice Chancellor's report (Oral presentation)

   The Vice-Chancellor updated the members on admissions, the AP government quota, senior faculty recruitment, and the implications of growth. Regarding SIAS admissions, the target was set at 320, with 395 acceptances to date, though a melt of 10% to 12% is anticipated. The Vice-Chancellor highlighted changes in the admission process, including the announcement of results within 25 days of application, a common aptitude test for all applicants, and a two-day workshop involving group discussions and personal interviews for those on the borderline. The data also revealed a shift in application trends, with the highest number of applications this year coming from southern states, unlike last year. However, the gender ratio and discipline preferences remained consistent with the previous year. Members discussed discipline preferences and emphasized the need to increase the number of students in the sciences.

   The Vice-Chancellor also noted that applicants were often reluctant to disclose their reasons for withdrawal. Among those who did share, the majority cited offers from foreign universities. Mr. Amitava Saha suggested conducting a survey by an independent body to understand the reasons behind both accepted and withdrawn offers. The discussion on preventing withdrawals led to suggestions such as hosting workshops with international academicians, building a core team of proficient full-time faculty, and offering theme-based courses. Mr. Rajiv emphasized that Krea should prioritize enhancing students' learning experience, fostering creativity and excellence, and cultivating an appreciation for various subjects to develop future leaders.

   The admissions data for the MBA and BBA programs was presented, showing an enrollment of 230 students against a target of 240 for the MBA and 101 students against a target of 60 for the BBA. The higher-than-expected BBA enrollment raised concerns about classroom space, as the new academic block won't be available until October. Additionally, the discussion highlighted a decline in placement offers for MBA students as another pressing issue.

   The Vice-Chancellor outlined the implications of the AP government's 35% quota across all programs, focusing on three key issues: financial impact, timing, and student caliber.

   Financials: The maximum fee charged for government quota seats is Rs.75,000; Timing: Krea's academic year begins in July, but students under the government quota typically arrive on campus by January, following AP government counseling; Student Caliber: The caliber of these students cannot be assessed using Krea's admission test, as they are admitted based on

the government entrance exam.

The academic performance of government quota students who joined the MBA program this year was also reviewed. To address these challenges, the university is focusing on targeted recruitment in Andhra Pradesh. Additionally, there was a discussion on the feasibility of Krea becoming a deemed university.

The projected Financial Assistance (FA) for the next four years was discussed, with members suggesting that instead of offering FA to 25% of the total student body, a fixed number of students—150 or 200 per academic year—should receive the aid. The discussion then shifted to the recruitment of senior faculty members. The Vice-Chancellor noted that the proportion of funds allocated to faculty salaries is higher than in other smaller institutions. Mr. Srinivasa Raju recommended exploring the IIIT model as a guide for managing salary packages. The Vice-Chancellor also highlighted the challenge of lacking a cadre of senior full-time faculty. In response, Mr. D. Sundaram suggested introducing retention bonuses and developing a compensation policy to reward faculty excellence.

The Vice-Chancellor concluded the report by discussing the implications and prospects of student growth. She noted that the anticipated aggressive growth in student numbers over the next four years will necessitate significant infrastructure expansions, including additional hostels, a dedicated student activity building, an auditorium, a library, academic buildings for the Schools of Law and Mathematical Sciences, as well as extensive land development and other infrastructure projects.

6. Fundraising update:

   The Chancellor reported that the fundraising committee determined an average annual expenditure of ₹100 crore is needed. Of this, ₹50 crore would be allocated for academic blocks, with the remaining funds directed towards hostels and financial assistance. A committee is actively exploring solutions for acquiring these funds, including monetizing existing assets and outsourcing certain operations.

7. Report on Student Housing:

   This topic was addressed during the Vice Chancellor's report and was covered at that time.

8. IFMR update

   Mr. Kapil Viswanathan provided an overview of IFMR, noting that the annual project income is Rs.140 crore and the Centres employ 387 staff members. IFMR comprises eight centers, with the Abdul Latif Jameel Poverty Action Lab (JPAL) being the largest, accounting for 50% of its operations. He elaborated on JPAL's collaboration with both central and state governments on policy, training, and research initiatives. At the central level, JPAL is partnering with the Ministry of Rural Development to establish a gender impact lab. At the state level, they are working with Tamil Nadu, Andhra Pradesh, Odisha, Punjab, and Meghalaya.

9. Any other business

Re-appointment of members of the GC:

The Chancellor apprised the members of the GC that in accordance with the provisions of the Andhra Pradesh Private Universities (Establishment & Regulation) Act, 2016, one-third of the members nominated to the GC are required to retire by rotation on an annual basis. In view of the same, he proposed the re-appointment of the following members to the GC:

Mr.Kapil Viswanathan
Prof.Raghuram Rajan
Mr.Srini Raju
Dr.Tara Thiagarajan
Dr.Vishakha Desai
Dr.Esther Duflo

The GC took note of it and recommended the same to the sponsoring body of the University.

The GC also approved Mr.Lakshmi Narayanan as Chair of the Nominations Committee in place of Mr.N.Vaghul.

10. Next GC meeting: Friday, 30 August 2024 online meeting at 6.30 p.m.

The members noted that the next GC meeting is on Friday, 30 August at 6.30 pm via online mode.

Presentations and Discussions of GSB, SIAS, and Research at Krea

The Graduate School of Business: Strategy and Strategic Planning by Prof Lakshmi Kumar, Dean, GSB

Prof. Lakshmi Kumar outlined GSB's five-year strategy, which focuses on four key objectives: ranking among the top 50 business schools in India, strengthening offerings in niche areas, enhancing student quality, attracting top faculty, and establishing centers of excellence. Members emphasized the importance of improving the ranking by adhering to the criteria set by the NIRF. A major area of focus for enhancing the ranking is the combined metric for Publications (PU). Prof. Lakshmi noted that GSB has revised its research incentive policy this year to align with NIRF parameters. Members also suggested setting milestones for these objectives and aiming for a ranking better than 30. Additionally, the Metric for the Number of Ph.D. Students Graduated (GPHD) was discussed as another important parameter.

The objective of focusing on niche areas was discussed, with members suggesting that GSB should first strengthen its foundational offerings before concentrating on niche areas. Prof. Lakshmi explained that GSB plans to systematically increase the CAT cutoff and emphasize profile-based admissions to enhance student quality. The importance of attracting top faculty and establishing

new centers was also highlighted. She mentioned that GSB intends to introduce new long-term programs, which are considered more valuable than short-term programs. The Chancellor emphasized the need to tailor these long-term programs to corporate needs and to introduce pre-announced programs on topics of interest. Mr. Sundaram recommended involving practitioners in management programs and encouraging faculty to write case studies to boost industry connectivity. He also suggested focusing on placements, strategy planning, and policy development to enhance quality across all parameters.

The Chancellor proposed forming a small advisory committee, comprising members from the governing council, board of management, and representatives from academic institutions and industry, to provide guidance on the B-School's long-term strategies.

Liberal Arts and Sciences at Krea, Dr Prithvi Chandra Shobhi, Dean SIAS

Dr. Prithvi updated the members on SIAS's new curriculum initiatives, priorities, outreach activities, and challenges. Starting from the 2024-25 academic year, SIAS will offer a comprehensive Four-Year UG Program (FYUP) featuring around 450 courses across 16 disciplines. He highlighted the introduction of advanced interdisciplinary tracks, which will include clusters of courses that complement students' majors and equip them with professional skills for the job market. Dr. Prithvi also emphasized the need to review the Core and Skills Courses offered over the past five years and to introduce Indian languages. Members suggested adding Tamil and Telugu to the list of Indian language courses. Mr. Sundaram proposed conducting a holistic assessment to evaluate the impact of Core and Skills Courses in the first year.

The new priority was discussed, with Mr. Srinivasa Raju emphasizing the importance of community engagement and outlining the steps Krea has taken in this area. Mr. Amitava Saha proposed introducing an Environment, Social, and Governance (ESG) course to link community engagement with Sri City and its surroundings. Prof. Prithvi contributed to the discussion by suggesting that groups of students research the industrial area, environmental landscape, and society near Sri City for their capstone projects, aiming to enhance social impact. He also highlighted other outreach activities, such as creating resources for high school students through SIAS student-led initiatives and organizing high school teacher training workshops. Mr. Srinivasa Raju offered to assist in contacting schools near Sri City for workshop organization, while Dr. Vidya suggested integrating the workshops with the Career Advancement Scheme (CAS) to improve teacher participation. Prof. Prithvi concluded the presentation by mentioning the summer and winter school programs initiated by Krea and the upcoming challenges for SIAS.

Research and Enterprise at Krea, by Prof Sivakumar, Dean of Research, Krea

Prof. Sivakumar presented an overview of the research activities for AY 23-24, including the next steps and challenges facing research at Krea. He updated members on the progress of the first phase of research labs, prompting Mr. Srinivasa Raju to suggest visiting the labs at Sri Sathya Sai Institute of Higher Learning in Anantapur, which are equipped with advanced lab equipment. The members also discussed the importance of increasing both the number and quality of publications.

Prof. Sivakumar concluded the presentation by highlighting the challenges faced by research and PhD students, particularly the job market for PhD scholars. Mr. Srinivasa Raju suggested engaging with industries and organizations that require high-end talent, encouraging PhD students to collaborate with these entities while conducting their research. Mr. Amitava contributed to the discussion by proposing a model of commercial output within the university that involves outsourcing talent.

Meeting of the Board of Management (BoM) of Krea University held on Friday 27 September 2024 – 10.30 a.m. IST

Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Ms. Roxana Devar
Mr. Rajeev Mecheri
Dr. Meenakshi Gopinath
Dr. Prithvi Chandra Dutta Shobi
Mr.S. Sundara Rajan
Mr.R. Ganesh

Apologies for absence

Apologies for the absence were granted to Ms. Paula Mariwala, Prof.Lakshmi Kumar, and Dr Balaji Srinivasan.

Confirmation of the minutes of the meeting held on 21 June 2024

The minutes of the meeting of the BoM held on 21 June 2024 were confirmed.

Vice Chancellor's report (BoM01/09/2024)

The Vice Chancellor began the briefing by highlighting this year's admissions figures. Last year, the institution had set a target of 240 students but exceeded expectations by recruiting 278, marking a record year. However, admissions to the liberal arts and sciences this year did not meet expectations. She acknowledged that the goal of reaching 3,085 students by 2028 might need reassessment, particularly given the declining number of applicants in India.

The number of applications had dropped sharply from around 12,000 to 8,000, with four universities—Ashoka, Flame, Plaksha, and Krea—competing for the same pool of candidates. This decline was largely attributed to a record number of students opting to study abroad; in just one year, around 560,000 Indian students left for undergraduate programs overseas. Many of these students came from families who had enrolled them in international schools, which often paved the way for higher education abroad.

She stressed the importance of Krea addressing this trend and exploring strategies to attract these students back. She noted that the new Admissions Director, in collaboration with Prof. Prithvi, would focus on engaging specific target groups and schools, highlighting Krea's unique offerings and fostering synergies with undergraduate programs in countries such as the UK, US, Canada, and Australia.

She also highlighted a recent development concerning post-study work permits and stricter visa regulations in Canada and the UK, which led approximately 125,000 students to choose to stay in India for their studies this year. Several parents had already reached out to express interest in Krea for their children, who are currently preparing for entrance exams. While she hoped this trend would positively impact admissions, she acknowledged that it was still too early to make any definitive conclusions.

The VC pointed out that recruitment patterns across various states had remained largely consistent, with the majority of applications still coming from major cities like Bangalore, Mumbai, and Delhi, along with some from Kolkata and Chennai. While recruitment in other regions was gradually improving, progress was slower than anticipated. She mentioned that interest in certain degree programs remained strong, with economics continuing to be the most popular choice, followed by psychology, computer science, and biology. However, she expressed concern over a rising number of withdrawals this year, as many students accepted late offers from foreign universities.

The VC highlighted the competition from Ashoka University, acknowledging its significant advantage due to its longer history and well-established fundraising and scholarship models. While Ashoka aimed to enroll around 900 students this year, it too experienced a decline, admitting approximately 750 to 800 students. She expressed concern over Krea's share of applications, which remained below 14%, and emphasized the need for a more effective outreach strategy to improve these numbers.

Dr. Meenakshi Gopinath suggested a reevaluation of the current admissions process, proposing that instead of extending the timeline, it might be more advantageous to expedite the collection of admission fees.

Prof. Prithvi outlined the admission criteria, explaining that standardized test benchmarks are used to streamline the process. Applicants who meet these benchmarks are invited for a brief 10 to 15-minute personal interview, with offers typically made within four weeks of the application deadline. The process also includes a simple essay and a short math exam. To reduce stress for applicants, interview rounds are carefully scheduled to avoid clashing with major exams.

He mentioned a new strategy being explored to enhance admissions through stronger collaboration with school counseling offices. The proposal suggests that schools with a memorandum of understanding (MOU) with Krea could recommend students for fast-tracked personal interviews via their counseling offices. Although these students would still need to submit a formal application, this approach aims to build closer relationships between Krea and the schools in advance, streamlining and enriching the overall admissions process.

Dr. Meenakshi expressed enthusiasm for the proposed process, noting that it would significantly expand Krea's recruitment pool. She emphasized the value of establishing MOUs with schools, suggesting that long-term assessments provided by schools might offer more reliable insights than standardized exams, which can sometimes result in inaccurate evaluations.

Ms. Roxana suggested that once students are admitted based on predicted scores, Krea could engage them in a few calls with the University even before their admission is finalized. This early involvement could foster a positive outlook toward Krea, strengthen their connection to the institution, and boost their enthusiasm about joining while they await their final scores.

Dr. Prithvi noted that Krea hosts both online and open campus retention events, enabling students to connect and build friendships. He emphasized the importance of establishing memorandum of understanding (MOUs) with schools to facilitate master classes and streamline scheduling for faculty visits. This formalization aims to strengthen relationships with 75 to 100 schools over the next few years, ultimately boosting applications and attracting more students.

Additionally, online summer internships for high school students are led by Prof. Kalyan, the Associate Dean. In collaboration with the Admissions and Outreach Director, they plan to develop a comprehensive package for schools that includes summer school, internships, and research opportunities. These initiatives are set to launch in October, aimed at enhancing Krea's appeal and strengthening connections with local schools.

Dr. Meenakshi highlighted the increasing interest among high school students of Indian origin in the U.S. to pursue higher education in India, driven by many parents' desires to reconnect with their roots. This trend is especially prominent within the NRI community. To capitalize on this emerging niche, effective outreach and publicity will be essential, as students seek quality facilities and pedagogy that meet their expectations. Engaging with this community presents a valuable opportunity for attracting students to Krea.

She suggested that engaging the Indian diaspora could involve arranging a visit for a small delegation from the Pravasi group, ideally including a representative from the Ministry of External Affairs (MEA). She noted that hosting this delegation at Krea could significantly enhance the institution's visibility and attract interest from the diaspora community.

The VC provided an overview of recent developments in the academic landscape, highlighting the governing council's emphasis on the importance of an interwoven curriculum and the progress made in this area. Key updates include:

Core and Skills Courses for first-year undergraduates are designed to be interdisciplinary and taught by faculty from multiple disciplines, with more than half of the full-time faculty involved in the instruction.

Cross-Listed Courses: Approximately 30% of the 400 courses offered are cross-listed with other disciplines, demonstrating strong integration particularly in the arts and humanities.

Interdisciplinary Undergraduate Program: A new four-year program offers interdisciplinary concentrations in fields such as finance, digital humanities, and public policy, fostering broad academic engagement.

Joint Faculty Appointments: This initiative formally appoints faculty across disciplines to enhance collaborative teaching.

The VC discussed the civic engagement initiatives and research facilities. Students are actively involved in local communities through various projects, including teaching science and mathematics at 19 schools in Sri City and participating in environmental clean-ups. This involvement aims to eventually become credit-bearing, ensuring that civic engagement is integral to the students' education. Regarding research facilities, the acquisition of advanced research equipment is expected to enhance faculty capabilities and attract external funding. Additionally, collaborations with IIT Tirupati and other institutes are being explored to optimize resource utilization.

Furthermore, she emphasized that senior management intends to brainstorm new programs that require minimal additional resources, focusing on areas such as international finance and business. Although there was initial consideration for establishing a law school, that plan is currently on hold due to market conditions. She also noted that the School of Life Sciences, set to open in 2026, will concentrate solely on postgraduate research in sustainable initiatives, supported by funding from the ICICI Foundation. Additionally, plans are in the early stages for a School of Mathematics and Computational Science, along with other programs that will require further investment.

Financial MIS for the audited accounts 23-24

The CFO provided an update on the financial performance for the year, noting that the audit process has concluded with an unmodified report, which was approved by the Board during the August 30th meeting.

Highlights of the financial performance indicate that the institution exceeded budgeted figures for both revenue and cash surplus, driven by higher-than-expected student fee income due to increased enrollment. Expenses were closely monitored and controlled without compromising essential needs, resulting in a cash surplus of ₹21 crore, significantly surpassing the budgeted ₹5.42 crore. This surplus partially financed the completion of Residential Housing Block 7, while Block 8 was fully funded through donor contributions and completed in July 2024.

He noted that the accounts for September have been prepared and will be presented at the next meeting. He concluded by stating that the financial outlook is positive, with effective management contributing to a strong cash position and the successful execution of capital projects.

To note: Whistleblower incidents if any

The members noted there were no whistle-blower incidents during the period.

Any other business

Since there is no other business to discuss, the meeting concluded with a vote of thanks to the chair.

Next BoM meeting – Friday, 29 November 2024

The members noted that the next meeting will be held at 10.00 a.m. on 29 November 2024.

Meeting of the Board of Management (BoM) of Krea University held on Friday, 29 November 2024 – 10.30 a.m. IST

Present:
Professor Nirmala Rao, Vice Chancellor, Chair
Ms. Roxana Devar
Ms. Paula Mariwala
Dr. Prithvi Chandra Dutta Shobi
Prof.Lakshmi Kumar
Mr.S. Sundara Rajan
Mr.R. Ganesh

1. Apologies for absence

Apologies for the absence were granted to Dr. Balaji Srinivasan, Mr. Rajeev Mecheri, and Dr. Meenakshi Gopinath

2. Confirmation of the minutes of the meeting held on 27 September 2024

The minutes of the meeting of the BoM held on 27th September 2024 were confirmed.

3. To ratify the circular resolution passed via email on October 17 for approval of the Fee Structure for 2025-26

The members ratified the circular resolution passed via email on October 17 for approval of the fee structure for 2025-26

4. Vice Chancellor's presentation

The Vice-Chancellor provided an update on the admissions process, which began on October 5. She outlined that the process consists of five rounds, with the first round of applications closing on November 24. Decisions for this round will be announced by December 19, and acceptances must be submitted by January 27.

The final round will close on July 22, just prior to the start of the term. She highlighted that the liberal arts program aims to enroll 380 students, with early results showing a significant increase—330 applications received so far, compared to just 65 at the same time last year. For the integrated MBA/BBA program, both the targets and the number of applications have tripled, demonstrating steady progress.

The Vice-Chancellor outlined Krea University's efforts to strengthen its admissions process with targeted strategies. These include appointing a new head of admissions, engaging with 80% of the 900 schools that typically contribute applications, and hosting a two-day residential program for school counselors. Senior faculty are leading regional meetings in major cities and school visits, while faculty-led career masterclasses are offered both online and offline. Additionally, Krea is forming partnerships with select schools through MOUs to create a feeder system.

Dr. Prithvi shared that Krea University will be signing soon its first MOU with Suchitra Academy in Hyderabad, with additional partnerships in the works, including ongoing discussions with Chattynath School in Chennai. The goal is to establish 8 to 10 school partnerships this year.

The Vice-Chancellor provided an update on the summer school, which was held for the first time last year and received positive participation, offering valuable insights. This year, the program is better structured and specifically targeted at grades 9 to 12. In addition, open house events are being organized in major cities, where faculty deliver talks to students, parents, and educators. Monthly campus tours, featuring interactions with faculty, are also being offered to prospective students and their families. She highlighted the introduction of digital marketing as a new initiative to support admissions efforts.

Ms.Roxana inquired about the outreach efforts, asking if any specific trends or areas of interest had emerged. She pointed out the differing perceptions of liberal arts education between students considering studying abroad and those in India. She sought insights on how Krea University could differentiate itself based on these interactions. Prithvi noted that many students pursuing education abroad typically opt for engineering, with liberal arts being less popular, particularly in countries like Canada and Australia.

To attract more students, Krea University is offering two summer school sessions focused on entrepreneurship, data science, and social sciences. Additionally, Krea is promoting science internships and collaborating with the Raise a Mathematician Foundation, a mathematics NGO, to host a math camp for younger students. The university is also partnering with schools like Suchitra Academy to engage students in research projects, shifting the focus from entrance exams to academic exploration, ultimately enhancing Krea's visibility and credibility.

The Vice-Chancellor provided updates on the MBA program, noting that the target for this year is 260 students, slightly higher than last year's target of 240. She mentioned that early applications have started arriving and that the MBA program has exceeded recruitment expectations. Both the MBA and BBA programs are performing well in terms of internships and placements, with 50 internships already secured out of 283 and 110 placements out of 254, including a top salary offer of 20 lakhs.

She concluded the presentation by highlighting Krea's new infrastructure, including a spacious academic block that can accommodate 900 students. Residential Hall 9 is scheduled for completion in July. She also noted that land leveling will begin in January, with the first phase of development—featuring a School of Life Sciences, a dining hall, and Residential Hall 10—set to be completed by June 2026.

5. Financial MIS for the period ended September 2024

The CFO presented the financial report for the six months ending September 30, 2024, highlighting that income was slightly below projections. This was primarily due to a 2% decrease in student fee income, attributed to lower student enrollment numbers. However, the shortfall was partially mitigated by higher-than-expected enrollments in certain programs. Additionally, donations and effective collections boosted interest income, which totaled ₹1.65 crores.

Expenses were 26% below budget, reflecting effective cost management and the timing of expenditures, with higher costs anticipated in the second half of the year. The surplus before depreciation for the half-year stood at ₹12.74 crores, and the CFO projected that the annual surplus would exceed ₹20 crores by March 2025.

CFO suggested that the financial team present updated projections for the fiscal year ending March 2025 at the next meeting. He emphasized that by then, there would be greater clarity on expenses expected to arise in November and December, enabling more accurate forecasting of the year-end financial position.

The CFO provided an update on the financial performance, highlighting a strong balance sheet. Current assets include ₹12.22 crores in receivables, with substantial collections made in October and November, along with a ₹10.1 crore Capex fund allocated for lab development. Additionally, a ₹62 crore surplus from operations was reported under current assets. He also noted that while tuition fees remained unchanged, living fees had increased.

The CFO provided an update on financial assistance and donations, reporting that Krea University disbursed ₹13.58 crore in financial aid, slightly below the budgeted ₹15 crore due to some unaccepted offers. Donations were adjusted to ₹13 crore. In the first half of the year, ₹1.42 crore was collected, including additional contributions of ₹30 lakh from Ajanta Pharma, ₹20 lakh from Mr. Vaidyanadhan, and ₹28 lakh from Jamanlal Bajaj. He also highlighted a $200,000 donation (₹1.64 crore) from the Dunham Foundation, which is expected to be transferred to Krea next week. The university remains on track to raise ₹6 crore for financial assistance.

6. To note: Whistleblower incidents if any

The members noted there were no whistle-blower incidents during the period.

7. Any other business

The VC addressed the ongoing concerns raised by students and parents regarding food quality and hygiene on campus. The situation is improving with the involvement of Health Department inspectors from the Government of India, who will train catering staff, alongside the appointment of a nutritionist and a floor manager. The VC expressed relief that the issue was identified early, before the opening of a second dining facility, allowing for the necessary improvements to be made.

8. Next BoM meeting – Wednesday, 29 January 2024

The members noted that the next meeting will be held at 10.00 a.m. on 29 January 2024.

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 2:30 p.m. on 29th January 2025 through hybrid mode.

Members present:

Prof Nirmala Rao - Vice Chancellor and Chairperson
Ms. Paula Mariwala
Ms. Roxana Daver
Mr. Rajeev Mecheri
Prof. Lakshmi Kumar
Dr. Meenakshi Gopinath
Dr Prithvi Datta Chandra Shobhi
Mr. S Sundara Rajan

Routine Matters:

1. Apologies for absence

Apologies for the absence was granted to Dr Balaji Srinivasan

2. Confirmation of the minutes of the meetings held on 29th November 2024

The minutes of the meeting of the Board of Management held on 29th November 2024 were confirmed.

3. Vice Chancellor's report (oral)

The Vice-Chancellor reported that the first round of admissions for the School of Interwoven Arts and Sciences (SIAS) concluded with 175 acceptances against a target of 380. With three more rounds remaining, there was optimism for improvement, especially as board exams had been moved forward, enabling quicker results. Efforts were underway to enhance retention, as the university had under-recruited 74 students in the Liberal Arts program this year. If this trend persisted, a reassessment of the strategic growth plan would be necessary.

For the Graduate School of Business (GSB), the Vice-Chancellor noted that admissions remained strong, with a target of 240 students. Last year, GSB surpassed its target by enrolling 260 students, along with 21 students mandated by the Andhra Pradesh government who were exempt from tuition fees. While the under-recruitment in Liberal Arts led to a ₹7–7.5 crore deficit, GSB's strong performance helped offset this shortfall by approximately ₹5 crore.

The Vice-Chancellor highlighted ongoing strategies to strengthen enrollment, including signing MoUs with key schools to establish long-term feeder pipelines, increasing faculty involvement in outreach, and expanding successful summer school programs. Bangalore, Maharashtra, Delhi, and Tamil Nadu were identified as key recruitment regions. There was cautious optimism about a rise

in applications this year, partly driven by a decline in students opting for international education in destinations like Australia and Canada.

The Vice-Chancellor also discussed the challenge of the mandatory 35% quota for Andhra Pradesh domicile students. She noted that last year, 21 such students were placed at Krea, arriving late in January despite the program starting in July. These students were admitted through state-level tests rather than CAT or SAT, which did not align with Krea's academic standards. To address this, the university was exploring proactive recruitment of qualified Andhra Pradesh students, potentially offering scholarships to ensure that the 35% quota was filled with meritorious candidates. This strategy aimed to reduce reliance on government students while maintaining academic standards.

The Vice Chancellor provided an update on placements and faculty recruitment. She noted that the Dean has been actively overseeing business school placements, with more than half of the 254 students already securing jobs. Pre-placement offers have been progressing well, though this year's placements faced challenges due to reduced hiring from regular recruiters. A more comprehensive update on placements for both the Liberal Arts and Business School will be shared at the next meeting in March.

The Vice Chancellor reported that faculty hiring targets had been successfully met. The university had aimed to recruit 40 additional faculty members, 30 in Liberal Arts and 10 in the Business School—and all positions had been filled. In Liberal Arts, eight new faculty members were set to join within the next month, while GSB had completed its recruitment. She highlighted two notable senior hires: a specialist in South African literature with extensive experience in the UK for English Literature and a scholar in International Relations, formerly at LSE, with significant contributions to peace and conflict studies. Additionally, recruitment of professional services staff remained a priority, with several promising candidates joining the team. The Vice Chancellor expressed satisfaction with the overall recruitment process and the caliber of new hires.

Ms. Roxana asked Prof. Prithvi about the summer program's influence on the admissions process and whether any emerging trends had been observed. Prof. Prithvi provided an update, noting that while last year's small intake received positive feedback, it did not directly translate into admissions. This year, the program is expanding to two sessions, scheduled for April and June, with an expected participation of 175–200 students. It will feature three key themes: entrepreneurship, data/computer science, and The World Around Us—encompassing economics, history, and political science. The feedback has been strong, and the program is designed to foster critical thinking. The team remains optimistic about its impact and will provide an update following the April session.

Ms. Meenakshi asked whether a creative writing course in English could generate sufficient interest, particularly among students from Andhra Pradesh who might face communication challenges, suggesting it could serve as a bridge for them. In response, Prof. Prithvi noted that a creative writing course offered last year did not attract any enrollment, largely due to limited outreach. However, the course will be reintroduced in 2026 as part of a broader initiative, including a creative writing minor. He highlighted the involvement of esteemed writers such as Arundhati Subramanian, Prayag Akbar, and Ruchir Joshi in teaching creative writing and mentioned the recent hiring of Prajwal Parajuly, a highly skilled creative writing expert. The program is evolving

well, with plans to develop a creative writing track within the literature major and launch a summer program.

4. Financial MIS for the period ended December 2024

The Vice Chancellor provided an update on the financial performance for the year ending December 2024, highlighting key points. Student fee income fell short of expectations due to under-enrollment in the Liberal Arts program, resulting in a deficit of ₹7.5 crores. However, the Business School exceeded its target, enrolling 260 students instead of the projected 240, generating an additional ₹1.86 crores and helping reduce the net shortfall to ₹5.8 crores. Financial assistance donations also saw a significant gap, with only ₹2.58 crores raised against the ₹13.5 crores target, primarily due to fewer students opting for aid.

A ₹7 crore shortfall must be covered by March to meet the financial target. Faculty recruitment remains on track, with new hires expected to join in the next quarter, and no major cost reductions are planned in this area. While the Executive MBA program is performing well, the MDP program has fallen short of its financial targets. Tuition fees were slightly increased in line with inflation, and faculty-related expenses totaled ₹17 crores. The Governing Council set a surplus target of ₹20 crores, with projections reaching up to ₹24 crores. This surplus will be reinvested in student financial assistance rather than capital expenditure.

The Vice Chancellor also noted that all financial returns are up to date, with the TDS return as the only pending item. These figures will be updated ahead of the next Governing Council meeting on March 29, and further details on the fourth-quarter financials will be presented at the BOM meeting on March 21.

5. Approvals/Notings/Ratifications:

Noting: Whistleblower incidents, if any
The BoM members noted that there were no whistle-blower incidents during the period.

6. Any other business

The members noted that there was no other business to discuss in the meeting.

7. Next BoM Meeting- 21st March 2025

The members noted that the next meeting will be held at 10.00 a.m. on 21 March 2025.

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 11:30 a.m. on 21st March 2025 through a hybrid mode.

Members present:

Prof Nirmala Rao - Vice Chancellor and Chairperson
Ms. Paula Mariwala
Ms. Roxana Daver
Dr. Meenakshi Gopinath
Dr Prithvi Datta Chandra Shobhi
Dr Balaji Srinivasan
Mr. S Sundara Rajan
Mr. Ravish Kumar Arora

Routine Matters:

1. Apologies for absence

   Apologies for the absence were granted to Mr. Rajeev Mecheri and Prof. Lakshmi Kumar

2. Confirmation of the minutes of the meeting held on 29 January 2025

   The minutes of the meeting of the Board of Management held on 29 January 2025 were approved.

3. Update on the activities by the Vice Chancellor

   The Vice-Chancellor announced that the university's Commencement Ceremony will be held on 14th June at 2 PM at the Music Academy in Chennai. She also shared that the commencement speaker has been changed from Shashi Tharoor to Professor Ram Ramaswamy, a distinguished bioinformatics scientist. Additionally, author Gitanjali Shree and Professor Vivek Borkar will be honored with honorary doctorates. Meenakshi Gopinath proposed Priyamvada Natarajan, a renowned astrophysicist known for her groundbreaking research on black holes, as a potential future speaker. It was agreed to maintain a pool of prospective speakers to accommodate any last-minute changes.

4. Budgets 2025-26

   The Vice-Chancellor presented the budgets for 2025-26 and observed that the financial results for 2024-25 were more favorable than expected, despite a shortfall in student recruitment and fee income, which totaled ₹126 crores against a budgeted ₹130 crores. Thanks to effective expenditure control, overall performance remained strong. However, fundraising fell short of targets: only ₹6.6 crores were raised against the ₹15 crore budget

for financial assistance, leaving ₹8 crores unmet. Apart from a ₹1 crore contribution from a board member, no new funds were secured this year, with the rest still in the pipeline.

In response to Dr. Balaji Srinivasan's query regarding staff and faculty salary ratios, the Vice-Chancellor clarified that cost reductions resulted from enhanced operational efficiency rather than indiscriminate cuts. Faculty hiring was undertaken judiciously: of 31 requested positions, 30 were filled only when suitable candidates were available; otherwise, temporary or adjunct appointments were made. A similar cost-conscious approach was applied to staff roles, with senior leadership—such as deans—taking on additional responsibilities instead of hiring new personnel. For example, the position of PVC remained vacant, with the VC herself assuming those duties. She emphasized that these were not "bad savings" but deliberate, strategic measures to reallocate resources toward priorities like financial aid.

Addressing concerns about retaining young overseas-trained PhDs, the Vice-Chancellor and Professor Prithvi Shobhi noted that recent hires from abroad have accepted competitive local salaries, drawn by the institution's growing reputation, safe environment, and supportive academic culture. To further enhance retention, measures such as sabbatical and consultancy policies, transparent promotion procedures, and faculty pay equity have been implemented. While there remains a risk of faculty moving to IITs or IIMs, Ashoka is not viewed as the primary competitor, and Krea's current positioning appears favorable.

The Vice-Chancellor stated that efficiencies in outreach and communications resulted in a financial surplus of approximately ₹25 crores, surpassing the Governing Council's target savings of ₹20 crores. This surplus will be allocated toward financial assistance. When Ms. Meenakshi Gopinath inquired whether international faculty primarily contribute academic value or serve diversity goals, the VC emphasized that faculty trained at North American liberal arts institutions bring substantial academic value, particularly in pedagogy.

Prof. Prithvi added that, although no formal study has been conducted, a growing number of inquiries from overseas academics offer opportunities to broaden and professionalize the curriculum. He cited global historians as an example, who have facilitated a shift from an India-centric to a more international history curriculum. Additionally, new faculty hires like Prof. Sumantra Bose are helping develop new concentrations and majors in international relations, thereby strengthening the institution's academic portfolio.

Ms. Paula expressed concerns about the institution's operating surplus, asking whether it was being used to cover shortfalls in financial aid (FA) fundraising, to build a corpus, or to support new programs. The Vice-Chancellor clarified that, although the Governing Council directed maintaining a surplus, the institution would have implemented stringent financial discipline regardless. She explained the need to build reserves due to inadequate FA fundraising over the past three years, to bridge funding gaps for capital projects, and to invest in new initiatives such as the School of Life Sciences.

Mr. Balaji suggested that current global uncertainties, particularly in higher education, could create a unique hiring opportunity. The Vice-Chancellor and Prof. Prithvi confirmed that the institution is actively recruiting high-quality candidates, especially in fields such as data science, psychology, chemistry, and economics, while exercising caution in disciplines with lower student demand.

Ms. Paula emphasized the importance of transparently aligning surpluses with academic goals and stressed that financial aid funding should be a collective responsibility supported by dedicated fundraising efforts. The Vice Chancellor acknowledged the need for more aggressive fundraising and commended the efforts of her finance and academic teams. The members agreed to revisit these issues at the upcoming fundraising committee meeting.

The Vice-Chancellor outlined the key assumptions behind the 2025–26 budget, including targeted student enrollment, planned faculty and staff recruitment, and expected donations, particularly from fundraising efforts. In response to Mr. Balaji Srinivasan's inquiry about hiring a professional fundraiser, the VC confirmed the appointment of Mr. Shaurya Cheema and agreed to introduce him to Mr. Balaji and other members at the upcoming fundraising committee meeting.

The Vice-Chancellor presented the budget projection for FY 2025–26, highlighting a substantial increase in fee income from ₹126 crore to ₹161 crore, driven by anticipated student enrollment growth from 320 to 380, particularly in the liberal arts programs. While acknowledging the ambitious growth assumptions, she noted that the admissions cycle is still underway, with two rounds remaining. The projected surplus of ₹33 crore depends on achieving enrollment targets, boosting donations for financial aid, and successfully implementing planned faculty and staff recruitment. Prof. Rao explained the related increase in City Campus Administration costs from ₹20 crore to ₹28 crore, reflecting higher student-related operational expenses.

There was broad agreement that the budget surplus should be reinvested in academic development rather than financial assets, with Mr. Balaji and others cautioning against prioritizing corpus savings prematurely at the expense of institutional growth. The discussion also addressed the importance of hiring high-quality faculty, especially in the hard sciences and economics, as well as the challenges of recruiting skilled fundraising professionals given current salary limitations.

Prof. Prithvi emphasized that the university is actively pursuing ambitious academic expansion, focusing on research, new program development, and sustained faculty recruitment. While maintaining financial prudence, there was broad consensus that operational efficiencies should enable and justify increased investment in academics, particularly in emerging schools such as Life Sciences, which will demand substantial resources.

Ms. Paula emphasized the importance of monitoring surpluses, noting that institutions are generally not permitted to accumulate large excesses over multiple years. The CFO clarified that, according to the Income Tax Act, institutions may retain up to 15% of their income annually and carry it forward for up to five years, beyond which penalties may be imposed. Ms. Meenakshi concurred that it would be prudent for the CFO to review and ensure compliance with these regulations.

Ms. Paula requested benchmarking the institution's financials against peer universities for better context. This sparked a broader discussion on the potential for inter-university collaboration, especially among CFOs and senior leaders of private institutions. Mr. Balaji and the Vice-Chancellor observed that while such forums are common internationally, Indian institutions tend to be more competitive. Nevertheless, there was consensus that Krea could take the lead in convening such a network—starting with CFOs or Vice-Chancellors—and potentially host a collaborative event to promote shared learning and enhance the institution's brand.

The members recommended the budgets presented for approval by the Governing Council.

5. To note: Whistleblower incidents, if any

The members noted that there were no whistleblower incidents reported during the period.

6. Any other business

There were no other business for discussions.

7. Next Meeting of the BoM – Friday 30 May 2025

The members noted the next meeting date as 30 May 2025.

8. BoM meetings for 2025-26

The members noted the meetings for 2025-26 as given below:

a) Friday, 30 May 2025
b) Friday, 25 July 2025
c) Thursday, 26 September 2025
d) Friday, 28 November 2025
e) Tuesday, 27 January 2026
f) Tuesday, 24 March 2026

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 10.30 a.m. on Monday, 28 July 2025, through a hybrid mode

Members present:

Prof Nirmala Rao - Vice Chancellor and Chairperson
Ms. Paula Mariwala
Ms. Roxana Daver
Mr. Rajeev Mecheri
Prof. Lakshmi Kumar
Dr. Meenakshi Gopinath
Dr Prithvi Datta Chandra Shobhi
Mr. S Sundara Rajan

Invitee:

Mr. Ravish Kumar Arora

Routine Matters:

Apologies for absence

Apologies for the absence were granted to Dr Balaji Srinivasan.

Confirmation of the minutes of the meeting held on 13 June 2025

The minutes of the meeting of the Board of Management held on 13 June 2025 were approved.

Update on the activities by the Vice Chancellor

Vice Chancellor Nirmala Rao reported that admissions to the Liberal Arts and Sciences programme have fallen significantly short of target, with a shortfall of around 100 students. In contrast, the MBA and BBA programmes have exceeded their targets, continuing their strong performance. To address the shortfall in liberal arts admissions, she stressed the need for a deeper strategic discussion. She acknowledged that several positive steps are already underway such as MoUs with top feeder schools, school visits, and masterclasses and workshops led by faculty members but noted that the impact of these initiatives will only become visible over the next 2–3 years. She further highlighted that a third winter school is planned for December, complementing the expanding summer school initiative, where participation has grown sharply from about 35 students last year to more than 125 this year, indicating encouraging early signs of increased engagement.

The Vice Chancellor noted that the university has strengthened its outreach efforts by deploying additional staff across regions and exploring new markets. She observed that liberal arts education in India remains at a nascent stage, with the total number of applications nationwide at about 8,000. To enhance its appeal, Krea is revising its curriculum and introducing market-relevant concentrations such as finance, business, and management programmes rooted in the liberal arts tradition but designed to attract a broader pool of applicants. As part of this strategy, two new undergraduate degrees in Business and Finance are being launched this year.

The Vice Chancellor reported that admissions to the liberal arts programme fell short of the target of 380, despite earlier gains from the revised admissions process. She highlighted several critical factors behind the unusually high number of student withdrawals this year. While 320 applicants initially accepted offers, around 254 subsequently withdrew, resulting in a final enrollment of 275. The primary factor is the high cost of attendance: with annual fees of approximately Rs.11.5 lakhs, Krea is the second most expensive university in India after Ashoka. By comparison, institutions such as Azim Premji University and Shiv Nadar University offer similar programmes at significantly lower costs (Rs.3–6 lakhs), making them more attractive to students. Although applicants are aware of Krea's fee structure at the application stage, many treat it as a backup option and later withdraw if they secure admission to more affordable institutions.

The Vice Chancellor identified a second challenge: Krea's limited scholarship capacity. While Ashoka supports nearly 50% of its students, many through merit-based awards Krea currently extends aid to only about 25%, primarily on a need-based basis. The absence of a strong merit scholarship programme has resulted in the loss of high-calibre students to peer institutions. Unlike Ashoka, which is backed by a sizable endowment, Krea lacks such a fund and has faced difficulties in mobilising new resources. This year, the university secured only one new major donation of Rs.1 crore and allocated Rs.4 crores towards fresh scholarships, over and above existing commitments of Rs.13–14 crores. To manage long-term costs, the Governing Council has approved a gradual cap of 150 scholarships; however, implementation will take several years as current beneficiaries progress through the system.

The third factor relates to the timing of overseas university offers. A number of students withdrew after receiving last-minute acceptances from institutions abroad, particularly in the UK, where the fee differential is relatively small. While such external factors are difficult to influence, Krea recognises that its scholarship policies remain within its control.

The Vice Chancellor mentioned that although admissions have fallen short of target, Krea is not alone: peer liberal arts institutions such as Ashoka, FLAME, and OP Jindal have also experienced under-enrolment this year. She observed that these patterns reflect deeper structural challenges facing the liberal arts higher education sector in India. Looking ahead, she stressed that the central task is to rethink and reposition the curriculum to be more market-oriented while preserving the distinctive identity and value of the liberal arts, which remain Krea's core strength. Achieving this balance has been set as a strategic priority for the year.

Mr. Rajeev mentioned that the growing prominence of AI may be steering students away from liberal arts towards traditional sciences and questioned whether this was the main driver of the recent decline. The Vice Chancellor responded that liberal arts have never enjoyed broad popularity in India and remain a relatively nascent concept, with only a handful of institutions such as Ashoka, Krea, Plaksha, and FLAME offering comprehensive liberal arts programmes. She noted that it is too early to draw firm conclusions about trends, as the development and launch of new programmes typically require two to three years.

The discussion further highlighted that, despite earlier optimism that global market instability would boost enrolments, the expected increase did not materialise. Looking ahead, the Vice Chancellor outlined plans to establish a Rs.30 crore scholarship endowment and strengthen outreach and admissions strategies, underscoring the need for greater institutional support and more deliberate planning.

Dr. Meenakshi inquired whether all students on the waiting list had been approached, and the Vice Chancellor confirmed that they had. The VC added that admissions had also been reopened publicly until August 15, with students offered the option of a shortened first trimester or deferred entry in the second term. Dr. Meenakshi cautioned that this year's dip in admissions should not be viewed as indicative, given the broader global uncertainties and ongoing shifts in higher education, including the rollout of CUET and the NEP's four-year undergraduate framework. She further observed that while extensive outreach is well-

intentioned, it can at times risk creating a perception of over-eagerness. Noting that even Ashoka University had to admit deeper into its waitlist this year, she stressed that many institutions are facing similar enrolment challenges amidst the current flux.

The discussion highlighted several key concerns. Krea's fee structure and geographical location remain significant challenges. Dr. Meenakshi proposed further reducing the gap between interviews and final admission offers. The Vice Chancellor mentioned that this turnaround time had already been shortened substantially from 75 days to 23 days, which has supported improvements in recruitment. Another issue raised was the increasing test fatigue among students, who face an overwhelming number of entrance exams after Class 12. In addition, the rising affordability of international education even for families from bureaucratic backgrounds was cited as an unexpected factor influencing domestic enrolments.

The members agreed that although this year may be atypical given the global transitions, it is important for Krea to remain proactive. Recommendations included recalibrating outreach efforts, ensuring greater flexibility in admissions processes, and strengthening financial aid through enhanced scholarship support to address cost-related barriers.

Ms. Paula Mariwala stressed the need for Krea to invest more in brand building beyond direct outreach, particularly by highlighting strengths such as strong placements. The Vice Chancellor responded that outreach materials already underscore Krea's distinctiveness, faculty quality, and graduate outcomes, and that these are consistently communicated to students and parents. Dr. Prithvi added that the team is refining its messaging while prioritising improvements to the on-campus academic experience, which remains fully within their control. The Vice Chancellor acknowledged that while brand recognition is gradually increasing through word-of-mouth and public platforms, building a strong reputation will require time.

The Vice Chancellor mentioned the importance of integrating emerging developments in AI into the curriculum and noted that Krea is responding to a call for proposals from the Anusandhan National Research Foundation to establish Centres of Excellence. These proposed centres would bring together liberal arts and the sciences, with a focus on themes such as health and psychology, digital humanities, and climate change. If successful, the initiative could secure a Rs.25 crore grant, significantly strengthening Krea's research capacity and programme development. She emphasised that AI would be central to these efforts. While Krea has built a strong cohort of young faculty comparable to leading international universities, a continuing challenge is attracting senior professors to provide disciplinary depth and academic leadership.

Dr. Meenakshi proposed reaching out to renowned physicist Dr. Priyamvada Natarajan, celebrated for her pioneering work on black holes and widely regarded as a future Nobel contender. She highlighted Dr. Priyamvada's South Indian roots and her strong ability to engage with students. The Vice Chancellor noted that her name had been discussed earlier and expressed interest in inviting her, particularly if she visits India in the near future. Dr. Meenakshi offered to facilitate the connection. The Vice Chancellor further suggested formalising a Scholars in Residence programme to host such distinguished visitors.

The Vice Chancellor provided an update on campus development and fundraising, noting that while the next few years will be financially challenging, the situation is expected to stabilise thereafter. Krea has acquired an additional 95 acres of land, where the first new building the School of Life Sciences is being developed with funding of Rs.50–60 crores.

Although delayed until October, a strong steering group is shaping its academic direction, beginning with initiatives in computational biology, climate change, and ecohealth, supported by the ICICI Foundation. The four-storey building will also temporarily house the mathematics and data science programmes. Named the Vaghul Campus, it will additionally host the ICICI Centres for Food Security and Ecohealth. On the

residential front, Hall 9 has been completed with a capacity of 500 students, while Hall 10 is planned for 2027, aligned with steady enrolment growth.

A new faculty housing project with 60 apartments is also underway, supported partly by a Rs.15 crore ICICI loan. Enhancements to student life include a new football field, refurbished badminton courts, a student hub, and a gym. With no immediate requirement for additional major buildings, the focus will shift to strengthening scholarship funding and further improving the student experience.

Mr. Rajeev inquired about follow-up measures taken in response to last year's student complaints regarding food. The Vice Chancellor confirmed that the situation has improved considerably with the introduction of monthly external inspections and the appointment of a dedicated manager to coordinate between the caterers and the university. She noted that there have been no recent complaints and that hygiene standards are now well maintained. Mr. Rajeev further suggested instituting quarterly student feedback surveys and leveraging positive responses to foster a sense of collective positivity on campus, a proposal the Vice Chancellor agreed to implement.

The Vice Chancellor informed the Board that she would submit a full written report at the next meeting and flagged an upcoming discussion on the sensitive issue of academic freedom and the role of the Governing Council. She highlighted the importance of striking a balance between faculty autonomy and institutional integrity. The paper will be submitted by 10 September and subsequently discussed at the following Board of Management meeting.

Ms. Paula Mariwala expressed concern about the limited understanding among non-academic Board members regarding the boundaries between governance and academic freedom. She suggested that, as practiced in several international institutions, orientation workshops could help clarify roles and responsibilities, particularly for non-academic members, and reduce the risk of unintentional overreach. Such workshops, she proposed might include case studies and training modules to reinforce best practices.

In response, the Vice Chancellor agreed that while orientation sessions could be valuable, establishing formal committees might lead to excessive oversight and risk constraining academic research and autonomy. As a way forward, she suggested raising awareness without adding bureaucratic layers by inviting select Board members including Meenakshi, Paula, and Roxana to the upcoming 10th September meeting.

Financial MIS for the period ended June 2025

The CFO presented the Q1 2025–26 financial performance, reporting a surplus of Rs.9.72 crore with 82% budget utilisation. Key savings were achieved through phased faculty and staff hiring, transport efficiencies and reduced outreach expenses following activity rationalisation. Interest income exceeded budget by Rs.0.31 crore, supported by stronger fee collections and a new financing partnership with GrayQuest.

While fee income was lower due to under-enrolment in the SIAS programme, financial assistance was maintained at the budgeted Rs.15 crore; however, only Rs.1.26 crore has been received to date, with visibility on Rs.4.35 crore, leaving a shortfall of Rs.10.65 crore. Priorities for the next quarter include strengthening fundraising for financial aid and sustaining cost efficiency without compromising quality. The Vice Chancellor clarified that while Q1 cost containment has been effective, savings in faculty and transport were largely seasonal, reflecting the summer recess (April–June) when faculty presence and transport usage are minimal; these costs are expected to normalise from July onwards.

The CFO reported that as of 30 June 2025, total student strength stood at 1,634, comprising 582 in MBA, 173 in BBA, and 859 in SIAS. Newly enrolled students included 300 in MBA, 83 in BBA, 250 in SIAS,

and 2 in PhD, all figures being pre-withdrawal. Against a budgeted faculty and staff strength of 181, the actual stood at 166, with expenditure of Rs.7.9 crore compared to the budgeted Rs.8.8 crore. At GSB, the budgeted strength was 61 versus an actual of 63, with costs of Rs.2.9 crore against a budget of Rs.3.6 crore.

For common services, 92 staff were in place against a budget of 97, with expenditure of Rs.3.2 crore versus Rs.3.6 crore budgeted. All statutory compliances for the quarter were completed on time, with the only pending matter being the renewal of the institution's exemption under Section 10(23C) of the Income Tax Act, a five-yearly process that has been submitted and is currently under review.

To note: Whistleblower incidents, if any

There were no whistleblower incidents reported.

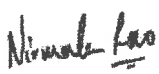
Any other business

There being no other business, the meeting ended with a vote of thanks to the Chair.

Next Meeting of the BoM – Thursday, 26 September 2025

BoM meetings for 2025-26

a) Thursday, 26 September 2025
b) Friday, 28 November 2025
c) Tuesday, 27 January 2026
d) Tuesday, 24 March 2026



Minutes of the Board of Management (BoM) meeting of Krea University held at 10.00 a.m. on Monday, 17 November 2025, through a hybrid mode

Members present:
Prof Nirmala Rao – (Chair)
Ms Paula Mariwala
Ms Roxana Daver
Mr Rajeev Mecheri
Dr Prithvi Datta Chandra Shobhi
Dr Balaji Srinivasan
Mr Ravish Kumar Arora

Apologies for absence

Apologies for absences were granted to Dr Meenakshi Gopinath and Prof. Lakshmi Kumar

To note: Whistleblower incidents, if any

There were no whistleblower incidents reported.

Vice Chancellor's report

The Vice Chancellor (VC) provided an update on admissions for the 2026–27 cohort. She reported that the application portal opened on 12 October and will close on January 4. As of now, there are approximately 237 paid applications, of which about 90 are fully completed and submitted. The outreach team will personally follow up with all applicants who have not yet finished their submissions. The VC observed that the numbers for this year are the same compared with last year at this time.

The VC noted that, in the current year, the recruitment to liberal arts had fallen short of the target by 147 students, resulting in a significant financial deficit of approximately ₹15 crore. She explained that we are tightening our expenditure significantly and deferring the appointment of many faculty positions to the next academic session.

Ms Paula sought clarification on the reasons for under-recruitment. She also asked whether any admission criteria had been altered. The VC explained that the Krea's ambitious growth targets in the strategic plan were set during a period of strong admissions in 2022; however, since then, the

market proved far more volatile than anticipated. She reported that the most significant challenge was an unexpected withdrawal of about 274 students three weeks before the start of the term. She outlined the main reasons for the withdrawals as: 1) competition from Ashoka University, which released its scholarship decisions later in the season. About 90 strong applicants moved there upon receiving full scholarships; 2) movement to lower-fee institutions such as Narsee Monjee and Azim Premji University, where fees are around ₹3 lakhs; 3) late offers from overseas institutions, primarily in Australia, Canada, the UK, and some from the US, which prompted another group of students to accept international options. She noted that similar patterns were observed across the liberal arts sector, with Ashoka also falling short of its target enrolment, though their large endowment allows it to offer extensive scholarships.

The VC added that Krea is currently operating with tight finances: the university has a ₹15 crore bursary and scholarship budget of which ₹13 crore is already committed to continuing students in years two through four, leaving only around ₹2 crore for the incoming cohort. An additional ₹8 crore has been allocated this year despite raising only 2 crores in scholarship donations.

Dr Srinivasan noted that Krea must reconsider its programme offerings from a survival standpoint, especially when resources are constrained, to ensure they attract enough students. The VC responded by stating that Krea is now introducing more market-aligned liberal arts programs, such as Economics & Finance, Business Studies & Finance and Masters in Clinical Psychology to attract applications and improve enrolments.

The VC stated that the development office has struggled to generate new donor connections, despite appointing three well-compensated staff members. She emphasised that this gap, particularly when compared with institutions like Ashoka and Plaksha, whose founders themselves drive fundraising, remains a significant challenge.

Dr Srinivasan highlighted the need for Krea to move toward subject-specific summer programmes, noting the example of Ahmedabad University's new climate-focused collaboration with the University of Chicago. He suggested that specialised offerings help build a stronger academic brand and that Krea could leverage its existing connections, especially in climate-related work, to develop similar partnerships and potentially attract future research funding. Prof. Prithvi commented that discussions with the international office were already underway and outlined Krea's planned summer programmes: research-driven projects for college students, AP-oriented academic courses for high-school students, and a proposed six-week summer term. He added that data science offerings are being introduced this year.

Financial Statement: April-September, 2025-26

The VC presented the six-monthly financial report, highlighting that the revised budget reflects significantly lower enrolment than the original projections. The 2025–26 budget approved in March was based on an intake of 680 students (380 SIAS, 240 MBA, 60 BBA), while the actual overall enrolments stood at 533 students. She assured that expenditure adjustments have been made accordingly to the variable costs. Some savings are expected from reduced campus administration costs and delayed faculty recruitment, while still maintaining required student-faculty ratios. She stated that based on these revisions, the earlier projected surplus of ₹33.03 crores is now estimated at ₹21.27 crores, with continued control of expenditures.

The VC presented the highlights of the mid-year financial review. She noted that the six-month income stands at ₹72.60 crores and expenditure at ₹60.16 crores, reflecting only operational costs. She informed the members that the University had taken a ₹40-crore term loan from ICICI Bank, which was availed of in April to address the funding gaps for Residential Hall 9 (RH-9). The loan has a 7-year tenure, with monthly repayments of ₹30–35 lakhs. She cautioned that sustaining these repayments depends on improved student recruitment in the coming cycles.

The VC then presented the faculty, staff, and student strengths. She noted that SIAS currently has 149 faculty members, against the budgeted 184. A small number of additional appointments may be made in the next trimester, but hiring will remain constrained. She added that the faculty have been fully cooperative in managing increased teaching loads. For GSB, she reported that the school met and exceeded its enrolment target and added one faculty member. With respect to common services, including HR, IT, Finance, Communications, and other core functions, the current staff strength stands at 90, below the budgeted 100. On student numbers, the VC observed that the original plan projected a total campus strength of 1,684 students, whereas the current strength is 1,543, reflecting the shortfall in recruitment. New enrolments, including PhD students, were expected to be 715 but stand at 562. She also noted that an additional 38 students admitted under the Andhra Pradesh quota have joined the business school. These students do not pay regular tuition fees; their food and lodging are treated as income-in, income-out.

Mr Ravishkumar concluded the presentation on financial statements by briefing on the statutory compliances. He confirmed that all statutory requirements for the period have been duly met. PF, ESI, and TDS deposits have been made on time each month. The GSTR-1 and GSTR-3B returns for the previous financial year were filed by 30 September 2025, and the quarterly returns for the current year have been filed up to 31 October. He added that the tax audit for the previous year has also been completed and submitted to the Income Tax Department on 30 October. He noted two items that remain in progress. The application under Section 10(23C) for exemption on donations is underway, with a hearing scheduled next week in Hyderabad. The GST annual return, GSTR-9, is also being prepared and will be completed before the 30 November deadline.

Any other business

Mr Rajeev raised a question on whether the institution could highlight the subsidised fee support provided to 38 students in the GSB MBA programme as part of Krea's broader narrative on supporting underprivileged learners. The VC acknowledged that this subsidised fee arrangement could indeed serve as a valuable component of the institution's marketing strategy

Next Meeting of the BoM – 27 January 2026

The members noted that the next meeting will be held on 27 January 2026.

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 2.30 p.m. on February 20, 2023 through online mode

Members Present:

Prof. Nirmala Rao, Vice Chancellor, Chair
Ms.Paula Mariwala
Mr.Rajeev Mecheri
Mr. S. Sundara Rajan

Present by Invitation:

Mr. Ashwin Bajaj
Prof.Lakshmi Kumar
Prof.Prithvi Datta
Mr.R.Ganesh
Ms.D.Mahalakshmi

Routine Matters:

1. Apologies for absence

   Apologies for absence was granted to Dr. Meenakshi Gopinath and Mr.Vivek Khemka

2. Confirmation of the minutes of the meetings held on January 13, 2023

   The minutes of the meetings of the Board of Management held on January 13, 2023 were confirmed.

3. Vice Chancellor's report (brief report - oral)

   The Vice Chancellor briefed the BOM regarding details of student placements of the first batch of the SIAS students. The VC discussed the geographical details of the placed students on enquiry by Mr.Ashwin. He also suggested that the career services department organize to bring companies to campus for interviews and get their feedback, which will be useful for our subsequent cohorts. He added using of the Krea ambassadors for SIAS activities.

   The Vice Chancellor also briefed the members about the updates on Admissions, Students Higher education, accreditation, preparedness for UGC etc., The members noted the same.

4. Approvals/Notings/Ratifications:

   Noting: Whistleblower incidents, if any

   The BoM members noted that there were no whistle blower incidents during the period.

5. Approvals:

Appointment of Ms.Roxana Daver, as a member of BoM

The members discussed about the appointment of Ms.Roxana Daver as a member of BoM. Ms.Paula enquired about the process of appointing members to BoM and the Vice Chancellor explained the process. After discussions, the members recommended the appointment of Ms.Roxana Daver as a member of BoM for further approval by GC.

6. Budgets - 2023-24:

The Vice Chancellor presented the Budget for 2023-24. The following suggestions were made by the members:

Ms.Paula mentioned that a 5-year fundraising strategy plan including a global focus needs to be prepared with the involvement of some GC members. She also added that aggressive fund raising campaigns need to be conducted particularly in terms of capex requirements.

Mr.Ashwin enquired about the major courses offered for the SIAS students and whether there are possibilities of repackaging the courses to enable to reduce the faculty count. The Vice chancellor mentioned that the student's options of choosing majors are similar to other Universities. Mr. Ashwin then suggested that the student intake should go up and a more detailed set of majors and minors may be looked into both from the financial and course perspective.

The BoM members agreed that the MDP vertical to come under IFMR GSB.

Ms.Paula wanted to share the list of faculty members of Krea to the BoM members.

The members recommended the budget for further approval by the GC.

7. Implementing the Four-Year Undergraduate Program from 2023-24:

Prof.Prithvi explained the 4 year undergraduate programme from 2023-24. The members noted the same and recommended after stablilisation of the 4th year programme, to explore possibilities of offering the 4th year PG programme to outside students in various subjects.

8. RH8 construction, transfer of necessary funds:

The Vice Chancellor explained the need for the RH8 building and the members noted the same.

The meeting ended with a vote of thanks to the Chair.

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 2.30 p.m. on March 24, 2023 through online mode

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Dr Meenakshi Gopinath
Ms Paula Mariwala
Mr Rajeev Mecheri
Mr. S. Sundara Rajan

Present by Invitation:

Mr. Ashwin Bajaj
Professor Lakshmi Kumar
Professor Prithvi Datta

Routine Matters:

1. Apologies for absence

The Board noted that apologies were not received from Mr Vivek Khemka. Since Mr.Vivek has not been able to attend the meetings of BoM, the VC requested the Registrar to find out from his office about the status and update the BoM members.

2. Confirmation of the minutes of the meetings held on 20 February, 2023

The minutes of the meetings of the Board of Management held on 20 February, 2023 were confirmed.

3. Vice Chancellor's report – (BOM1/03/23)

The Vice Chancellor informed the BoM members on various matters as an update.

Governance Review

VC mentioned the discussions happening at the GC level on reforming the Governance Structure. One of the outcomes is likely to be the disbanding of the Executive Committee (EC). She highlighted the statutory requirement to have a BoM tasked with the responsibility to oversee all matters to do with the management of the University. Hence EC was not necessary. Moreover, there is considerable duplication of work between BoM and EC and there is a risk of EC overriding the decisions of BoM. However, the results of any restructuring can only be confirmed after approval by Governing Council (GC). The next step would be to strengthen the BoM as major items such as budget and strategic planning will be the responsibility of the BoM.

Krea will have to be extremely in the run-up to accreditation and ensure that we are following the right processes that align with our Charter and statutes.

The task force for the Governance Structure is a four-member committee chaired by Mr.Cyril Shroff and was expected to publish the report by autumn of last year. However, Mr. Cyril had to step down because of his other commitments; the full report is expected to be presented in the next GC meeting.

At the governance level of the university, the task force recommended the establishment of an Audit Committee and a Nominations Committee, amongst others. It will also focus on the relationship between the sponsoring body and University, and the regulatory framework which dictates the relationship between the two organizations. Further, it will also examine the governance of the five centers, the role of the Chancellor, Vice-Chancellor, and the process of nomination and tenure for BoM and GC.

Strengthening the Board of Management

VC requested the members to suggest external members for expanding the current strength of BoM, especially female candidates. New members should be willing to actively engage with the business of our University.

Dr. Meenakshi Gopinath recommended Ms.Vinita Bali, who was formerly the Managing Director of Britannia Industries Limited and Ms.Nirupama Menon Rao, retired Indian Foreign Service officer.

Ms.Paula Mariwala pointed out the lack of visibility of BoM. VC addressed the issue and stated that she is looking to see how to improve the co-ordination between BoM and GC including occasionally inviting BoM members to Governing Council meetings. She expressed her view that faculty members will also be invited to the BoM/ GC meetings.

Dr. Meenakshi Gopinath requested the VC to present a visual representation of the changes in the structure and the hierarchy of the organization. VC agreed to do that at the next BoM meeting; she also pointed out that the Academic Advisory Board has been abolished and the members have been reallocated to the Research Advisory Board headed by Prof Sivakumar, Dean of Research. Thus, there are four statutory bodies, Governing Council, Board of Management, Research Advisory Board, and Academic Council.

Dr. Meenakshi Gopinath pointed out the need to have a Finance Committee for the NAC accreditation purpose. VC requested Prof Prithvi to look into the matter before the next GC meeting, which will focus on the larger issues of governance.

Convocation

VC informed the members that the Convocation will be held on 1st July and invited members to suggest names of meritorious individuals to whom honorary doctoral degrees could be awarded. Dr.Meenakshi Gopinath suggested Justice Dhananjaya Y. Chandrachud. VC also requested Dr. Meenakshi to contact Dr. Gita Gopinath and let the VC know if she would be interested to be nominated for Honorary Doctorate.

Prof. Lakshmi Kumar briefed the members about the Convocation Committee and mentioned that the committee would want to finalise the names for speakers and honorary doctorate candidates within the next 15 days, as the date of the convocation of 1st July is soon approaching. Prof Prithvi pointed out the need to decide on the chief guest as early as possible since it's essential for documents to be printed well in advance. Dr. Meenakshi suggested Geetanjali Shree, the International Booker Prize winner, and Amitabh Kan, the second Chief Executive Officer of NITI Aayog. VC requested Prof. Lakshmi to contact Dr.Venkatramanan Anantha Nageswaran.

VC briefed the members on Recruitment and Admissions- 2023/24, Faculty recruitment, Graduate Destinations, Learning and Teaching, and New academic developments -2023/24. The major

discussion was on faculty recruitment and the pay scale. Dr. Meenakshi suggested keeping the 7th pay commission as the benchmark for payscale and, in addition, should be based on performance and other parameters. Mr. Sundar pointed out that Mercer Consultancy has been hired to undertake the benchmarking exercise and has contacted so far six universities/institutions. VC stated that the benchmark and related papers will be discussed at the June meeting.

4. Approvals/Notings/Ratifications:

Noting: Whistleblower incidents, if any

The BoM members noted that there were no whistle blower incidents during the period.

5. Approvals:

Appointment of Mr.Ganesh Ramamurthy, CFO of Krea as a member of BoM

The members recommended the appointment of the CFO of Krea as a member of BoM for further approval by GC.

6. Doctoral College – presentation by Prof.Sivakumar, Dean, Research

Prof.Sivakumar gave a presentation on the Doctoral College and briefed on the main areas of Environmental Society, Intelligence, Markets and Capital, Sapiens and Society, Emerging Technologies and Businesses Applications, and Innovation and Entrepreneurship. His analysis focused on the talent pipeline, the graduate experience, post-doctoral researchers, governance, academic trajectory of research scholars, program impact, and Research Consultancy Policy.

7. Any other business

Strategic Plan

A brief mention of the Strategic Plan was made. Due to constraints of time, it was decided to defer discussion of the Plan to the next Board meeting in July.

Fundraising Policy

VC stated the three components of fundraising policy; financial assistance for students, financial assistance for the faculty chair, and construction activities. She pointed to the need to raise money for Residential Building 8 and mentioned that a more detailed discussion would follow at the next meeting nof the Board. Paula Mariwala highlighted the need to have a solid fundraising strategy and a team to work towards building an endowment and reserves for the future sustainability of Krea.

The meeting ended with a vote thanks to the Chair.

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 10.30 a.m. on June 30. 2023 hybrid mode

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Dr Meenakshi Gopinath
Mr.Ashwin Bajaj
Ms Paula Mariwala
Mr Rajeev Mecheri
Mr.Balaji Srinivasan
Ms.Roxana Daver
Professor Lakshmi Kumar
Professor Prithvi Datta
Mr. S. Sundara Rajan
Mr.R.Ganesh

Routine Matters:

1. Apologies for absence

   Since Mr.Vivek Khemka has not been able to attend the meetings of BoM, the members suggested to look for replacement options in place of his membership from the BoM and inform him accordingly.

2. Confirmation of the minutes of the meetings held on 24 March 2023

   The minutes of the meetings of the Board of Management held on 24 March 2023 were confirmed.

3. Vice Chancellor's report – (BOM/06/23)

   The Vice Chancellor informed the BoM members on various matters as an update including Recruitment and Admissions: 2023/24, Faculty recruitment, Graduate Destinations, Learning and teaching and The Graduate Programme at Krea.

   She briefed about the new governance structure and various committees with the terms of reference approved by the Governing Council through circular resolution. The approved committees with the terms of reference are (a) Audit Committee, (b) Nominations Committee and (c) Fundraising Committee. The hard copies of the committees with terms of refence were given to the members during the meeting.

   Ms.Paula suggested to add one female candidate to the nominations committee.

   Also, the term for appointment of members to be included in the terms of reference.

   The Vice Chancellor mentioned that as per the statutes a Finance Committee has to be formed under the Board of Management (BoM) and hence requested, Mr.Rajeev Mecheri, Prof.Prithvi and Mr.Ganesh along with VC as a four member committee of the Finance Committee. All of them agreed to be members of the Finance committee. VC mentioned that the Fundraising is very crucial at this juncture and Krea requires capex for other buildings,

labs, classrooms etc as the number of students and faculty are growing. The details of the building, classrooms, and other requirements will be presented in the next BoM meeting.

4. Approvals/Notings/Ratifications:

Noting: Whistleblower incidents, if any

The BoM members noted that there were no whistle blower incidents during the period.

5. Meeting with the Governing Council

The BoM members were requested to join the Governing Council members for the GC meeting.

6. Next BoM meeting: *Friday, 28 July 2023 at 2.30 p.m.*

The members noted that the next meeting of the BoM will be a combined meeting with the GC on August 25th at 6.30 p.m.

7. Any other business

The meeting ended with a vote thanks to the Chair.

Nirmala Rao

Minutes of the Board of Management (BoM) meeting of Krea University held at 6.30 p.m. on August 25. 2023 through hybrid mode.

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Mr. Ashwin Bajaj
Ms Paula Mariwala
Mr.Balaji Srinivasan
Ms. Roxana Daver
Dr Meenakshi Gopinath
Prof. Prithvi Datta
Mr. S. Sundara Rajan
Mr.R. Ganesh

Routine Matters:

1. Apologies for absence

   Leave of absence was granted to Mr. Rajeev Mecheri and Prof.Lakshmi Kumar.

2. Confirmation of the minutes of the meetings held on 30 June 2023

   The minutes of the meeting of the Board of Management held on 30 June 2023 were confirmed.

3. Vice Chancellor's report – (Oral)

   The Vice Chancellor reported that there were no special developments during the last quarter. The student enrolment for the academic year 2023-24 was completed. The intake of students for the undergraduate programme and for the graduate school of business exceeded the targets, while that for the integrated MBA programme fell short of the targeted figures. This could be attributed to the late marketing efforts. This could be remedied at the time of the next academic year.

4. To note: Whistleblower incidents, if any

   The BoM members noted that there were no whistle blower incidents during the period.

5. KREA Strategic Vision, 2027 (BoM1/08/23)

   The BoM members were requested to join the Governing Council members for the GC meeting.

   The Chancellor stated that the strategic plan prepared by the Vice Chancellor should be taken only as an initial draft for discussion. For deciding on the future direction of the University, it is necessary to have intensive discussions over several meetings before we could come to a final view. He then requested the VC to present the strategic plan.

   The VC explained that goals 1 & 2 highlighted the pivotal role of learning and teaching in the context of an interwoven liberal arts education and set out how progress could be measured.

She explained that each goal as set out in the plan involved approximately 12 key performance indicators, but that these indicators will ultimately be consolidated into a composite metric index, with no more than 10-12 metrics aimed at measuring the overall success of the objectives.

In the context of Goal 3, under institutional sustainability, she highlighted specific areas earmarked for growth and development, notably, improving student numbers, number of faculty, research outputs & campus space - residences, etc. The plan focussed on growth in the current programs such as computer science, biology, economics, and psychology, which demonstrated steady enrolment while populating the current majors that were not recruiting as expected. The plan also highlighted new programs, in the areas of computer science, law and public policy.

The challenge highlighted by the VC was changes to Higher Education policy by UGC and by state acts – which increases competitiveness and requires Krea to develop a competitive edge. Additionally, she highlighted the truncated faculty recruitment and faculty and student ratio. Other key challenges relate to the high tuition fees at Krea and its potential impact on student enrolment; the need for evaluating the feasibility of programs; and the need for a fallback plan if Krea fails to secure external funding for the University's development going forward.

The strategic plan was discussed, and the following comments were received.

Prof.Raghuram Rajan initiated the discussions by highlighting the significance of the relationship of Krea with the community. While there is a research agenda in place, we must proactively build and nurture this relationship to avoid any potential conflicts in the future. Beyond research, the integration of our institution within the community fabric is of paramount importance. It is imperative to assess whether there exists a burgeoning demand to introduce new academic programs, such as law schools, among others. Our flagship program remains the undergraduate curriculum, and thus, any introduction of new programs must be evaluated in terms of the additional value they bring. He suggested that we should consider deferring new program initiatives until we have fortified the undergraduate foundation. We must carefully consider whether new programs will complement our mission or potentially divert resources and attention.

Dr. Vishakha stated that in all our endeavours, it is imperative to ascertain Krea's unique intellectual property (IP) and establish a distinctive positioning in the academic landscape. We must endeavour to cultivate a strong brand identity. Additionally, we should explore strategies to infuse contextual and ethical learning, differentiating Krea from other universities and reinforcing our uniqueness.

Mr. Balaji Srinivasan emphasised the importance of not doing too much while building a brand, such as introducing new programs, as it can exhaust our financial, leadership, and strategic resources. Even if new programs are successful, they may not help Krea create a niche to attract more students. This is because we need to ensure that the faculty in those schools offer distinctive learning to students and can contribute to the research agenda of the university. If Krea has to become a research hub, it needs to curate an environment of intellectual clustering, but only after the strategic purpose is clear.

Prof.Raghu Sundaram said that the university's reputation hinges on several factors, including its visibility, the impact of its faculty, its research strategy, and the quality of its academic

programs. If our aim is to establish a brand around our business school, it is acceptable to have a flagship program to enhance our reputation. However, if our broader goal is to develop a comprehensive university with a liberal arts focus, there should not be any inherent contradiction in concurrently establishing distinct professional schools. The potential challenge lies in our ability to attract and retain a sufficient number of high-calibre students and faculty to sustain to meet the demand, as demand itself is not the primary concern. In addition to assessing costs, it is imperative that we develop outcome-based analyses and indices to track the post-college trajectories of our students.

He emphasized that a singular focus on undergraduate programs could potentially hinder our ability to invest in expansion opportunities. He suggested that initiatives like the School of Law and Data Science not only contribute to the diversification of our academic portfolio but also augment the value of existing programs while bolstering Krea's reputation. He further proposed concurrently developing other relevant programs which could play a role in stabilizing both undergraduate and postgraduate programs. This approach should be guided by a research-centric strategy, with the overarching goal of enhancing the institution's reputation in the years to come.

Prof.Raghuram Rajan intervened to say that he was not against exploring the introduction of new programs for the future, but his emphasis was that we should strengthen our undergraduate program before venturing into new opportunities.

Dr Esther Duflo stated that in the short term it is important to prioritize the enhancement of our undergraduate programs. A robust graduate program necessitates a strong research foundation. At present, Krea lacks FCRA (Foreign Contribution Regulation Act) accreditation, making it advisable to concentrate on achieving excellence in teaching during the coming years until substantial research funding can be secured.

Dr. Meenakshi also emphasised strengthening of undergraduate programs before venturing into new areas. She particularly stressed upon the need to advertise the programme amongst the student population, emphasising its USP. She emphasised that the actual essence of the undergraduate program has not resonated with the larger ecosystem as yet and said that there's a need for Krea to balance innovation, collaboration, harmony, and autonomy across all programs to ensure success.

Mr. Amitava stated that considering the student population, and student-teacher ratio, it would be wise to get a competitive set of data on staff student ratios from similar universities before developing new programs.

Mr. Ashwin stated that education and awareness of liberal education is a must. Building success stories is important. A dataset could help us decide the same and help us in building capacity and bandwidth accordingly.

Ms. Paula commented that the demand was growing for undergraduate programs but we should explore the demand before we introduce new programs. We should be able to demonstrate that there is a good future in higher education and jobs (educational qualities) so that students could be retained in the country and this would provide good grounds for collaboration with other universities.

Minutes of the Board of Management (BoM) meeting of Krea University held at 10.00 a.m. on 23 November 2023 through hybrid mode.

Members Present:

Professor Nirmala Rao, Vice Chancellor, Chair
Ms Paula Mariwala
Ms. Roxana Daver
Dr Meenakshi Gopinath
Dr. Prithvi Datta
Prof.Lakshmi Kumar
Mr. S. Sundara Rajan
Mr.R. Ganesh

Present by Invitation:

Prof.Sivakumar Srinivasan

Routine Matters:

1. Apologies for absence

   Leave of absence was granted to Mr. Balaji Srinivasan and Mr. Rajeev Mecheri.

2. Confirmation of the minutes of the meetings held on 25 August 2023

   The minutes of the meeting of the Board of Management held on 25 August 2023 were confirmed.

   The Vice Chancellor started the meeting by informing the members about the restructuring of the Governing Council members as recommended by the Nomination Committee of Krea:

   The retirement of Mr Aditya Mittal and Mr. Anand Mahindra were accepted. Ms. Kiran Mazumdar Shaw, Mr. Sajjan Jindal, Mr. Ramadorai, Ms. Anu Aga, and Mr. Seshasayee have agreed to become the Advisors and they will be invited to all the Governing Council meetings as special invitees.

   Mr. Ashwin Bajai and Mr. Amitava Saha were inducted as new members of the Governing Council. Mr. Ashwin Bajaj, who is associated with the JSW group, has been a member of the Board of Management of the University and his contribution has been positive and valuable. Besides providing continuity of links with the JSW group, his experience would also enable us to access a wider network for fund mobilisation. Mr Amitava Saha has vast experience of over two decades in Human Resource Management with companies like Accenture, Infosys, and Biocon and his experience would be of considerable help in the management of the University.

Ms. Roxana suggested that there is a need to create metrics that focus on outcomes, that look at outcomes such as salary levels/ graduate schools to measure success in terms of the Krea model.

The Vice Chancellor stated that she agreed with the need to focus on the current undergraduate programmes and the development of distinct niche and brand. She further stated that the initial consideration for additional professional programs stemmed from the need to diversify and enrich both existing and emerging fields, with the objective of fostering growth. However, she concurred with the views expressed by Prof.Raghu Sundaram, that it is not merely a matter of meeting demand but, more importantly, a strategic curation of new programmes. In sum, it is evident that the prevailing sentiment among all members aligns with a cautious approach towards introducing new postgraduate programs and she said that the discussion served as a guiding compass for potential future directions.

Mr. Lakshmi Narayanan also summarised the suggestions from the discussion and said that there was a strong consensus with regard to focusing on and strengthening the undergraduate program before venturing into other areas such as law and public policy. He affirmed that it was essential to assess the performance of students in the market through the metrics developed. The focus should be on establishing a strong presence in the market and ascertaining the value we bring to the students i.e., quality of programs, quality of faculty, and research outcomes. He noted Professors Raghu Sundaram and Raghuram Rajan's additional points about the careful curation of programs; for example, mathematics in isolation presents challenges, but when combined with data science, physics, and artificial intelligence, becomes a coherent and meaningful discipline. He emphasized that the focus of the University should be to improve the quality of programs hereafter, as it is the cornerstone upon which reputation and brand are built. With that, he urged the VC to concentrate on revising the growth strategy in the short and longer term.

6. To recommend Krea audited accounts for the FY 22-23 for approval by GC (BoM2/08/23)

The members recommended the Krea audited accounts for the FY 22-23 for approval by GC. The members also noted that the Audit Committee of Krea has gone through the audited accounts in detail and recommended for approval by GC.

7. To recommend draft Krea Annual Report for FY 22-23 for approval by GC (BoM3/08/23)

The members recommended the draft Krea Annual Report for FY 22-23 for approval by GC.

8. Any other business

There being no other business, the meeting ended with a vote of thanks to the Chair.

9. Next BoM meeting: Thursday, 23 November 2023 at 10.00 a.m.

The members noted that the next meeting of the BoM will be a combined meeting with the GC on August 25th at 6.30 p.m.

Nirmala Rao

3. Vice Chancellor's report – (Oral)

The Vice Chancellor briefed the members of her report viz., Recruitment and Admissions: 2024/25, Graduate destinations, Doctoral and postdoctoral programmes, , Research grants and fellowships, Research infrastructure, External research grants and research publications, New appointments: Faculty and Staff, New Construction on Campus including Residence Hall 8 and The New Academic Building; inauguration of JSW Academic Building and the Revised Strategic Plan.

Dr. Meenakshi enquired about the students who are willing to join from other Universities during the course, for which Prof.Prithvi mentioned that already the credit transfer is happening, and a formal policy is being put up at the Academic Council for its approval.

Ms. Paula asked about the open sessions inviting alumni students to participate, the VC mentioned that the open sessions are happening and that the existing outreach team will be reframed after getting a professional Director for Outreach and Admissions.

Ms. Roxana asked about the career services, the VC mentioned that there is a challenge in placing the SIAS and this time GSB is also facing some challenges because of the market situation. Prof.Lakshmi Kumar requested the members to help connecting some corporates for placements of GSB students. The members agreed to do so.

Dr. Meenakshi suggested that Kochi could be targeted for outreach and admissions. She also suggested partnership for scholarships with La Trobe Melbourne under Colombo Plan. Ms. Roxana suggested a tie up with NUS at Singapore. The Vice Chancellor mentioned that dual degrees with foreign universities require NAAC accreditation.

Dr. Meenakshi mentioned that Krea should invite the German Ambassador to the campus who is keen on educational institutions to enable activities including fund raising, partnerships etc.,

VC mentioned that the faculty members need to be strongly encouraged to write proposals for research projects.

The members suggested that for attracting Ph. D students, Krea may aim to target students who are already pursing Ph. D in other Universities who could not progress further the way they wanted to because of various reasons including supervisors' issue etc. For the Science Ph. D students, Prof.Sivakumar mentioned that once the availability of the research equipments in place, we will be able attract science students.

4. To note:
   a) Whistleblower incidents if any
   b) Transfer of Credit Policy

The BoM members noted that there were no whistle blower incidents during the period. The members also noted the Transfer of Credit policy which was circulated to the members earlier.

5. To approve the policy on Research and Consultancy (BOM2/11/2023)

Prof.Prithvi explained about the Research and Consultancy Policy circulated to the members for approval. The BoM members approved the policy subject to ensuring the common practices are followed by other Universities.

The Vice Chancellor mentioned that the collaboration with Research centres is happening by way of joint research projects by faculty members and researchers of centres, internship for students etc.,

6. Financial Performance for H1 FY 23-24 and projections for the year FY 23-24 (BOM3/11/2023)

Mr. Ganesh briefed the members about the financial performance and the projections, and the members noted the same.

7. Any other business

The Vice Chancellor briefed about the Andhra Pradesh Government quota being imposed by them in Krea. To start with seven students have been sent by them to join the MBA programme. The VC mentioned that an Advertisement will be created exclusively for AP students with a mention of they should undergo the test conducted by IFMR GSB. She said she will update the members from time to time.

8. Next BoM meeting - Monday, January 22, 2024

The members noted that the next meeting of the BoM will be held on Monday, January 22, 2023. The time for the meeting will be intimated the members.

Minutes of the Board of Management (BoM) meeting of Krea University held at 10:00 a.m. on 22nd February 2024 through hybrid mode.

Members present:

Prof Nirmala Rao - Vice Chancellor and Chairperson
Ms Paula Mariwala
Mr Rajeev Mecheri
Dr Balaji Srinivasan
Prof Lakshmi Kumar
Dr Prithvi Datta Chandra Shobhi
Mr S Sundara Rajan
Mr R Ganesh

Apologies for absence

Leave of absence was granted to Dr Meenakshi Gopinath & Ms Roxana Daver.

Confirmation of the minutes of the meeting held on 23rd November 2023

The minutes of the meeting of the Board of Management held on 23rd November 2023 were confirmed.

Vice Chancellor's report (Oral)

The Vice Chancellor briefed the members about the admissions cycle which was started in the month of October and the 2nd round results are yet be finalized, round 3 & 4 are likely to end by June.

Dr Balaji Srinivasan inquired about the number of applications vs number of acceptance in round 1.

In the first round, Prof Nirmala Rao mentioned that there were around 280 applications, out of which 115 were accepted. In the second round, there were 570 applications, out of which 380 offers were made by the School of Interwoven Arts and Sciences. The deadline for the second round is mentioned as March 15th, 2024. BBA and MBA programs are doing well in terms of meeting their admission targets.

Dr Balaji Srinivasan inquired about the placements for MBA students and the mean salary range.

Prof Nirmala Rao mentioned that the business school is doing well, and the average salary is around 13 lakhs per annum. She also briefed the board about the introduction of a four-year degree program in Liberal Arts, which is in line with the UGC requirement. Prof Nirmala Rao briefed on the research updates of the University in terms of equipment and budget allocation.

To note: Whistleblower incidents if any

The members noted that there were no whistleblower incidents during the period.

Budget 2024-25

Prof Nirmala Rao briefed the board on the budget allocation of the university, covering various aspects such as infrastructure development, faculty recruitment, faculty cabins, student housing, etc. Additionally, she briefed the board on financial assistance donations.

Dr Balaji Srinivasan inquired about the faculty & staff recruitment.

Prof Nirmala Rao mentioned the plan to recruit around 42 faculty members and approximately 50 staff members for various roles for the upcoming academic year. This indicates a significant recruitment effort to support the university's academic and administrative needs.

Prof Nirmala Rao also briefed the board about the capital expenditures projected for the next academic year. This would involve outlining the planned investments in infrastructure, equipment, facilities, and other capital assets necessary for the university's operations and growth.

Mr Rajeev Mecheri inquired about the faculty housing and developments.

Prof Nirmala Rao mentioned that a few apartments were hired for faculty housing in and around SriCity to accommodate faculty members. Additionally, the university is planning to accommodate all faculty members on campus for a better campus life experience once new land is acquired. Furthermore, plans for an auditorium and the establishment of new schools, such as the School of Law and the School of Mathematical Sciences, are in progress and will be implemented once the land acquisition is complete.

Dr. Balaji Srinivasan inquired about the possible growth plans for IFMR GSB.

Prof. Lakshmi Kumar mentioned that faculty salaries need to be on par with other premium institutions and that the brand visibility of IFMR GSB needs to be improved to attract students, faculty members, foreign faculty, corporates, etc.

Dr. Prithvi added that various Indian universities offer various benefits to their employees, including Central, State, and Private universities across the country. These benefits may include salaries, housing, medical benefits, and other perks aimed at attracting and retaining talented faculty and staff members.

Mr Rajeev Mecheri wanted to know about the IT related budget and Academic Support Costs.

Prof. Nirmala Rao mentioned about the existing IT-related infrastructure as well as projected upgrades. Additionally, she clarified that Academic Support costs include expenses such as accreditation costs and visiting faculty costs. These are essential components of academic operations and support within the university.

Prof Nirmala Rao updated on the student numbers for the Academic Year 2024 -25.

Prof. Nirmala Rao briefed the board that the Chancellor, Mr. Lakshmi Narayanan, has donated Rs.25 crores to the university and has requested that the new academic block be named after Mr. Vaghul, the former Chancellor, which is a noble gesture. The members discussed various fundraising possibilities and opportunities. Prof. Nirmala Rao requested the board members to help with connections in terms of placements, fundraising, etc.

After deliberations, the Board of Management has recommended the budget for approval by the GC.

Sabbatical Policy for approval

Dr. Prithvi Chandra Shobhi Dutta presented a few highlights on Sabbatical Leave for the faculty members. Mr. Rajeev Mecheri wanted to know if the penalty clause could be slightly modified. Dr. Prithvi clarified, mentioning that the employee needs to obtain a No Objection Certificate (NOC) from their employer before leaving the university. Additionally, Dr. Prithvi briefed the board on the eligibility criteria for sabbatical leave.

Any other business:

Since there were no items to be discussed, the meeting ended with a vote of thanks to the chair.
Next BoM meeting – Tuesday, 26 March 2024

Prof Nirmala Rao mentioned that the next Board of Management meeting shall take place on 26 March 2024.

BoM Calendar 2024-25

The members note the calendar for the BoM meetings for the year 2024-25 as below:

1) Thursday, May 29, 2024
2) Friday, July 26, 2024
3) Friday, September 27, 2024
4) Friday, November 29 2024
5) Thursday, January 29, 2025
6) Friday, March 21, 2025

Nirmala Rao

Chairperson

Minutes of the Board of Management (BoM) meeting of Krea University held at 10:00 a.m. on 26th March 2024 through hybrid mode.

Members present:

Prof Nirmala Rao - Vice Chancellor and Chairperson
Ms Paula Mariwala
Ms Roxana Daver
Dr Meenakshi Gopinath
Dr Prithvi Datta Chandra Shobhi
Mr S Sundara Rajan
Mr R Ganesh

Routine Matters

Apologies for absence

Leave of absence was granted to Mr Rajeev Mecheri, Dr Balaji Srinivasan and Prof.Lakshmi Kumar

Confirmation of the minutes of the meeting held on 22nd February 2024

The minutes of the meeting of the Board of Management held on 22nd February 2024 were confirmed.

Vice Chancellor's report (BOM1/03/24)

The Vice Chancellor briefed the members on the activities and initiatives, particularly focusing on a strategy for civic engagement. This includes:

Science Education: Providing science education to local schools that lack essential lab equipment to stimulate skills in observation, critical thinking, identifying cause-effect relationships, and model building. Arithmetic Skills: Conducting surveys, led by our maths faculty, to assess arithmetic skills among primary and secondary school children in the locality. Open-Source Learning Platforms: Training students to use open-source learning platforms by creating opportunities for learning during off-school hours as another focus of our community service initiatives.

The Vice Chancellor also updated the members on the following topics:

Recruitment and admissions for 2024/25, Learning and Teaching, Sustainable Development Initiatives for Krea and Sri City, Partnership agreements with overseas universities, Convocation 2024, Key highlights of other activities. The members noted these updates.

The Vice Chancellor mentioned that student recruitment has been good so far in terms of targets for the Business School programs, with a good number of quality applications. However, SIAS might end up with a slightly decreased number compared to the target.

Ms. Paula suggested engaging with prospective students by highlighting important aspects, such as the Data Science program, to reduce the likelihood of withdrawals.

Ms. Roxana Daver inquired about the male-to-female ratio for the Business School. The Vice Chancellor mentioned that the ratio has been 65:35 for the last three years.

Ms. Roxana Daver wanted to know about the placement numbers for SIAS. The Vice Chancellor mentioned that placements for SIAS are doing well, with some students planning to proceed to master's programs and a few continuing into the fourth year at Krea University.

Dr. Prithvi added that the students who are currently opting for jobs plan to pursue an MBA later, after gaining a few years of industry experience.

Ms. Paula Mariwala wanted to know the updates on the outreach team. The Vice Chancellor mentioned that a new Director of Admissions and Outreach is being appointed, who will look into this in detail once he takes over and come back with his recommendations on the team.

The Board discussed the financial assistance provided to the students. Members suggested that in one of the upcoming meetings, a specific agenda to review Financial Assistance and Fund Raising should be added.

The members suggested that maintaining constant contact with recruiters and stakeholders, and highlighting updates on our activities, will help with placements and fundraising activities.

Prof. Nirmala Rao briefed about various combinations of courses and electives that are being planned to offer to the students.

Revised Budget 2024-25:

The Vice Chancellor mentioned that all the changes suggested by the Board of Management (BoM) members in the last meeting were incorporated into the budgets. The members noted this and recommended the revised budget for the approval of the Governing Council (GC).

To note: Whistleblower incidents if any

The members noted that there were no whistleblower incidents during the period.

Next BoM meeting – Wednesday, 29 May 2024

The Vice Chancellor mentioned that the next Board of Management meeting shall take place on 29 May 2024.

Nirmala Rao

Chairperson

Annexure 11.3A

List of BoS Members: MBA and IMBA

IFMR GRADUATE SCHOOL OF BUSINESS
KREA UNIVERSITY

IFMR GSB-KREA UNIVERSITY

IFMR-GSB's Board of Studies based on Area Specialisation

AREA WISE BOARD OF STUDIES 2023-25

Chairperson	Prof. Lakshmi Kumar	Dean-IFMR-GSB-Krea University
Member Secretary	Amanjit Kaur Ahuja	Director-Education and Student Experience-Krea University

1. AREA - OPERATIONS

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Ajay Philip	Assistant Professor-IFMR-GSB-Krea University
Internal Members	Prof. Suresh Venkataraman	Professor of Practice-IFMR-GSB-Krea University
	Prof. Chandrasekaran N.	Professor-IFMR-GSB-Krea University
	Dr. Kumaravel Sivakumar	Assistant Professor-IFMR-GSB-Krea University
	Dr. Swayam Sampoorna	Assistant Professor-IFMR-GSB-Krea University
External Members-Academician	Dr. Sudarsanam S K	VIT Business School
	Dr. M. Ramasubramaniam	Loyola Institute of Business Administration
External Members-Industry	Mr. Kidambi Srinivasan	Retired General Manager, Brakes India Ltd
	Manivannan R Rajan	Senior Partner Str & Associates And Geeyes & Co
Alumni	Anik Chakraborthy	Sap -Tm Consultant @ Deloitte

2. AREA -ECONOMICS

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Sumit Mishra	Assistant Professor-IFMR-GSB-Krea University
Internal Members	Dr. Madhuri Saripalle	Professor-IFMR-GSB-Krea University
	Dr. Jyoti Mukhopadhyay	Associate Professor-IFMR GSB-Krea University
	Dr. Soumya Pal	Assistant Professor-IFMR-GSB-Krea University
External Members-Academician	Prof. Dipayan Datta Chaudhuri	Professor Of Economics, Indian Institute of Management Indore
	Prof. C Veeramani	Director, Centre For Development Studies, Thiruvananthapuram
External Members-Industry	Shailendar Swaminathan	Director, Sapien Labs Centre For Human Brain And Mind, Chennai, Tamil Nadu, India
Alumni	Dr. Khanindra Ch. Das	Assistant Professor Of Economics, Birla Institute Of Management Technology, Greater Noida, Uttar Pradesh

3. AREA - DATA SCIENCE AND INFORMATION SYSTEMS

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Debashish Mishra	Assistant Professor-IFMR-GSB-Krea University
Internal Members	Dr. V N Rajesh	Associate Professor-IFMR-GSB-Krea University
External Members – Academician	Dr. Damien Joseph	Nanyang Technological University, Singapore
	Prof. Saji Mathew	DOMS IIT Madras
External Members-Industry	Dr. H. Jai Ganesh	Chief Product Officer, Harman International
Alumni	Sushant Yadav	Risk And Financial Advisory - Associate Solution Advisor, Deloitte

4. AREA -MARKETING

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Debankur Saha	Assistant Professor-IFMR-GSB-Krea University
Internal Members	Dr. Sathyanarayanan.R	Associate Professor-IFMR-GSB-Krea University
	Dr. Sathya Saminadan	Associate Professor Of Practice-IFMR-GSB-Krea University
	Dr. Jayashnkar.R	Associate Professor-IFMR-GSB-Krea University
External Members-Academician	Dr. Keyoor Purani	Professor Marketing, IIM Kozhikode
External Members-Industry	Subhayu Bagchi	Brand Head and Vice President Bennett and Coleman & Co.Ltd
Alumni	Sreedharan Ramakrishnan	Part Time PGDBM - 2003-06 Batch Senior Consultant Hexaware technologies

5. AREA - ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Neelam Nakra	Assistant Professor-IFMR-GSB-Krea University
Internal Members	Dr. Viyayalakshmi C	Professor-IFMR-GSB-Krea University
	Dr. Pallavi Pandey	Assistant Professor-IFMR-GSB-Krea University
External Members-Academician	Dr. Ajinkya Navare	Assistant Professor, Hr/OB, General Management, Sp Jain Institute Of Management And Research
	Dr. Mamta Tripathi	Assistant Professor, IIM Jammu
External Members-Industry	Ms Nikita Bhaktha	Manager- People Consulting -EY

6. AREA -STRATEGY

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Chandrasekaran N.	Professor-IFMR-GSB-Krea University
Internal Member	Mr. Aravind Selvaraj	Adjunct Associate Professor-Krea University
External Members-Academician	Dr. Krishnakumar Balram	Assistant Professor-IIT Jodhpur

External Members-Industry	Rajesh Raghavan	President - Corporate at Rane Holdings Ltd
Alumni	Tania Dua	Project Leader at Bain & Company

7. FINANCE AREA

CATEGORY	NAME	AFFILIATION
Area Chair	Dr. Praveen Bhagwan	Associate Professor-IFMR-GSB-Krea University
Internal Members	Prof. G Balasubramanian	Senior Professor-IFMR-GSB-Krea University
	Dr. Vinod Kumar	Associate Professor-IFMR-GSB-Krea University
	Dr. Tapan Kar	Assistant Professor-IFMR-GSB-Krea University
External Members-Academician	Prof Narasimhan M S	Indian Institute Of Management Bangalore, India
	Prof Surendra Raokomera	Indian Institute Of Management Amritsar, India
External Members-Industry	Sunil Subramanian	Sundaram Finance
Alumni	Paras Malhotra	Associate Director - Product Management at S&P Global

Curriculum Review Committee IFMR GSB

Curriculum Review Committee (2025-2026)		
1	Prof. Lakshmi Kumar (Chair)	Dean-IFMR-GSB-Krea University
2	Prof. Balasubramanian G	Senior Professor-IFMR-GSB-Krea University
3	Prof. Vijayalakshmi C	Professor-IFMR-GSB-Krea University
4	Dr. Sathyanarayanan R	Associate Professor-IFMR-GSB-Krea University

IFMR GSB Integrated MBA (IMBA)

The Founding Curriculum Review Committee (2022-2025) that reviewed and set up the curriculum for the Integrated MBA Programme at IFMR, GSB that was introduced in 2023.

S.No.	Name of Professor	Affiliation & Role
1	Dr. Aashique Iqbal	Assistant Professor, Krea University, SIAS / History – Member
2	Dr. Jayasankar Ramanathan	Associate Professor, Krea University IFMR GSB / Marketing – Member
3	Dr. Kalyan Chakrabarti	Associate Professor, Krea University SIAS / Chemistry – Member
4	Prof. Lakshmi Kumar	Dean, Professor of Economics, IFMR GSB / Ex-officio Chairperson
5	Prof. Narasimhan, MS	IIM Bangalore / Finance – External Member
6	Prof. Raghuraman Sundararaman	Adjunct Professor, OB & HR, IFMR GSB / OB HR – Member
7	Dr. Rajesh Natarajan	Associate Professor. IFMR GSB / ISDS – Member
8	Prof. Shruti Tewari	IIM Indore / Chairperson IPM – External Member
9	Prof. Suresh Venkatraman	Professor of Practice, IFMR GSB / Operations / Practice Track – Member Secretary

Board of Studies for IMBA (2022-2025)

S.No.	Name of Professor	Affiliation & Role
1	Dr. Aashique Iqbal	Assistant Professor, Krea University, SIAS / History – Member
2	Dr. Jayasankar Ramanathan	Associate Professor, Krea University IFMR GSB / Marketing – Member
3	Dr. Kalyan Chakrabarti	Associate Professor, Krea University SIAS / Chemistry – Member
4	Prof. Lakshmi Kumar	Dean, Professor of Economics, IFMR GSB / Ex-officio Chairperson
5	Prof. Raghuraman Sundararaman	Adjunct Professor, OB & HR, IFMR GSB / OB HR – Member
6	Dr. Rajesh Natarajan	Associate Professor. IFMR GSB / ISDS – Member
7	Mr. Kidambi Srinivasan	Independent professional in Business Education. Six Sigma Black Belt, and Retired from Brakes India Limited
8	Prof. Suresh Venkatraman	Professor of Practice, IFMR GSB / Operations / Practice Track – Member Secretary

Annexure 11.3 B

List of BoS Members & Curriculum Commitee:
SIAS

Board of Studies List for School of Interwoven Arts and Sciences (SIAS)

Shared below is the list of the Board of Studies constituted for various disciplines at SIAS for the duration of 2022-2025. The Board of Studies is currently in the process of being reconstituted for the duration of 2026-2029.

Board of Studies (Undergraduate) for Biological Sciences (2022-25)

The Board of Studies for Biological Sciences for the period 2022-25 is hereby constituted with the following members.

S.No.	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Guha Dharmarajan	Associate Professor, Biological Sciences	Chairperson
2.	Dr. John Mathew	Associate Professor, Biological Sciences and History	Member
3.	Dr. Vinodkumar Saranathan	Associate Professor, Biological Sciences	Member
4.	Dr. Shivani Jadeja	Assistant Professor, Biological Sciences	Member
5.	Dr. Lakshman V	Assistant Professor, Biological Sciences	Member
6.	Dr. Shyamkumar Sudhakar	Assistant Professor, Biological Sciences	Member
External Members			
1.	Prof. L S Shashidhara	Professor, NCBS, Bangalore	Member
2.	Prof. Praveen Karanth	Professor, Center for Ecological Sciences, Indian Institute of Science, Bangalore	Member

Board of Studies (Undergraduate) for Chemistry (2022-25)

The Board of Studies for Chemistry for the period 2022-25 is hereby constituted with the following members.

S.No.	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1	Dr. Kalyan Chakrabarti	Associate Professor, Biological Science and Chemistry	Chairperson
2.	Prof. K.S. Viswanathan	Professor, Chemistry	Member
3.	Dr. Sudip Roy	Associate Professor, Chemistry	Member
4.	Dr. Brijesh Kumar Mishra	Assistant Professor, Chemistry	Member
External Members			
1.	Prof. Srihari K	Professor, IIT Kanpur	Member
2.	Prof. Arunan	Professor, IISc Bangalore	Member

Board of Studies (Undergraduate) for Computer Science (2022-25)

The Board of Studies for Computer Science for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Srikrishnan Divakaran	Associate Professor, Computer Science	Chairperson
2.	Dr. Prathamesh T.V.H	Assistant Professor, Computer Science	Member
3.	Dr. Syed Mohammad Meesum	Assistant Professor, Computer Science	Member
4.	Dr. Srikumar	Visiting Associate Professor, Computer Science	Member
External Members			
1.	Prof. K V SUbrahmaniam	Chennai Mathematical Institute	Member
2.	Prof. Pandurangan	Satish Dhawan Chair of Computer Science, IISc, Bangalore	Member
3.	Prof. Sriram Krishnamurthi	Professor, Brown University, Providence	Member

Board of Studies (Undergraduate) for Environmental Studies (2022-25)

The Board of Studies for Environmental Studies for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Bharath Sundaram	Associate Professor, Environmental Studies	Chairperson
2.	Dr. Chirag Dhara	Assistant Professor, Environmental Studies	Member
3.	Dr. John Mathew	Associate Professor, History of Science	Member
4.	Dr. Soumyajit Bhar	Assistant Professor, Environmental Studies	Member
5.	Dr. Annu Jalais	Associate Professor, Anthropology	Member
6.	Dr. Guha Dharmarajan	Associate Professor, Biology	Member
7.	Dr. Kalpita Bhar Paul	Assistant Professor, Philosophy	Member
External Members			
1.	Prof. Sudhir Chellarajan	Professor, Indian Institute of Technology, Madras	Member
2.	Prof. Kartik Shanker	Professor, Ecological science at Indian Institute of Science, Bangalore	Member

Board of Studies (Undergraduate) for Mathematics (2022-25)

The Board of Studies for Mathematics for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Prof. Bharath Sethuraman	Professor, Mathematics	Chairperson
2.	Dr. Rishi Vyas	Assistant Professor, Mathematics	Member
3.	Dr. Anil Kumar C.P	Assistant Professor, Mathematics	Member
4.	Dr. Shibi Vasudevan	Assistant Professor, Mathematics	Member
5.	Dr. Soumya Dey	Assistant Professor, Mathematics	Member
6.	Dr. Vivek Tewary	Assistant Professor, Mathematics	Member
External Members			
1.	Prof. Sudhir Ghorpade	Indian Institute of Technology, Bombay	Member
2.	Prof. Gautam Bharali	Indian Institute of Science, Bangalore	Member

Board of Studies (Undergraduate) for Physics (2022-25)

The Board of Studies for Physics for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Prof. Sivakumar Srinivasan	Professor, Physics	Chairperson
2.	Dr. Sushant K Raut	Assistant Professor, Physics	Member
3.	Dr. Siddharth Dwivedi	Assistant Professor, Physics	Member
4.	Dr. Venkata Srinu Bhadram	Assistant Professor, Physics	Member
5.	Dr. Vikash Pandey	Assistant Professor, Physics	Member
6.	Dr. Tanmoy Chakrabarty	Assistant Professor, Physics	Member
External Members			
1.	Prof. Balakrishnan	Indian Institute of Technology, Madras	Member
2.	Prof. Vijay A Singh	Centre for Excellence in Basic Sciences, Mumbai	Member

Board of Studies (Undergraduate) for Psychology (2022-25)

The Board of Studies for Psychology for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Sabah Siddiqui	Assistant Professor, Psychology	Chairperson
2.	Dr. Rakshi Rath	Assistant Professor, Psychology	Member
3.	Dr. Shyam Kumar Sudhakar	Assistant Professor, Biological Sciences	Member
External Members			
1.	Prof. Shikha Dikshit	Indian Institute of Technology, Kanpur	Member
2.	Prof. Shubha Ranganathan	Indian Institute of Technology, Hyderabad	Member
3.	Dr Diptarup Chowdhury	LGBRIMH, Tezpur	

Board of Studies (Undergraduate) for Literature (2022-25)

The Board of Studies for Literature for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Anannya Dasgupta	Associate Professor, Literature	Chairperson
2.	Dr. Shyama Rajendran	Assistant Professor, Literature	Member
3.	Dr. Joya John	Assistant Professor, Literature	Member
4.	Dr. Abhishek Shukla	Assistant Professor, Literature	Member
External Members			
1.	Prof. Udaya Kumar	Professor, Jawaharlal Nehru University	Member
2.	Dr. Baidik Bhattacharya	Associate Professor, Center for the Study of Developing Societies	Member

Board of Studies (Undergraduate) for Global Arts (2022-25)

The Board of Studies for Global Arts for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Prof. Anil Srinivasan	Associate Professor, Arts	Chairperson
2.	Dr. Sumitra Ranganathan	Senior Assistant Professor, Arts	Member
3.	Dr. Swarnamalya Ganesh	Assistant Professor, Practice	Member
4.	Dr. Srajana Kaikini	Assistant Professor, Arts	Member
External Members			
1.	Prof. Ketu Katrak	Professor, University of California, Irvine	Member
2.	Dr. Rakhee Balaram	Associate Professor, University of Albany, State University of New York	Member

Board of Studies (Undergraduate) for Literature and Arts (2022-25)

The Board of Studies for Literature and Arts for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Anannya Dasgupta	Associate Professor, Literature	Chairperson
2.	Dr. Joya John	Assistant Professor, Literature	Member
3.	Dr. Abhishek Shukla	Assistant Professor, Literature	Member
4.	Prof. Anil Srinivasan	Associate Professor, Arts	Member
5.	Dr. Sumitra Ranganathan	Senior Assistant Professor, Arts	Member
6.	Dr. Srajana Kaikini	Assistant Professor, Arts	Member
External Members			
1.	Prof. Udaya Kumar	Professor, Jawaharlal Nehru University	Member
2.	Prof. Ketu Katrak	Professor, University of California, Irvine	Member

Board of Studies (Undergraduate) for Economics (2022-25)

The Board of Studies for Economics for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Gaurav S Ghosh	Associate Professor, Economics	Chairperson
2.	Dr. Seema Sangita	Associate Professor, Economics	Member
3.	Dr. Sarabjeet Natesan	Associate Professor, Economics	Member
4.	Dr. Rohan Gudibande	Assistant Professor, Economics	Member
5.	Dr. Vidya Bharathi Rajkumar	Assistant Professor, Economics	Member
6.	Dr. Samyukta Bhupatiraju	Assistant Professor, Economics	Member
External Members			
1.	Prof. Arnab Mukherji	Professor, Indian Institute of Management, Bangalore	Member
2.	Prof. Anirban Kar	Professor, Delhi School of Economics	Member

Board of Studies (Undergraduate) for Politics (2022-25)

The Board of Studies for Politics for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Prof. Bishnu Mohapatra	Professor, Politics	Chairperson
2.	Dr. Geeti Das	Assistant Professor, Politics	Member
3.	Dr. Sambaiah Gundimeda	Associate Professor	Member
4.	Prof. Swarna Rajagopalan	Visiting Professor, Politics	Member
5.	Dr. Proma Ray Chaudhuri	Assistant Professor	Member
External Members			
1.	Prof. Vidhu Verma	(SSS, JNU and Delhi University)	Member
2.	Prof. Madhulika Banerjee	(Delhi University)	Member

Board of Studies (Undergraduate) for History (2022-25)

The Board of Studies for History for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Prithvi Datta Chandra Shobhi	Associate Professor, History	Chairperson
2.	Dr. John Mathew	Associate Professor, History	Member
3.	Dr. Aashique Ahmed Iqbal	Assistant Professor, History	Member
4.	Prof. Ramachandra Guha	Professor, History	Member
External Members			
1.	Prof. A. R. Venkatachalapathy,	Professor, Madras Institute of Development Studies	Member
2.	Dr. Naina Dayal	Associate Professor, St. Stephen's College, Delhi University	Member

Board of Studies (Undergraduate) for Sociology and Social Anthropology (Previously called Social Studies) (2022-25)

The Board of Studies for Social Studies for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Panchali Ray	Assistant Professor, Social Studies	Chairperson
2.	Dr. Annu Jalais	Associate Professor, Anthropology	Member
3.	Dr. Arani Basu	Assistant Professor, Sociology	Member
4.	Dr. Karthik Rao Cavale	Assistant Professor, Political Economics	Member
External Members			
1.	Professor Surinder Jodhka	Professor, JNU	Member
2.	Prof. Chandan Gowda	Professor, Institute for Economic and Social Change, Bangalore	Member

Board of Studies (Undergraduate) for Philosophy (Minor) (2022-25)

The Board of Studies for Philosophy (Minor) for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Kalpita Bhar Paul	Assistant Professor, Philosophy	Chairperson
2.	Dr. Srajana Kaikini	Assistant Professor, Philosophy	Member
3.	Dr. Sumitra Ranganathan	Assistant Professor, Arts	Member
4.	Prof. Mukund Padmanabhan	Professor of Humanities	Member
External Members			
1.	Prof. Raghuram Raju	Professor, IIT Tirupati	Member
2.	Dr. William Edelglass	Director, Barre Centre for Buddhist Studies	Member

Board of Studies (Undergraduate) for Business Studies (2022-25)

The Board of Studies for Business Studies for the period 2022-25 is hereby constituted with the following members.

S.No	Name	Designation	BOS position
Members from the School of Interwoven Arts and Sciences			
1.	Dr. Kumaravel	Assistant Professor, Operations Management	Chairperson
2.	Dr. Rajesh	Associate Professor, DS and IS	Member
3.	Dr. Sathya Saminadan	Assistant Professor, Marketing	Member
4.	Dr. Aashique Iqbal	Assistant Professor, History	Member
5.	Dr. Anil Srinivasan	Associate Professor, Arts	Member
External Members			
1.	Dr. Sweecha Chads	Great Lakes	Member
2.	Dr. Arun Kumar T V	Indian Institute of Management, Trichy	Member

Curriculum Committee, School of Interwoven Arts and Sciences (2025-2026)

S.No.	Name of the Faculty	Designation
1	Prof. Bishnu Mohapatra (Chair)	Professor, Politics and Director - Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences
2	Dr. Annu Jalais	Associate Professor, Sociology and Social Anthropology
3	Prof. Guha Dharmarajan	Professor, Biological Sciences
4	Dr. Prithvi Datta Chandra Shobhi	Dean, SIAS Associate Professor, History
5	Dr. Sayandeb Chowdhury	Senior Assistant Professor, Literature
6	Prof. Sivakumar Srinivasan	Dean - Research Professor, Physics
7	Dr. Sabah Siddiqui	Assistant Professor of Psychology
8	Dr. Bharath Sundaram	Associate Dean, Academics, SIAS, Associate Professor of Environmental Studies

Annexure 11.3 C

Terms of Reference: BoS – IFMR MBA

20 February 2023

Board of Studies: MBA at IFMR GSB, Krea University

Terms of Reference

1. To formulate and revise, as frequently as necessary, the syllabus of the subject.
2. To ensure that the curriculum reflects the state of the discipline at any moment and further that students receive a rigorous, up to date as well as future oriented curriculum.
3. To recommend assessment schemes for the subject and program concerned.
4. To offer guidelines for capstone projects undertaken by students as part of their graduation requirements.
5. To prepare / revise panels of examiners for valuation / revaluation, viva-voce and panels of adjudicators for Project Work of the Post Graduate program.
6. To consider and offer opinion on any matter referred to it by the Academic Council, Curriculum Committee, Vice-Chancellor or the Dean of the School concerned.
7. To frame the syllabi and model question papers for the entrance exams for admission into the MBA program of IFMR GSB.
8. To recommend to the University the pass/class regulations for the course concerned.
9. To recommend to the University the qualifications required to teach a particular course/subject/paper.

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Annexure 11.3 D

Terms of Reference: BoS - SIAS

KREA university

Admin Office:
196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
Tel: +91-44-2499 8199
www.krea.edu.in

BOARD OF STUDIES TERMS OF REFERENCE

CONSTITUTION AND THE FUNCTIONS OF THE BOARDS OF STUDIES

(I) GENERAL

1. There shall be a separate Board of Studies for each academic program.
2. The Boards of Studies shall be considered as Authorities of the University.
3. Both UG and PG Board of Studies shall function for a period of three years and shall continue to function until it is reconstituted.
4. The UG Board shall be responsible for three-year and four-year UG programmes.
5. The Vice-Chancellor shall be the competent authority to constitute / reconstitute the Boards of Studies.
6. The Vice-Chancellor may also appoint a common Board for UG as well as PG Diploma programmes or PG Certificate Courses.
7. A separate PG Board shall be appointed mandatorily for a Masters programme.

(II) COMPOSITION OF THE BOARDS OF STUDIES

Each UG/PG Board of Studies shall consist of the following members:

a) The chairperson of the Board of Studies who shall be appointed by the Vice-Chancellor from among the teachers of the discipline concerned on rotation basis for a period of three years.

b) All other faculty members of the discipline concerned subject to the condition that such number doesn't exceed five.

c) Two experts of the discipline concerned from outside the University to be selected by the VC from a pool of subject experts recommended by the faculty of the discipline.

d) One expert from the industry/service organization/profession/vocation may also be included in case of professional programs.

KREA university

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196, TTK Road, Alwarpet
Chennai, Tamil Nadu 600018
Tel: +91-44-2499 8199
www.krea.edu.in

(III) FUNCTIONS OF THE BOARDS OF STUDIES

a) To formulate and revise, as frequently as necessary, the syllabus of the subject.

b) To ensure that the curriculum reflects the state of the discipline at any moment and further that students receive a rigorous, up to date as well as future oriented education.

c) To recommend assessment schemes for the subject and program concerned.

d) To offer guidelines for research / capstone projects undertaken by students as part of their graduation requirements.

e) To prepare / revise panels of examiners for valuation / revaluation, practical and viva-voce and panels of adjudicators for Thesis / Dissertation / Project Work of UG/PG courses and Ph.D.

f) To consider and offer opinion on any matter referred to it by the Academic Council, Curriculum Committee (?), Vice Chancellor or the Dean of the School concerned.

g) To frame the syllabi and model question papers for the entrance exams for admission into UG/PG Programmes of the University.

h) To recommend to the University the pass/class regulations for the course concerned.

i) To recommend to the University the qualifications required to teach a particular course/subject/paper.

(IV) MEETINGS OF THE BOARDS OF STUDIES

(a) Each PG/UG/Combined Board shall meet at least once in an academic year.

(b) The Chairperson of the Board will preside over the meetings. In his/her absence, other members will nominate one among them to preside over the meeting.

(c) The Chairperson shall prepare the agenda for each meeting and share it with all the members at least fifteen days before the meeting.

(d) The quorum for each meeting shall not be less than ½ (one half) of the total strength of the Board.

(e) The decisions of the BOS shall be made as far as possible by consensus, and if required, by majority.

KREA university

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(f) The Chairperson shall prepare the minutes of each meeting and shall submit them to the Dean of the concerned school.

(g) Members seeking to introduce a resolution may forward the same to the Chairperson of the BOS at least 10 days prior to the date of the meeting.

(h) The Vice-Chancellor may seek the opinion of the BOS on any issue concerning the discipline.

(i) The Vice-Chancellor may convene the joint meeting of PG and UG Boards of Studies as and when necessary.



(S Sundara Rajan)
Registrar

Campus: 5655, Central Expressway, Sri City, Andhra Pradesh 517646

Annexure 12.1.2

Classrooms and meeting rooms

Krea University

Annexure 12.1.2

List of Classrooms and Meeting Rooms in the Main Building(JSW Building),Library Building and New Academic Building

S.No	Building Floor	Room Type	Room Name	Room Capacity
1	JSW Building_GF	Seminar Hall	Seminar Hall 1	180
2	JSW Building_GF	Seminar Hall	Seminar Hall 2 (Kothari Hall)	180
3	JSW Building_GF	Seminar Hall	Seminal Hall 3	180
4	JSW Building_F1	Classroom	1 - A	35
5	JSW Building_F1	Classroom	1 - B	35
6	JSW Building_F1	Classroom	1 - C	35
7	JSW Building_F1	Classroom	1- D	35
8	JSW Building_F1	Classroom	1- E	35
9	JSW Building_F2	Classroom	2 - A	80
10	JSW Building_F2	Classroom	2 - B	80
11	JSW Building_F2	Classroom	2 - C	80
12	JSW Building_F2	Classroom	2 - D	80
13	JSW Building_F2	Classroom	2 - E	80
14	JSW Building_F2	Classroom	2 - F	80
15	JSW Building_F2	Classroom	Tutorial - A	35
16	JSW Building_F2	Classroom	Tutorial - B	35
17	JSW Building_F3	Classroom	3 - A	32
18	JSW Building_F3	Classroom	3 - B	32
19	JSW Building_F3	Classroom	3 - C	32
20	JSW Building_F3	Classroom	3 - D	32
21	JSW Building_F3	Classroom	3 - E	32
22	JSW Building_F3	Classroom	3 - F	32
23	JSW Building_F3	Classroom	3 - G	32
24	JSW Building_F3	Classroom	3 - H	32
25	JSW Building_F3	Classroom	3 - I	32
26	JSW Building_F3	Classroom	3 - J	15
27	JSW Building_F3	Classroom	3 - K	15
28	JSW Building_F3	Tutorial Room	Assignments Zone	20
36	JSW Building_GF	Meeting	Symphony	20
37	JSW Building_F3	Classroom / Student Loun	Student Lounge	120
38	JSW Building_F3	Classroom / Meeting	Biosphere	20
39	JSW Building_F3	Classroom / Meeting	Enigma	20
40	Library Building	Classroom/meeting		15
41	Library Building	Classroom/meeting		15
42	Library Building	Faculty Cabins		28

43	Library Building	Conference Room		12
44	Library Building	Open Workstations		10
45	New Academic Building	Classroom	NAB--G1	45
46	New Academic Building	Classroom	NAB--G2	45
47	New Academic Building	Classroom	NAB--1A	45
48	New Academic Building	Classroom	NAB--1B	45
49	New Academic Building	Classroom	NAB--1C	45
50	New Academic Building	Classroom	NAB--1D	45
51	New Academic Building	Classroom	NAB--1E	45
52	New Academic Building	Classroom	NAB--1F	45
53	New Academic Building	Classroom	NAB--1G	60
54	New Academic Building	Classroom	NAB--2A	45
55	New Academic Building	Classroom	NAB--2B	45
56	New Academic Building	Classroom	NAB--2C EXECUTIVE CLASSROOM	45
57	New Academic Building	Classroom	NAB--2D	45
58	New Academic Building	Classroom	NAB--2E	45
59	New Academic Building	Classroom	NAB--2F	60
60	New Academic Building	Classroom	NAB--2G	60
61	New Academic Building	Classroom	NAB--2A	60
62	New Academic Building	Classroom	NAB--3A	45
63	New Academic Building	Classroom	NAB--3B	35
64	New Academic Building	Classroom / Meeting	Gatsby	12
65	New Academic Building	Classroom / Meeting	Maple	10
66	New Academic Building	Classroom / Meeting	Oasis	30
67	New Academic Building	Classroom / Meeting	Emerald	8
68	New Academic Building	Classroom / Meeting	Tranquil	6
69	New Academic Building	Faculty Cabins		59
70	New Academic Building	Auditorium		300
71	New Academic Building	Workstations	Harmony	12
72	New Academic Building	Workstations	Orion	10
73	New Academic Building	Conference Room		20
74	New Academic Building	Post Doc	Open Workstations	9
75	New Academic Building	PHD	Open Workstations	40
76	New Academic Building	PHD & Post Doc Meeting rooms		8
77	New Academic Building	PLACEMENT CABINS		9
78	New Academic Building	PLACEMENT MEETING Room		10
79	New Academic Building	Classroom / Meeting		12

Annexure 12.1.6

Faculty Publications (2023-2025)

Annexure 12.1.6: Faculty publications				
Summary of faculty publications				
S.No	Department	Name	Designation	Total No. of publications
1	GSB Faculty	Jyoti Prasad Mukhopadhyay	Associate Professor & PHD Chair	7
2	GSB Faculty	Madhuri Saripalle	Professor & PGP Chair	4
3	GSB Faculty	Praveen Bhagawan M	Associate Professor & Area Chair	5
4	GSB Faculty	Sumit Mishra	Assistant Professor & Area Chair	1
5	GSB Faculty	Vijayalakshmi C	Professor	1
6	GSB Faculty	Vinod Kumar	Associate Professor	9
7	GSB Faculty	Jayasankar R	Associate Professor	1
8	GSB Faculty	Sesha Sai Ram Mekha	Assistant Professor	3
9	GSB Faculty	Tapan Kar	Assistant Professor	3
10	GSB Faculty	GP Suresh	Assistant Professor	4
11	GSB Faculty	Neelam Nakra	Assistant Professor & Area Chair	2
12	GSB Faculty	Debasish Mishra	Assistant Professor & Area Chair	9
13	GSB Faculty	Swayam Sampurna Panigrahi	Assistant Professor	3
14	GSB Faculty	Vijaya C	Assistant Professor	2
15	GSB Faculty	Debankur Saha	Assistant Professor & Area Chair	2
16	GSB Faculty	Vasupradha Srikrishna	Assistant Professor	2
17	GSB Faculty	Balasubramanian	Senior Professor & Advisor	6
18	GSB Faculty	Chandrasekaran N	Professor & Area Chair	6
19	Research Support Office	Sharin Naomi	Post-doc fellow	1

20	Research Support Office	Shimna Kannoth	Post-doc fellow	1
21	Research Support Office	Junaid Iqbal	Post-doc fellow	1
22	SIAS Faculty	Ramachandra Guha	Distinguished University Professor	1
23	SIAS Faculty	Aashique Ahmed Iqbal	Asst. Prof & Displ Co-Or & Co-convenor	1
24	SIAS Faculty	Anannya Dasgupta	Associate Professor & Director CWP	6
25	SIAS Faculty	Kalyan S Chakrabarti	Associate Professor & Associate Dean Students	1
26	SIAS Faculty	Rishi Vyas	Assistant Professor	1
27	SIAS Faculty	Sarabjeet Dhoby Natesan	Associate Professor	2
28	SIAS Faculty	Shivani Vijayraj Jadeja	Assistant Professor	1
29	SIAS Faculty	Sivakumar	Professor & Dean Research	3
30	SIAS Faculty	Srajana Kaikini	Assistant Professor	1
31	SIAS Faculty	Syed Mohammad Meesum	Assistant Professor	1
32	SIAS Faculty	Turaga Venkata Hanumanta Prathamesh	Assistant Professor & Discipline Coordinator	1
33	SIAS Faculty	Sushant Raut	Asst. Prof & Displ Co-Or & Co-convenor	3
34	SIAS Faculty	Joya John	Assistant Professor	1
35	SIAS Faculty	Brijesh Kumar Mishra	Associate Professor	7
36	SIAS Faculty	Anil Kumar C P	Associate Professor	1
37	SIAS Faculty	Shibi Vasudevan	Assistant Professor	2
38	SIAS Faculty	Venkata Srinu Bhadram	Assistant Professor	1
39	SIAS Faculty	Sabah Siddiq	Assistant Professor	5
40	SIAS Faculty	Chirag Dhara	Assistant Professor	6
41	SIAS Faculty	Karthik Rao Cavale	Assistant Professor	1

42	SIAS Faculty	Shyam Kumar Sundhakar	Assistant Professor & Discipline Coordinator	4
43	SIAS Faculty	Panchali Ray	Associate Professor	1
44	SIAS Faculty	Tanmoy	Assistant Professor & Discipline Coordinator	8
45	SIAS Faculty	Guha Dharmarajan	Professor & Discipline Coordinator	13
46	SIAS Faculty	Soumya Dey	Assistant Professor	1
47	SIAS Faculty	Vivek Tewary	Assistant Professor & Discipline Coordinator	4
48	SIAS Faculty	Proma Ray Choudhury	Assistant Professor	2
49	SIAS Faculty	Sambaiah Gundimeda	Associate Professor & Discipline Coordinator	1
50	SIAS Faculty	Vivek Kumar R	Assistant Professor	1
51	SIAS Faculty	Yadugiri Tiruvaimozhi	Assistant Professor	2
52	SIAS Faculty	Debangana Mukherjee	Assistant Professor	1
53	SIAS Faculty	Gowhar Ashraf Fazili	Assistant Professor	1
54	SIAS Faculty	Surajit Kayal	Assistant Professor & Discipline Coordinator	1
55	SIAS Faculty	Dyotana Banerjee	Assistant Professor	2
56	SIAS Faculty	Anwesha Chakrabarti	Assistant Professor	1
57	SIAS Faculty	Rama Koteswara Rao Kamineni	Associate Professor	3
58	SIAS Faculty	Lakshmi Narayanan Viswanathan	Assistant Professor & Discipline Coordinator	5
59	SIAS Faculty	Madhavilatha Maganti	Associate Professor & Discipline Coordinator	1
60	SIAS Faculty	Sayantan Datta	Assisstant Professor of Practice	8
61	SIAS Faculty	Neha Mishra	Assisstant Professor of Practice	1
62	SIAS Faculty	Raghu Vamsy Maligal Ganesh	Assistant Professor	7
63	SIAS Faculty	KN Raghavan	Professor	2

64	SIAS Faculty	Suryodaya Sharma	Assistant Professor	1
65	SIAS Faculty	Nicolas Gheeraert	Assistant Professor	1
66	SIAS Faculty	Preeti Sampat	Associate Professor	1
67	SIAS Faculty	Gangotryi Sorcar	Assistant Professor	2
68	SIAS Faculty	Sumantra Bose	Professor	1
69	SIAS Faculty	Rakesh Sen Gupta	Assistant Professor	3
70	SIAS Faculty	Debajit Maiti	Assistant Professor	1
71	SIAS Faculty	Abhishek De	Assistant Professor	1
72	SIAS Faculty	Shanti Pappu	Visiting Professor	6
73	SIAS Faculty	T R Govindarajan	Visiting Professor	2
74	SIAS Faculty	Debdulal Thakur	Visiting Professor	1
75	SIAS Faculty	Ravi Prakash Iyer	Visiting Professor	3
76	SIAS Faculty	Abhayraj Naik	Visiting Associate Professor of practice	1
			Total	**213**

Sl No	Author	Title of Article	Publication Year	Source Title	Volume	Issue	Article Number	Start Page	End Page	DOI Link
1	Ramaswamy, Sheila (57195204223); Devgun, Meetali (57221801237); Seshadri, Shekhar (35608771900); Bunders-Aelen, Joske (55781620600)	"The Child Needs to Tell it to Me in Words"	2023	International Journal of Children's Rights	31	2		403	443	10.1163/15718182-31020004
2	Ramaswamy, Sheila (57195204223); Devgun, Meetali (57221801237); Seshadri, Shekhar (35608771900); Bunders-Aelen, Joske (55781620600)	"When an Elephant Has Its Foot on the Tail of a Mouse..." Trauma-Focused Court Preparation Interventions for Sexually Abused Child Witnesses	2023	Journal of Indian Association for Child and Adolescent Mental Health	19	3		273	288	10.1177/097313422312213 57
3	Sharma, Srishti (57460608900); Divakaran, Srikrishnan (57219493972); Kaya, Tolga (21834230200); Taber, Christopher (56581815000); Raval, Mehul S. (6701357003)	A Framework for Biomechanical Analysis of Jump Landings for Injury Risk Assessment	2023	Proceedings of IEEE Pacific Rim International Symposium on Dependable Computing, PRDC				327	331	10.1109/PRDC59308.2023.00052
4	Natesan, Sarabjeet Dhody; Marathe, Rahul Ratnakar	A structural equations approach to policy evaluation: Case study of Mahatma Gandhi National Rural Employment Guarantee Programme	2023	IIMB MANAGEMENT REVIEW	35	1		40	56	http://dx.doi.org/10.1016/j.iimb.2023.04.003
5	Padmakumari, Lakshmi; Shaik, Muneer	An Empirical Investigation of Value at Risk (VaR) Forecasting Based on Range- Based Conditional Models	2023	INZINERINE EKONOMIKA-ENGINEERING ECONOMICS	34	3		275	292	http://dx.doi.org/10.5755/j01.ee.34.3.30335

6	Gangadharan, Vismaya; Padmakumari, Lakshmi	Annual report readability and stock return synchronicity: Evidence from India1	2023	COGENT ECONOMICS & FINANCE	11	1	2186034			http://dx.doi.org/10.1080/23322039.2023.2186034
7	Kumari, Sneha; Jeble, Shirish; Venkatesh, V. G.; Nagarajan, Chandrasekaran; Shi, Yangyan	Antecedents of agriculture supply chain performance during COVID-19: an emerging economy perspective	2023	OPERATIONS MANAGEMENT RESEARCH	16	1		489	510	http://dx.doi.org/10.1007/s12063-022-00295-3
8	Sathe, Namrata Rele	Art Cinema and India's Forgotten Futures: Film and History in the Postcolony	2023	MODERNISM-MODERNITY	30	1		211	+	http://dx.doi.org/10.1353/mod.2023.a902610
9	Helton, James L.; Hill, Jacob E.; Bernasconi, David A.; Dixon, Wesley C.; Chipman, Richard B.; Gilbert, Amy T.; Beasley, James C.; Dharmarajan, Guha; Rhodes Jr, Olin E.	Assessment of habitat-specific competition for oral rabies vaccine baits between raccoons and opossums	2023	JOURNAL OF WILDLIFE MANAGEMENT	87	5				http://dx.doi.org/10.1002/jwmg.22398
10	Ramaswamy, Sheila; Devgun, Meetali; Seshadri, Shekhar; Bunders-Aelen, Joske	Balancing the law with children?s rights to participation and decision-making: Practice guidelines for mandatory reporting processes in child sexual abuse	2023	ASIAN JOURNAL OF PSYCHIATRY	81		103464			http://dx.doi.org/10.1016/j.ajp.2023.103464
11	Chattopadhyay, Suchismita	Book review: Bhaswati Bhattacharya and Henrike Donner (Eds.), Globalising Everyday Consumption in India: History and Ethnography	2023	JOURNAL OF SOUTH ASIAN DEVELOPMENT	18	2		326	329	http://dx.doi.org/10.1177/09731741231174286

12	Sudharsanan, Nikkil; Pillai, Vasanthi Subramonia; Favaretti, Caterina; Jose, Jithin; Jose, Sandra; McConnell, Margaret; Ali, Mohammed K.	Clinician Adherence to Hypertension Screening and Care Guidelines	2023	JAMA NETWORK OPEN	6	12	e2347164			http://dx.doi.org/10.1001/jamanetworkopen.2023.47164
13	Gunupudi, Laxmi; Dharmarajan, Krishnan	Continuous literacy programs: case for mobile based financial literacy solution	2023	DECISION	50	3		349	362	http://dx.doi.org/10.1007/s40622-023-00355-y
14	Rai, Randhir	Copper-based laboratory waste: Its application as a catalyst and recovery	2023	JOURNAL OF CLEANER PRODUCTION	432		139775			http://dx.doi.org/10.1016/j.jclepro.2023.139775
15	Arun, P.; Kumar, Avdhesh	Data driven: Truckers, technology, and the new workplace surveillance	2023	LABOR HISTORY	64	5		653	655	http://dx.doi.org/10.1080/0023656X.2023.2237702
16	Bhatia, Disha; Desai, Nishita; Dwivedi, Siddharth	Discovery prospects of a light charged Higgs near the fermiophobic region of Type-I 2HDM	2023	JOURNAL OF HIGH ENERGY PHYSICS		6	100			http://dx.doi.org/10.1007/JHEP06(2023)100
17	Sahasranaman, Anand (54971867900); Kumar, Nishanth (57219545168)	Distributional Dynamics of Income in Indian States: Inequality, Redistribution, and Poverty Transitions	2023	Economic and Political Weekly	58	25		37	46	

18	Chacko, Jains P. (58104666100); Padmakumari, Lakshmi (57192834726)	Does ownership structure affect the ex-ante cost of capital?	2023	Investment Management and Financial Innovations	20	1		112	126	10.21511/imfi.20(1).2023.11
19	Saharia, Abhishek; Mahato, Bishwanath; Mishra, Brijesh Kurnar; Panda, Aditya N.	Effect of Fluorine Substitution on Absorption and Emission Properties of Figure-eight-shaped [5]Helicene Dimer: A Computational Study at RI-MP2/RI-ADC(2) Level	2023	CHEMPHYSCHEM	24	12				http://dx.doi.org/10.1002/cphc.202300006
20	Safari, Arsalan; Das, Amit	Entrepreneurial failure analysis using quality management approaches	2023	TOTAL QUALITY MANAGEMENT & BUSINESS EXCELLENCE	34	1-2		235	260	http://dx.doi.org/10.1080/14783363.2022.2043739
21	Prasad, Harsh; Tewary, Vivek	Existence of variational solutions to nonlocal evolution equations via convex minimization	2023	ESAIM-CONTROL OPTIMISATION AND CALCULUS OF VARIATIONS	29		2			http://dx.doi.org/10.1051/cocv/2022087
22	Radhakrishnan, Vivek K.	Feeling and Moral Motivation in Kant: A Response to the Frierson-Grenberg Debate	2023	CON-TEXTOS KANTIANOS-INTERNATIONAL JOURNAL OF PHILOSOPHY		17		111	123	http://dx.doi.org/10.5209/kant.88709
23	Suresh, Govindapuram (57658016900)	Financial Inclusion and Its Impact on Fertility: An Empirical Investigation	2023	Indian Journal of Human Development	17	2		344	358	10.1177/097370302312001149

24	Prasad, Akhilesh; Bakhshi, Priti; Guha, Debashis	Forecasting the direction of daily changes in the India VIX index using deep learning	2023	IIMB MANAGEMENT REVIEW	35	2		149	163	http://dx.doi.org/10.1016/j.iimb.2023.05.002
25	Kharim, Aabid Seeyal Abdul (58614981300); Prathamesh, T.V.H. (56912369200); Rajiv, Shweta (58616236700); Vyas, Rishi (55637821800)	Formalizing Free Groups in Isabelle/HOL: The Nielsen-Schreier Theorem and the Conjugacy Problem	2023	Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in	14101 LNAI			158	173	10.1007/978-3-031-42753-4_11
26	Chattopadhyay, Suchismita	Globalising Everyday Consumption in India: History and Ethnography	2023	JOURNAL OF SOUTH ASIAN DEVELOPMENT	18	2		326	329	http://dx.doi.org/10.1177/09731741231174286
27	Rai, Randhir (57212528183)	Gram Scale Synthesis of Cuprous Oxide Nanoparticles: Dip Coating on Cellulose Filter Paper, Antibacterial Activity and Comparison with Commonly Available Face Masks	2023	Asian Journal of Chemistry	35	9		###	2120	10.14233/ajchem.2023.28075
28	Parisotto, Alessandro (57572995100); Saranathan, Vinodkumar (21733243200); Steiner, Ullrich (22964377100); Wilts, Bodo D. (26533567000)	Hexagonal-Close-Packed Colloidal Crystals in Glenea celestis Beetles	2023	Small Science	3	10	2200114			10.1002/smsc.202200114
29	Pandey, Vikash	Hidden jerk in universal creep and aftershocks	2023	PHYSICAL REVIEW E	107	2	L022602			http://dx.doi.org/10.1103/PhysRevE.107.L022602

30	Seah, Kwi Shan; Saranathan, Vinodkumar	Hierarchical morphogenesis of swallowtail butterfly wing scale nanostructures	2023	ELIFE	12		RP89082			http://dx.doi.org/10.7554/eLife.89082
31	Adimurthi, Karthik; Prasad, Harsh; Tewary, Vivek	Holder regularity for fractional p-Laplace equations	2023	PROCEEDINGS OF THE INDIAN ACADEMY OF SCIENCES-MATHEMATICAL SCIENCES	133	1	14			http://dx.doi.org/10.1007/s12044-023-00734-6
32	Anand, Gautam; Atluri, Aishwarya; Crawfurd, Lee; Pugatch, Todd; Sheth, Ketki	Improving school management in low and middle income countries: A systematic review	2023	ECONOMICS OF EDUCATION REVIEW	97		102464			http://dx.doi.org/10.1016/j.econedurev.2023.102464
33	Indira, A. (57205545551); Chandrasekaran, N. (57874080400)	Infrastructure development in India: a systematic review	2023	Letters in Spatial and Resource Sciences	16	1	35			10.1007/s12076-023-00357-5
34	Nair, Sapna; Sinha, Harshula; Holding, Penny	Integrating father involvement into early childhood initiatives delivered at scale: key considerations	2023	FRONTIERS IN PUBLIC HEALTH	11		1193974			http://dx.doi.org/10.3389/fpubh.2023.1193974
35	Dixon, Wesley C.; Hill, Jacob E.; Chipman, Richard B.; Davis, Amy J.; Gilbert, Amy T.; Beasley, James C.; Rhodes Jr, Olin E.; Dharmarajan, Guha	Interspecific oral rabies vaccine bait competition in the Southeast United States	2023	APPLIED ANIMAL BEHAVIOUR SCIENCE	261		105897			http://dx.doi.org/10.1016/j.applanim.2023.105897

36	Kumar, Vinod	Is the Beta Anomaly Real? A Correction in Existing Theories of Cost of Capital and Asset Pricing	2023	JOURNAL OF EMERGING MARKET FINANCE	22	2		135	163	http://dx.doi.org/10.1177/09726527231160863
37	Padmakumari, Lakshmi (57192834726)	Lessons Learnt from Teaching Finance During COVID-19 Pandemic: My Two Cents	2023	Management and Labour Studies	48	2		228	230	10.1177/0258042X211068947
38	Akhilesh, Kumar; Pappu, Shanti	Let's Knapp Experiences in Teaching Lithic Studies in South Asia	2023	LITHIC TECHNOLOGY	48	3		278	290	http://dx.doi.org/10.1080/01977261.2022.2142386
39	Prasad, Harsh; Tewary, Vivek	Local boundedness of variational solutions to nonlocal double phase parabolic equations	2023	JOURNAL OF DIFFERENTIAL EQUATIONS	351			243	276	http://dx.doi.org/10.1016/j.jde.2022.12.029

40	Singh, V.K. (59037715100); Link, J. (56120065000); Kargeti, K. (57940162100); Barik, M. (58259148200); Lenz, B. (57147270200); Saraswat, N. (58403158100); Jena, U. (58259526800); Heinmaa, I. (11240720000); Khuntia, P. (35092608200); Boya, K. (57322059700); Panda, S.K. (55588345900); Stern, R. (7401820835); Bitla, Y. (36600084200); Chakrabarty, T. (57203729938); Koteswararao, B. (57191964788)	Magnetic properties of S= 12 distorted J1-J2 honeycomb lattice compound NaCuIn(PO4)2	2023	Physical Review B	107	21	214430			10.1103/PhysRevB.107.214430
41	Finet, Cédric (36481206200); Ruan, Qifeng (57212813601); Bei, Yi Yang (58295512600); You En Chan, John (57219793373); Saranathan, Vinodkumar (21733243200); Yang, Joel K. W. (8638365500); Monteiro, Antónia (7102146090)	Multi-scale dissection of wing transparency in the clearwing butterfly Phanus vitreus	2023	Journal of the Royal Society Interface	20	202	20230135			10.1098/rsif.2023.0135
42	Devgun, Meetali; Kittridge, Caitlin; Seshadri, Shekhar; Rodgers, Jacqueline; Sharma, Aditya Narain	North East England South Asia Mental health Alliance (NEESAMA): an exemplar of global north and global south collaboration to improve research, training and service delivery in mental healthcare	2023	BJPSYCH INTERNATIONAL	20	4		92	95	http://dx.doi.org/10.1192/bji.2023.22
43	Frederick, Julia C.; Thompson, Alec T.; Sharma, Prisha; Dharmarajan, Guha; Ronai, Isobel; Pesapane, Risa; Smith, Ryan C.; Sundstrom, Kellee D.; Tsao, Jean I.; Tuten, Holly C.; Yabsley, Michael J.; Glenn, Travis C.	Phylogeography of the blacklegged tick (Ixodes scapularis) throughout the USA identifies candidate loci for differences in vectorial capacity	2023	MOLECULAR ECOLOGY	32	12		###	3149	http://dx.doi.org/10.1111/mec.16921

44	Perepu, Pavan Kumar; Mishra, Brijesh Kumar; Panda, Aditya N.	Prediction of interaction energy for rare gas dimers using machine learning approaches	2023	JOURNAL OF CHEMICAL SCIENCES	135	1	12			http://dx.doi.org/10.1007/s12039-023-02131-y
45	Sudhakar, Shyam Kumar; Sridhar, Shreya; Char, Satvika; Pandya, Kathan; Mehta, Kaustav	Prevalence of comorbidities post mild traumatic brain injuries: a traumatic brain injury model systems study	2023	FRONTIERS IN HUMAN NEUROSCIENCE	17		1158483			http://dx.doi.org/10.3389/fnhum.2023.1158483
46	Chandrasekaran, N.; Venkatesh, V. G.; Deakins, Eric	PRODUCT MIX STRATEGY AT GOLDEN GRAINS	2023	ASIAN CASE RESEARCH JOURNAL	27	4		265	281	http://dx.doi.org/10.1142/S0218927523500128
47	Hill, Jacob E. E.; Helton, James L. L.; Bernasconi, David A. A.; Dixon, Wesley C. C.; Hamilton, Matt T. T.; Chipman, Richard B. B.; Gilbert, Amy T. T.; Beasley, James C. C.; Dharmarajan, Guha; Rhodes Jr, Olin E. E.	Raccoon densities across four land cover types in the southeastern United States	2023	JOURNAL OF WILDLIFE MANAGEMENT	87	8				http://dx.doi.org/10.1002/jwmg.22480
48	Hill, Jacob E.; Miller, Madison L.; Helton, James L.; Chipman, Richard B.; Gilbert, Amy T.; Beasley, James C.; Dharmarajan, Guha; Rhodes, Olin E.	Raccoon spatial ecology in the rural southeastern United States	2023	PLOS ONE	18	11	e0293133			http://dx.doi.org/10.1371/journal.pone.0293133
49	Bernasconi, David A.; Miller, Madison L.; Hill, Jacob E.; Gupta, Pooja; Chipman, Richard; Gilbert, Amy T.; Rhodes, Olin E., Jr.; Dharmarajan, Guha	RACCOONS (PROCYON LOTOR) SHOW HIGHER TRYPANOSOMA CRUZI DETECTION RATES THAN VIRGINIA OPOSSUMS (DIDELPHIS VIRGINIANA) IN SOUTH CAROLINA, USA	2023	JOURNAL OF WILDLIFE DISEASES	59	4		673	683	http://dx.doi.org/10.7589/JWD-D-22-00174

50	Kim, Daeho; Swaminathan, Shailender; Lee, Yoojin; Wang, Virginia; Mehrotra, Rajnish; Trivedi, Amal N.	Racial and Ethnic Disparities in Excess Deaths after COVID-19 Vaccine Deployment among Persons with Kidney Failure	2023	CLINICAL JOURNAL OF THE AMERICAN SOCIETY OF NEPHROLOGY	18	9		###	1209	http://dx.doi.org/10.2215/CJN.0000000000000226
51	Sarmah, Biswajit	Reinventing Nature in Kaziranga National Park: A History of Rhinoceros Conservation in Assam, 1948-1974	2023	CONSERVATION & SOCIETY	21	2		133	143	http://dx.doi.org/10.4103/cs.cs_143_21
52	Saha, Kunal; Madhavan, Vinodh; Chandrashekhar, G. R.	Relationship between ETFs and underlying indices: a fractional cointegration approach	2023	APPLIED ECONOMICS	55	27		###	3193	http://dx.doi.org/10.1080/00036846.2022.2109581
53	Fazili, Gowhar; Bhatia, Mohita	Rethinking Conflict at the Margins: Dalits and Borderland Hindus in Jammu and Kashmir	2023	CONTRIBUTIONS TO INDIAN SOCIOLOGY	57	1-2		161	164	http://dx.doi.org/10.1177/00699659231208955
54	Batheja, Deepshikha (57466144700); Kurian, Vinith (57565430500); Buteau, Sharon (57204691435); Joy, Neetha (57993260000); Nair, Ajay (57992606900)	Role of oxygenation devices in alleviating the oxygen crisis in India	2023	PLOS Global Public Health	3	8	e0002297			10.1371/journal.pgph.0002297
55	Shah, Maitrik; Raval, Mehul S.; Divakaran, Srikrishnan; Dhar, Debajyoti; Parmar, Hasit	SAAC-Net: deep neural network-based model for atmospheric correction in remote sensing	2023	INTERNATIONAL JOURNAL OF REMOTE SENSING	44	23		###	7389	http://dx.doi.org/10.1080/01431161.2023.2282407

56	Chattopadhyay, Dibya S.; Devi, Moon Moon; Dighe, Amol; Dutta, Debajyoti; Pramanik, Dipyaman; Raut, Sushant K.	Sterile neutrinos: propagation in matter and sensitivity to sterile mass ordering	2023	JOURNAL OF HIGH ENERGY PHYSICS		2	44			http://dx.doi.org/10.1007/JHEP02(2023)044
57	Bhar, Soumyajit (57204046106)	Sustainable consumption and the Global South: A conceptual exposition	2023	Frontiers in Sustainability	4		965421			10.3389/frsus.2023.965421
58	Ramaswamy, Sheila; Devgun, Meetali; Seshadri, Shekhar; Bunders-Aelen, Joske	The Child Needs to Tell it to Me in Words Barriers and Facilitators to Witness Competencies in Child Sexual Abuse Trials	2023	INTERNATIONAL JOURNAL OF CHILDRENS RIGHTS	31	2		403	443	http://dx.doi.org/10.1163/15718182-31020004
59	Somya, Surabhi; Saripalle, Madhuri	The Determinants of Firm's Growth in the Telecommunication Services Industry: Empirical Evidence from India	2023	JOURNAL OF QUANTITATIVE ECONOMICS	21	1		193	211	http://dx.doi.org/10.1007/s40953-022-00334-7
60	Chowdhury, Soumi Roy; Pohit, Sanjib; Singh, Rishabh	The Economic Implications of Air Pollution: A Case of Two Cities	2023	MARGIN-JOURNAL OF APPLIED ECONOMIC RESEARCH	17	1-2		94	112	http://dx.doi.org/10.1177/00252921231203353
61	Chacko, Jains P.; Padmakumari, Lakshmi	The Effect of Investment Inefficiency on Expected Returns	2023	JOURNAL OF EMERGING MARKET FINANCE	22	3		272	296	http://dx.doi.org/10.1177/09726527231165365

62	Jose, Annmary (57205719293); Kumar, Lakshmi (58333579800)	The Existence of a North-South Divide in Kerala - An Analysis of Recent Socio-economic Trends	2023	Economic and Political Weekly	58	11		49	56	
63	Dasgupta, Anannya (58668061100)	The Feminist De-brahmanising Pedagogy of Writing	2023	Sociological Bulletin	72	4		521	533	10.1177/00380229231196762
64	Singh, Shamsher; Siddiqui, Sabah	The Impact of the Covid-19 Pandemic on Rural Sanitation Workers in Haryana	2023	REVIEW OF AGRARIAN STUDIES	13	1		86	101	http://dx.doi.org/10.25003/RAS.13.01.0007
65	Samalopanan, Ameesh; Balasubramanian, Vijayalakshmi	Understanding dignity at workplace: A qualitative study on Indian managers	2023	INTERNATIONAL JOURNAL OF PSYCHOLOGY	58			682	682	
66	Choudhuri, Pallavi; Pramanik, Santanu; Desai, Sonalde	Urban Exclusion: Rethinking Social Protection in the Wake of the Pandemic in India	2023	MARGIN-JOURNAL OF APPLIED ECONOMIC RESEARCH	17	1-2		59	93	http://dx.doi.org/10.1177/00252921231199788
67	Dutta, Sumanjay; Kayal, Parthajit; Balasubramnaian, G.	Volatility Spillover and Directionality in Cryptocurrency and Metal Markets	2023	JOURNAL OF EMERGING MARKET FINANCE	22	4		464	485	http://dx.doi.org/10.1177/09726527231192143

68	Dutta, Sumanjay (57223393375); Kayal, Parthajit (57200879166); Balasubramnaian, G. (58561203400)	Volatility Spillover and Directionality in Cryptocurrency and Metal Markets	2023	Journal of Emerging Market Finance	22	4		464	485	10.1177/09726527231192143
69	Ramaswamy, Sheila; Devgun, Meetali; Seshadri, Shekhar; Bunders-Aelen, Joske	When an Elephant Has Its Foot on the Tail of a Mouse... Trauma-Focused Court Preparation Interventions for Sexually Abused Child Witnesses	2023	JOURNAL OF INDIAN ASSOCIATION FOR CHILD AND ADOLESCENT MENTAL HEALTH	19	3		273	288	http://dx.doi.org/10.1177/09731342231221357

Sl No	Author	Title of Article	Publication Year	Source Title	Volume	Issue	Article Number	Start Page	End Page	DOI Link
1	Datta, Sayantan (57209853730)	'It's nice that we can do that too': investigating transgender persons' negotiations with identity and community questions in Indian science institutions	2024	Community Development Journal	59	2		274	295	10.1093/cdj/bsae011
2	Cornwall, Andrea (6701809671); Majumdar, Sutapa (57221934758)	"Those feminists haven't come to us, they don't know our reality": Indian sex workers' narratives of love and power	2024	Gender, Work and Organization						10.1111/gwao.13200
3	Singh, V. K.; Link, J.; Kargeti, K.; Panda, S. K.; Heinmaa, I.; Dhanasekhar, C.; Jawale, Monika; Kim, Kwang-Tak; Kim, Kee Hoon; Chakrabarty, T.; Mahajan, A., V; Stern, R.; Koteswararao, B.	31P NMR studies of the 13-depleted two-dimensional anisotropic kagome lattice system $BaCu_2(PO_4)_2(H_2O)$	2024	PHYSICAL REVIEW B	110	12	125112			http://dx.doi.org/10.1103/PhysRevB.110.125112
4	Fleming-Muñoz, David (36095847900); Campbell, Gary (7401889707); Ley, Yalin (59172887700); Arratia-Solar, Andrea (57207773608); Aroca, Patricio (6603841596); Atienza, Miguel (58035809500); Dogan, Eyup (56088161200); Ghosh, Gaurav (59172887800); James, Alexander (36739234700); Kumral, Mustafa (6506350539); Measham, Thomas (14056555800); Sarr, Mare (35726895000); Shahbaz, Muhammad (57218886081); Wang, Haoying (56040358600); Weber, Jeremy (16240442900)	50 years of Resources Policy – What is next? Key areas of future research	2024	Resources Policy	95		105140			10.1016/j.resourpol.2024.105140
5	Panigrahi, Swayam Sampurna (57202388177); Bahinipati, Bikram Kumar (13806524600); Govindan, Kannan (54986334000); Parhi, Shreyanshu (57202072316)	An advanced dual-layered framework for sustainable supply chain performance	2024	Journal of Modelling in Management						10.1108/JM2-04-2024-0101
6	Padmanabhan, Varun Prasath; Pugalmani, Sivashanmugam; Veerla, Sarath Chandra; Mubashera, S. M.; Kulandaivelu, Ravichandran	An alternative approach in the synthesis of strontium-hydroxyapatite and strontium hydroxyapatite embedded in graphitic carbon nitride nanocomposites for potential tissue engineering applications	2024	DIAMOND AND RELATED MATERIALS	149		111561			http://dx.doi.org/10.1016/j.diamond.2024.111561

7	Senbel, Samah (6603171076); Artan, N. Sertac (15834204800); Taber, Christopher (56581815000); Long, S. Alexander (59362820000); Sharma, Srishti (57460608900); Kandawala, Mahmud (59362690200); Raval, Mehul S. (6701357003); Divakaran, Srikrishnan (57219493972); Kaya, Tolga (21834230200)	An Evaluation of the Determinants of Performance in NCAA Division I Women's Basketball: A Dual-Season Investigation	2024	Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)	14794 LNCS			228	234	10.1007/978-3-031-69073-0_20
8	Sharma, Srishti (57460608900); Divakaran, Srikrishnan (57219493972); Kaya, Tolga (21834230200); Raval, Mehul (6701357003)	Athletic signature: predicting the next game lineup in collegiate basketball	2024	Neural Computing and Applications	36	34		21761	21780	10.1007/s00521-024-10383-z
9	Datta, Sayantan (57209853730)	Beyond anxiety: Autonomy and harm reduction approaches to DIY Hormone Replacement Therapy	2024	Indian Journal of Medical Ethics	9	4		265	270	10.20529/IJME.2024.065
10	Chakrabarti, Kalyan S.; Bakhtiari, Davood; Rezaei-Ghaleh, Nasrollah	Bifurcations in coupled amyloid-β aggregation-inflammation systems	2024	NPJ SYSTEMS BIOLOGY AND APPLICATIONS	10	1	80			http://dx.doi.org/10.1038/s41540-024-00408-7
11	Kumar, Pushpesh (56839316400); Datta, Sayantan (57209853730)	Caste Concerns in Transgender Communities in India: Contesting Cohesiveness, Broadening Horizon(s)	2024	Social Change	54	2		257	272	10.1177/00490857241248989
12	Banerjee, Dyotana	Caste, gig-economy, and youth: the resurgence of a new age caste politics in urban Gujarat	2024	SOUTH ASIAN HISTORY AND CULTURE	15	2		231	246	http://dx.doi.org/10.1080/19472498.2024.2346867
13	Vivek, Vivek; Kar, Tapan; Meka, Sesha; Malghan, Deepak	Combining price and non-price interventions for water conservation	2024	ENVIRONMENTAL RESEARCH LETTERS	19	10	104066			http://dx.doi.org/10.1088/1748-9326/ad747b
14	Kaushal, Rahul K.; Parida, Sukumar; Kumar, Pavitra V.; Kumar, Pankaj; Niedermann, Samuel; Wasson, Robert J.; Dhir, Ram P.; Chopra, Sundeep; Mishra, Sheila; Pappu, Shanti; Singhvi, Ashok K.	Cosmogenic 10Be- and 21Ne-based model exposure ages of desert pavements in the Thar Desert, India	2024	EARTH SURFACE PROCESSES AND LANDFORMS	49	14		4808	4822	http://dx.doi.org/10.1002/esp.5999

15	Agrawal, Tanvi; Pompoes, Richard; Verzijl, Andres; Srinivasan, Veena; Nair, Jyoti; Huijbens, Edward; Kannadhasan, Kalaivendhan; Chokkalingam, Kuloth; Murugan, Vivek	Creating Kaveri Delta beneath our feet: An experiment in grounding socio-hydrology in Tamil Nadu, India	2024	JOURNAL OF HYDROLOGY	644		131896			http://dx.doi.org/10.1016/j.jhydrol.2024.131896
16	Ghoshal, Sayori	'Culture'of Science and the Making of Modern India	2024	ISIS	115	3		670	672	http://dx.doi.org/10.1086/731487
17	Manasi, B.; Mukhopadhyay, Jyoti Prasad	Definition, measurement and determinants of energy poverty: Empirical evidence from Indian households	2024	ENERGY FOR SUSTAINABLE DEVELOPMENT	79		101383			http://dx.doi.org/10.1016/j.esd.2024.101383
18	Mukhopadhyay, Jyoti Prasad; Mitra, Sona; Javadekar, Sayli; Mishra, Narbadeshwar	Does Gender-Based Awareness Campaign Improve Girls' Educational and Learning Outcomes? Empirical Evidence from India	2024	JOURNAL OF DEVELOPMENT STUDIES	60	11		1774	1792	http://dx.doi.org/10.1080/00220388.2024.2383428
19	Muricken, Navya J. (59252411500); Bhagawan, Praveen (57724824700); Mukhopadhyay, Jyoti Prasad (55970447100)	Does mandating gender quota in corporate boards affect firms' credit ratings? Evidence from India	2024	Journal of Accounting Literature						10.1108/JAL-04-2024-0070
20	Saripalle, Madhuri (55247424300); Gupta, Prachi (59461058100)	Driving productivity: a comparison of the Indian automobile manufacturers and component suppliers	2024	Asian Journal of Technology Innovation						10.1080/19761597.2024.2434068
21	Arun, P.; Asad, Asad L.	Engage and Evade: How Latino Immigrant Families Manage Surveillance in Everyday Life	2024	INTERNATIONAL MIGRATION REVIEW	58	1		480	482	http://dx.doi.org/10.1177/01979183231220293
22	Rai, Rohit K.; Maligal-Ganesh, Raghu; Maksoud, Walid Al; Kim, Seok-Jin; Vaishnav, Yuvraj; Yavuz, Cafer T.; Kobayashi, Yoji	Enhancing Ammonia Synthesis on Co3Mo3N via Metal Support Interactions on a Single-crystalline MgO Support	2024	CHEMCATCHEM	16	11				http://dx.doi.org/10.1002/cctc.202301579

23	Datta, Sayantan (57209853730)	Epistemological Deviant, Epistemic Abjection and Lost Opportunities: A Case Study of a Muslim Trans Intersex Student's Othering and Dehumanisation in an Indian Science Classroom	2024	Contemporary Education Dialogue	21	1		64	85	10.1177/09731849231206226
24	Mathath, Nidhin (58843455700); Kumar, Vinod (57219186030); Balasubramanian, G. (44261057800)	ESG Disclosure and Cost of Equity: Do Big 4 Audit Firms Matter?	2024	Journal of Emerging Market Finance						10.1177/09726527241280017
25	Yang, Qian (58732077400); Mishra, Debasish (7102272035); Pattipati, Krishna R. (7006476249); Bollas, George M. (6601983467)	Estimating Remaining Useful Life of Cutting Tools in Machining Using an Extended Kalman Filter	2024	IFAC-PapersOnLine	58	19		1264	1269	10.1016/j.ifacol.2024.09.070
26	Ghoshal, Sayori	Experts of Identity: Race, Ethnicity, and Science in India, 1910s-1940s	2024	ISIS	115	1		84	104	http://dx.doi.org/10.1086/729014
27	Katiyar, Rajesh (56942222000); Panigrahi, Swayam Sampurna (57202388177); Ghatak, Ranjit Roy (57192252026); Singh, Ritu (57201034566)	Exploring barriers towards effective coal supply-A non-core perspective using ISM-DEMATEL	2024	Resources Policy	92		105010			10.1016/j.resourpol.2024.105010
28	Gangadharan, Vismaya; Padmakumari, Lakshmi	Fogging the firm performance: an empirical examination of the annual report readability in India	2024	INTERNATIONAL JOURNAL OF DISCLOSURE AND GOVERNANCE	21	2		211	226	http://dx.doi.org/10.1057/s41310-023-00195-3
29	Mishra, Debasish; Pattipati, Krishna R.; Bollas, George M.	Gaussian mixture model for tool condition monitoring	2024	JOURNAL OF MANUFACTURING PROCESSES	131			1001	1013	http://dx.doi.org/10.1016/j.jmapro.2024.09.038
30	Raychaudhury, Proma (58101940500)	Gendering Loyalty in Indian Electoral Democracy The Trinamool Congress and Its Construction of a Female Constituency in West Bengal	2024	Economic and Political Weekly	59	48		87	95	

31	Saripalle, Madhuri (55247424300); Chebolu-Subramanian, Vijaya (56532514600)	Impact of COVID-19 on production decisions of marginal, small and medium farmers: empirical evidence from South India	2024	Journal of Agribusiness in Developing and Emerging Economies						10.1108/JADEE-11-2023-0277
32	Sathyaraj, P. Mohan; Balusamy, T.; Narayanan, T. S. N. Sankara; Ravichandran, K.	Imparting a better corrosion resistance and bioactivity for magnesium through the formation of zinc - zinc oxide - zinc phosphate (hopeite) - magnesium ammonium phosphate (struvite) composite coatings	2024	JOURNAL OF ALLOYS AND COMPOUNDS	1002		175342			http://dx.doi.org/10.1016/j.jallcom.2024.175342
33	Guha, Ramachandra (57210680556)	India's Feet of Clay How Modi's Supremacy Will Hinder His Country's Rise	2024	Foreign Affairs	103	2		58	73	
34	Saha, Debankur (59303889100); Chakraborty, Anirban (57211269630)	Influence of avitourism experience in developing environmentally responsible behaviour	2024	Tourism Recreation Research						10.1080/02508281.2024.2393514
35	Hill, Jacob E.; Miller, Madison L.; Chipman, Richard B.; Gilbert, Amy T.; Beasley, James C.; Dharmarajan, Guha; Rhodes, Olin E.	Influence of habitat and baiting strategy on oral rabies vaccine bait uptake by raccoons in the southeastern United States	2024	APPLIED ANIMAL BEHAVIOUR SCIENCE	277		106320			http://dx.doi.org/10.1016/j.applanim.2024.106320
36	Balusamy, T.; Sathyaraj, P. Mohan; Ravichandran, K.; Narayanan, T. S. N. Sankara	Influence of Surface Mechanical Attrition Treatment Parameters on the Residual Stress of EN8 Steel	2024	JOURNAL OF MATERIALS ENGINEERING AND PERFORMANCE	33	15		7679	7688	http://dx.doi.org/10.1007/s11665-024-09521-4
37	Panigrahi, Swayam Sampurna; Katiyar, Rajesh; Mishra, Debasish	Integrated DEMATEL-ML approach for implementing lean supply chain in manufacturing sector	2024	JOURNAL OF ADVANCES IN MANAGEMENT RESEARCH	21	3		449	477	http://dx.doi.org/10.1108/JAMR-08-2023-0231
38	Nakra, Neelam; Kashyap, Vaneet; Arora, Ridhi	Interactive effects of sustainable HRM, career adaptability and career sustainability on employee well-being	2024	EMPLOYEE RELATIONS	46	8		1706	1722	http://dx.doi.org/10.1108/ER-01-2024-0021

39	Datta, Sayantan	'It's nice that we can do that too': investigating transgender persons' negotiations with identity and community questions in Indian science institutions	2024	COMMUNITY DEVELOPMENT JOURNAL	59	2		274	295	http://dx.doi.org/10.1093/cdj/bsae011
40	Iqbal, Aashique Ahmed	Jodhpur and the aeroplane: aviation and diplomacy in an Indian state 1924-1952	2024	BRITISH JOURNAL FOR THE HISTORY OF SCIENCE	57	2		175	189	http://dx.doi.org/10.1017/S0007087423000298
41	Kompa, Akshayakumar; Finet, Cedric; Saranathan, Vinodkumar; Fernandez, Javier G.	Large-Scale Artificial Production of Coleoptera Cuticle Iridescence and Its Use in Conformal Biodegradable Coatings	2024	ADVANCED ENGINEERING MATERIALS	26	8				http://dx.doi.org/10.1002/adem.202301713
42	Sharma, Piyush; Thomas, Sneha; Nair, Mahika; Rajan, Ananth Govind	Machine Learnable Language for the Chemical Space of Nanopores Enables Structure-Property Relationships in Nanoporous 2D Materials	2024	JOURNAL OF THE AMERICAN CHEMICAL SOCIETY	146	44		30126	30138	http://dx.doi.org/10.1021/jacs.4c08282
43	Devi, Rama; Ray, Sawmya	Mahaul and Mazboori: educational aspirations and realities of Dalit youth in Delhi	2024	INTERNATIONAL JOURNAL OF QUALITATIVE STUDIES IN EDUCATION	37	1		294	313	http://dx.doi.org/10.1080/09518398.2022.2061740
44	Saripalle, Madhuri (55247424300); Somya, Surabhi (58059402100)	Market Structure, Profitability and Regulation of Telecommunication Industry in India	2024	Global Business Review						10.1177/09721509241232198
45	Alsudairy, Ziad; Campbell, Allea; Zheng, Qi; Harrod, Chelsea; Brown, Normanda; Saintilma, Allison; Maligal-Ganesh, Raghu V.; Ingram, Conrad; Li, Xinle	Microwave-Assisted One-Step Synthesis of Palladium-Encapsulated Covalent Organic Frameworks for Heterogeneous Catalysis	2024	CHEMISTRY-A EUROPEAN JOURNAL	30	71	e202402513			http://dx.doi.org/10.1002/chem.202402513

46	Kar, Tapan (58729488200); Meka, Sesha (59275642400); Mohanty, Shiba Prasad (57217633808); Krishnan, Kaveri (57212764735)	Modelling Multivariate Return Volatilities by Independent Components Using Johnson SU Likelihood	2024	Global Business Review						10.1177/09721509241268979
47	Behera, Ranjan K.; Lamkins, Andrew R.; Chen, Minda; Maligal-Ganesh, Raghu V.; Yu, Jiaqi; Huang, Wenyu	Non-Oxidative Dehydroaromatization of Linear Alkanes on Intermetallic Nanoparticles	2024	CHEMCATCHEM	16	23				http://dx.doi.org/10.1002/cctc.202401263
48	Bauernfeind, Viola; Saranathan, Vinodkumar; Djeghdi, Kenza; Longo, Elena; Flenner, Silja; Greving, Imke; Steiner, Ullrich; Wilts, Bodo D.	Not only a matter of disorder in I-WP minimal surface-based photonic networks: Diffusive structural color in Sternotomis amabilis longhorn beetles	2024	MATERIALS TODAY ADVANCES	23		100524			http://dx.doi.org/10.1016/j.mtadv.2024.100524
49	Singh, V.K. (59037715100); Link, J. (56120065000); Kargeti, K. (57940162100); Panda, S.K. (55588345900); Heinmaa, I. (11240720000); Dhanasekhar, C. (57188582426); Jawale, Monika (59326511100); Kim, Kwang-Tak (57221963785); Kim, Kee Hoon (57219102646); Chakrabarty, T. (57203729938); Mahajan, A.V. (7102402274); Stern, R. (7401820835); Koteswararao, B. (57191964788)	P 31 NMR studies of the 13 - depleted two-dimensional anisotropic kagome lattice system BaCu2(PO4)2(H2 O)	2024	Physical Review B	110	12	125112			10.1103/PhysRevB.110.125112

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51	Ghosh, Abhishek; Tewary, Vivek	Pointwise and weighted Hessian estimates for Kolmogorov-Fokker-Planck-type operators	2024	ANNALI DI MATEMATICA PURA ED APPLICATA	203	2		663	701	http://dx.doi.org/10.1007/s10231-023-01378-z
52	Wei, Xueyu; Naraginti, Saraschandra; Yang, Xiaofan; Xu, Xiaoping; Sun, Shi-Peng; Maligal-Ganesh, Raghu; Sathishkumar, Kuppusamy; Chen, Pengli	Polydopamine functionalized FeVO4@PVDF ultrafiltration membrane with superior antifouling and detoxification properties	2024	CHEMICAL ENGINEERING JOURNAL	497		154718			http://dx.doi.org/10.1016/j.cej.2024.154718
53	Haq, Shifa; Siddiqui, Sabah; Shukla, Rakesh	Psychoanalytic perspectives from South Asia: introduction to special issue	2024	PSYCHOANALYSIS CULTURE & SOCIETY	29	4		469	480	http://dx.doi.org/10.1057/s41282-024-00485-x
54	Ahmed, Adeepto Intisar; Jahan, Ishrat; Hasan, Israr; Rashid, Sabina Faiz; Naomi, Sharin Shajahan	Public University Students' Experiences of Anti-Feminist Backlash in Dhaka, Bangladesh	2024	IDS BULLETIN-INSTITUTE OF DEVELOPMENT STUDIES	55	1				http://dx.doi.org/10.19088/1968-2024.106

55	Kumar, Pushpesh; Datta, Sayantan; Mishra, Neha	Queer and trans community building in post-NALSA and post-377 India: a critical reflection	2024	COMMUNITY DEVELOPMENT JOURNAL	59	2		209	229	http://dx.doi.org/10.1093/cdj/bsae010
56	Dasgupta, Anannya	Queerious communities: building writing centres in Indian universities	2024	COMMUNITY DEVELOPMENT JOURNAL	59	2		296	311	http://dx.doi.org/10.1093/cdj/bsae014
57	Ghosal, Pratik (56494647900); Meesum, Syed Mohammad (57015510300); Paluch, Katarzyna (7801505001)	Rectangle Tiling Binary Arrays	2024	Leibniz International Proceedings in Informatics, LIPIcs	317		28			10.4230/LIPIcs.APPROX/RANDOM.2024.28
58	Arun, P. (57213982748)	Regressive and authoritarian: surveillance powers in the telecommunications act 2023 and Post Office act 2023	2024	Indian Law Review						10.1080/24730580.2024.2440943
59	Nakra, Neelam (57191051405); Kashyap, Vaneet (56442172600)	Responsible leadership and organizational sustainability performance: investigating the mediating role of sustainable HRM	2024	International Journal of Productivity and Performance Management						10.1108/IJPPM-03-2023-0115
60	Rai, Randhir (57212528183); Saha, Saurav (59225193400); Ravi, Sreeshma (59224451900); Abbas, Ameena (59224152200)	Solvothermal Synthesis of Cuprous Oxide Microsphere and its Application as Catalyst for Synthesis of β-Hydroxy Triazole	2024	Asian Journal of Chemistry	36	7		1506	1510	10.14233/ajchem.2024.31510
61	Chattopadhyay, Dibya S. (59344496500); Devi, Moon Moon (56010512800); Dighe, Amol (56256838500); Dutta, Debajyoti (55538205200); Pramanik, Dipyaman (57190689693); Raut, Sushant K. (36739913300)	Sterile Neutrinos: Propagation in Matter and Mass Ordering	2024	Springer Proceedings in Physics	304 SPPHY			1156	1158	10.1007/978-981-97-0289-3_322
62	Han, Seulki (58834928400); Mishra, Debasish (7102272035); Pattipati, Krishna R. (7006476249); Bollas, George M. (6601983467)	Symbolic regression-based hybrid models for a manufacturing process	2024	10th 2024 International Conference on Control, Decision and Information Technologies, CoDIT 2024				211	216	10.1109/CoDIT62066.2024.10708187

63	Ajmal, T.K. (59311040900); Kumar, Vinod (57219186030); Balasubramanian G (59311331400)	Tax-avoidance Effect on Investment Inefficiency: An Examination of Agency Theory	2024	Journal of Emerging Market Finance						10.1177/09726527241271488
64	Bhadoria, Poonam; Mishra, Brijesh Kumar; Ramanathan, Venkatnarayan	Testing Contemporary Functionals and Basis Sets for their Accuracy in Predicting Vibrational Modes of Newly Discovered Alkaline Earth Metals-Carbonyl Complexes	2024	INDIAN JOURNAL OF PURE & APPLIED PHYSICS	62	2		144	154	http://dx.doi.org/10.56042/ijpap.v62i2.7766
65	Young, Helen; Rajendran, Shyama; Rahman, Sabina	The changing History of English Poetry 1774-1871: language, literature and Anglo-Saxon whiteness	2024	TEXTUAL PRACTICE	38	2		337	356	http://dx.doi.org/10.1080/0950236X.2024.2317009
66	Mathath, Nidhin; Kumar, Vinod; Balasubramanian, G.	The effect of Environmental, Social, and Governance disclosure on cost of debt: A life-cycle perspective	2024	MANAGERIAL AND DECISION ECONOMICS	45	4		1883	1893	http://dx.doi.org/10.1002/mde.4105
67	Sharma, Aarti; Singhal, Ankit; Ramanna, Vishwanatha Saragur	The effect of lead institutional investors on investment and capital structure of young firms: Evidence from Indian IPOs	2024	INTERNATIONAL REVIEW OF FINANCIAL ANALYSIS	91		102996			http://dx.doi.org/10.1016/j.irfa.2023.102996
68	Maganti, Madhavilatha	The multimodal nature of early experiences: What's going on in the tiny minds of infants?	2024	INTERNATIONAL JOURNAL OF PSYCHOLOGY	59			233	233	
69	Yang, Qian; Mishra, Debasish; Awasthi, Utsav; Bollas, George M.; Pattipati, Krishna R.	Tool wear and remaining useful life estimation in precision machining using interacting multiple model	2024	JOURNAL OF MANUFACTURING SYSTEMS	74			367	386	http://dx.doi.org/10.1016/j.jmsy.2024.04.001
70	C, Vijaya (59408099200); M, Thenmozhi (57216751408)	Tracking Smart Beta indices during different market phases: A "smarter" option for passive investors?	2024	Journal of Indian Business Research	16	4		470	495	10.1108/JIBR-09-2023-0283

71	Chattopadhyay, Dibya S. (59344496500); Devi, Moon Moon (56010512800); Dighe, Amol (56256838500); Dutta, Debajyoti (55538205200); Pramanik, Dipyaman (57190689693); Raut, Sushant K. (36739913300)	Unlocking the Light(er) Sterile Neutrino Sector: Matter Effects and Mass Ordering	2024	Proceedings of Science	441		283			
72	Mathath, Nidhin; Kumar, Vinod	Unlocking Trade Credit Opportunities and Working Capital Efficiency through ESG Disclosure	2024	AUSTRALASIAN ACCOUNTING BUSINESS AND FINANCE JOURNAL	18	3		125	141	
73	Lamba, Pooja; Rana, Akshat; Halder, Sougata; Dhomkar, Siddharth; Suter, Dieter; Kamineni, Rama K.	Vector detection of ac magnetic fields by nitrogen vacancy centers of single orientation in diamond	2024	PHYSICAL REVIEW B	109	19	195424			http://dx.doi.org/10.1103/PhysRevB.109.195424
74	Devi, Rama (57290379800); Ray, Sawmya (36619863600)	We Know What is Good for Her: Hunar, and Respectable Work for Women	2024	Sociological Bulletin	73	2		205	223	10.1177/00380229241234083

Sl No	Authors	Author full names	Title	Year	Source title	DOI	Link	Affiliations	Authors with affiliations	Publisher	Document Type	Source
1	Mehta, K.; Sudhakar, S.K.	Mehta, Kaustav (57313924900); Sudhakar, Shyam Kumar (57038450300)	Exploring comorbidity networks in mild traumatic brain injury subjects through graph theory: a traumatic brain injury model systems study	2025	BMC Neurology	10.1186/s12883-025-04102-x	https://www.scopus.com/inward/record.uri?eid=2-s2.0-86000289242&doi=10.1186%2Fs12883-025-04102-x&partnerID=40&md5=a8dc32c60b5f18bdc2e0036c728845ac	Krea University, Sri City, AP, India	Mehta, Kaustav, Krea University, Sri City, AP, India; Sudhakar, Shyam Kumar, Krea University, Sri City, AP, India	BioMed Central Ltd	Article	Scopus
2	Yahya, S.	Yahya, Salwa (60118859800)	Interpretivism and Ethnography: Positionality and Data Analysis	2025	Studies in Indian Politics	10.1177/23210230251376592	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105017393001&doi=10.1177%2F23210230251376592&partnerID=40&md5=b552c07b501cbd963e622efe7bcc044d	Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences, Krea University, Sri City, AP, India	Yahya, Salwa, Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences, Krea University, Sri City, AP, India	SAGE Publications Ltd	Note	Scopus
3	Sengupta, R.	Sengupta, Rakesh (56285542000)	Modeling visual working memory using recurrent on-center off-surround neural network with distance dependent inhibition	2025	Scientific Reports	10.1038/s41598-025-06919-5	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105010288410&doi=10.1038%2Fs41598-025-06919-5&partnerID=40&md5=7806543e1c43caab07bc6d02c466d75a	School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India; Center for Creative Cognition, SR University, Warangal, TS, India	Sengupta, Rakesh, School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India, Center for Creative Cognition, SR University, Warangal, TS, India	Nature Research	Article	Scopus
4	Sudhakar, S.K.; Doshi, D.P.; Nair, G.; Rao, T.	Sudhakar, Shyam Kumar (57038450300); Doshi, Divij Pranay (59971234700); Nair, Gayathri (59971163600); Rao, Tejas (59971452900)	Investigating health literacy and sociodemographic factors in college students	2025	Scientific Reports	10.1038/s41598-025-04389-3	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105009542917&doi=10.1038%2Fs41598-025-04389-3&partnerID=40&md5=a069cb9319d2254d2c619698ad9200c8	Krea University, Sri City, AP, India	Sudhakar, Shyam Kumar, Krea University, Sri City, AP, India; Doshi, Divij Pranay, Krea University, Sri City, AP, India; Nair, Gayathri, Krea University, Sri City, AP, India; Rao, Tejas, Krea University, Sri City, AP, India	Nature Research	Article	Scopus
5	Naz, L.; Ali, A.; Yasmin, S.; Dumga, K.	Naz, Lubna (57218434093); Ali, Amjad (57694352700); Yasmin, Sabina (57824546900); Dumga, Kassahun Trueha (57209449751)	Geospatial inequalities in women's malnutrition in Pakistan	2025	BMC Women's Health	10.1186/s12905-025-03752-w	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105005104785&doi=10.1186%2Fs12905-025-03752-w&partnerID=40&md5=ae5bcc39720fb60e09ba9a653ea77507	School of Economics and Social Sciences, Institute of Business Administration Karachi, Karachi, Sindh, Pakistan; Department of Development Studies, Karakoram International University, Gilgit, Pakistan; Krea University, Sri City, AP, India; Department of Statistics, Wolkite University, Wolkite, Ethiopia	Naz, Lubna, School of Economics and Social Sciences, Institute of Business Administration Karachi, Karachi, Sindh, Pakistan; Ali, Amjad, Department of Development Studies, Karakoram International University, Gilgit, Pakistan; Yasmin, Sabina, Krea University, Sri City, AP, India; Dumga, Kassahun Trueha, Department of Statistics, Wolkite University, Wolkite, Ethiopia	BioMed Central Ltd	Article	Scopus

6	Paul, S.; Dayal, R.; Sharma, A.J.; Seth, K.; Ramesh, S.; Niranjan, N.	Paul, Sohini (57211475269); Dayal, Radhika (54402582900); Sharma, Anupam Joya (57215694316); Seth, Kuhika (57552333700); Ramesh, Sowmya (55353793900); Niranjan, Saggurti (13103316400)	Unpacking vulnerability to sexually transmitted infections (STIs)/human immunodeficiency virus (HIV) among adolescent girls and young women in India: A qualitative study	2025	PLOS ONE	10.1371/journal.pone.0336593	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105022730822&doi=10.1371%2Fjournal.pone.0336593&partnerID=40&md5=75b0640c0abb74ae9657c1bd04898be8	Krea University, Sri City, AP, India; Population Council, New Delhi, New Delhi, India; Adolescent health Champions, San Francisco, CA, United States; International AIDS Vaccine Initiative, New York, NY, United States; Population Council, New Delhi, New Delhi, India; Population Council, New Delhi, New Delhi, India	Paul, Sohini, Krea University, Sri City, AP, India; Dayal, Radhika, Population Council, New Delhi, New Delhi, India; Sharma, Anupam Joya, Adolescent health Champions, San Francisco, CA, United States; Seth, Kuhika, International AIDS Vaccine Initiative, New York, NY, United States; Ramesh, Sowmya, Population Council, New Delhi, New Delhi, India; Niranjan, Saggurti, Population Council, New Delhi, New Delhi, India	Public Library of Science	Article	Scopus
7	Dhara, C.; Deshpande, A.; Roxy, M.K.; Dalpadado, P.; Shrestha, M.S.	Dhara, Chirag (8909762100); Deshpande, Aditi (55332447900); Roxy, Mathew Koll (19338121600); Dalpadado, Padmini (6603126807); Shrestha, Mandira Singh (8329951000)	A post-AR6 update on observed and projected climate change in India	2025	PLOS Climate	10.1371/journal.pclm.0000724	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105022268129&doi=10.1371%2Fjournal.pclm.0000724&partnerID=40&md5=90548ef4839293abb267fa89f08530f0	Krea University, Sri City, AP, India; Department of Atmospheric and Space Sciences, Savitribai Phule Pune University, Pune, MH, India; Centre for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Havforskningsinstituttet, Bergen, Akershus, Norway; International Centre for Integrated Mountain Development, Lalitpur, Nepal	Dhara, Chirag, Krea University, Sri City, AP, India; Deshpande, Aditi, Department of Atmospheric and Space Sciences, Savitribai Phule Pune University, Pune, MH, India; Roxy, Mathew Koll, Centre for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Dalpadado, Padmini, Havforskningsinstituttet, Bergen, Akershus, Norway; Shrestha, Mandira Singh, International Centre for Integrated Mountain Development, Lalitpur, Nepal	Public Library of Science	Review	Scopus
8	Shimna, K.; Archana, R.K.; Vineeth, C.; Lu, G.; Pant, T.K.; Vijayan, M.S.M.	Shimna, K. (57195454156); Archana, Radhakrishnan K. (57193327158); Vineeth, Chandrashekheran Nair (9535149900); Lu, Gang (59442213300); Pant, Tarun Kumar (35583080900); Vijayan, M. Sithartha Muthu (8277779900)	Impact of the Gannon Superstorm on the Equatorial Ionization Anomaly Dynamics During Its Recovery Phase on 11 May 2024	2025	Space Weather	10.1029/2025SW004428	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105021349191&doi=10.1029%2F2025SW004428&partnerID=40&md5=53a49987d08ecd34e9fa713275e18f2e	Space Physics Laboratory, Indian Space Research Organisation, Bengaluru, KA, India; Krea University, Sri City, AP, India; National Center for Atmospheric Research, Boulder, CO, United States; CSIR Fourth Paradigm Institute, Bangalore, Bengaluru, India	Shimna, K., Space Physics Laboratory, Indian Space Research Organisation, Bengaluru, KA, India, Krea University, Sri City, AP, India; Archana, Radhakrishnan K., Space Physics Laboratory, Indian Space Research Organisation, Bengaluru, KA, India; Vineeth, Chandrashekheran Nair, Space Physics Laboratory, Indian Space Research Organisation, Bengaluru, KA, India; Lu, Gang, National Center for Atmospheric Research, Boulder, CO, United States; Pant, Tarun Kumar, Space Physics Laboratory, Indian Space Research Organisation, Bengaluru, KA, India; Vijayan, M. Sithartha Muthu, CSIR Fourth Paradigm Institute, Bangalore, Bengaluru, India	John Wiley and Sons Inc	Article	Scopus

9	Sooraj, K.P.; Dhara, C.; Ayantika, D.C.; Vishisth, K.; Sumit, K.M.; Turner, A.G.; Krishnan, R.	Sooraj, K. P. (24179143700); Dhara, Chirag (8909762100); Ayantika, D. C. (41261081800); Vishisth, Kalik (59767653900); Sumit, Kumar M. (59249788000); Turner, Andrew George (56724696200); Krishnan, Raghavan V. (7402451396)	Future intensification of Northern Hemisphere monsoons due to declining remote aerosol pollution	2025	Environmental Research Letters	10.1088/1748-9326/ae0f41	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105019098178&doi=10.1088%2F1748-9326%2Fae0f41&partnerID=40&md5=4fcb2348a8713520dc9ae94db71b6d5b	Center for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Krea University, Sri City, AP, India; University of Reading, Reading, Berkshire, United Kingdom; Department of Meteorology, University of Reading, Reading, Berkshire, United Kingdom	Sooraj, K. P., Center for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Dhara,.Chirag, Krea University, Sri City, AP, India; Ayantika, D. C., Center for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Vishisth, Kalik, Center for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Sumit, Kumar M., Center for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Turner, Andrew George, University of Reading, Reading, Berkshire, United Kingdom, Department of Meteorology, University of Reading, Reading, Berkshire, United Kingdom; Krishnan, Raghavan V., Center for Climate Change Research, Indian Institute of Tropical	Institute of Physics	Article	Scopus
10	Sampat, P.	Sampat, Preeti (36705361100)	The Rentier Economy of Growth Infrastructures: Value Appropriation without Adequate Accumulation in India	2025	Antipode	10.1111/anti.70061	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105012637960&doi=10.1111%2Fanti.70061&partnerID=40&md5=815066ed2abaa1ac4ce6578d1e6e8463	Department of Sociology and Social Anthropology, Krea University, Sri City, AP, India	Sampat, Preeti, Department of Sociology and Social Anthropology, Krea University, Sri City, AP, India	John Wiley and Sons Inc	Article	Scopus
11	Gupta, B.; Joshi, V.; Kandpal, U.; Mandayam, P.; Gheeraert, N.; Dhomkar, S.	Gupta, Bhavesh (59580997100); Joshi, Vismay (59580361500); Kandpal, Udit (59582282400); Mandayam, Prabha (36175062800); Gheeraert, Nicolas (55603067600); Dhomkar, Siddharth (55240156600)	Expedited Noise Spectroscopy of Transmon Qubits	2025	Advanced Quantum Technologies	10.1002/qute.202500109	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105012397528&doi=10.1002%2Fqute.202500109&partnerID=40&md5=32a3bb6de93c934bacc2a0e7cec9d21c	Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India; Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Division of Sciences, Krea University, Sri City, AP, India	Gupta, Bhavesh, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India, Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Joshi, Vismay, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India, Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Kandpal, Udit, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India, Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Mandayam, Prabha, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India, Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Gheeraert, Nicolas, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India, Division of Sciences, Krea University, Sri City, AP, India;	John Wiley and Sons Inc	Article	Scopus
12	Rana, A.; Lamba, P.; Ghosh, A.; Dhomkar, S.; Kamineni, R.K.	Rana, Akshat (58581095200); Lamba, Pooja (58583291900); Ghosh, Atanu (55330318000); Dhomkar, Siddharth (55240156600); Kamineni, Rama K. (58583739900)	Imaging of microwave magnetic field orientation using continuous-wave experiments on nitrogen-vacancy centers in diamond	2025	Journal of Physics D: Applied Physics	10.1088/1361-6463/ae1146	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105019748887&doi=10.1088%2F1361-6463%2Fae1146&partnerID=40&md5=a200a267ea57cae59e691146626bf379	Department of Physics, Bennett University, Greater Noida, UP, India; Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India; Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Krea University, Sri	Rana, Akshat, Department of Physics, Bennett University, Greater Noida, UP, India; Lamba, Pooja, Department of Physics, Bennett University, Greater Noida, UP, India; Ghosh, Atanu, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India; Dhomkar, Siddharth, Department of Physics, Indian Institute of Technology Madras, Chennai, TN, India, Communication and Computing, Indian Institute of Technology Madras, Chennai, TN, India; Kamineni, Rama K., Krea University, Sri City, AP, India	Institute of Physics	Article	Scopus

13	Jeyapalan, V.; Mishra, B.K.; Moorkkannur, S.N.; Prabhakar, R.; Sathyamurthy, N.; Ramamurthy, V.	Jeyapalan, Vaitheesh (57228355000); Mishra, Brijesh Kumar (59836308700); Moorkkannur, Sreerag N. (58059564100); Prabhakar, Rajeev (7005240721); Sathyamurthy, Narayanasami (8092901400); Ramamurthy, Vaidhyanathan (57196448156)	Consequences of Heterogeneity of Organic Molecules in Water: Enhanced Photodimerization of Olefins	2025	Langmuir	10.1021/acs.langmuir.5c03132	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105019069557&doi=10.1021%2Facs.langmuir.5c03132&partnerID=40&md5=d5806c86e480bfab4c8cb9c6232c73a6	College of Arts and Sciences, Coral Gables, FL, United States; Department of Chemistry, Krea University, Sri City, AP, India; Indian Institute of Science Education and Research Mohali, Mohali, PB, India	Jeyapalan, Vaitheesh, College of Arts and Sciences, Coral Gables, FL, United States; Mishra, Brijesh Kumar, Department of Chemistry, Krea University, Sri City, AP, India; Moorkkannur, Sreerag N., College of Arts and Sciences, Coral Gables, FL, United States; Prabhakar, Rajeev, College of Arts and Sciences, Coral Gables, FL, United States; Sathyamurthy, Narayanasami, Indian Institute of Science Education and Research Mohali, Mohali, PB, India; Ramamurthy, Vaidhyanathan, College of Arts and Sciences, Coral Gables, FL, United States	American Chemical Society	Article	Scopus
14	Singh, V.K.; Gayen, S.; Ali, S.S.; Moharana, R.C.; Chakrabarty, T.; Koteswararao, B.; Chattopadhyay, S.; Panda, S.K.	Singh, Vaibhav Kumar (59037715100); Gayen, Sirshendu (55643505400); Ali, Sk Soyeb (59537093000); Moharana, R. C. (59530924600); Chakrabarty, Tanmoy (57203729938); Koteswararao, Bommisetti (57191964788); Chattopadhyay, S. (59881939900); Panda, Swarup K. (55588345900)	Magnetic and electronic structure studies on S = 1/2 Heisenberg antiferromagnetic alternating spin chain system KCuGa(PO4)2	2025	Journal of Magnetism and Magnetic Materials	10.1016/j.jmmm.2025.173391	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105012307642&doi=10.1016%2Fj.jmmm.2025.173391&partnerID=40&md5=90a8c5fd85f8d64ccc7b86a875118631	Department of Physics, Indian Institute of Technology Tirupati, Tirupati, AP, India; Department of Physics, Bennett University, Greater Noida, UP, India; Division of Sciences, Krea University, Sri City, AP, India; Government of India, Department of Atomic Energy, Mumbai, MH, India	Singh, Vaibhav Kumar, Department of Physics, Indian Institute of Technology Tirupati, Tirupati, AP, India; Gayen, Sirshendu, Department of Physics, Bennett University, Greater Noida, UP, India; Ali, Sk Soyeb, Department of Physics, Bennett University, Greater Noida, UP, India; Moharana, R. C., Department of Physics, Indian Institute of Technology Tirupati, Tirupati, AP, India; Chakrabarty, Tanmoy, Division of Sciences, Krea University, Sri City, AP, India; Koteswararao, Bommisetti, Department of Physics, Indian Institute of Technology Tirupati, Tirupati, AP, India; Chattopadhyay, S., Government of India, Department of Atomic Energy, Mumbai, MH, India; Panda, Swarup K., Department of Physics, Bennett University, Greater Noida, UP, India	Elsevier B.V.	Article	Scopus
15	Kumar, P.; Datta, S.	Kumar, Pushpesh (56839316400); Datta, Sayantan (57209853730)	'We Will Keep Clapping till the End': Hijra Narratives on Their Taali	2025	Indian Journal of Gender Studies	10.1177/09715215251351409	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105018683007&doi=10.1177%2F09715215251351409&partnerID=40&md5=db85504bb622e6667300135b3dc7c00a	Department of Sociology, University of Hyderabad, Hyderabad, TS, India; Centre for Writing and Pedagogy, Krea University, Sri City, AP, India	Kumar, Pushpesh, Department of Sociology, University of Hyderabad, Hyderabad, TS, India; Datta, Sayantan, Centre for Writing and Pedagogy, Krea University, Sri City, AP, India	Sage Publications India Pvt. Ltd	Article	Scopus
16	Tiruvaimozhi, Y.V.; Borah, J.; Kala, C.P.; Kunte, K.; Patel, B.; Sreejith, K.A.; Thadani, R.; Osuri, A.M.; Ghosh-Harihar, M.	Tiruvaimozhi, Yadugiri V. (57201210862); Borah, Jimmy (26648159800); Kala, Chandra Prakash (6602891940); Kunte, Krushnamegh K. (6506697539); Patel, Bharati (57237824500); Sreejith, K. A. (14527847800); Thadani, Rajesh (6603273351); Osuri, Anand M. (55894152400); Ghosh-Harihar, Mousumi (7203046641)	Long-term ecological monitoring in India: A synthesis	2025	Biological Conservation	10.1016/j.biocon.2025.111344	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105010604533&doi=10.1016%2Fj.biocon.2025.111344&partnerID=40&md5=31e745089d4c5e233990aba192c8c197	Nature Conservation Foundation, Mysore, Mysore, KA, India; Krea University, Sri City, AP, India; Aaranyak, Guwahati, AS, India; Indian Institute of Forest Management, Bhopal, MP, India; National Centre for Biological Sciences, Bengaluru, KA, India; ICFRE-Institute of	Tiruvaimozhi, Yadugiri V., Nature Conservation Foundation, Mysore, Mysore, KA, India, Krea University, Sri City, AP, India; Borah, Jimmy, Aaranyak, Guwahati, AS, India; Kala, Chandra Prakash, Indian Institute of Forest Management, Bhopal, MP, India; Kunte, Krushnamegh K., National Centre for Biological Sciences, Bengaluru, KA, India; Patel, Bharati, ICFRE-Institute of Forest Biodiversity, Hyderabad, TG, India; Sreejith, K. A., Forest Ecology and Biodiversity Conservation Division, Kerala Forest Research Institute, Peechi, KL, India; Thadani,	Elsevier Ltd	Review	Scopus

17	Balachandran, B.; Bhagawan, P.; Krishnamurti, C.; Zhou, Y.	Balachandran, Balasingham (57191745435); Bhagawan, Praveen (57724824700); Krishnamurti, Chandrasekhar (55905504200); Zhou, Yun (57817447000)	Intensity of exploitation-exploration innovation strategies and credit ratings	2025	Economic Modelling	10.1016/j.econmod.2025.107169	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105007031250&doi=10.1016%2Fj.econmod.2025.107169&partnerID=40&md5=1b16959a5080bb9a7f89fcf5163f5f74	Department of Finance, Monash University Malaysia, Sunway City, Selangor, Malaysia; Krea University, Sri City, AP, India; University of South Australia, Adelaide, SA, Australia; Department of Finance, Faculty of Business and Economics, Melbourne, VIC, Australia	Balachandran, Balasingham, Department of Finance, Monash University Malaysia, Sunway City, Selangor, Malaysia; Bhagawan, Praveen, Krea University, Sri City, AP, India; Krishnamurti, Chandrasekhar, University of South Australia, Adelaide, SA, Australia; Zhou, Yun, Department of Finance, Faculty of Business and Economics, Melbourne, VIC, Australia	Elsevier B.V.	Article	Scopus
18	Srinu Bhadram, V.S.; Abishek, M.; Sundaramoorthy, M.; Radhakrishnan, D.; Joseph, B.; Matović, B.; Kumar, R.	Srinu Bhadram, Venkata Srinu (36486011300); Abishek, Muthukumar (60093428200); Sundaramoorthy, Muthukumaran (57462147800); Radhakrishnan, Dhanya (57327989300); Joseph, Boby (58031881000); Matović, Branko Ž. (6602908839); Kumar, R. (56962752700)	High-pressure structural stability of compositionally complex pyrochlore oxides	2025	Journal of Applied Physics	10.1063/5.0282557	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105015415678&doi=10.1063%2F5.0282557&partnerID=40&md5=55f21f52a15a8ce519d145f0c1ac420a	Division of Sciences, Krea University, Sri City, AP, India; Department of Metallurgy and Material Engineering, Indian Institute of Technology Madras, Chennai, TN, India; Centre for High Pressure Research, Bharathidasan University, Tiruchirappalli, TN, India; Elettra-Sincrotrone Trieste S.C.p.A., Basovizza, TS, Italy; Institut za Nuklearne Nauke Vinca, Belgrade, Serbia	Srinu Bhadram, Venkata Srinu, Division of Sciences, Krea University, Sri City, AP, India; Abishek, Muthukumar, Department of Metallurgy and Material Engineering, Indian Institute of Technology Madras, Chennai, TN, India; Sundaramoorthy, Muthukumaran, Centre for High Pressure Research, Bharathidasan University, Tiruchirappalli, TN, India, Elettra-Sincrotrone Trieste S.C.p.A., Basovizza, TS, Italy; Radhakrishnan, Dhanya, Division of Sciences, Krea University, Sri City, AP, India; Joseph, Boby, Elettra-Sincrotrone Trieste S.C.p.A., Basovizza, TS, Italy; Matović, Branko Ž., Institut za Nuklearne Nauke Vinca, Belgrade, Serbia; Kumar, R., Department of Metallurgy and Material Engineering, Indian Institute of Technology Madras, Chennai, TN, India	American Institute of Physics	Article	Scopus
19	Dasgupta, A.	Dasgupta, Anannya (58668061100)	Passing Time	2025	Economic and Political Weekly		https://www.scopus.com/inward/record.uri?eid=2-s2.0-105018857159&partnerID=40&md5=eb0a7fd39b7beac7ef242d876358ada8	Krea University, Sri City, AP, India	Dasgupta, Anannya, Krea University, Sri City, AP, India	Economic and Political Weekly	Note	Scopus
20	Tiruvaimozhi, Y.V.; Teegalapalli, K.; Reddy, A.; Murali, A.; Datta, A.; Krishnan, A.; Ratnam, J.; Sankaran, M.; Ongole, S.; Kasinathan, S.; Shankar Raman, T.R.S.; Ramaswami, G.	Tiruvaimozhi, Yadugiri V. (57201210862); Teegalapalli, Karthik (36057485300); Reddy, Abinand (59849855500); Murali, Akhil (58823857600); Datta, Aparajita (8538346000); Krishnan, Aparna (57767497200); Ratnam, Jayashree (57204398255); Sankaran, Mahesh (6603748057); Ongole, Shasank (57203918351); Kasinathan, Srinivasan (56059554100); Shankar Raman, T. R. (7004904210); Ramaswami, Geetha (55379999900)	Effects of sampling methodology on phenology indices: Insights from sites across India and modelling	2025	Journal of Biosciences	10.1007/s12038-025-00537-z	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105011360431&doi=10.1007%2Fs12038-025-00537-z&partnerID=40&md5=36767ef197ed48bb744db275118a6f91	Krea University, Sri City, AP, India; College Gate, University of St Andrews, St Andrews, Fife, United Kingdom; Nature Conservation Foundation, Mysore, Mysore, KA, India; National Centre for Biological Sciences, Bengaluru, KA, India; Universität Bayreuth, Bayreuth, Bayern	Tiruvaimozhi, Yadugiri V., Krea University, Sri City, AP, India; Teegalapalli, Karthik, College Gate, University of St Andrews, St Andrews, Fife, United Kingdom; Reddy, Abinand, Nature Conservation Foundation, Mysore, Mysore, KA, India; Murali, Akhil, National Centre for Biological Sciences, Bengaluru, KA, India; Datta, Aparajita, National Centre for Biological Sciences, Bengaluru, KA, India; Krishnan, Aparna, National Centre for Biological Sciences, Bengaluru, KA, India, Universität Bayreuth, Bayreuth, Bayern, Germany; Ratnam, Jayashree, Universität Bayreuth, Bayreuth, Bayern, Germany; Sankaran	Springer	Article	Scopus

21	Mohammad, S.; Suresh, G.; Haider, S.	Mohammad, Shan (57557493800); Suresh, Govindapuram (60047544400); Haider, Salman (57203201867)	Assessing Energy Efficiency of Indian Chemical Industry: Examine the Role of Innovation and Regional Heterogeneity	2025	Energy Nexus	10.1016/j.nexus.2025.100476	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105011047628&doi=10.1016%2Fj.nexus.2025.100476&partnerID=40&md5=15c25f082c174a6cc04c55b8e7ce0aa3	Institute of Business Management, GLA University, Mathura, Mathura, UP, India; IFMR Graduate School of Business, Krea University, Sri City, AP, India; School of Social Sciences and Languages, Vellore Institute of Technology, Vellore, TN, India	Mohammad, Shan, Institute of Business Management, GLA University, Mathura, UP, India; IFMR Graduate School of Business, Krea University, Sri City, AP, India; Haider, Salman, School of Social Sciences and Languages, Vellore Institute of Technology, Vellore, TN, India	Elsevier Ltd	Article	Scopus	
22	Callan, M.J.; Sutton, R.M.; Chobthamkit, P.; Yeung, V.W.L.; Leung, F.Y.N.; Asano, R.; Beattie, P.; Bernardo, A.B.I.; Boonroungrut, C.; Chang, J.-H.; Chaudhuri, A.; Chien, C.-L.; Choi, H.-S.; Cui, L.; Du, H.; Scott English, A.S.; Fuji, K.; Hitokoto, H.; Iida, J.; Ishii, K.; Jiang, D.-Y.; Jogdand, Y.; Lee, H.J.; Mifune, N.; Murayama, A.; Na, J.; One, K.; Park, J.; Sato, K.; Shah, P.; Sharma, S.; Suh, E.M.; Tipandjan, A.; Wu, M.S.; Skylark, W.J.	Callan, Mitchell J. (24467430900); Sutton, Robbie M. (9840578800); Chobthamkit, Phatthanakit (55521697500); Yeung, Wai Lan Victoria (36603731100); Leung, Florence Yik Nam (57343614300); Asano, Ryosuke (45161114900); Beattie, Peter (57192118465); Bernardo, Allan B.I. (36922889000); Boonroungrut, Chinun (57205351102); Chang, Jenho (54940047100); Chaudhuri, Anindita (57226118417); Chien, Chinlung (57196356994); Choi, Hoon-seok (32507074400); Cui, Lixian (55933404600); Du, Hongfei (55146464500); Scott English, Alexander Scott (58259909800); Fuji, Kei (35848550100); Hitokoto, Hidefumi (26537268700); Iida, Junko (14822355700); Ishii, Keiko	Personal Relative Deprivation and Locus of Control	2025	Journal of Personality	10.1111/jopy.12980	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85207306559&doi=10.1111%2Fjopy.12980&partnerID=40&md5=03b093a1818e4a45b1a1b01d6b000003	University of Bath, Department of Psychology, Bath, Somerset, United Kingdom; School of Psychology, University of Kent, Canterbury, Kent, United Kingdom; Department of Psychology, Thammasat University, Pathum Thani, Thailand; Department of Psychology, Lingnan University, Hong Kong, Hong Kong; Department of Psychology, Bath, Somerset, United Kingdom; Department of Psychology, Kurume University, Kurume, Japan; MGPE Programme, Chinese University of Hong Kong, Hong Kong, Hong Kong; Department of Psychology, De La Salle University, Manila, Philippines; Department of Psychology and Guidance, Silpakorn University, Nakhon Pathom, Nakhon	Callan, Mitchell J., University of Bath, Department of Psychology, Bath, Somerset, United Kingdom; Sutton, Robbie M., School of Psychology, University of Kent, Canterbury, Kent, United Kingdom; Chobthamkit, Phatthanakit, Department of Psychology, Thammasat University, Pathum Thani, Thailand; Yeung, Wai Lan Victoria, Department of Psychology, Lingnan University, Hong Kong, Hong Kong; Leung, Florence Yik Nam, University of Bath, Department of Psychology, Bath, Somerset, United Kingdom; Asano, Ryosuke, Department of Psychology, Kurume University, Kurume, Fukuoka, Japan; Beattie, Peter, MGPE Programme, Chinese University of Hong Kong, Hong Kong, Hong Kong; Bernardo, Allan B.I., Department of Psychology, De La Salle University, Manila, Philippines; Boonroungrut, Chinun, Department of Psychology and Guidance, Silpakorn University, Nakhon Pathom, Nakhon	John Wiley and Sons Inc	Article	Scopus	
23	Sau, S.; Gurubaran, S.; Narayanan, V.L.; Singh, D.; Sripathi, S.; Dimri, A.P.	Sau, Sukanta (56454994900); Gurubaran, Subramanian (6603935310); Narayanan, V. L. (59907802600); Singh, Dupinder (57202477205); Sripathi, Samireddipalle (6602448362); Dimri, A. P. (67017577748)	Study of rotational temperatures with a multi-wavelength photometer from the Indian equatorial station Tirunelveli	2025	Journal of Atmospheric and Solar-Terrestrial Physics	10.1016/j.jastp.2025.106542	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105005730514&doi=10.1016%2Fj.jastp.2025.106542&partnerID=40&md5=410d54baf590d8c971e67cb8f247257a	Equatorial Geophysical Research Laboratory, Indian Institute of Geomagnetism, Mumbai, MH, India; Indian Institute of Geomagnetism, Mumbai, MH, India; Krea University, Sri City, AP, India	Sau, Sukanta, Equatorial Geophysical Research Laboratory, Indian Institute of Geomagnetism, Mumbai, MH, India; Gurubaran, Subramanian, Indian Institute of Geomagnetism, Mumbai, MH, India; Narayanan, V. L., Krea University, Sri City, AP, India; Singh, Dupinder, MIT Haystack Observatory, Westford, MA, United States; Sripathi, Samireddipalle, Equatorial Geophysical Research Laboratory, Indian Institute of Geomagnetism, Mumbai, MH, India; Dimri, A. P., Indian Institute of Geomagnetism, Mumbai, MH, India	Elsevier Ltd	Article	Scopus	

24	Vishwa Priya, U.; Saranya, A.; Sankara Narayanan, T.S.N.; Ravichandran, K.	Vishwa Priya, U. (57703252000); Saranya, Arumugam (57703929200); Sankara Narayanan, T. S.N. (6701655884); Ravichandran, Kulandaivelu (55597086750)	Photocatalytic removal of methylene blue via HAp/AGCN composites: Synergistic effects and mechanistic insights	2025	Environmental Research	10.1016/j.envres.2025.121582	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105003591672&doi=10.1016%2Fj.envres.2025.121582&partnerID=40&md5=f449548956cf7d731c5c1d171bcd2d8b	Saveetha College of Pharmacy, Chennai, TN, India; Department of Analytical Chemistry, University of Madras, Chennai, TN, India; Department of	Vishwa Priya, U., Saveetha College of Pharmacy, Chennai, TN, India, Department of Analytical Chemistry, University of Madras, Chennai, TN, India; Saranya, Arumugam, Department of Analytical Chemistry, University of Madras, Chennai, TN, India, Department of Chemistry, Bhaktavatsalam Memorial College for Women,	Academic Press Inc.	Article	Scopus
25	Jääskeläinen, P.; Sharma, N.K.; Pallett, H.; Åsberg, C.	Jääskeläinen, Petra (57914063100); Sharma, Nickhil Kumar (58405994900); Pallett, Helen (55612835700); Åsberg, Cecilia (26435130000)	Intersectional analysis of visual generative AI: the case of stable diffusion	2025	AI and Society	10.1007/s00146-025-02207-y	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105001164175&doi=10.1007%2Fs00146-025-02207-y&partnerID=40&md5=fb1162cd0e8077dcce0912253ae8a7d9	Media Technology and Interaction Design, The Royal Institute of Technology (KTH), Stockholm, Stockholms, Sweden; Society & Sustainability (3S) Research Group,	Jääskeläinen, Petra, Media Technology and Interaction Design, The Royal Institute of Technology (KTH), Stockholm, Stockholms, Sweden; Sharma, Nickhil Kumar, Society & Sustainability (3S) Research Group, University of East Anglia, Norwich, Norfolk, United Kingdom, Department of Data Science, Krea University, Sri City, AP, India; Pallett, Helen, Society &	Springer Science and Business Media Deutschland GmbH	Article	Scopus
26	Vianney, J.-M.; Swaminathan, S.; Newson, J.J.; Parameshwaran, D.; Subramaniyam, N.P.; Roy, S.S.; Machunda, R.; Sapuli, A.; Pramanik, S.; Kumar, J.V.A.; Tiwari, P.; Nelson Mathews Mathuram, G.; Bembeleza, L.B.; Laiser, J.P.; Luhwago, W.J.; Maduka, T.P.; Mollel, J.O.; Mollel, N.G.; Mugizi, A.A.; Mwamakula, I.L.; Rweyemamu, R.E.; Samweli, U.F.; Simpito, J.I.; Shirima, K.E.; Anbalagan, A.; Arumugam, S.K.; Dhanapal, V.; Gunasekaran, K.; Kashyap, N.; Kumar, D.; Pandey, D.; Pandey, P.; Panneerselvam, A.; Rai, S.; Rajendran, P.;	Vianney, John Mary (36935499300); Swaminathan, Shailender (8339591100); Newson, Jennifer Jane (57215962199); Parameshwaran, Dhanya (16317270100); Subramaniyam, Narayan Puthanmadam (36146431300); Roy, Swaeta Singha (59542238500); Machunda, Revocatus Lazaro (35079020700); Sapuli, Achiwa (59542263900); Pramanik, Santanu (59542264000); Kumar, John Victor Arun (59542264100); Tiwari, Pramod (59542225800); Nelson Mathews Mathuram, G. (60034510900); Bembeleza, Laurent Boniface (59542186800); Laiser, Joyce Philemon (59542200400); Luhwago, Winifrida Julius (59542235800); Maduka, Theresia Pastory (57203963719); Mollel, John Olais (6507842826);	EEG Data Quality in Large-Scale Field Studies in India and Tanzania	2025	eNeuro	10.1523/ENEURO.0006-25.2025	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105012526386&doi=10.1523%2FENEURO.0006-25.2025&partnerID=40&md5=87d86b327ed34bc40b8dbf087fb5f2c6	Nelson Mandela African Institution of Science and Technology, Arusha, Arusha, Tanzania; Nelson Mandela African Institution of Science and Technology, Arusha, Arusha, Tanzania; Krea University, Sri City, AP, India; Institute for Financial Management and Research, Chennai, India; Sapien Labs, Arlington, VA, United States; Faculty of Medicine and Health Technology, Tampere University, Tampere, Pirkanmaa, Finland; Krea University, Sri City, AP,	Vianney, John Mary, Nelson Mandela African Institution of Science and Technology, Arusha, Arusha, Tanzania, Nelson Mandela African Institution of Science and Technology, Arusha, Arusha, Tanzania; Swaminathan, Shailender, Krea University, Sri City, AP, India, Institute for Financial Management and Research, Chennai, India; Newson, Jennifer Jane, Sapien Labs, Arlington, VA, United States; Parameshwaran, Dhanya, Krea University, Sri City, AP, India; Subramaniyam, Narayan Puthanmadam, Sapien Labs, Arlington, VA, United States, Faculty of Medicine and Health Technology, Tampere University, Tampere, Pirkanmaa, Finland; Roy, Swaeta Singha, Krea University, Sri City, AP, India; Machunda, Revocatus Lazaro, Nelson Mandela African Institution of Science and Technology, Arusha, Arusha, Tanzania; Sapuli, Achiwa, Nelson Mandela African Institution of Science and Technology, Arusha, Arusha, Tanzania; Pramanik,	Society for Neuroscience	Article	Scopus
27	Basu, S.; Bhagawan, P.; Mukhopadhyay, J.P.	Basu, Soumyabrata (59781377900); Bhagawan, Praveen (57724824700); Mukhopadhyay, Jyoti Prasad (55970447100)	Bankruptcy reform and audit fees: Evidence from quasi-natural experiment in India	2025	Finance Research Letters	10.1016/j.frl.2025.107512	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105004426929&doi=10.1016%2Fj.frl.2025.107512&partnerID=40&md5=2b57751aefe7af9ab706691d0b59d4e2	Krea University, Sri City, AP, India	Basu, Soumyabrata, Krea University, Sri City, AP, India; Bhagawan, Praveen, Krea University, Sri City, AP, India; Mukhopadhyay, Jyoti Prasad, Krea University, Sri City, AP, India	Elsevier Ltd	Article	Scopus

28	Bhagawan, P.; Mukhopadhyay, J.P.	Bhagawan, Praveen (57724824700); Mukhopadhyay, Jyoti Prasad (55970447100)	Does mandatory expenditure on CSR affect firm value? Empirical evidence from Indian firms	2025	Journal of Accounting Literature	10.1108/JAL-10-2023-0184	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105008232392&doi=10.1108%2FJAL-10-2023-0184&partnerID=40&md5=52f6ca2a0d2582de8e3eea9c0d894b37	Accounting and Finance Area, Krea University, Sri City, AP, India; Krea University, Sri City, AP, India	Bhagawan, Praveen, Accounting and Finance Area, Krea University, Sri City, AP, India; Mukhopadhyay, Jyoti Prasad, Krea University, Sri City, AP, India	Emerald Publishing	Article	Scopus
29	Majumdar, D.; Basu, S.	Majumdar, Devleena (56609862900); Basu, Soumyabrata (59781377900)	Exchange Rate Uncertainty and India's Bilateral Trade: A Gravity Model Approach	2025	Arthaniti: Journal of Economic Theory and Practice	10.1177/09767479231178953	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105015377092&doi=10.1177%2F09767479231178953&partnerID=40&md5=e02205b648fb103eb1f1b73630b2afd5	Department of Economics, St. Xavier's University, Kolkata, Kolkata, WB, India; IFMR Graduate School of Business, Krea University, Sri City, AP, India	Majumdar, Devleena, Department of Economics, St. Xavier's University, Kolkata, Kolkata, WB, India; Basu, Soumyabrata, IFMR Graduate School of Business, Krea University, Sri City, AP, India	SAGE Publications Ltd	Article	Scopus
30	Padmanabhan, P.; Shera, S.; Suganandam, K.; Kalaiarasi, G.; Sudhakar, S.; Ravichandran, K.; Kosiha, A.	Padmanabhan, Varun Prasath (57202916172); Shera, S. M.Muba (59565210400); Suganandam, K. (8290271400); Kalaiarasi, Giriraj (57189327670); Sudhakar, S. (59957773700); Ravichandran, Kulandaivelu (55597086750); Kosiha, A. (57193360315)	Investigation on the Photodegradation Performance of S-Rich g-C3N4/MnO2 Composites for Efficient Removal of Hazardous Dyes From Aqueous Phase	2025	Luminescence	10.1002/bio.70239	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105008753982&doi=10.1002%2Fbio.70239&partnerID=40&md5=d2f53ace44c86edddd2e38e0eeaa8ee2	Department of Chemistry, SRM Valliammai Engineering College, Kattankulathur, TN, India; Department of Chemical Engineering, Anna University, Chennai, TN, India; Department of Chemistry, Velammal College of Engineering and Technology, Madurai, TN, India; Centre for Material Chemistry, Karpagam Academy of Higher Education, Coimbatore, TN, India; Department of	Padmanabhan, Varun Prasath, Department of Chemistry, SRM Valliammai Engineering College, Kattankulathur, TN, India; Shera, S. M.Muba, Department of Chemical Engineering, Anna University, Chennai, TN, India; Suganandam, K., Department of Chemistry, Velammal College of Engineering and Technology, Madurai, TN, India; Kalaiarasi, Giriraj, Centre for Material Chemistry, Karpagam Academy of Higher Education, Coimbatore, TN, India; Sudhakar, S., Department of Biomaterials, Saveetha Dental College And Hospitals, Chennai, TN, India; Ravichandran, Kulandaivelu, Krea University, Sri City, AP, India; Kosiha, A., Department of Chemistry, Vels Institute of Science, Technology & Advanced Studies, Chennai, TN, India	John Wiley and Sons Ltd	Article	Scopus
31	Sengupta, R.	Sengupta, Rakesh (56285542000)	Mapping additive recurrent neural networks to quantum neural networks	2025	Quantum Information Processing	10.1007/s11128-025-04806-6	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105008186122&doi=10.1007%2Fs11128-025-04806-6&partnerID=40&md5=fe63404788aaf610cdd99c35723c3efb	School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India	Sengupta, Rakesh, School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India	Springer	Article	Scopus

32	Sharma, N.; Link, J.; Kargeti, K.; Sharma, N.; Heinmaa, I.; Panda, S.K.; Stern, R.; Chakraborty, T.; Chakrabarty, T.; Marik, S.	Sharma, Nikita (59115800300); Link, Joosep (56120065000); Kargeti, Kuldeep (57940162100); Sharma, Neha (60125581300); Heinmaa, I. (11240720000); Panda, Swarup K. (55588345900); Stern, Raivo (7401820835); Chakraborty, Tirthankar (57206413783); Chakrabarty, Tanmoy (57203729938); Marik, Sourav (55119727000)	Normal state and superconducting state properties of high entropy Ta0.2Nb0.2 V0.2Ti0.2X0.2 (X=Zr and Hf)	2025	Physical Review Materials	10.1103/PhysRevMaterials.9.064801	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105007073021&doi=10.1103%2FPhysRevMaterials.9.064801&partnerID=40&md5=145cd8eb8db6d2fa7ff4ef35e883ac44	Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India; National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Estonia; Department of Physics, Bennett University, Greater Noida, UP, India; Division of Sciences, Krea University, Sri City, AP, India	Sharma, Nikita, Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India; Link, Joosep, National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Kargeti, Kuldeep, Department of Physics, Bennett University, Greater Noida, UP, India; Sharma, Neha, Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India; Heinmaa, I., National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Panda, Swarup K., Department of Physics, Bennett University, Greater Noida, UP, India; Stern, Raivo, National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Chakraborty, Tirthankar, Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India; Chakrabarty,	American Physical Society	Article	Scopus
33	Rai, R.; Paulson, A.	Rai, Randhir (57212528183); Paulson, Amiliya (59924037700)	Wastewater treatment using waste cuprous oxide: A circular economy approach towards green and sustainable laboratory waste management	2025	Sustainable Chemistry One World	10.1016/j.scowo.2025.100073	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105006996028&doi=10.1016%2Fj.scowo.2025.100073&partnerID=40&md5=feaf508ed2b610332c5a0facef62bbfd	Krea University, Sri City, AP, India	Rai, Randhir, Krea University, Sri City, AP, India; Paulson, Amiliya, Krea University, Sri City, AP, India	Elsevier B.V.	Article	Scopus
34	Rahman, S.; Bhattacharya, A.; Jana, P.; Ganguly, M.; Das, A.K.; Hazra, D.; Roychowdhury, A.	Rahman, Shakilur (57224626143); Bhattacharya, Ayush (59180332000); Jana, Prerona (59468504800); Ganguly, Manisha (58674940800); Das, Amit Kumar (6508271298); Hazra, Ditipriya (55857330900); Roychowdhury, Amlan (57215281177)	Subtractive proteomics unravel the potency of D-alanine-D-alanine ligase as the drug target for Burkholderia pseudomallei	2025	International Journal of Biological Macromolecules	10.1016/j.ijbiomac.2025.144106	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105005517598&doi=10.1016%2Fj.ijbiomac.2025.144106&partnerID=40&md5=406ccedbe11ada91eb4c4dde8c489347	Indian Institute of Technology Kharagpur, Kharagpur, WB, India; Department of Biotechnology, St. Xavier's College, Kolkata, Kolkata, WB, India; IFMR Graduate School of	Rahman, Shakilur, Indian Institute of Technology Kharagpur, Kharagpur, WB, India; Bhattacharya, Ayush, Department of Biotechnology, St. Xavier's College, Kolkata, Kolkata, WB, India; Jana, Prerona, IFMR Graduate School of Business, Krea University, Sri City, AP, India; Ganguly, Manisha, Center for Healthcare Science and Technology, Indian Institute of Engineering Science and	Elsevier B.V.	Article	Scopus
35	Kim, S.-J.; Maligal-Ganesh, R.V.; Mahmood, J.; Babar, P.; Yavuz, C.T.	Kim, Seokjin (56720634700); Maligal-Ganesh, Raghu V. (55782945700); Mahmood, Javeed (55180805700); Babar, Pravin T. (57192195112); Yavuz, Cafer Tayyar (11240252200)	Structural control over single-crystalline oxides for heterogeneous catalysis	2025	Nature Reviews Chemistry	10.1038/s41570-025-00715-5	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105003755751&doi=10.1038%2Fs41570-025-00715-5&partnerID=40&md5=4f5b8fb3a22d023146187ffd959bb803	Chemistry Program, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia; King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia; Physical Sciences and Engineering, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia; Division of Sciences, Krea University, Sri City, AP, India	Kim, Seokjin, Chemistry Program, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia, Physical Sciences and Engineering, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia; Maligal-Ganesh, Raghu V., Chemistry Program, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia, Physical Sciences and Engineering, King Abdullah University of Science and Technology, Thuwal, Makkah, Saudi Arabia, Division of Sciences, Krea University, Sri City, AP, India; Mahmood, Javeed, Chemistry	Nature Research	Review	Scopus

36	Gangadharan, V.; Padmakumari, L.; Balasubramaniam, V.C.	Gangadharan, Vismaya (58150013400); Padmakumari, Lakshmi (57192834726); Balasubramaniam, Vijayalakshmi C. (57219319789)	Assessing the Efficacy of Corporate Disclosures in Fulfilling Stakeholders' Information Needs: A Thematic Analysis	2025	Journal of Emerging Market Finance	10.1177/09726527241312976	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000186582&doi=10.1177%2F09726527241312976&partnerID=40&md5=725dbecc0049c611e5d37b9566cf2e28	School of Management, Mahindra University, Hyderabad, TS, India; Institute of Rural Management Anand, Anand, GJ, India; IFMR Graduate School of Business, Krea University, Sri City, AP, India	Gangadharan, Vismaya, School of Management, Mahindra University, Hyderabad, TS, India; Padmakumari, Lakshmi, Institute of Rural Management Anand, Anand, GJ, India; Balasubramaniam, Vijayalakshmi C., IFMR Graduate School of Business, Krea University, Sri City, AP, India	Sage Publications India Pvt. Ltd	Article	Scopus
37	Saha, S.; Pallamraju, D.; Kumar, S.; Narayanan, V.L.; Sunda, S.	Saha, Sovan (57226488013); Pallamraju, D. (56126244500); Kumar, Sunil (57213855870); Narayanan, Viswanathan Lakshmi (57193770901); Sunda, Surendra (18937505000)	Cross-equatorial travelling ionospheric disturbances and changes in background ionospheric densities over Indian longitudes during geomagnetic storm of 20–21 December 2015	2025	Advances in Space Research	10.1016/j.asr.2025.02.066	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000846888&doi=10.1016%2Fj.asr.2025.02.066&partnerID=40&md5=1e0afa130f3f4b221f62dd891ad0407a	Indian Centre for Space Physics, Kolkata, WB, India; Space and Atmospheric Sciences Division, Physical Research Laboratory India, Ahmedabad, GJ, India; Department of Physics and Astronomy, Clemson University, Clemson, SC, United States; University of Colorado Boulder, Boulder, CO, United States; School of	Saha, Sovan, Indian Centre for Space Physics, Kolkata, WB, India, Space and Atmospheric Sciences Division, Physical Research Laboratory India, Ahmedabad, GJ, India; Pallamraju, D., Space and Atmospheric Sciences Division, Physical Research Laboratory India, Ahmedabad, GJ, India; Kumar, Sunil, Space and Atmospheric Sciences Division, Physical Research Laboratory India, Ahmedabad, GJ, India, Department of Physics and Astronomy, Clemson University, Clemson, SC, United States, University of Colorado Boulder, Boulder, CO, United States; Narayanan, Viswanathan Lakshmi, School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India; Sunda, Surendra, Airport	Elsevier Ltd	Article	Scopus
38	Vinayan, P.A.; Yathumon, M.A.; Jadeja, S.	Vinayan, Pandanchery Arogyam (57193928939); Yathumon, M. A. (57226410175); Jadeja, Shivani (55612171200)	Large Yearly Fluctuations in Congregation Sizes of Migratory Danainae Butterflies in the Western Ghats, India	2025	Biotropica	10.1111/btp.70040	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105004193993&doi=10.1111%2Fbtp.70040&partnerID=40&md5=8a1a398c574fd74056594277f3218bc3	Ferns Nature Conservation Society, Wayanad, India; Division of Sciences, Krea University, Sri City, AP, India	Vinayan, Pandanchery Arogyam, Ferns Nature Conservation Society, Wayanad, India, Division of Sciences, Krea University, Sri City, AP, India; Yathumon, M. A., Ferns Nature Conservation Society, Wayanad, India; Jadeja, Shivani, Division of Sciences, Krea University, Sri City, AP, India	John Wiley and Sons Inc	Note	Scopus
39	Cornwall, A.; Majumdar, S.	Cornwall, Andrea (6701809671); Majumdar, Sutapa (57221934758)	"Those feminists haven't come to us, they don't know our reality": Indian sex workers' narratives of love and power	2025	Gender, Work and Organization	10.1111/gwao.13200	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105002487908&doi=10.1111%2Fgwao.13200&partnerID=40&md5=19ee3b3f8e9a41722cafb9405e3c2f9c	School of Global Affairs, King's College London, London, United Kingdom; Krea University, Sri City, AP, India	Cornwall, Andrea, School of Global Affairs, King's College London, London, United Kingdom; Majumdar, Sutapa, Krea University, Sri City, AP, India	John Wiley and Sons Inc	Article	Scopus
40	Bhattacharya, S.; Joshi, P.; Akhilesh, K.; Goren-Inbar, N.; Shelach, G.; Pappu, S.	Bhattacharya, Sutonuka (57219575158); Joshi, Prachi (57194461751); Akhilesh, Kumar (57003136700); Goren-Inbar, Naama (6602327672); Shelach, Gideon (57028335700); Pappu, Shanti (7004304214)	Breaking it down: Ethnographic studies on the manufacture of basalt grinding stones in India	2025	Journal of Archaeological Science: Reports	10.1016/j.jasrep.2025.104988	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85216129651&doi=10.1016%2Fj.jasrep.2025.104988&partnerID=40&md5=50b6e1483d6847d14126e60c4b1174aa	Institute of Archaeology, Hebrew University of Jerusalem, Jerusalem, Israel; Sharma Centre for Heritage Education, Sholinganallur, India; Department of Asian Studies, Hebrew University of Jerusalem, Jerusalem, Israel; Visiting Assistant Professor, Krea	Bhattacharya, Sutonuka, Institute of Archaeology, Hebrew University of Jerusalem, Jerusalem, Israel, Sharma Centre for Heritage Education, Sholinganallur, India; Joshi, Prachi, Sharma Centre for Heritage Education, Sholinganallur, India; Akhilesh, Kumar, Sharma Centre for Heritage Education, Sholinganallur, India; Goren-Inbar, Naama, Institute of Archaeology, Hebrew University of Jerusalem, Jerusalem, Israel; Shelach, Gideon, Department of Asian Studies, Hebrew University of Jerusalem	Elsevier Ltd	Article	Scopus
41	Fletcher, D.E.; Dirks, J.E.; Spivey, E.A.; Dharmarajan, G.	Fletcher, Dean E. (7202087757); Dirks, Jennifer E. (59720650500); Spivey, Erin A. (57450742400); Dharmarajan, Guha (9639268700)	Copper Accumulation Through Diet Versus Direct Water Exposure Routes in a Dragonfly Nymph/Mosquito Larvae Laboratory Food Chain	2025	Archives of Environmental Contamination and Toxicology	10.1007/s00244-025-01127-8	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105001691841&doi=10.1007%2Fs00244-025-01127-8&partnerID=40&md5=b2280aa6236be64c16b9321e64a982fe	Savannah River Ecology Laboratory, Aiken, SC, United States; Division of Sciences, Krea University, Sri City, AP, India	Fletcher, Dean E., Savannah River Ecology Laboratory, Aiken, SC, United States; Dirks, Jennifer E., Savannah River Ecology Laboratory, Aiken, SC, United States; Spivey, Erin A., Savannah River Ecology Laboratory, Aiken, SC, United States; Dharmarajan, Guha, Savannah River Ecology Laboratory, Aiken, SC, United States, Division of Sciences, Krea University, Sri	Springer	Article	Scopus

42	Panigrahi, S.S.; Bahinipati, B.K.; Govindan, K.; Parhi, S.	Panigrahi, Swayam Sampurna (57202388177); Bahinipati, Bikram Kumar (13806524600); Govindan, Kannan (54986334000); Parhi, Shreyanshu (57202072316)	An advanced dual-layered framework for sustainable supply chain performance	2025	Journal of Modelling in Management	10.1108/JM2-04-2024-0101	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105001079374&doi=10.1108%2FJM2-04-2024-0101&partnerID=40&md5=91840300078fa2b6abaca1cc3df5e308	Department of Operations, Krea University, Sri City, AP, India; Operations Management and Decision Sciences, Xavier Institute of Management, Harirajpur, OR, India; Syddansk Universitet, Odense, Syddanmark, Denmark; IMI Bhubaneswar, Bhubaneswar, OR, India	Panigrahi, Swayam Sampurna, Department of Operations, Krea University, Sri City, AP, India; Bahinipati, Bikram Kumar, Operations Management and Decision Sciences, Xavier Institute of Management, Harirajpur, OR, India; Govindan, Kannan, Syddansk Universitet, Odense, Syddanmark, Denmark; Parhi, Shreyanshu, IMI Bhubaneswar, Bhubaneswar, OR, India	Emerald Publishing	Article	Scopus
43	Rai, R.	Rai, Randhir (57212528183)	Catalytic application of second cycle copper-based laboratory waste for synthesis of beta-keto-1,2,3-triazole: A micro circular economy approach	2025	Sustainable Chemistry for the Environment	10.1016/j.scenv.2024.100205	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85213885421&doi=10.1016%2Fj.scenv.2024.100205&partnerID=40&md5=7aa7f7d31483f0313ee749d24f4a3c80	Krea University, Sri City, AP, India	Rai, Randhir, Krea University, Sri City, AP, India	Elsevier B.V.	Article	Scopus
44	Mathath, N.; Kumar, V.; Balasubramanian, G.	Mathath, Nidhin (58843455700); Kumar, Vinod (57219186030); Balasubramanian, G. (44261057800)	ESG Disclosure and Cost of Equity: Do Big 4 Audit Firms Matter?	2025	Journal of Emerging Market Finance	10.1177/09726527241280017	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85205282452&doi=10.1177%2F09726527241280017&partnerID=40&md5=5fe6315cc87c9fdb8c256bb6d956f1fa	School of Management, Mahindra University, Hyderabad, TS, India; IFMR Graduate School of Business, Krea University, Sri City, AP, India	Mathath, Nidhin, School of Management, Mahindra University, Hyderabad, TS, India; Kumar, Vinod, IFMR Graduate School of Business, Krea University, Sri City, AP, India; Balasubramanian, G., IFMR Graduate School of Business, Krea University, Sri City, AP, India	Sage Publications India Pvt. Ltd	Article	Scopus
45	Ajmal, T.K.; Kumar, V.; Balasubramanian G	Ajmal, T. K. (59311040900); Kumar, Vinod (57219186030); Balasubramanian G (59311331400)	Tax-avoidance Effect on Investment Inefficiency: An Examination of Agency Theory	2025	Journal of Emerging Market Finance	10.1177/09726527241271488	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85202943163&doi=10.1177%2F09726527241271488&partnerID=40&md5=ec74f86ff72420f4450ada78a1a8717f	IFMR Graduate School of Business, Krea University, Sri City, AP, India; College of Business and Economics, United Arab Emirates University, Al Ain, Abu Dhabi, United Arab Emirates	Ajmal, T. K., IFMR Graduate School of Business, Krea University, Sri City, AP, India, College of Business and Economics, United Arab Emirates University, Al Ain, Abu Dhabi, United Arab Emirates; Kumar, Vinod, IFMR Graduate School of Business, Krea University, Sri City, AP, India; Balasubramanian G, null, IFMR Graduate School of Business, Krea University, Sri City, AP, India	Sage Publications India Pvt. Ltd	Article	Scopus

46	Naik, A.; Kumar, P.	Naik, Abhayraj (57207346122); Kumar, Parul (56527574600)	Endangered Birds, Renewable Energy, and India's New Constitutional Climate Right	2025	Journal of Environmental Law	10.1093/jel/eqaf003	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105004800410&doi=10.1093%2Fjel%2Feqaf003&partnerID=40&md5=c22237f0fc54a9fafac3712758c92f1b	Krea University, Sri City, AP, India; Faculty of Law and Criminology, KU Leuven, Leuven, Vlaams-Brabant, Belgium	Naik, Abhayraj, Krea University, Sri City, AP, India; Kumar, Parul, Faculty of Law and Criminology, KU Leuven, Leuven, Vlaams-Brabant, Belgium	Oxford University Press	Article	Scopus
47	Dey, S.; Dhanwani, N.K.; Patil, H.; Rajeevsarathy, K.	Dey, Soumya (57201310134); Dhanwani, Neeraj K. (57216224623); Patil, Harsh (57339403500); Rajeevsarathy, Kashyap (36545196100)	Generating the liftable mapping class groups of regular cyclic covers	2025	Mathematical Proceedings of the Cambridge Philosophical Society	10.1017/S0305004125000040	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105003758057&doi=10.1017%2FS0305004125000040&partnerID=40&md5=46352326b3fe7d48348b1abaa91f8591	Krea University, Sri City, AP, India; Department of Mathematical Sciences, Indian Institute of Science Education and Research Mohali, Mohali, PB, India; Department of Mathematics, University	Dey, Soumya, Krea University, Sri City, AP, India; Dhanwani, Neeraj K., Department of Mathematical Sciences, Indian Institute of Science Education and Research Mohali, Mohali, PB, India; Patil, Harsh, Department of Mathematics, University of Bristol, Bristol, United Kingdom; Rajeevsarathy, Kashyap, Department of Mathematics, Indian Institute of Science Education and Research Bhopal, Bhopal, MP	Cambridge University Press	Article	Scopus
48	Govindarajan, T.R.; Tibrewala, R.	Govindarajan, Thupil R. (6603696173); Tibrewala, Rakesh (23989371400)	Generalized Landau Yang theorem	2025	Journal of High Energy Physics	10.1007/JHEP03(2025)067	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000322848&doi=10.1007%2FJHEP03%282025%29067&partnerID=40&md5=d4edded425828644f34f38f05bbcc86a	Institute of Mathematical Sciences India, Chennai, TN, India; Krea University, Sri City, AP, India; Department of Physics, The LNM Institute of Information Technology, Jaipur, RJ, India	Govindarajan, Thupil R., Institute of Mathematical Sciences India, Chennai, TN, India, Krea University, Sri City, AP, India; Tibrewala, Rakesh, Department of Physics, The LNM Institute of Information Technology, Jaipur, RJ, India	Springer Science and Business Media Deutschland GmbH	Article	Scopus
49	Senbel, S.; Artan, N.S.; Nolan, J.; Taber, C.B.; Long, S.A.; Sharma, S.; Rishi, M.; Kandawala, M.; Raval, M.S.; Divakaran, S.; Kaya, T.	Senbel, Samah Ahmed (6603171076); Artan, Nabi Sertac (15834204800); Nolan, Julie K. (57201702768); Taber, Christopher B. (56581815000); Long, S. Alexander (59362820000); Sharma, Srishti U. (57460608900); Rishi, Mirbalaj (59694997400); Kandawala, Mahmud (59362690200); Raval, Mehul S. (6701357003); Divakaran, Srikrishnan (57219493972); Kaya, Tolga (21834230200)	Underpinning Performance Metrics Between a Winning and Losing Season in Division 1 Women's Basketball	2025	SN Computer Science	10.1007/s42979-025-03841-5	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000143524&doi=10.1007%2Fs42979-025-03841-5&partnerID=40&md5=7b5fff503149ff451db837d65f1c4933	Sacred Heart University Fairfield, Fairfield, CT, United States; New York Institute of Technology, Old Westbury, NY, United States; Ahmedabad University, Ahmedabad, GJ, India; Krea University, Sri City, AP, India	Senbel, Samah Ahmed, Sacred Heart University Fairfield, Fairfield, CT, United States; Artan, Nabi Sertac, New York Institute of Technology, Old Westbury, NY, United States; Nolan, Julie K., Sacred Heart University Fairfield, Fairfield, CT, United States; Taber, Christopher B., Sacred Heart University Fairfield, Fairfield, CT, United States; Long, S. Alexander, Sacred Heart University Fairfield, Fairfield, CT, United States; Sharma, Srishti U., Ahmedabad University, Ahmedabad, GJ, India; Rishi, Mirbalaj, Sacred Heart University Fairfield, Fairfield, CT, United States; Kandawala, Mahmud, Sacred Heart	Springer	Article	Scopus

50	Sharma, N.; Link, J.; Heinmaa, I.; Stern, R.; Chakrabarty, T.; Marik, S.	Sharma, Neha (60125581300); Link, Joosep (56120065000); Heinmaa, I. (11240720000); Stern, Raivo (7401820835); Chakrabarty, Tanmoy (57203729938); Marik, Sourav (55119727000)	Spin glass and complex magnetism in a high-entropy spinel oxide with five cations at both tetrahedral and octahedral sites	2025	Applied Physics Letters	10.1063/5.0242505	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85217080594&doi=10.1063%2F5.0242505&partnerID=40&md5=7927c91db121656b8c98977278d37be1	Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India; National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Division of Sciences, Krea University, Sri City, AP, India	Sharma, Neha, Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India; Link, Joosep, National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Heinmaa, I., National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Stern, Raivo, National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia; Chakrabarty, Tanmoy, National Institute of Chemical Physics and Biophysics, Tallinn, Tallinn, Harjumaa, Estonia, Division of Sciences, Krea University, Sri City, AP, India; Marik, Sourav, Department of Physics and Materials Science, Thapar Institute of Engineering & Technology, Patiala, PB, India	American Institute of Physics	Article	Scopus
51	Nakra, N.; Kashyap, V.	Nakra, Neelam (57191051405); Kashyap, Vaneet (56442172600)	Responsible leadership and organizational sustainability performance: investigating the mediating role of sustainable HRM	2025	International Journal of Productivity and Performance Management	10.1108/IJPPM-03-2023-0115	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85197888149&doi=10.1108%2FIJPPM-03-2023-0115&partnerID=40&md5=29871d91a46107c96043b437e211068a	Department of Humanities and Social Sciences, Indian Institute of Technology Tirupati, Tirupati, AP, India; IFMR Graduate School of Business, Krea University, Sri City, AP	Nakra, Neelam, IFMR Graduate School of Business, Krea University, Sri City, AP, India; Kashyap, Vaneet, Department of Humanities and Social Sciences, Indian Institute of Technology Tirupati, Tirupati, AP, India	Emerald Publishing	Article	Scopus
52	Sharma, S.; Divakaran, S.; Kaya, T.; Raval, M.S.	Sharma, Srishti U. (57460608900); Divakaran, Srikrishnan (57219493972); Kaya, Tolga (21834230200); Raval, Mehul S. (6701357003)	Self-explaining Hierarchical Model for Fatigue Monitoring and Prediction in Basketball Self-explaining Hierarchical Model for Fatigue Monitoring and Prediction in Basketball	2025	SN Computer Science	10.1007/s42979-025-03667-1	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85219717383&doi=10.1007%2Fs42979-025-03667-1&partnerID=40&md5=a631428eade2c101775f212e142ef510	Ahmedabad University, Ahmedabad, GJ, India; Krea University, Sri City, AP, India; Sacred Heart University Fairfield, Fairfield, CT, United States	Sharma, Srishti U., Ahmedabad University, Ahmedabad, GJ, India; Divakaran, Srikrishnan, Krea University, Sri City, AP, India; Kaya, Tolga, Sacred Heart University Fairfield, Fairfield, CT, United States; Raval, Mehul S., Ahmedabad University, Ahmedabad, GJ, India	Springer	Article	Scopus
53	Bates, J.; Morrison, K.D.; Madella, M.; Hill, A.C.; Whitehouse, N.J.; Abro, T.; Ajithprasad, P.; Anupama, K.; Casile, A.; Chandio, A.; Chatterjee, S.; Gangopadhyay, K.; Hammer, E.; Haricharan, S.; Hazarika, M.; Korisettar, R.; Kumar, A.; Lancelotti, C.; Pappu, S.; Parque, O.; Petrie, C.A.; Premathilake, R.;	Bates, Jennifer (57188864396); Morrison, Kathleen D. (7102484851); Madella, Marco (55972575800); Hill, Austin Chad (36191823200); Whitehouse, Nicki J. (7003621102); Abro, Tasleem Alam (57480238200); Ajithprasad, P. (36466109500); Anupama, Krishnamurthy (57207507502); Casile, Anne (56380388200); Chandio, Amin (57671513400); Chatterjee, Sharmistha	Early to Mid-Holocene land use transitions in South Asia: A new archaeological synthesis of potential human impacts	2025	PLOS ONE	10.1371/journal.pone.0313409	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85217683947&doi=10.1371%2Fjournal.pone.0313409&partnerID=40&md5=b59c5c5763542ed9eac96e4dc74008fc	Department of Archaeology and Art History, Seoul National University, Seoul, South Korea; Department of Anthropology, University of Pennsylvania, Philadelphia, PA, United States; CaSEs, Universitat Pompeu Fabra Barcelona, Barcelona,	Bates, Jennifer, Department of Archaeology and Art History, Seoul National University, Seoul, South Korea; Morrison, Kathleen D., Department of Anthropology, University of Pennsylvania, Philadelphia, PA, United States; Madella, Marco, CaSEs, Universitat Pompeu Fabra Barcelona, Barcelona, Barcelona, Spain, Archaeology and Environmental Studies, University of the Witwatersrand, Johannesburg, Johannesburg, Gauteng, South Africa, Institució Catalana de Recerca i Estudis Avançats, Barcelona, Barcelona,	Public Library of Science	Article	Scopus
54	Yadav, V.K.; Saroj, A.; Mishra, B.K.; Ramanathan, V.	Yadav, Vivek Kumar (57205060253); Saroj, Arti (57779825500); Mishra, Brijesh Kumar (59837648800); Ramanathan, Venkatnarayanan (14049207600)	First-principles investigation of alkali-metal adsorption in nitrogen/oxygen doped borophenes	2025	Surfaces and Interfaces	10.1016/j.surfin.2024.105602	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85214876073&doi=10.1016%2Fj.surfin.2024.105602&partnerID=40&md5=d99ba2d5e6281d2764e193d4b4816c18	Department of Chemistry, University of Allahabad, Prayagraj, UP, India; Department of Chemistry, Indian Institute of Technology (BHU) Varanasi, Varanasi, UP, India; Department of Chemistry, Krea University, Sri City, AP, India	Yadav, Vivek Kumar, Department of Chemistry, University of Allahabad, Prayagraj, UP, India, Department of Chemistry, Indian Institute of Technology (BHU) Varanasi, Varanasi, UP, India; Saroj, Arti, Department of Chemistry, Indian Institute of Technology (BHU) Varanasi, Varanasi, UP, India; Mishra, Brijesh Kumar, Department of Chemistry, Krea University, Sri City, AP, India; Ramanathan, Venkatnarayanan, Department of Chemistry, Indian Institute of Technology (BHU) Varanasi, Varanasi, UP, India	Elsevier B.V.	Article	Scopus

55	Shah, M.; Raval, M.S.; Divakaran, S.; Dhar, D.; Parmar, H.	Shah, Maitrik (57226357832); Raval, Mehul S. (6701357003); Divakaran, Srikrishnan (57219493972); Dhar, Debajyoti (55247789700); Parmar, Hasit (58072733300)	A spatio-temporal deep learning model for enhanced atmospheric correction	2025	Modeling Earth Systems and Environment	10.1007/s40808-024-02175-0	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85211912748&doi=10.1007%2Fs40808-024-02175-0&partnerID=40&md5=2d10ea2e5c0aefda452c217a8ab7989f	School of Engineering and Applied Science, Ahmedabad University, Ahmedabad, GJ, India; Department of Computer Science, Krea University, Sri City, AP,	Shah, Maitrik, School of Engineering and Applied Science, Ahmedabad University, Ahmedabad, GJ, India; Raval, Mehul S., School of Engineering and Applied Science, Ahmedabad University, Ahmedabad, GJ, India; Divakaran, Srikrishnan, Department of Computer Science, Krea University, Sri City, AP, India; Dhar, Debajyoti,	Springer Science and Business Media Deutschland GmbH	Article	Scopus
56	Kaikini, S.	Kaikini, Srajana (56315470300)	The plant studies of K. Venkatappa: The artist's kinship with nature, truth, and rationality	2025		10.4324/9781003561774-16	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85215575489&doi=10.4324%2F9781003561774-16&partnerID=40&md5=6616f922006ff10ae8693e918b88a593	Departments of Philosophy and Literature-Arts, Krea University, Sri City, AP, India	Kaikini, Srajana, Departments of Philosophy and Literature-Arts, Krea University, Sri City, AP, India	Taylor and Francis	Book chapter	Scopus
57	Klenzing, J.; Zawdie, K.; Astafyeva, E.; Belehaki, A.; Burleigh, M.; Burrell, A.G.; Figueiredo, C.A.O.B.; Frissell, N.A.; Fu, W.; Hickey, D.; Huba, J.; Inchin, P.; Kaeppler, S.R.; Narayanan, V.L.; Sivankandan, M.; Smith, J.M.; Xiong, C.; Yokoyama, T.; Zettergren, M.; Zhang, S.-R.	Klenzing, Jeffrey H. (6505476240); Zawdie, Katherine A. (55964218700); Astafyeva, Elvira I. (15030089300); Belehaki, Anna (6701561161); Burleigh, Meghan R. (57192714071); Burrell, Angeline G. (24831854100); Figueiredo, Cosme Alexandre O.B. (57194096483); Frissell, Nathaniel A. (36185446500); Fu, Weizheng (57212007659); Hickey, Dustin A. (55279640100); Huba, Joseph D. (7004175223); Inchin, Pavel A. (57203661499); Kaeppler, Stephen Roland (55831875200); Narayanan, Viswanathan Lakshmi (57193770901); Sivankandan, Mani (59664946600); Smith, Jonathon Matthew (56532617000); Xiong, Chao	Resolving the generation mechanisms and electrodynamical effects of Medium Scale Traveling Ionospheric Disturbances (MSTIDs)	2025	Frontiers in Astronomy and Space Sciences	10.3389/fspas.2025.1539821	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85219572799&doi=10.3389%2Ffspas.2025.1539821&partnerID=40&md5=60dfc48524b9aabd09a284a8d3f4858c	ITM Physics Laboratory, NASA Goddard Space Flight Center, Greenbelt, MD, United States; Space Science Division, U.S. Naval Research Laboratory, Washington, D.C., DC, United States; Institut de Physique du Globe de Paris, Paris, Ile-de-France, France; Institute for Space Applications and Remote Sensing, National Observatory of Athens, Athens, Attica, Greece; Department of Physics,	Klenzing, Jeffrey H., ITM Physics Laboratory, NASA Goddard Space Flight Center, Greenbelt, MD, United States; Zawdie, Katherine A., Space Science Division, U.S. Naval Research Laboratory, Washington, D.C., DC, United States; Astafyeva, Elvira I., Institut de Physique du Globe de Paris, Paris, Ile-de-France, France; Belehaki, Anna, Institute for Space Applications and Remote Sensing, National Observatory of Athens, Athens, Attica, Greece; Burleigh, Meghan R., Space Science Division, U.S. Naval Research Laboratory, Washington, D.C., DC, United States; Burrell, Angeline G., Space Science Division, U.S. Naval Research Laboratory, Washington, D.C., DC, United States; Figueiredo, Cosme Alexandre O.B., Department of Physics, Universidade Federal de Campina Grande, Campina Grande, PB, Brazil;	Frontiers Media SA	Article	Scopus
58	Bhar, S.; Dhara, C.	Bhar, Soumyajit (57204046106); Dhara, Chirag (8909762100)	A scalability-centric perspective on global human development within environmental limits	2025	Sustainability: Science, Practice, and Policy	10.1080/15487733.2025.2454062	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85217410155&doi=10.1080%2F15487733.2025.2454062&partnerID=40&md5=175d282c03fe6bca68d94a8c61ad2e03	School of Liberal Studies, BML Munjal University, Gurugram, HR, India; Krea University, Sri City, AP, India	Bhar, Soumyajit, School of Liberal Studies, BML Munjal University, Gurugram, HR, India; Dhara, Chirag, Krea University, Sri City, AP, India	Taylor and Francis Ltd.	Article	Scopus

59	Kushwaha, M.S.; Raghavan, K.N.; Viswanath, S.	Kushwaha, Mrigendra Singh (57219589819); Raghavan, Komaranapuram N. (12038802400); Viswanath, Sankaran (15137543400)	Simple Procedures for Left and Right Keys of Semi-Standard Young Tableaux	2025	Algebras and Representation Theory	10.1007/s10468-024-10299-1	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85217367607&doi=10.1007%2Fs10468-024-10299-1&partnerID=40&md5=6e9bd617450b7a4bdf2cf5c5c5b3c66a	Department of Mathematics, University of Delhi, New Delhi, India; Homi Bhabha National Institute, Mumbai, MH, India; School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India	Kushwaha, Mrigendra Singh, Department of Mathematics, University of Delhi, New Delhi, India; Raghavan, Komaranapuram N., Homi Bhabha National Institute, Mumbai, MH, India, School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India; Viswanath, Sankaran, Homi Bhabha National Institute, Mumbai, MH, India	Springer Science and Business Media B.V.	Article	Scopus
60	Damodaran, S.; Gupta, S.; Mitra, S.; Sinha, D.	Damodaran, Sumangala (57164535600); Gupta, Smita (59548993300); Mitra, Sona (57200201408); Sinha, Dipa (55171651600)	DEVELOPMENT, TRANSFORMATIONS AND THE HUMAN CONDITION: Essays in Honour of Jayati Ghosh	2025		10.4324/9781003528425	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85217341031&doi=10.4324%2F9781003528425&partnerID=40&md5=714f36078c92cb35dd7937a6b71fd96c	International Development Economics Associates (IDEAs), United Kingdom; University of Cape Town, Cape Town, Western Cape, South Africa;	Damodaran, Sumangala, International Development Economics Associates (IDEAs), United Kingdom, University of Cape Town, Cape Town, Western Cape, South Africa, Institute for Human Development, New Delhi, DL, India; Gupta, Smita, Institute of Social Sciences, New Delhi, India; Mitra, Sona, Krea University, Sri City,	Taylor and Francis	Book	Scopus
61	Mitra, S.	Mitra, Sona (57200201408)	GENDER BIAS IN DATA COLLECTION: The Indian Context	2025		10.4324/9781003528425-16	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85217315161&doi=10.4324%2F9781003528425-16&partnerID=40&md5=b02cce30e98a162ff22f830ff9ff87cc	Krea University, Sri City, AP, India	Mitra, Sona, Krea University, Sri City, AP, India	Taylor and Francis	Book chapter	Scopus
62	Rao-Cavale, K.	Rao-Cavale, Karthik (57190495857)	From cheri to ur: The historical geography of a Dalit village in the Tamil countryside	2025	Indian Economic and Social History Review	10.1177/00194646241307514	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85215512673&doi=10.1177%2F00194646241307514&partnerID=40&md5=833c22672248ed508a2bb1bf641fa0bd	Krea University, Sri City, AP, India	Rao-Cavale, Karthik, Krea University, Sri City, AP, India	SAGE Publications Ltd	Article	Scopus
63	Srinivasan, M.; Ramappa, S.; Srikrishna, V.; Dineshan, J.	Srinivasan, Malini (57205121685); Ramappa, Shamala (59510760600); Srikrishna, Vasupradha (57210445928); Dineshan, Jishnu (59510760700)	Pixels and Pedagogy: A Case Study of Experiential Learning by Media Students in Tamil Nadu during the Covid-19 Pandemic	2025		10.4324/9781003432074-17	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85214764194&doi=10.4324%2F9781003432074-17&partnerID=40&md5=d8c8e2a3e668be694d2ea24a419beaac	Department of Media and Communication, Central University of Tamil Nadu, Thiruvarur, TN, India; Department of Media and Communication, Central University of Tamil Nadu, Thiruvarur, TN, India;	Srinivasan, Malini, Department of Media and Communication, Central University of Tamil Nadu, Thiruvarur, TN, India; Ramappa, Shamala, Department of Media and Communication, Central University of Tamil Nadu, Thiruvarur, TN, India; Srikrishna, Vasupradha, Krea University, Sri City, AP, India; Dineshan, Jishnu, Department of Media and Communication, Central University of Tamil Nadu, Thiruvarur, TN, India	Taylor and Francis	Book chapter	Scopus

64	Kushwaha, M.S.; Raghavan, K.N.; Viswanath, S.	Kushwaha, Mrigendra Singh (57219589819); Raghavan, Komaranapuram N. (12038802400); Viswanath, Sankaran (15137543400)	Crystals for Kostant-Kumar modules of sl2^	2025	Indian Journal of Pure and Applied Mathematics	10.1007/s13226-024-00739-5	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85214125700&doi=10.1007%2Fs13226-024-00739-5&partnerID=40&md5=1cc9c95a3bd036e4c5595d3f0cc9443d	Department of Mathematics, University of Delhi, New Delhi, India; School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India; Homi Bhabha National	Kushwaha, Mrigendra Singh, Department of Mathematics, University of Delhi, New Delhi, India; Raghavan, Komaranapuram N., School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India; Viswanath, Sankaran, Homi Bhabha National Institute, Mumbai, MH, India	Indian National Science Academy	Article	Scopus
65	Guo, J.; Zhao, R.; Li, K.; Tan, Y.; Wang, L.; Ling, H.; Zhang, H.; Dharmarajan, G.; Bi, Y.; Yang, R.	Guo, Jingling (59493730200); Zhao, Runzhou (55916258500); Li, Kun (59493573400); Tan, Yafang (35389935700); Wang, Likun (57900841000); Ling, Hui (59144882600); Zhang, Huan (59171546600); Dharmarajan, Guha (9639268700); Bi, Yujing (16374303000); Yang, Ruifu	Altitude adaptation: The unseen work of gut microbiota	2025	hLife	10.1016/j.hlife.2024.11.004	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85213530116&doi=10.1016%2Fj.hlife.2024.11.004&partnerID=40&md5=8603e50fdf8a1c218efd2f47683ef0ac	Academy of Military Sciences, Beijing, China; School of Public Health, Hebei Medical University, Shijiazhuang, Hebei, China; Division of Sciences, Krea University, Sri City, AP, India	Guo, Jingling, Academy of Military Sciences, Beijing, China; Zhao, Runzhou, Academy of Military Sciences, Beijing, China; Li, Kun, Academy of Military Sciences, Beijing, China; Tan, Yafang, Academy of Military Sciences, Beijing, China; Wang, Likun, Academy of Military Sciences, Beijing, China; Ling, Hui, Academy of Military Sciences, Beijing, China; Zhang, Huan, School of Public Health, Hebei Medical	Elsevier B.V.	Review	Scopus
66	Pei, S.; Yu, P.; Raghwani, J.; Wang, Y.; Liu, Z.; Li, Y.; Cheng, Y.; Lin, Q.; Song, C.; Dharmarajan, G.; Faust, C.L.; Tian, Y.; Xu, Y.; Liang, Y.; Qu, J.; Wei, J.; Li, S.; Zhang, T.; Ma, C.; Bharti, N.; Cazelles, B.; Yang, R.; Pybus, O.G.; Dobson, A.P.; Chr Stenseth, N.C.; Tian, H.	Pei, Shan (57217166694); Yu, Pengbo (26421490100); Raghwani, Jayna (26664986400); Wang, Yuxin (58100016100); Liu, Ziyan (59820081200); Li, Yidan (57196403913); Cheng, Yanchao (57204174134); Lin, Qiushi (58524219200); Song, Chuliang (57196079755); Dharmarajan, Guha (9639268700); Faust, Christina L. (12244142000); Tian, Yunyu (57208665712); Xu, Yiting (57874744700); Liang, Yilin (58849817000); Qu, Jianhui	Anthropogenic land consolidation intensifies zoonotic host diversity loss and disease transmission in human habitats	2025	Nature Ecology and Evolution	10.1038/s41559-024-02570-x	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85209394562&doi=10.1038%2Fs41559-024-02570-x&partnerID=40&md5=76bca0c7715f9fc2da663eb12d4ac506	Center for Global Change and Public Health, Beijing Normal University, Beijing, China; School of National Safety and Emergency Management, Beijing Normal University, Beijing, China; Shaanxi Provincial Centre for Disease Control and Prevention, Xi'an, Shaanxi, China; Department of	Pei, Shan, Center for Global Change and Public Health, Beijing Normal University, Beijing, China, School of National Safety and Emergency Management, Beijing Normal University, Beijing, China; Yu, Pengbo, Shaanxi Provincial Centre for Disease Control and Prevention, Xi'an, Shaanxi, China; Raghwani, Jayna, Department of Pathobiology and Population Sciences, Royal Veterinary College University of London, London, United Kingdom; Wang, Yuxin, School of National Safety and Emergency Management, Beijing Normal University, Beijing, China; Liu, Ziyan, Center for Global Change and Public Health, Beijing Normal University, Beijing, China; Li,	Nature Research	Article	Scopus
67	Saha, D.; Chakraborty, A.	Saha, Debankur (59303889100); Chakraborty, Anirban (57211269630)	Influence of avitourism experience in developing environmentally responsible behaviour	2025	Tourism Recreation Research	10.1080/02508281.2024.2393514	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85202493730&doi=10.1080%2F02508281.2024.2393514&partnerID=40&md5=34cb4084956426cebc0bcb78bcb9fe1d	Krea University, Sri City, AP, India; Department of Marketing, Indian Institute of Management Lucknow, Lucknow, UP, India	Saha, Debankur, Krea University, Sri City, AP, India; Chakraborty, Anirban, Department of Marketing, Indian Institute of Management Lucknow, Lucknow, UP, India	Taylor and Francis Ltd.	Article	Scopus
68	Mukherjee, S.; Joshi, R.; Thakur, D.	Mukherjee, Shrabani (57202305156); Joshi, Rujutha (57469746900); Thakur, Debdulal (57201556392)	Examining the Preparedness for Achieving Goal 4 of the SDGs in India: A Case Study on School Governance vis-à-vis Outcome for Primary Schools in Rural Maharashtra	2025	Management in Education	10.1177/08920206211069731	https://www.scopus.com/inward/record.uri?eid=2-s2.0-85125407254&doi=10.1177%2F08920206211069731&partnerID=40&md5=9ef1d06cf5574c09b349443a2c8a29cb	Associate Professor of Economics, Shiv Nadar University Chennai, Chennai, TN, India; Dapoli Urban Bank Senior Science College, Dapoli, India; Krea University, Sri City, AP,	Mukherjee, Shrabani, Associate Professor of Economics, Shiv Nadar University Chennai, Chennai, TN, India, ; Joshi, Rujutha, Dapoli Urban Bank Senior Science College, Dapoli, India, ; Thakur, Debdulal, Krea University, Sri City, AP, India,	SAGE Publications Ltd	Review	Scopus

69	Jeon, M.; Maiti, D.; Kang, G.; Kim, J.; Choi, I.	Jeon, Minki (59967770500); Maiti, Debajit (57221781583); Kang, Geon (60191046500); Kim, Jinwoo (59642560100); Choi, Isaac (57205097859)	Electrooxidative Divergent Halocyclizations of Ambident Amides	2025	Angewandte Chemie - International Edition	10.1002/anie.202516250	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105021520700&doi=10.1002%2Fanie.202516250&partnerID=40&md5=aa9871cbd009caec7a39ddd328894483	Department of Chemistry, Chungbuk National University, Cheongju, Chungcheongbuk-do, South Korea; Department of Chemistry, Chungnam National University, Daejeon, South Korea;	Jeon, Minki, Department of Chemistry, Chungbuk National University, Cheongju, Chungcheongbuk-do, South Korea; Maiti, Debajit, Department of Chemistry, Chungbuk National University, Cheongju, Chungcheongbuk-do, South Korea, Krea University, Sri City, AP, India; Kang, Geon, Department of Chemistry, Chungbuk National University, Cheongju, Chungcheongbuk-do, South Korea; Kim, Jinwoo, Department of Chemistry, Chungnam National University,	John Wiley and Sons Inc	Article	Scopus
70	Parvindersingh, T.T.; Tavva, V.K.; Banerjee, S.; Sur, C.	Parvindersingh, Tuteja Trimansingh (60190214000); Tavva, Venkata Kalyan (24473465600); Banerjee, Subhasis (57329146500); Sur, Chiranjib (56265775700)	Accelerating Temporal Triangle Counting and Betweenness Centrality on GPUs	2025		10.1109/HPEC67600.2025.11196659	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105021485907&doi=10.1109%2FHPEC67600.2025.11196659&partnerID=40&md5=500235a4e6312ed139ba8bc706413b21	Indian Institute of Technology Ropar, Rupnagar, PB, India; Shell India Markets Pvt. Ltd., Bagalkot, India; Krea University, Sri City, AP, India	Parvindersingh, Tuteja Trimansingh, Indian Institute of Technology Ropar, Rupnagar, PB, India; Tavva, Venkata Kalyan, Indian Institute of Technology Ropar, Rupnagar, PB, India; Banerjee, Subhasis, Shell India Markets Pvt. Ltd., Bagalkot, India; Sur, Chiranjib, Shell India Markets Pvt. Ltd., Bagalkot, India, Krea University, Sri City, AP, India	Institute of Electrical and Electronics Engineers Inc.	Conference paper	Scopus
71	Dhar, D.; Bhattacharya, S.	Dhar, Dipsita (57994040000); Bhattacharya, Soham (60169601700)	Racialized labour, intimate subsidies, and silent cost of social reproduction: the saga of migrant women in India's gig economy	2025	Globalizations	10.1080/14747731.2025.2555735	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105021038556&doi=10.1080%2F14747731.2025.2555735&partnerID=40&md5=16ba19aa59249b8a16fc331fed7d84a8	Jawaharlal Nehru University, New Delhi, DL, India; Krea University, Sri City, AP, India	Dhar, Dipsita, Jawaharlal Nehru University, New Delhi, DL, India; Bhattacharya, Soham, Krea University, Sri City, AP, India	Routledge	Article	Scopus
72	De, A.	De, Abhishek (60175040100)	A Note on Fixed Points in Łukasiewicz Logic	2025	Logica Universalis	10.1007/s11787-025-00395-1	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105020874178&doi=10.1007%2Fs11787-025-00395-1&partnerID=40&md5=255b20fa4624d055ff68173be19cc528	School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India	De, Abhishek, School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India	Birkhauser	Article	Scopus
73	Dhara, C.; Gupta, A.; Bagri, I.; Block, S.; Murari, K.K.	Dhara, Chirag (8909762100); Gupta, Anshuman (60154949200); Bagri, Ishita (60154855700); Block, Sebastián (60154759700); Murari, Kamal Kumar (56305200200)	Interpreting climate performance indices: implications for equitable and effective policy	2025	Climate Policy	10.1080/14693062.2025.2574858	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105019699320&doi=10.1080%2F14693062.2025.2574858&partnerID=40&md5=92eae52c66643b8533bd412014f1fa27	Krea University, Sri City, AP, India; Centre for Climate Change and Sustainability Studies, Tata Institute of Social Sciences, Mumbai, MH, India; Yale University, New Haven, CT, United States; Heidelberg Institute for	Dhara, Chirag, Krea University, Sri City, AP, India; Gupta, Anshuman, Krea University, Sri City, AP, India, Centre for Climate Change and Sustainability Studies, Tata Institute of Social Sciences, Mumbai, MH, India; Bagri, Ishita, Krea University, Sri City, AP, India; Block, Sebastián, Yale University, New Haven, CT, United States, Heidelberg Institute for Geoinformation Technology, Heidelberg, Germany; Murari, Kamal Kumar, Centre for Climate Change and	Taylor and Francis Ltd.	Article	Scopus

74	Gupta, R.; Ganguly, M.; Jana, P.; Roychowdhury, A.; Hazra, D.	Gupta, Radhika (57220587931); Ganguly, Manisha (58674940800); Jana, Prerona (59468504800); Roychowdhury, Amlan (57215281177); Hazra, Ditipriya (55857330900)	Two Birds With One Stone: Targeting Wild Type and Drug Resistant Mutant ALK Using Brute Force Screening, MD Simulation and NCI	2025	IEEE Transactions on Computational Biology and Bioinformatics	10.1109/TCBBIO.2025.3583235	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105019204759&doi=10.1109%2FTCBBIO.2025.3583235&partnerID=40&md5=5527477999342ae6ad2d374eb7255647	Indian Institute of Science, Bengaluru, KA, India; Indian Institute of Engineering Science and Technology, Shibpur, Howrah, WB, India; IFMR Graduate School of Business, Krea University, Sri City, AP, India; Department of	Gupta, Radhika, Indian Institute of Science, Bengaluru, KA, India; Ganguly, Manisha, Indian Institute of Engineering Science and Technology, Shibpur, Howrah, WB, India; Jana, Prerona, IFMR Graduate School of Business, Krea University, Sri City, AP, India; Roychowdhury, Amlan, Indian Institute of Engineering Science and Technology, Shibpur, Howrah, WB, India; Hazra, Ditipriya, Department of Biotechnology, St. Xavier's College, Kolkata, Kolkata, WB, India	Institute of Electrical and Electronics Engineers Inc.	Article	Scopus
75	Gundimeda, S.	Gundimeda, Sambaiah (35109063600)	Debating Uniform Civil Code: the making of Article 44 in the Constituent Assembly of India	2025	Indian Law Review	10.1080/24730580.2025.2570575	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105018809675&doi=10.1080%2F24730580.2025.2570575&partnerID=40&md5=11ff9bf59f0a3c5fcd8eaf7f0ca725dd	Division of Politics, Krea University, Sri City, AP, India	Gundimeda, Sambaiah, Division of Politics, Krea University, Sri City, AP, India	Routledge	Article	Scopus
76	Bhattacharya, S.; Joshi, P.; Akhilesh, K.; Pappu, S.	Bhattacharya, Sutonuka (57219575158); Joshi, Prachi (57194461751); Akhilesh, Kumar (57003136700); Pappu, Shanti (7004304214)	Crafting Traditional Granite Grinding Stones in South India	2025	Lithic Technology	10.1080/01977261.2025.2562261	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105018196143&doi=10.1080%2F01977261.2025.2562261&partnerID=40&md5=12d6e1bce9b3ba495c7dce5ce048f000	Institute of Archaeology, Hebrew University of Jerusalem, Jerusalem, Israel; Sharma Centre for Heritage Education, Chennai, TN, India; Krea University, Sri City, AP, India	Bhattacharya, Sutonuka, Institute of Archaeology, Hebrew University of Jerusalem, Jerusalem, Israel, Sharma Centre for Heritage Education, Chennai, TN, India; Joshi, Prachi, Institute of Archaeology, Hebrew University of Jerusalem, Jerusalem, Israel; Akhilesh, Kumar, Sharma Centre for Heritage Education, Chennai, TN, India, Krea University, Sri City, AP, India;	Taylor and Francis Ltd.	Article	Scopus
77	Lafont, J.-F.; Minemyer, B.; Sorcar, G.; Stover, M.; Wells, J.	Lafont, Jean François (14825268800); Minemyer, Barry (57021988600); Sorcar, Gangotryi (56261904000); Stover, Matthew (23019933000); Wells, Joseph (57211583439)	High dimensional hyperbolic Coxeter groups that virtually fiber	2025	Mathematische Annalen	10.1007/s00208-025-03296-2	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105017618435&doi=10.1007%2Fs00208-025-03296-2&partnerID=40&md5=570264aca50ad36f750784feb9af3781	University of Pennsylvania, Philadelphia, PA, United States; The Ohio State University, Columbus, OH, United States; Krea University, Sri City, AP, India; Temple University,	Lafont, Jean François, The Ohio State University, Columbus, OH, United States; Minemyer, Barry, University of Pennsylvania, Philadelphia, PA, United States; Sorcar, Gangotryi, Krea University, Sri City, AP, India; Stover, Matthew, Temple University, Philadelphia, PA, United States; Wells, Joseph,	Springer Science and Business Media Deutschland GmbH	Article	Scopus
78	Ray, P.	Ray, Panchali (57204421554)	Alienated in one's own land: ecology, border security, and nationalism in chars of Bengal	2025	Inter-Asia Cultural Studies	10.1080/14649373.2025.2549647	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105016734967&doi=10.1080%2F14649373.2025.2549647&partnerID=40&md5=4abb6b975f0de48e4c10d979f0428b28	Department of Sociology and Social Anthropology, Krea University, Sri City, AP, India	Ray, Panchali, Department of Sociology and Social Anthropology, Krea University, Sri City, AP, India	Taylor and Francis Ltd.	Article	Scopus
79	Kulkarni, L.; Ghosh, A.; Pramanik, S.; Kumar, V.; Tripathy, V.	Kulkarni, Lalitagauri (57192809227); Ghosh, Anandita (58295541900); Pramanik, Santanu (54581415700); Kumar, Vibhanshu (60107545900); Tripathy, Vatsima (60107546000)	Toward formalization of Indian nano entrepreneurs: A TAM-based analysis	2025	Journal of the International Council for Small Business	10.1080/26437015.2025.2553119	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105016679920&doi=10.1080%2F26437015.2025.2553119&partnerID=40&md5=34d980110ca538ff8f36725f01f074ac	Department of Economics, Gokhale Institute of Politics and Economics, Pune, MH, India; Symbiosis Centre for Management Studies, Symbiosis International (Deemed University), Pune, MH, India;	Kulkarni, Lalitagauri, Department of Economics, Gokhale Institute of Politics and Economics, Pune, MH, India; Ghosh, Anandita, Symbiosis Centre for Management Studies, Symbiosis International (Deemed University), Pune, MH, India; Pramanik, Santanu, Economic & Statistics Unit, Centre for Effective Governance of Indian States (CEGIS), New Delhi, India; Kumar, Vibhanshu, Department of Economics, Gokhale	Informa UK Ltd	Article	Scopus
80	Kalmanovich, D.; Nevo, E.; Sorcar, G.	Kalmanovich, Daniel (55315225600); Nevo, Eran (7102721092); Sorcar, Gangotryi (56261904000)	On Flag-No-Square 4-Manifolds	2025	Discrete and Computational Geometry	10.1007/s00454-025-00774-x	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105016574009&doi=10.1007%2Fs00454-025-00774-x&partnerID=40&md5=afffa7db8573ea3171387d5aaf629066	School of Computer Science, Ariel University, Ariel, Israel; Hebrew University of Jerusalem, Jerusalem, Israel; Department of Mathematics, Krea University, Sri City, AP,	Kalmanovich, Daniel, School of Computer Science, Ariel University, Ariel, Israel; Nevo, Eran, Hebrew University of Jerusalem, Jerusalem, Israel; Sorcar, Gangotryi, Department of Mathematics, Krea University, Sri City, AP, India	Springer	Article	Scopus

81	Phale, A.; Tewari, A.; Tendulkar, G.; Das, R.; Srinivasan, S.; Chakrabarti, K.S.	Phale, Apurva (59011749900); Tewari, Aishani (59513902800); Tendulkar, Gayatri (59514033800); Das, Ranabir (7202062821); Srinivasan, Sivakumar (59514428700); Chakrabarti, Kalyan S. (36939163500)	Analyzing sub-millisecond timescale protein dynamics using eCPMG experiments	2025	Journal of Biomolecular NMR	10.1007/s10858-025-00475-w	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105016548801&doi=10.1007%2Fs10858-025-00475-w&partnerID=40&md5=f359d20337ae89fc6c890c87b4038c83	National Centre for Biological Sciences, Bengaluru, KA, India; Krea University, Sri City, AP, India	Phale, Apurva, National Centre for Biological Sciences, Bengaluru, KA, India; Tewari, Aishani, Krea University, Sri City, AP, India; Tendulkar, Gayatri, Krea University, Sri City, AP, India; Das, Ranabir, National Centre for Biological Sciences, Bengaluru, KA, India; Srinivasan, Sivakumar, Krea University, Sri City, AP, India; Chakrabarti, Kalyan S., Krea University, Sri City, AP, India	Springer Science and Business Media B.V.	Article	Scopus
82	Rai, R.; Vennela, R.; Adarath, M.T.; Himachalam, B.K.	Rai, Randhir (57212528183); Vennela, Rangineni (60071509600); Adarath, Mohith Thalari (60070692400); Himachalam, Bhuvanesh Kumar (60071509700)	Catalytic Application of Benedict Reaction Waste in Laboratory Wastewater Treatment and Recycling: A Circular Chemical Economy	2025	Asian Journal of Chemistry	10.14233/ajchem.2025.33424	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105014243605&doi=10.14233%2Fajchem.2025.33424&partnerID=40&md5=9415f26dd14729575f0e32f559439d33	Krea University, Sri City, AP, India	Rai, Randhir, Krea University, Sri City, AP, India; Vennela, Rangineni, Krea University, Sri City, AP, India; Adarath, Mohith Thalari, Krea University, Sri City, AP, India; Himachalam, Bhuvanesh Kumar, Krea University, Sri City, AP, India	Asian Publication Corporation	Article	Scopus
83	Saha, D.; Chakraborty, A.	Saha, Debankur (59303889100); Chakraborty, Anirban (57211269630)	The call of the wild: what draws birdwatching tourists to eco-avitourism?	2025	Current Issues in Tourism	10.1080/13683500.2025.2544796	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105012899981&doi=10.1080%2F13683500.2025.2544796&partnerID=40&md5=bbd43ec479efdbbb1a34cdf981641f69	Krea University, Sri City, AP, India; Indian Institute of Management Lucknow, Lucknow, UP, India	Saha, Debankur, Krea University, Sri City, AP, India; Chakraborty, Anirban, Indian Institute of Management Lucknow, Lucknow, UP, India	Routledge	Article	Scopus
84	Datta, S.	Datta, Sayantan (57209853730)	Recording sex and gender data in clinical settings	2025	Indian Journal of Medical Ethics	10.20529/IJME.2025.054	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105011855851&doi=10.20529%2FIJME.2025.054&partnerID=40&md5=32903f8b45cb9a07524262d1756065df	Centre for Writing and Pedagogy, Krea University, Sri City, AP, India	Datta, Sayantan, Centre for Writing and Pedagogy, Krea University, Sri City, AP, India	Forum for Medical Ethics Society	Editorial	Scopus

85	Bhattacharya, S.; Saha, T.	Bhattacharya, Soham (60015316500); Saha, Torsa (60015446900)	Making of a Rape–Murder Atrocity and the Failed State of West Bengal	2025	Economic and Political Weekly		https://www.scopus.com/inward/record.uri?eid=2-s2.0-105011761283&partnerID=40&md5=158769938035d6306d28d451e0635eaa	Krea University, Sri City, AP, India; Department of Basic Sciences and Humanities, B. V. Raju Institute of Technology, Narsapur, TS, India	Bhattacharya, Soham, Krea University, Sri City, AP, India; Saha, Torsa, Department of Basic Sciences and Humanities, B. V. Raju Institute of Technology, Narsapur, TS, India	Economic and Political Weekly	Note	Scopus
86	Bhatnagar, J.R.; Iyer, R.P.; Sharma, J.	Bhatnagar, Jay R. (57225342381); Iyer, Ravi Prakash (59547882300); Sharma, Jiya (59218127200)	Learning Less is More: Short-term Descriptive Analytics of Intra-day Stock	2025		10.1109/ICDSBS63635.2025.11031892	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105011063138&doi=10.1109%2FICDSBS63635.2025.11031892&partnerID=40&md5=994d4fbf6e828c7f3e68597103941e07	Graphic Era Deemed to be University, Dehradun, UK, India; Krea University, Sri City, AP, India	Bhatnagar, Jay R., Graphic Era Deemed to be University, Dehradun, UK, India; Iyer, Ravi Prakash, Krea University, Sri City, AP, India; Sharma, Jiya, Graphic Era Deemed to be University, Dehradun, UK, India	Institute of Electrical and Electronics Engineers Inc.	Conference paper	Scopus
87	Bose, S.	Bose, Sumantra (59955336700)	The India-Pakistan Crisis of 2025: Retrospect and Prospect	2025	Journal of Imperial and Commonwealth History	10.1080/03086534.2025.2512144	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105008658514&doi=10.1080%2F03086534.2025.2512144&partnerID=40&md5=d9335f1b94ac6ce9b52b9b57bd68ca6f	Krea University, Sri City, AP, India	Bose, Sumantra, Krea University, Sri City, AP, India	Routledge	Article	Scopus
88	Modi, A.; Roxy, M.K.; Jain, S.; Truong, C.H.; Doan, Q.-V.; Jack, C.; Jevrejeva, S.; Singh, A.; Dhara, C.; Ghosh, S.	Modi, Aditi (57114574200); Roxy, Mathew Koll (19338121600); Jain, Shipra (57209870092); Truong, Chi Huyen (59940882100); Doan, Quangvan (57218162827); Jack, Chris David (22947314100); Jevrejeva, Svetlana (35612536300); Singh, Arvind (57206366910); Dhara, Chirag (8909762100); Ghosh, Sahana (59940965900)	Bridging climate science, policy, and communities: collaborative pathways for climate resilience in the Indo-Pacific	2025	Frontiers in Climate	10.3389/fclim.2025.1538123	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105007922095&doi=10.3389%2Ffclim.2025.1538123&partnerID=40&md5=82420e33156a9d00fbd7d3f3e538c92c	Centre for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Department of Risk and Disaster Reduction, University College London, London, United Kingdom; International Centre for	Modi, Aditi, Centre for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Roxy, Mathew Koll, Centre for Climate Change Research, Indian Institute of Tropical Meteorology, Pune, MH, India; Jain, Shipra, Department of Risk and Disaster Reduction, University College London, London, United Kingdom; Truong, Chi Huyen, International Centre for Integrated Mountain Development Nepal, Kathmandu, Nepal; Doan, Quangvan,	Frontiers Media SA	Article	Scopus

89	Majumdar, S.	Majumdar, Sutapa (57221934758)	Whose property is this? Exploring dynamics between property relations, housing precarity, and working conditions in Pune's red-light district, India	2025	Contemporary South Asia	10.1080/09584935.2025.2494612	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105004845698&doi=10.1080%2F09584935.2025.2494612&partnerID=40&md5=f9f627d4c57984999db20859c8dcf7da	Krea University, Sri City, AP, India; King's College London, London, United Kingdom	Majumdar, Sutapa, Krea University, Sri City, AP, India, King's College London, London, United Kingdom	Routledge	Article	Scopus
90	Bhutoria, A.; Aljabri, N.; Choudhary, U.; Alrubian, A.	Bhutoria, Aditi (56584760700); Aljabri, Nayyaf (57429856600); Choudhary, Utkarsh (59732019000); Alrubian, Ali (59731842700)	Behind the Screen: Unraveling the Relationship Between Cyberbullying and Student Achievement Across the Globe Using TIMMS 2019 Data	2025	International Journal of Bullying Prevention	10.1007/s42380-025-00291-8	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105002356083&doi=10.1007%2Fs42380-025-00291-8&partnerID=40&md5=7b816eca3180e14ef6c80c039cbd6de9	Indian Institute of Management Calcutta, Kolkata, WB, India; Education and Training Evaluation Commission, Riyadh, Riyad, Saudi Arabia; College of Education, Taibah University, Medina, Al Madinah al Munawwarah, Saudi Arabia; PhD Scholar, Krea University, Sri City, AP, India; Department of Information and Communication Technology, Prince Sattam Bin Abdulaziz University, Al Kharj, Riyad, Saudi Arabia	Bhutoria, Aditi, Indian Institute of Management Calcutta, Kolkata, WB, India, Education and Training Evaluation Commission, Riyadh, Riyad, Saudi Arabia; Aljabri, Nayyaf, Education and Training Evaluation Commission, Riyadh, Riyad, Saudi Arabia, College of Education, Taibah University, Medina, Al Madinah al Munawwarah, Saudi Arabia; Choudhary, Utkarsh, PhD Scholar, Krea University, Sri City, AP, India; Alrubian, Ali, Education and Training Evaluation Commission, Riyadh, Riyad, Saudi Arabia, Department of Information and Communication Technology, Prince Sattam Bin Abdulaziz University, Al Kharj, Riyad, Saudi Arabia	Springer Nature	Article	Scopus
91	Arun, P.	Arun, P. (57213982748)	Regressive and authoritarian: surveillance powers in the Telecommunications Act 2023 and Post Office Act 2023	2025	Indian Law Review	10.1080/24730580.2024.2440943	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105001242995&doi=10.1080%2F24730580.2024.2440943&partnerID=40&md5=6a3f2734250271186515ebfc3cb52bf3	Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences, Krea University, Sri City, AP, India	Arun, P., Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences, Krea University, Sri City, AP, India	Routledge	Note	Scopus
92	Latushkin, Y.; Vasudevan, S.	Latushkin, Yuri D. (6603362534); Vasudevan, Shibi (57204703785)	Characteristic Determinants for a Second Order Difference Equation on the Half-Line Arising in Hydrodynamics	2025	Operator Theory: Advances and Applications	10.1007/978-3-031-80486-1_12	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105001029591&doi=10.1007%2F978-3-031-80486-1_12&partnerID=40&md5=4c8bee5ba62b7766fd3a404f8f32735b	University of Missouri, Columbia, MO, United States; Krea University, Sri City, AP, India	Latushkin, Yuri D., University of Missouri, Columbia, MO, United States; Vasudevan, Shibi, Krea University, Sri City, AP, India	Springer Science and Business Media Deutschland GmbH	Book chapter	Scopus
93	Nayak, S.S.; Iqbal, M.P.; Krishna, A.; Mishra, D.; Pal, S.K.; Bhogineni, S.K.	Nayak, Soumya Sangita (58308901700); Iqbal, Md Perwej (59379013400); Krishna, Ankur (57201599310); Mishra, Debasish (7102272035); Pal, Surjya K. (35570021100); Bhogineni, Sreehari Kumar (59706367600)	A hybrid digital twin for monitoring and controlling weld quality in friction stir welding	2025	International Journal of Computer Integrated Manufacturing	10.1080/0951192X.2025.2482227	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000979846&doi=10.1080%2F0951192X.2025.2482227&partnerID=40&md5=2b50f17c5d296b7068bbfdbccd89d157	Advanced Technology Development Centre, Indian Institute of Technology Kharagpur, Kharagpur, WB, India; Department of Mechanical Engineering,	Nayak, Soumya Sangita, Advanced Technology Development Centre, Indian Institute of Technology Kharagpur, Kharagpur, WB, India; Iqbal, Md Perwej, Department of Mechanical Engineering, Rashtrakavi Ramdhari Singh Dinkar College of Engineering, Begusarai, India; Krishna, Ankur, TCS Research, Mumbai, MH, India;	Taylor and Francis Ltd.	Article	Scopus

94	Bhatnagar, J.R.; Iyer, R.P.; Sharma, J.; Bhatnagar, T.K.	Bhatnagar, Jay R. (57225342381); Iyer, Ravi Prakash (59547882300); Sharma, Jiya (59218127200); Bhatnagar, Tanay K. (59385208900)	IoT - Enabled Tool for Static and Dynamic Analysis of Hand Strength	2025	Communications in Computer and Information Science	10.1007/978-3-031-83783-8_13	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000950148&doi=10.1007%2F978-3-031-83783-8_13&partnerID=40&md5=3c87076ff61b6c0bb853b3915e4d43a3	Department of Computer Science and Engineering, Graphic Era Deemed to be University, Dehradun, UK, India; Department of Computer Science and Engineering, Krea	Bhatnagar, Jay R., Department of Computer Science and Engineering, Graphic Era Deemed to be University, Dehradun, UK, India; Iyer, Ravi Prakash, Department of Computer Science and Engineering, Krea University, Sri City, AP, India; Sharma, Jiya, Department of Computer Science and Engineering, Graphic Era Deemed to be University, Dehradun, UK, India; Bhatnagar,	Springer Science and Business Media Deutschland GmbH	Conference paper	Scopus
95	Bhatnagar, J.R.; Iyer, R.P.; Rawat, K.; Tripathi, A.; Bhatnagar, A.; Goyal, D.	Bhatnagar, Jay R. (57225342381); Iyer, Ravi Prakash (59547882300); Rawat, Krishna (59708281100); Tripathi, Ankit (59707349500); Bhatnagar, Akhil (59708047600); Goyal, Dhruv (59708757100)	Deep Multi-time Visualization and Analytics for E-commerce Platform	2025	Communications in Computer and Information Science	10.1007/978-3-031-83783-8_17	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000904040&doi=10.1007%2F978-3-031-83783-8_17&partnerID=40&md5=44871eb81f76dbce9f5c9fc4db6da90c	Graphic Era Deemed to be University, Dehradun, UK, India; Krea University, Sri City, AP, India; IT FUZONe Systems, Noida, India	Bhatnagar, Jay R., Graphic Era Deemed to be University, Dehradun, UK, India; Iyer, Ravi Prakash, Krea University, Sri City, AP, India; Rawat, Krishna, Graphic Era Deemed to be University, Dehradun, UK, India; Tripathi, Ankit, Graphic Era Deemed to be University, Dehradun, UK, India; Bhatnagar, Akhil, IT FUZONe Systems, Noida, India; Goyal, Dhruv, Graphic Era Deemed	Springer Science and Business Media Deutschland GmbH	Conference paper	Scopus
96	Mishra, D.; Pattipati, K.R.; Bollas, G.M.	Mishra, Debasish (7102272035); Pattipati, Krishna K. (7006476249); Bollas, George M. (6601983467)	Image-based Cutting Tool Health Diagnosis in Multi-machine Settings	2025	Procedia Computer Science	10.1016/j.procs.2025.01.203	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000545698&doi=10.1016%2Fj.procs.2025.01.203&partnerID=40&md5=e878d8562b71d5c5e221322282e97da3	Data Science and Information Systems, Krea University, Sri City, AP, India; UConn College of Engineering, Storrs, CT, United States; UConn College of Engineering, Storrs, CT, United States	Mishra, Debasish, Data Science and Information Systems, Krea University, Sri City, AP, India; Pattipati, Krishna K., UConn College of Engineering, Storrs, CT, United States; Bollas, George M., UConn College of Engineering, Storrs, CT, United States	Elsevier B.V.	Conference paper	Scopus
97	Kar, T.; Meka, S.	Kar, Tapan (58729488200); Meka, Sesha (59275642400)	Forecasting value-at-risk and expected shortfall of cryptocurrency using range-based copula method	2025	Applied Economics	10.1080/00036846.2025.2476212	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105000443110&doi=10.1080%2F00036846.2025.2476212&partnerID=40&md5=fe6dcc54ea26e83328d2ecd325147a63	IFMR Graduate School of Business, Krea University, Sri City, AP, India	Kar, Tapan, IFMR Graduate School of Business, Krea University, Sri City, AP, India; Meka, Sesha, IFMR Graduate School of Business, Krea University, Sri City, AP, India	Routledge	Article	Scopus
98	Sharma, S.; Barot, V.; Divakaran, S.; Kaya, T.; Taber, C.B.; Raval, M.S.	Sharma, Srishti U. (57460608900); Barot, Vishal (57364076400); Divakaran, Srikrishnan (57219493972); Kaya, Tolga (21834230200); Taber, Christopher B. (56581815000); Raval, Mehul S. (6701357003)	A Data-Driven Imputation Scheme for Cohort Studies: A Collegiate Basketball Casestudy	2026	Lecture Notes in Computer Science	10.1007/978-3-032-06167-6_18	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105018575609&doi=10.1007%2F978-3-032-06167-6_18&partnerID=40&md5=8aedb91497081bd396c45e9bd1d0193c	School of Engineering and Applied Science, Ahmedabad University, Ahmedabad, GJ, India; LDRP Institute of Technology & Research, Gandhinagar, GJ, India; School of Interwoven	Sharma, Srishti U., School of Engineering and Applied Science, Ahmedabad University, Ahmedabad, GJ, India; Barot, Vishal, LDRP Institute of Technology & Research, Gandhinagar, GJ, India; Divakaran, Srikrishnan, School of Interwoven Arts and Sciences, Krea University, Sri City, AP, India; Kaya, Tolga, School of Computer Science and Engineering, Sacred	Springer Science and Business Media Deutschland GmbH	Conference paper	Scopus
99	Kommanduri, R.; Ghorai, M.	Kommanduri, Rangachary (57218454805); Ghorai, Mrinmoy (56024287400)	Enhanced Semantic-Driven Anomaly Detection: A Multi-class Strategy for Video Data	2026	Communications in Computer and Information Science	10.1007/978-3-031-93697-5_31	https://www.scopus.com/inward/record.uri?eid=2-s2.0-105012354630&doi=10.1007%2F978-3-031-93697-5_31&partnerID=40&md5=61e6892411ac3d2f845d24126b4bc2d0	Krea University, Sri City, AP, India; Indian Institute of Information Technology, Sri City, Sri City, AP, India	Kommanduri, Rangachary, Krea University, Sri City, AP, India; Ghorai, Mrinmoy, Indian Institute of Information Technology, Sri City, Sri City, AP, India	Springer Science and Business Media Deutschland GmbH	Conference paper	Scopus

100	Ray, P	Ray, Panchali	Alienated in one's own land: ecology, border security, and nationalism in chars of Bengal	2025	INTER-ASIA CULTURAL STUDIES	10.1080/14649373.2025.2549647	http://dx.doi.org/F102	KREA University	[Ray, Panchali] Krea Univ, Dept Sociol & Social Anthropol, Sri City, India	INTER-ASIA CULTURAL STUDIES	Article	Web of Science
101	Kumar, P; Datta, S	Kumar, Pushpesh; Datta, Sayantan	'We Will Keep Clapping till the End': Hijra Narratives on Their Taali	2025	INDIAN JOURNAL OF GENDER STUDIES	10.1177/09715215251351409	http://dx.doi.org/10.1177/09715215251351409	University of Hyderabad; KREA University	[Kumar, Pushpesh] Univ Hyderabad, Dept Sociol, Hyderabad, Telangana, India; [Datta, Sayantan] Krea Univ, Ctr Writing & Pedag, 5655 Cent Expressway, Sri City 517646, Andhra Pradesh, India	INDIAN JOURNAL OF GENDER STUDIES	Article	Web of Science
102	Srinivasan, V; Lakshmikantha, NR; Manjunatha, G; Shinde, GN	Srinivasan, Veena; Lakshmikantha, N. R.; Manjunatha, G.; Shinde, Ganesh Nagnath	Chasing the water table: The impact of groundwater depletion on rural drinking water supply in peninsular India	2025	PLOS WATER	10.1371/journal.pwat.0000138	http://dx.doi.org/10.1371/journal.pwat.0000138	KREA University; IFMR - Graduate School of Business (GSB); Manipal Academy of Higher Education (MAHE)	[Srinivasan, Veena; Shinde, Ganesh Nagnath] IFMR, Water Environm Land & Livelihoods Labs WELL Labs, Chennai, Tamil Nadu, India; [Srinivasan, Veena; Shinde, Ganesh Nagnath] Ashoka Trust Res Ecol & Environm, Bengaluru, Karnataka, India; Manipal Acad Higher Educ MAHE, Manipal, Karnataka, India	PLOS WATER	Article	Web of Science
103	Kushwaha, MS; Raghavan, KN; Viswanath, S	Kushwaha, Mrigendra Singh; Raghavan, K. N.; Viswanath, Sankaran	Crystals for Kostant-Kumar modules of sl2	2025	INDIAN JOURNAL OF PURE & APPLIED MATHEMATICS	10.1007/s13226-024-00739-5	http://dx.doi.org/10.1007/s13226-024-00739-5	University of Delhi; KREA University; Institute of Mathematical Sciences (IMSc) India	[Kushwaha, Mrigendra Singh] Univ Delhi, Fac Math Sci, Dept Math, New Delhi 110007, India; [Raghavan, K. N.] Krea Univ, Sch Interwoven Arts & Sci, Sri City 517646, Andhra Pradesh, India; [Viswanath, Sankaran] A CI Homi Bhabha Natl Inst, Inst Math Sci, Chennai 600113, India	INDIAN JOURNAL OF PURE & APPLIED MATHEMATICS	Article; Early Access	Web of Science
104	Bhattacharya, S; Joshi, P; Akhilesh, K; Pappu, S	Bhattacharya, Sutonuka; Joshi, Prachi; Akhilesh, Kumar; Pappu, Shanti	Crafting Traditional Granite Grinding Stones in South India	2025	LITHIC TECHNOLOGY	10.1080/01977261.2025.2562261	http://dx.doi.org/10.1080/01977261.2025.2562261	Hebrew University of Jerusalem; KREA University	[Bhattacharya, Sutonuka; Joshi, Prachi] Hebrew Univ Jerusalem, Inst Archaeol, Jerusalem, Israel; [Bhattacharya, Sutonuka; Akhilesh, Kumar; Pappu, Shanti] Sharma Ctr Heritage Educ, 4,Sch St,Sholinganallur, Chennai 600119, India; [Akhilesh, Kumar; Pappu, Shanti] Krea Univ, Sch Interwoven Arts & Sci SIAS, Sricity, Andhra	LITHIC TECHNOLOGY	Article; Early Access	Web of Science
105	Chakrabarti, A; Gondos, CS; Bimbo, F; Castellari, E	Chakrabarti, Anwesha; Gondos, Claudia Stefania; Bimbo, Francesco; Castellari, Elena	Ecological citizens and consumers: trust and environmental concern in Italian local and organic products consumption	2025	BRITISH FOOD JOURNAL	10.1108/BFJ-05-2025-0689	http://dx.doi.org/10.1108/BFJ-05-2025-0689	KREA University; Catholic University of the Sacred Heart; University of Foggia	[Chakrabarti, Anwesha] Krea Univ, Sch Interwoven Arts & Sci, Econ, Sri City, India; [Chakrabarti, Anwesha; Gondos, Claudia Stefania; Castellari, Elena] Univ Cattolica Sacro Cuore, Dept Agr & Food Econ, Campus Piacenza & Cremona, Piacenza, Italy; [Bimbo, Francesco] Univ Foggia, Dept Agr Sci Food Nat Resources & Engn, Foggia	BRITISH FOOD JOURNAL	Article; Early Access	Web of Science

106	Naz, L; Ali, A; Yasmin, S; Trueha, K	Naz, Lubna; Ali, Amjad; Yasmin, Sabina; Trueha, Kassahun	Geospatial inequalities in women's malnutrition in Pakistan	2025	BMC WOMENS HEALTH	10.1186/s12905-025-03752	http://dx.doi.org/10.1186/s12905025-03752-w	Institute of Business Administration, Karachi; KREA University	[Naz, Lubna] Inst Business Adm IBA, Sch Econ & Social Sci, Univ Rd, Karachi 75270, Pakistan; [Ali, Amjad] Karakoram Int Univ, Dept Dev Studies, Hunza Campus, Hunza 15700, Hunza, Pakistan; [Yasmin, Sabina] Krea Univ, Sri City 517646, Andhra Prades, India; [Trueha, Kassahun] Wolkite Univ, Dept Stat, Wolkite, Ethiopia	BMC WOMENS HEALTH	Article	Web of Science
107	Sharma, N; Link, J; Kargeti, K; Sharma, N; Heinmaa, I; Panda, SK; Stern, R; Chakraborty, T; Chakrabarty, T; Marik, S	Sharma, Nikita; Link, J.; Kargeti, Kuldeep; Sharma, Neha; Heinmaa, I.; Panda, S. K.; Stern, R.; Chakraborty, Tirthankar; Chakrabarty, Tanmoy; Marik, Sourav	Normal state and superconducting state properties of high entropy Ta0.2Nb0.2V0.2Ti0.2X0.2 (X = Zr and Hf)	2025	PHYSICAL REVIEW MATERIALS	10.1103/PhysRevMaterials.9.064801	http://dx.doi.org/10.1103/PhysRevMaterials.9.064801	Thapar Institute of Engineering & Technology; National Institute of Chemical Physics & Biophysics (NICPB); KREA University	[Sharma, Nikita; Sharma, Neha; Chakraborty, Tirthankar; Marik, Sourav] Thapar Inst Engn & Technol, Dept Phys & Mat Sci, Patiala 147004, India; [Link, J.; Heinmaa, I.; Stern, R.; Chakrabarty, Tanmoy] NICPB, EE-12618 Tallinn, Estonia; [Kargeti, Kuldeep; Panda, S. K.] Bennett Univ, Dept Phys, Greater Noida 201310, Uttar Pradesh, India; [Chakrabarty, Tanmoy] Krea Univ, Div Sci, Sri City 517646, Andhra Prades, India	PHYSICAL REVIEW MATERIALS	Article	Web of Science
108	Gangadharan, V; Padmakumari, L; Balasubramaniam, VC	Gangadharan, Vismaya; Padmakumari, Lakshmi; Balasubramaniam, Vijayalakshmi C.	Assessing the Efficacy of Corporate Disclosures in Fulfilling Stakeholders' Information Needs: A Thematic Analysis	2025	JOURNAL OF EMERGING MARKET FINANCE	10.1177/09726527241312976	http://dx.doi.org/10.1177/09726527241312976	Mahindra University; Institute of Rural Management Anand; KREA University; IFMR - Graduate School of Business (GSB)	[Gangadharan, Vismaya] Mahindra Univ, Sch Management, Hyderabad 500043, Telangana, India; [Padmakumari, Lakshmi] Inst Rural Management Anand, Anand, Gujarat, India; [Balasubramaniam, Vijayalakshmi C.] Krea Univ, IFMR Grad Sch Business, Sri City, Andhra	JOURNAL OF EMERGING MARKET FINANCE	Article	Web of Science
109	Singh, VK; Gayen, S; Ali, SS; Moharana, RC; Chakrabarty, T; Koteswararao, B; Chattopadhyay, S; Panda, SK	Singh, V. K.; Gayen, S.; Ali, Sk. Soyeb; Moharana, R. C.; Chakrabarty, T.; Koteswararao, B.; Chattopadhyay, S.; Panda, S. K.	Magnetic and electronic structure studies on S=1/2 Heisenberg antiferromagnetic alternating spin chain system KCuGa(PO4)2	2025	JOURNAL OF MAGNETISM AND MAGNETIC MATERIALS	10.1016/j.jmmm.2025.173391	http://dx.doi.org/10.1016/j.jmmm.2025.173391	Indian Institute of Technology System (IIT System); Indian Institute of Technology (IIT) - Tirupati; KREA University; UGC DAE Consortium for Scientific Research	[Singh, V. K.; Moharana, R. C.; Koteswararao, B.] Indian Inst Technol Tirupati, Dept Phys, Tirupati 517619, India; [Gayen, S.; Ali, Sk. Soyeb; Panda, S. K.] Bennett Univ, Dept Phys, Greater Noida 201310, India; [Chakrabarty, T.] Krea Univ, Div Sci, Sri City 517646, India; [Chattopadhyay, S.] Mumbai Ctr, UGC DAE Consortium Sci Res, 247C 2nd Floor Common Facil Bldg BARC	JOURNAL OF MAGNETISM AND MAGNETIC MATERIALS	Article	Web of Science
110	Saha, S; Pallamraju, D; Kumar, S; Narayanan, VL; Sunda, S	Saha, Sovan; Pallamraju, Duggirala; Kumar, Sunil; Narayanan, V. Lakshmi; Sunda, Surendra	Cross-equatorial travelling ionospheric disturbances and changes in background ionospheric densities over Indian longitudes during geomagnetic storm of 20-21 December 2015	2025	ADVANCES IN SPACE RESEARCH	10.1016/j.asr.2025.02.066	http://dx.doi.org/10.1016/j.asr.2025.02.066	Department of Space (DoS), Government of India; Physical Research Laboratory - India; Clemson University; National Center Atmospheric Research (NCAR) - USA; KREA University	[Saha, Sovan] Indian Ctr Space Phys, Kolkata, India; [Saha, Sovan; Pallamraju, Duggirala; Kumar, Sunil] Phys Res Lab, Space & Atmospher Sci Div, Ahmadabad, India; [Kumar, Sunil] Clemson Univ, Phys & Astron Dept, Clemson, SC USA; [Kumar, Sunil] Univ Corp Atmospher Res, Boulder, CO USA; [Narayanan, V. Lakshmi] KREA Univ, Sch Interwoven Arts & Sci, Sri City, Andhra Pradesh, India; [Sunda, Surendra] Airport Author	ADVANCES IN SPACE RESEARCH	Article	Web of Science
111	Akhilesh, K; Rubio-Jara, S; Panera, J; Santonja, M; Pérez-González, A; Dominguez-Rodrigo, M; Bello-Alonso, P; Pappu, S	Akhilesh, Kumar; Rubio-Jara, Susana; Panera, Joaquin; Santonja, Manuel; Perez-Gonzalez, Alfredo; Dominguez-Rodrigo, Manuel; Bello-Alonso, Patricia; Pappu, Shanti	Reconstructing Skills and Strategies of Hominins During the Early Acheulean: Behavioral Flexibility in Handaxe Production at Olduvai Gorge (Tanzania)	2025	JOURNAL OF PALEOLITHIC ARCHAEOLOGY	10.1007/s41982-025-00224-3	http://dx.doi.org/10.1007/s41982025-00224-3	Complutense University of Madrid; Universidad de Alcala; Universidad de Alcala; Rice University; Universidade de Vigo; Leibniz-Forschungsinstitut fur Archaologie (RGZM); Leibniz-Forschungsinstitut fur Archaologie (RGZM); KREA University	[Akhilesh, Kumar; Pappu, Shanti] Sharma Ctr Heritage Educ, 4 Sch Rd, Chennai 600119, Tamil Nadu, India; [Rubio-Jara, Susana; Panera, Joaquin] Univ Complutense Madrid, Fac Geog Hist, Dept Prehist Hist Antigua & Arqueol, Prof Aranguren S-N Edificio B, Madrid 28040, Spain; [Rubio-Jara, Susana; Panera, Joaquin; Santonja, Manuel; Perez-Gonzalez, Alfredo; Dominguez-Rodrigo, Manuel] Univ Alcala UAH, Inst Evolut Africa IDEA, Covarrubias 36, Madrid 28010, Spain; [Dominguez-Rodrigo, Manuel] Univ Alcala, Dept Hist & Filosofia, Area Prehist, Alcala De Henares, Spain; [Dominguez-Rodrigo, Manuel] Rice Univ, Dept Anthropol, 6100 Main St, Houston, TX 77005 USA; [Bello-Alonso, Patricia] Univ Vigo, GEAAT Grp Estudos Arqueoloxia, Fac Hist, Campus Lagoas, Orense 32004, Spain; [Bello-Alonso, Patricia] RGZM, Monrepos Archaeol Res Ctr, TraCEr, Mainz, Germany; [Bello-Alonso, Patricia] RGZM, Museum Human Behav Evolut	JOURNAL OF PALEOLITHIC ARCHAEOLOGY	Article	Web of Science

112	Parameshwaran, D; Bhavnani, S; Mukherjee, D; Sharma, KK; Newson, JJ; Subramaniyam, NP; Divan, G; Patel, V; Thiagarajan, TC	Parameshwaran, Dhanya; Bhavnani, Supriya; Mukherjee, Debarati; Sharma, Kamal Kant; Newson, Jennifer Jane; Subramaniyam, Narayan Puthanmadam; Divan, Gauri; Patel, Vikram; Thiagarajan, Tara C.	Resting state EEG classifies developmental status in three-year-old children	2025	DEVELOPMENTAL COGNITIVE NEUROSCIENCE	10.1016/j.dcn.2025.101575	http://dx.doi.org/10.1016/j.dcn.2025.101575	KREA University; IFMR - Graduate School of Business (GSB); Public Health Foundation of India; Harvard University; Harvard Medical School; Harvard University; Harvard T.H. Chan School of Public Health; Tampere University	[Parameshwaran, Dhanya; Thiagarajan, Tara C.] IFMR, Sapien Labs Ctr Human Brain & Mind Krea, Chennai, India; [Bhavnani, Supriya; Sharma, Kamal Kant; Divan, Gauri] Sangath, Child Dev Grp, New Delhi, India; [Mukherjee, Debarati] Indian Inst Publ Hlth Bengaluru, Publ Hlth Fdn India, Bengaluru, Karnataka, India; [Newson, Jennifer Jane; Subramaniyam, Narayan Puthanmadam; Thiagarajan, Tara C.] Sapien Labs, Arlington, VA USA; [Patel, Vikram] Harvard Med Sch, Dept Global Hlth & Social Med, Boston, MA USA; [Patel, Vikram] Harvard Chan Sch Publ Hlth, Boston, MA USA; [Subramaniyam, Narayan Puthanmadam] Tampere Univ, Fac Med & Hlth	DEVELOPMENTAL COGNITIVE NEUROSCIENCE	Article	Web of Science
113	Hill, JE; Miller, ML; Chipman, RB; Gilbert, AT; Beasley, JC; Dharmarajan, G; Rhodes, OE	Hill, Jacob E.; Miller, Madison L.; Chipman, Richard B.; Gilbert, Amy T.; Beasley, James C.; Dharmarajan, Guha; Rhodes, Olin E.	Habitat-specific seasonal densities of sympatric raccoons and opossums in the southeastern United States	2025	JOURNAL OF MAMMALOGY	10.1093/jmammal/gyaf001	http://dx.doi.org/10.1093/jmammal/gyaf001	University System of Georgia; University of Georgia; United States Department of Energy (DOE); Savannah River Ecology Laboratory; United States Department of Agriculture (USDA); United States Department of Agriculture (USDA); University System of Georgia; University of Georgia; University System of Georgia; University of Georgia; Michigan State University; West Virginia University; KREA	[Hill, Jacob E.; Miller, Madison L.; Beasley, James C.; Dharmarajan, Guha; Rhodes, Olin E.] Univ Georgia, Savannah River Ecol Lab, PO Drawer, Aiken, SC 29802 USA; [Chipman, Richard B.] US Wildlife Serv, Natl Rabies Management Program, USDA, APHIS, Concord, NH 03301 USA; [Gilbert, Amy T.] US Wildlife Serv, Natl Wildlife Res Ctr, USDA, APHIS, 4101 Laporte Ave, Ft Collins, CO 80521 USA; [Beasley, James C.] Univ Georgia, Warnell Sch Forestry & Nat Resources, 180 E Green St, Athens, GA 30602 USA; [Rhodes, Olin E.] Univ Georgia, Odum Sch Ecol, 140 E Green St, Athens, GA 30602 USA; [Hill, Jacob E.] Michigan State Univ, Dept Fisheries & Wildlife, 480 Wilson Rd 13, E Lansing, MI 48824 USA; [Miller, Madison L.] West Virginia Univ, Div Forestry & Nat Resources, Morgantown, WV 26505 USA; [Dharmarajan, Guha] Krea Univ, Sch Interwoven Arts & Sci, Div Sci, Sri City, Andhra Pradesh, India	JOURNAL OF MAMMALOGY	Article	Web of Science
114	Krishnan, R; Dhara, C; Horinouchi, T; Gonzales, CKG; Dimri, AP; Shrestha, MS; Swapna, P; Roxy, MK; Son, SW; Ayantika, DC; Cruz, FAT; Qiao, FL	Krishnan, R.; Dhara, Chirag; Horinouchi, Takeshi; Gotangco Gonzales, C. Kendra; Dimri, A. P.; Shrestha, M. Singh; Swapna, P.; Roxy, M. K.; Son, Seok-Woo; Ayantika, D. C.; Cruz, Faye Abigail T.; Qiao, Fangli	Compound weather and climate extremes in the Asian region: science-informed recommendations for policy	2025	FRONTIERS IN CLIMATE	10.3389/fclim.2024.1504475	http://dx.doi.org/10.3389/fclim.2024.1504475	Ministry of Earth Sciences (MoES) - India; Indian Institute of Tropical Meteorology (IITM); KREA University; Hokkaido University; Ateneo de Manila University; Australian National University; Department of Science & Technology (India); Indian Institute of Geomagnetism (IIG); Jawaharlal Nehru University, New Delhi; Seoul National University (SNU); Seoul National University (SNU); First Institute of Oceanography, Ministry	[Krishnan, R.; Swapna, P.; Roxy, M. K.; Ayantika, D. C.] Minist Earth Sci, Indian Inst Trop Meteorol, Pune, India; [Dhara, Chirag] Krea Univ, Sri City, India; [Horinouchi, Takeshi] Hokkaido Univ, Fac Environm Earth Sci, Sapporo, Japan; [Gotangco Gonzales, C. Kendra] Ateneo Manila Univ, Sch Sci & Engn, Dept Environm Sci, Quezon City, Philippines; [Gotangco Gonzales, C. Kendra] Australian Natl Univ, Fenner Sch Environm & Soc, Canberra, ACT, Australia; [Dimri, A. P.] Indian Inst Geomagnetism, Mumbai, India; [Dimri, A. P.] Jawaharlal Nehru Univ, Sch Environm Sci, New Delhi, India; [Shrestha, M. Singh] Int Ctr Integrated Mt Dev, Kathmandu, Nepal; [Son, Seok-Woo] Seoul Natl Univ, Sch Earth & Environm Sci, Seoul, South Korea; [Son, Seok-Woo] Seoul Natl Univ, Interdisciplinary Program Artificial Intelligence, Seoul, South Korea; [Cruz, Faye Abigail T.] Ateneo de Manila Univ Campus, Manila Observ, Quezon City, Philippines; [Qiao,	FRONTIERS IN CLIMATE	Review	Web of Science

Annexure 12.1.7

Faculty Book publications

Annexure 12.1.7 No. of books published	
Author	Count of Bools
Ramachandra Guha	2
N. Chandrasekaran	1
Shailja Tandon	1
Bishnu Mahopatra	1
Namrata Rele Sathe	1
edited by Panchali Ray	1
Preeti Gulati	1
edited by Sabah Siddiqui.	1
Aashique Ahmed Iqbal	1
Mukund Padmanabhan	1
Grand Total	11

Sl. No.	Title	Author	Publisher	Barcode	Publication Year	Call Number	Collections	Location	Item Type	Date of Accessioned
1	Aeroplane and the making of modern india	Aashique Ahmed Iqbal	Oxford University Press	K13119	2023	387.7095409045 IQB	SIAS	FP	BK	01-August-2023
2	Sexuality Reimagined: MSM in Modern India	Shailja Tandon	Ane Books	B3821	2023	306.76620954 TAN	GSB	FP	BK	05-January-2024
3	Great Flap of 1942: How The Raj Panicked Over A Japanese Non-Invasion	Mukund Padmanabhan	Vintage	K14392	2024	954.035 PAD	SIAS	FP	BK	12-March-2024
4	Neoliberal Self in Bollywood: Cinema, Popular Culture, and Identity	Namrata Rele Sathe	Intellect	K14435	2024	791.4301 SAT	SIAS	FP	BK	24-March-2024
5	Strategic management	N. Chandrasekaran	Taxmann Publications :	B4327	2024	658.4012 CHA	GSB	FP	BK	17-October-2024
6	Speaking with nature: the origins of Indian environmentalism	Ramachandra Guha	Fourth Estate,	K16744	2024	304.20954 GUH	SIAS	FP	BK	07-November-2024
7	Teachingwriting resistance: women's studies in contemporary times	edited by Panchali Ray and Shadab Bano	Orient BlackSwan,	K17549	2024	305.42 TEA	SIAS	FP	BK	06-December-2024
8	People's history of the farmers' movement, 2020-2021	edited by Shamsher Singh and Sabah Siddiqui.	Routledge,	K16565	2025	305.56330954 PEO	SIAS	FP	BK	08-October-2024
9	Rain Incarnations	Bishnu Mahopatra ; translated by Aparna Uppaluri ; art by Gauri Nagpal.	Speaking Tiger Books,	K18039	2025	891.451 MOH	SIAS	FP	BK	01-April-2025
10	Women Writing History: Three Generations	Romila Thapar, Kumkum Roy and Preeti Gulati.	Zubaan,	K18323	2025	305.4209 THA	SIAS	FP	BK	29-July-2025
11	Paryavaranvadacha Jagatik Itihas	Ramachandra Guha	Rohan Prakashan,	K18289	2025	363.7 GUH	SIAS	FP	BK	24-October-2025

Annexure 12.1.10

Inter-departmental Research

ANNEXURE 12.1.10

Inter-departmental Research

Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences

The Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences is a Centre of excellence for advanced research across the humanities and social sciences through a range of interdisciplinary projects. It serves as a hub for independent and collaborative post-doctoral research and provides an environment that stimulates the spirit of active intellectual enquiry and ethical reflection through critical analysis and empirical studies.

In line with Krea University's research vision, the centre facilitates exchanges between interdisciplinary hubs focussed on the dominant questions that humanity must understand and address in this century. The Moturi Satyanarayana Centre aims to recognize the enduring value of explorations of the past and critical analysis of contemporary impetus for social change.

The Centre commemorates the life and legacy of Padma Bhushan awardee Moturi Satyanarayana, a veteran freedom fighter, educationist, social worker, Member of Constituent Assembly, Member of Provisional Parliament, and twice-nominated Member of Rajya Sabha. The Centre is supported by the Padma Bhushan Moturi Satyanarayana Endowment set up by his daughter, Sujata Kumar and son-in-law Tatineni Prem Kumar.

Currently, scholarships and honoraria have been established for post-doctoral research fellows. Scholars of eminence are invited to pursue research, reflection, and writing in areas and themes of their choice. The scholars who successfully complete their studies will be known as Moturi Satyanarayana Scholars.

Through continuous exchange, the Centre contributes towards and engage with the vibrant intellectual culture of Krea university. Besides using the traditional modes such as seminars, workshops, publications, interdisciplinary dialogues, The Moturi Satyanarayana Centre embraces digital methods for reaching out not only to the community at Krea but also to the world outside.

The Centre is headed by a Director responsible for interpreting and translating its vision.

Centre for Writing and Pedagogy

The Centre for Writing and Pedagogy (CWP) is a teaching, training and research centre at Krea University. The Centre's focus is on teaching writing, and on developing critical writing pedagogies that can support the teaching of the disciplines at the undergraduate and postgraduate level. The Centre is working towards making accessible the processes of writing in habits and practices of reading and writing that support scholarly and creative writing. The Centre believe that the pedagogic methods which are developed to teach reading and writing are transferable as classroom teaching skills in the teaching of any discipline.

The CWP is developing curricula for the foundation skills course in academic writing as well as in the disciplines. In addition, it hire and train undergraduate tutors to provide writing support to students. It also been developing expertise in conducting research writing workshops for post-graduate students from the Masters level till PhD, and faculty training workshops for those who teach writing or wish to teach writing at the college or university level.

The Krea-CWP is proud to be among those leading the charge to make the teaching of writing a transformative movement in higher education in India.

Sapien Labs Centre for the Human Brain and Mind

The Sapien Labs Centre for the Human Brain and Mind at Krea University is a collaboration between Sapien Labs and Krea University with an aim to pursue research and learning related to the human brain and mind. It also intends to build a globally distributed infrastructure for large-scale, real-time data acquisition and insights as well as development of interventions and tools that can become scalable products and services embedded in the world to move the needle.

The Centre will bring together cross-disciplinary faculty, large-scale acquisition of multi-dimensional human physiological data, cutting-edge data workflows, and engagement with the non-profit, start-up and government sectors.

The collaborative initiative includes data acquisition support from LEAD at Krea University using its infrastructure and collaborating with other partners where necessary for medical/physiological data.

IFMR LEAD

IFMR, the sponsoring society of Krea University, has established IFMR LEAD (Leveraging Evidence for Access and Development), a world class research centres under its aegis. LEAD is a research organization that specializes in conducting high-quality policy-oriented and action-oriented research by partnering with influential stakeholders to inform policymaking debates. It collaborates with world's leading professors and economists, development specialists, and industry experts on research design and implementation, and data analysis and dissemination. LEAD has strategic oversight and brand support from Krea University to enable synergies between academia and the research centre.

Initiative for What Works to Advance Women and Girls in the Economy

The Initiative for What Works to Advance Women and Girls in the Economy (IWWAGE) was established to address this challenge. It attempts to move the needle on women's participation in economic activities by addressing barriers to women's work, facilitating access to decent work and economic resources, and leveraging the transformative potential of Women's Empowerment Collectives.

Centre for Digital Financial Inclusion (CDFI) is an innovation and research centre at the Institute for Financial Management and Research (IFMR), CDFI was established in September 2014 with the objective of using technology in empowering the poor and excluded with tools/information and developing mechanisms to sustain and scale such solutions.

Over the years, CDFI has developed, supported, scaled and sustained award-winning innovative digital solutions for the social sector that have impacted significant no. of citizens across the country. These solutions are driving large scale projects at the national and state level in areas such as Cashless Payments & Financial Inclusion, Benefit Delivery & Social Protection, Health, Farm & Non-Farm Collectives, Data & Outcome-Driven Planning & Governance, and Outreach & Capacity Building.

CDFI has partnered with various Central Ministries / Departments such as the Ministry of Rural Development, Ministry of Electronics & Information Technology, Ministry of Woman and Child Development, DBT Mission, and Department of Posts. It is also working with the State Government of Meghalaya and has worked in the past with Chhattisgarh, Telangana, Assam,

Maharashtra & Kerala. CDFI is also working with international institutions such as the World Health Organization and Bill & Melinda Gates Foundation.

CDFI has been able to achieve considerable success in the country as an innovator and thought leader in catalysing change through technology. CDFI has been successful in building a trusted network of technology, implementation, and research partners which has enabled it to execute large-scale projects in a cost-effective and timely manner.

Inclusion Economics India Centre

Inclusion Economics India Centre (IEIC) (formerly EPoD India), based at IFMR/Krea University, works closely with Inclusion Economics at Yale University, to conduct data-driven research and engage with the policy community in India to inform and encourage evidence-backed dialogues on economic and social inclusion. Inclusion Economics is a policy-engaged research initiative that began operations as an independent research centre at IFMR in November 2020, as a continuation of the body of research and policy work previously called EPoD India. Our vision is a world where research and dialogue ensure economic justice, social opportunity and environmental protection. Our mission is enabling inclusive economies and societies. Our work in India includes research engagements across multiple states and focuses on some of India's most challenging problems, ranging from pollution and climate change to women's economic engagement and engagement with technology, to supporting effective governance and building state capacity. Through these studies, we ask questions like:

- What policies give women a path to greater economic autonomy and opportunity?
- How can policy shape social norms, enabling gender-equitable opportunities and improving women's well-being?
- How can citizens hold the public and private sector accountable to address climate change, the central challenge of the twenty-first century?
- How can societies' most vulnerable citizens hold government leaders accountable for equitable access to services and economic opportunities?
- How can political and bureaucratic leaders effectively and efficiently deliver services for all?

In India, we take our responsibility to inform public narratives and share data-driven insights, while learning from others, seriously. We regularly interact with policy counterparts and researchers from a variety of fields to encourage evidence-informed dialogues on inclusion, and we share our findings with the public both here and internationally.

IEIC work in partnership with Ministry of Rural Development, Government of India, and various departments of Government of Chhattisgarh and Government of Bihar.

J-PAL South Asia

Abdul Latif Jameel Poverty Action Lab (J-PAL) is a global research center working to reduce poverty by ensuring that policy is informed by scientific evidence. Anchored by a network of 294 affiliated professors at universities around the world, J-PAL conducts randomized impact evaluations to answer critical questions in the fight against poverty.

J-PAL South Asia, based at the Institute for Financial Management and Research in India, leads J-PAL's work in the South Asia region. J-PAL South Asia conducts randomised evaluations, builds partnerships for evidence-informed policymaking, and helps partners scale up effective programmes.

J-PAL has a growing number of partnerships in Bangladesh, India, Nepal, Pakistan, and Sri Lanka. In 2011, J-PAK were selected to host the South Asia Center for CLEAR, a global initiative coordinated by the World Bank's Independent Evaluation Group. Under this initiative, we host a knowledge sharing roundtable series and equip practitioners with the expertise to carry out rigorous evaluations through training courses, advisory services, and joint research projects.

Water, Environment, Land and Livelihoods (WELL) Labs

WELL Labs is an organization dedicated to transforming water systems at scale across India through research, strategic partnerships, and collective action. It undertakes complex and systemic challenges by designing comprehensive, evidence-based solutions that aim to generate significant social returns.

WELL Labs' work is science-led and community-focused, addressing the interconnected dimensions of water, environment, land, and livelihoods. To achieve impact at scale, the organization integrates its solutions within government systems, engages with the private sector, and collaborates with civil society organizations and active citizens.

Annexure 12.1.11 A

Internal Research Projects

Annexure 12.1.11 A

Internal Research Projects

Sl No	Title of Project	Year	Full Name of Principal Investigator	Full Name of Co-PI (1)	Full Name of Co-PI (2)	Domain of Research Project	Proposed Budget
1	Reading Strategies Employed by Mathematics Teachers and Learners: Mapping Cognition through an Eye-Tracking Study	2024	Vivek Tewary	Sayantan Datta	N/A	Science	760,000
2	Making light-emitting bacteria	2024	Kalyan Chakrabarti	Vaishali Sharma	Sivakumar Srivivasan	Science	8, 00, 000
3	Hydroxyl Airglow Imaging with a Low-cost instrument (HAIL)	2024	V Lakshmi Narayanan	J Anten Edilbert	N/A	Science	800000
4	Formalisation and verified implementation of group theoretic algorithm	2024	Dr T.V.H. Prathamesh	Dr Rishi Vyas	N/A	Science	3,00,000
5	Krea Research Fellowship 2024-2025	2025	Lakshmi Narayanan V	Anten Edilbert J	N/A		5,74,176
6	Political Representation and Gender Equity in Health Care Utilization	2025	Suchika Chopra	Soumya Pal	N/A	Science	8,00,000

Annexure 12.1.11 B

External Research Projects

Annexure 12.1.11 B : External Research Projects						
Sl No	**Name of the Professor**	**Title**	**Role**	**Duration**	**Funding Agency**	**Research Grant**
1	Lakshmi Narayanan Viswanathan	On the impact of geomagnetic disturbances in the gravity wave and tidal dynamics of the mesosphere in the auroral region	Principal Investigator	1 year (April 2024 – March 2025) - Completed	Institute for Space-Earth Environmental Research, Japan	JPY 484,000/- to cover travel and research stay for few weeks
2	Lakshmi Narayanan Viswanathan	Early Morning Ionosphere-Thermosphere System (EMITS): Knowledge gaps and Importance in the low and midlatitudes	Principal Investigator	3 year (July 2025 – July 2028) – Ongoing	Anusandhan National Research Foundation, India	INR 55,39,250/-
3	Lakshmi Narayanan Viswanathan	Large and small-scale ionospheric plasma irregularities using airglow imaging and GNSS TEC measurements	Principal Investigator	Awaiting fund release	ISRO RESPOND program, India	INR 27,84,064/- Awaiting fund release
4	Dr Tanmoy Chakrabarty	Collaborative Research scheme (CRS) project proposal (CRS/2023-24/1437)	Principal Investigator	3 years	UGC-DAE-CSR	195000
5	Venkata Srinu Bhadram	Molecular Springs at Extreme Pressures (Start-up Research Grant (SRG))	Principal Investigator	2 years (March 2023 - March 2025)	Science and Engineering Research Board (SERB), DST, Govt. of India	22.42 L
6	Rohan Gudibande	KREA LEAD Agreement	Principal Investigator	June 2022 - 2023 June	Consultancy to IFMR	INR 320,033 plus GST

Annexure 12.1.12

Educational Programmes Arranged

Annexure 12.1.12 Educational Programmes Arranged						
List of CWP (Centre for Writing & Pedagogy) activities						
S No.	**Name of Event**	**Name of Organization**	**Type of Event**	**Target Audience**	**Date (DD/MM/YYYY)**	**Mode (Online/ Offline)**
1	Critical Thinking & Pedagogy of Care	IC3 Conference, Heritage School, Kolkata	Workshop	Principals. Counsellors, teachers	29/01/2019	Offline
2	Writing as Research	IIT Delhi	Workshop	Research Scholars	11-2-2019	Offline
3	Effective Writing Skills: A Writing Workshop for Krea Staff	TTK Road, Krea University	Workshop	Krea Staff	1-4-2019	Offline
4	A Day at the Museum: (The devil is in the details of how we read and write)	IC3 Conference, Strawberry Fields School, Chandigarh	Workshop	Principals. Counsellors, teachers	11-5-2019	Offline
5	The Nuts and Bolts of Teaching Academic Writing (2-day workshop)	GITAM School of Humanities and Social Sciences	Workshop	Faculty in GITAM School of Humanities and Social Sciences	14/07/2021	Online
6	Teaching - Critical Reading & Writing	Krea University	Workshop	Teachers	26/07/2019	Offline
7	Script, Sound, & Sense: A Workshop on Teaching Critical Reading & Writing	Krea	Workshop	Chennai School teachers	26/07/2019	Offline
8	What Teaching WOC Taught Us About Teaching: A Sharing of Teaching Strategies	Krea University	Presentation	Krea Faculty	12-12-2019	Offline
9	Learning to See, Learning to Say: Pedagogies of Reading & Writing	CBSE Gulf Sahodya	Workshop	32nd CBSE Gulf Sahodya Conference for School Principals, Jaipur	6-1-2020	Offline

10	Work in Progress: A 2-Day Workshop for PhD Students of Jammu	IIT Jammu	Workshop	Research Scholars	10-01-2020	Offline
11	How to Become a Paratrooper: A Workshop on Paragraphing	School of Education, AUD	Workshop	Masters & PhD Students; Research Scholars	21/01/2020	Offline
12	The Pieces and the Puzzle: A Workshop on Theory, Method, and Data in Research Writing (2-day workshop)	Centre for Regional Studies, Hyderabad Central University	Workshop	Research Scholars	28/01/2020	Online
13	Types of Writing in Research: 2-Day Workshop	Centre for Regional Studies, HCU	Workshop	Research Scholars	28/01/2020	Offline
14	Description in Reporting the Field	IFMR LEAD	Workshop	Research Scholars	19/02/2020	Offline
15	The Objects and Objectives of Research: A Writing Workshop for PhD students at IFMR GSB	GSB, Krea University	Workshop	PhD Students	4-3-2020	Offline
16	The Path of Haiku: A Workshop with Geetanjali Rajan	CWP, Krea University	Faculty Training Workshop	Faculty, CWP, Krea University	24/08/2020	Online
17	When Writing is the Heart of It by Akhil Katyal	CWP, Krea University	Workshop	Krea WOC Students	16/10/2020	Online
18	How to Teach College-Level Reading: A workshop on reading Strategies	SIAS Faculty, Krea University	Workshop	SIAS Faculty	4-12-2020	Offline
19	The Practice of Writing as Reading	Psychology Department, Ambedkar University, Delhi	Workshop	PhD scholars	11-12-2020	Online
20	The Search in Research	Department of Psychology, Dr BR Ambedkar University, Delhi	Workshop	PhD Scholars	23/12/2020	Online

21	Intensive Workshop on Academic Writing	Department of Communication, Sarojini Naidu School of Arts and Communication, University of Hyderabad, and CWP, Krea University	Workshop Series	Students	11-01-2021	Online
22	Narrating Academic Research	School of Managament and Entrepreneurship, Shiv Nadar University	Workshop	Students of SME, SNU	16/01/2021	Online
23	Online and Downloadable: Writing Pedagogies in the Pandemic	CWP, Krea University	Conference	Registered participants	12-02-2021	Online
24	What do we Communicate in Academic Writing and How?	SAIBSA, Krea University	Workshop	Registered participants	20/02/2021	Online
25	Taking the Bull by the Horns: Challenges of Bringing Theory to Research Writing	Centre for Regional Studies, School of Social Sciences, HCU, and CWP, Krea University	Workshop	Research Scholars of HCU's Centre for Regional Studies	4-3-2021	Offline
26	Abstract Writing	Department of Comparative Indian Language and Literature, Calcutta University	Workshop	Research Scholars	19/03/2021	Online
27	Academic Writing Workshop (in collaboration with JNU & O.P. Jindal Global University) (2-day workshop)	School of Arts & Aesthetics, JNU, Delhi	Workshop	Research Scholars	30/03/2021	Online
28	Sentencing: How to Make Academic Writing Less Punishing and More Enjoyable	Centre for Writing Studies, OP Jindal Global University	Workshop	JGU Students & Faculty	5-4-2021	Online
29	Poetry in Days of Blah and Meh (Daily Riyaaz, Edition 2021)	CWP, Krea University	Poetry Reading	Krea Students & Faculty	8-5-2021	Online

30	Putting Words in Our Mouth	CWP, Krea University, and Kreativity in Action	Workshop	High School Students	12-7-2021	Online
31	What does it say? vs What does it mean?	CWP, Krea University, and Kreativity in Action	Workshop	School Educators	19/07/2021	Online
32	Creative & Critical: Reading, Writing, Thinking	Sardar Patel Vidyalaya, New Delhi	Workshop	Teachers	3-8-2021	Online
33	Claiming It	CWP, Krea University	Workshop	Faculty, CWP, Krea University	9-8-2021	Online
34	Narrating Our Data	LEAD, Krea University	Workshop	Researchers of LEAD	17/09/2021	Online
35	Landscaping Urban Studies Research	TISS, Mumbai	Workshop	Research Scholars of School of Habitat Studies	1-10-2021	Online
36	Mastering the Foundational Concepts of Writing	ELT, OUP India	Webinar Workshop	ELT Workshop for School Teachers	5-10-2021	Online
37	Contemporary Concerns in Sociological Research: Philosophy & Practice	IP College for Women, University of Delhi & Hypatia: The Sociology Society, Dept. of Sociology	Workshop	Open to registered candidates	22/10/2021	Online
38	"Colourless Green Ideas Sleep Furiously" - What is Coherence?	Department of English, Aryabhatta College, Delhi University	Workshop	Undergraduate students	9-11-2021	Online
39	2 Workshops on Research Writing for a Certificate course on Academic Writing, Research Methodology, & New Frontiers of Research for Humanities & Social Sciences (organized by Hansraj college)	Hansraj College, Delhi University	Workshop	All registered members of the course	07-01-2022	Online

40	Heads & Tails: Telling the Story of Research (A Workshop for students of Step by Step school, NOIDA)	Step by Step School, NOIDA	Workshop	Students of Step by Step, NOIDA	11-2-2022	Online
41	The Write Side of History: A Conversation on Scholarly Writing by Aparna Vaidik	CWP, Krea University	Workshop	WOC students at krea	12-2-2022	Online
42	Images & Imagination: A Workshop on Literary Appreciation	IIT, Goa	Workshop	Students of IIT Goa	15/02/2022	Online
43	Zooming In/Zooming Out: A Workshop on Academic Writing for students of IIT Goa	IIT, Goa	Workshop	Students of IIT Goa	18/02/2022	Online
44	A World in Two Images & Three Lines	Azim Premji University	Workshop	All students of APU	22/02/2022	Online
45	Piecing the Puzzle of Academic Writing	Department of Social Work, Sree Sankaracharya University of Sanskrit, Kalady	Workshop	Faculty Development Programme	25/02/2022	
46	How Literary Scholars Read & How They Write	Department of English, University of Hyderabad	Workshop	Graduate (Masters & PhD) students	29/02/2022	Offline
47	Faculty Development Programme cum Workshop on Academic Reading & Writing: 5-day Workshop	IQAC, Gargaon College	Workshop	Faculty at Gargaon College	23/03/2022	Online
48	How Do We Begin? Where Do We Begin? (2 sessions across 2 days)	Ashoka University (YIF)	Workshop	Undergraduate students	31/03/2022	Online
49	Writing Sharp	Women's Studies Centre, Jesus & Mary College	Workshop	Undergraduate students	2-4-2022	Online
50	The Strangeness of Familiars: A Writing Workshop on Describing Nature	CWP & Environmental Communication course, Krea University (ENVS 221/LITT 242)	Workshop	Undergraduate students	7-4-2022	Online

51	Research Paper to Memes	Shiv Nadar University, Greater Noida	Workshop	Undergraduate students at SME	21/04/2022	Online
52	Teaching Reading-Thinking-Writing	Honey Bunch School, Pollachi	Workshop	Teacher Training Workshop	23/04/2022	Online
53	Queer & Trans Community Building: Possibilities & Challenges (A Two-Day International Workshop)	CWP, Krea University & Dept. of Sociology, University of Hyderabad	Workshop	Research Scholars	27/04/2022	Online
54	Managing to Read and Write (EI Managers' Meet, Bangalore)	Educational Initiatives Private Limited, Gujarat	Workshop	Managers at EI	24/06/2022	Offline
55	Art of Science & Science of Art	Krea University	Workshop	Krea Outreach	22/07/2022	Online
56	"Imperial Debris: Writing about the Internet" by Prof. Kavita Philip	CWP, Krea University	Workshop	CWP Faculty Training	23/08/2022	Offline
57	What's there to Argue About? Reading & Writing like Literary Scholars	Dept. of English, Jamia Milia Islamia University	Workshop	Research Scholars	17/09/2022	Online
58	Transgender, Non-conforming, and Non-binary Persons in Indian Science Ecosystem [Talk by Sayantan Datta]	TISS Azim Premji School of Education	Talk	Faculty & Researchers	6-10-2022	Online
59	Public Health Emergency and Ethics of Reporting: Learnings and Way Forward	Dept. of Communication, Sarojini Naidu School of Arts and Communication, University of Hyderabad & The Forum for Medical Ethics Society, Health, Ethics & Law Institute & Indian Journal of Medical Ethics	Panel Discussion	Researchers & Scholars	10-10-2022	Online

60	Writing That is Heard and Seen [by Asambhava Shubha & Driti Wadwa]	KREA CWP	Talk	Faculty & Students	19/1/2023	Offline
61	ISF Book Talk [by Aniket Agha & Sayantan Datta]	India Science Festival	Book Discussion [at a Festival]	All Invited Audience	19/1/2023	Offline
62	Conversations On the Craft of Writing [by Anannya Dasgupta Interviewed by Poulomi Das]	Logos lab	Interview	Open to All	18/02/2023	Online
63	Sentences to Make Arguments and Sentences to Develop Them [by Anannya Dasgupta]	The Digital Humanities, IDRP, [In Collaboration With] The School of Liberal Arts, IIT Jodhpur	Workshop	Research Scholars	24/02/2023	Online
64	Link & Shift: Creating Haiga [by Anannya Dasgupta]	Azim Premji University	Workshop	Undergraduate students	27/02/2023	Online
65	Queering the Space of Higher Education [by Sayantan Datta]	Savitribai Phule Pune University, British Council, and Brunel University London	Talk	Researchers & Scholars	24/07/2023	Offline
66	Like What?: Using Analogy to Communicate Concepts in Science	KREA CWP & KREA Professional Development Programme	Workshop	School Teachers	3-3-2023	Online
67	Pause for a Cause: Use and Misuse of Commas [by Angshuman Chakraborty, Pearson]	KREA CWP	Workshop	Faculty	11-3-2023	Online
68	In Summary, a Shelled Nut [by Anannya Dasgupta & Sayantan Datta]	Asian College of Journalism, Chennai	Workshop	Students of ACJ–Bloomberg Business and Financial Journalism Programme	13/03/2023	Offline
69	Get Out of Class': Queering Infrastructure in Higher Education Institutions [by Sayantan Datta]	Centre for Women's Studies, University of Hyderabad	Talk	Researchers & Scholars	17/03/2023	Online

70	The Business of Analytic Writing [by Anannya Dasgupta & Neha Mishra]	TVS	Workshop	Managers	18/03/2023	Offline
71	A Palate for Attentive Reading and Writing [by Anannya Dasgupta, Neha Mishra, and Sayantan Datta]	Dept. of Linguistics, University of Mumbai	Workshop	Research Scholars [Linguistics]	23/03/2023 & 24/03/2023	Offline
72	Don't Panic: A Hitchhiker's Guide to Chat GPT [by TVH Prathamesh, Sayantan Datta, Neha Mishra, & Anannya Dasgupta]	KREA CWP	Workshop	Faculty	17/04/2023	Online
73	Trusting Doubt: Reading and Thinking Critically [by Neha Mishra]	Birla Open Minds International School, Kollur, Hyderabad	Workshop	School Students [Classes X, XI, XII]	20/04/2023	Offline
74	Persuasion by Description [by Sayantan Datta]	South City International School, Kolkata	Workshop	School Students [Class XII]	21/04/2023	Online
75	Reading and Thinking Critically [by Neha Mishra]	Johnson Grammar School, Hyderabad	Workshop	School Students	21/04/2023	Offline
76	How to Teach Academic Writing [by Anannya Dasgupta, Shweta Rani, Neha Mishra, & Sayantan Datta]	KREA CWP	Faculty Training Workshop	Research Scholars & Faculty	12/05/2023 & 13/05/2023	Online
77	Education in India: Violent Desires, Exclusionary Tendencies, and Transformative Potentials [Two-Day Online Conference]	University of Hyderabad, KREA CWP, and TE|SF India	Conference	Researchers & Scholars	26/05/2023 & 27/05/2023	Online
78	(Trans)forming Community Building in Indian Science Institutions [by Sayantan Datta]	National Institute of Advanced Studies, NIAS Urban Lecture Series 2023	Talk	Researchers & Scholars	10-7-2023	Online
79	Should Writing Centres Have a Future: Teaching Writing in the Age of ChatGPT [by Neha Mishra]	Centre for Writing Studies, Jindal Global University	Workshop	Faculty	28/7/2023	Online
80	Full-on-Feelz: Writing Evocative Descriptions [by Anannya Dasgupta]	School of Art and Architecture, Jindal Global University	Workshop	Undergraduate students	4-8-2023	Online

81	Crafting a Winning Statement of Purpose [by Anannya Dasgupta]	GNITS, Hyderabad	Workshop	Undergraduate students	31/08/2023	Offline
82	Developmental Editing: Principles and Practices [by Neha Mishra]	KREA CWP	Workshop	Undergraduate students	15/09/2023	Offline
83	The Narrative Element of SoPs [by Anannya Dasgupta]	KREA CWP	Workshop	Undergraduate students	21/09/2023	Offline
84	In the Middle of Writing a Dissertation [by Anannya Dasgupta]	Dept. of English, Madras Christian College	Workshop	Undergraduate students	28/09/2023	Offline
85	Writing Research Questions [by Sayantan Datta]	Savitribai Phule Pune University	Workshop	Researchers and Scholars	4-10-2023	Offline
86	Teaching for the 21st Century [by Anannya Dasgupta]	Kruu Inc.	Workshop	School Teachers	7-10-2023	Online
87	Caste, Gender, and Science Journalism [by Sayantan Datta]	Asian College of Journalism, Chennai	Talk	All Invited Audience	5-11-2023	Offline
88	Adivasi Poetry: The Poetics of Indigeneity in Contemporary India [by Joya John]	Krea University, Sri City	Talk	Students and Faculty of Krea University	9-11-2023	Offline
89	Special Lecture on Writing a Research Essay [by Sabah Siddiqui and Shivani Jadeja]	Krea University, Sri City	Talk	Students and Faculty of Krea University	16/11/2023	Offline
90	Discussion on Peer Tutoring Support [by Aditi Sriram]	Krea University, Sri City	Discussion	Peer Tutors at KreaCWP	26/11/2023	Offline
91	Grammiracle Tuesday [by Anannya Dasgupta]	Krea University, Sri City	Workshop	Students of Krea University	12-12-2023	Offline

92	Writing with Chaos: A Workshop for M.A. and Ph.D. Students [by Anannya Dasgupta and Neha Mishra]	Advanced Centre for Women's Studies & School of Development, Tata Institute of Social Sciences, Mumbai	Workshop	M.A. and Ph.D. students	22/12/2023-23/12/2023	Offline
93	Winter School on Academic Writing [by Sayantan Datta]	Nilgiri College of Arts and Sciences	Workshop	Early Career Scholars, PG students, and Ph.D. scholars	29/1/2024-31/1/2024	Offline
94	Book Talk on 'Women in the Wild' [Anita Mani and Raza Kazmi interviewed by Sayantan Datta]	India Science Festival	Discussion	Open to all	20/1/2024	Offline
95	The Other Half of the Other Moon: Haiku for Psychotherapists [by Anannya Dasgupta and Aanchal Bhatnagar]	Lost and Found Psychotherapy	Workshop	Psychotherapists	10-2-2024	Online
96	Academic Writing and Strategic Publishing for Research [by Anannya Dasgupta]	Vellore Insitute of Technology	Workshop	For all registered participants	16/02/24	Online
97	Step-by-Step: Learning to Teach Writing [by Anannya Dasgupta and Sayantan Datta]	Sri Shankaracharya University of Sanskrit - Centre for Academic Writing, Kalady	Workshop	Faculty and Research Scholars of SSUS	23/02/2024-24/02/2024	Offline
98	From Liberation to Marriage Equality: Reflections on Struggle for Recognition [by Sanbaiah Gundeimeda, Geeti Das, and Sayantan Datta]	Krea University, Sri City	Panel Discussion	Students and Faculty of Krea University	27/02/2024	Offline
99	STEM With Stories [by Sarit Sharma, Neha Parti, Veena Prasad, Sampad Mohapatra, Sayantan Datta and Seema Acharya]	Storyweaver	Panel Discussion	Open to all	28/02/2024	Online
100	Haibun: Description in Prose, Description in Poetry [by Anannya Dasgupta]	Azim Premji University	Workshop	Students of APU	29/02/2024	Online
101	Research Writing Workshops [by Neha Mishra, Sayantan Datta, and Namrata Sathe]	Krea University, Sri City	Workshop	Students and Faculty of Krea University	29/02/2024, 5/03/2024, 21/03/2024	Offline
102	Trans as Transformation: Queer, Transgender, and Intersex Persons in the Indian Science Ecosystem [by Sayantan Datta]	International Centre for Theoretical Sciences, Bengaluru	Talk	Students and Faculty of ICTS	1-3-2024	Offline

103	Out in STEM: Celebrating Queer Visibility and Inclusion in Science and Technology [by Grace Banu, Sayantan Datta, A. Mani]	Indian Institute of Technology Madras	Panel Discussion	Open to all	03-03-2024	Offline
104	Adda with J. Devika [by J Devika]	Krea University, Sri City	Discussion	Students and Faculty of Krea University	13/03/2024	Offline
105	Lede-ing to the Nuts: Learning Journalistic Writing from Squirrels [by Anannya Dasgupta]	Asian College of Journalism, Chennai	Workshop	Students of ACJ–Bloomberg Business and Financial Journalism Programme	15/03/2024	Offline
106	Complex Ideas, Clear Sentences: Reading and Writing for Comprehension [by Anannya Dasgupta, Neha Mishra, and Sayantan Datta]	Women's Studies Centre, Pondicherry University	Workshop	MA and PhD students of WSC, Pondicherry University	21/03/2024-23/03/2024	Offline
107	Building Inclusive Institutions: Negotiating Living Arrangements and Related Policies for Queer, Transgender, and Intersex Persons in Higher Education Institutions in India	CEPT University, CWP & ILS, Krea University	Conference	All registered audience	30/03/2024-31/03/2024	Online
108	Khula Area: On the Urban and the Pathological [by Shweta Rani]	CSH-CPR Urban Workshop Series	Talk	All registered audience	30/03/2024	Online
109	Some Methodological Concerns: Life Making and Meaning Making in the Local Garment Activism Spaces in Dhaka [by Mitaja Chakraborty]	European Council for Political Research and Leuphana University, Luneberg	Talk	All registered audience	25/03/24-28/03/24	Online
110	Networks of Care: Work, Labour and Love in Dhaka [by Mitaja Chakraborty]	Department of Economics, University of Hyderabad	Talk	All registered audience	29/03/24-31/03/24	Offline
111	Many Lives of Labour: An Inquiry into the Methods of Exploring Work [by Mitaja Chakraborty]	Department of Sociology, University of Hyderabad	Talk	Faculty and Students of UoH	01/04/24-03/04/24	Offline
112	Social Issues in Health Research [by Amar Jesani, Deepa Pawar, Rashmi Nair, Sayantan Datta, Sunita Bandewar and Akshay Jain]	Sangath India	Lecture	Individuals involved in health research	04-2024	Online

113	Giving Feedback for Revision: A Writing Pedagogy Essential [by Anannya Dasgupta]	UWP, Ashoka University	Workshop	Writing faculty at UWP, Ashoka University	5-4-2024	Offline
114	Is It a Thing Yet?: Writing Pedagogy in India	UWP, Ashoka University	Talk	All registered audience	6-4-2024	Offline
115	Cultivating Dispositions for Critical Thinking: Networks of Support and Feedback in Writing Pedagogies [by Neha Mishra]	UWP, Ashoka University	Talk	All registered audience	6-4-2024	Offline
116	A Neuroscientist's Take on Writing Pedagogy [by Sayantan Datta]	UWP, Ashoka University	Talk	All registered audience	6-4-2024	Offline
117	Form and Formula: Reflections on the Teaching of Technical and Journalistic Writing in Mathematics [by Sayantan Datta and Vivek Tewary]	UWP, Ashoka University	Talk	All registered audience	7-4-2024	Offline
118	From Chit to Chat(GPT): Ethical Conundrums in the Age of AI [by Neha Mishra]	Manipal Academy of Higher Education, Bengaluru	Workshop	Students of MAHE	25/04/2024	Offline
119	Hindi Academic Writing Workshop [by Archana Singh, Gopal, Joya John, Neha Mishra, Shweta Rani, Shivani Kapoor, Sadan Jha]	CWP, Krea University	Workshop	All registered audience	10/05/2024 & 11/05/2024	Online
120	Making Campuses a Safe and Inclusive Place for All [by Shubhika Agarwal, Amanjit Kaur Ahuja, Sayantan Datta]	Symbiosis Centre for Emotional Wellbeing	Panel Discussion	All registered audience	18/06/2024	Online
121	Writing to Show Off Reading [by Anannya Dasgupta]	Sunnyside School, Chennai	Workshop	School students	21/06/2024	Offline
122	Student Housing as Heterotopia: Deconstructing Normative Domesticity and Reimagining Non-Normative Homes [by Chan Arun-Pina]	CWP & ILS, Krea University	Talk	Students and Faculty of Krea University	20/08/2024	Online
123	Inaugural Discussion [by Anannya Dasgupta and Jerry Pinto]	BITSLAW Writing Centre	Talk	Students and Faculty of BITSLAW	1-10-2024	Offline

124	Playing in a Loop: Teaching, Assessment, & Feedback [Anannya dasgupta]	BITSLAW Writing Centre	Workshop	Faculty of BITSLAW	3-10-2024	Offline
125	Time, Memory, & Security: Idea of Security in Oppressed and Privileged Memory [Vikas Kumar Choudhary]	Indian Network for Memory Studies, Centre for Memory Studies, IIT Madras	Paper Presentation	All registered audience	16/09/24 - 18/09/24	Offline
126	The Impact of Writing Centres on Students' Success [Anannya Dasgupta]	BITSLAW Writing Centre	Talk	Students of BITSLAW	2-10-2024	Offline
127	Bridging Corporate & Educational Efforts for LGBT+ Inclusion [Sayantan Datta]	India Education Equality Index Summit & Awards Ceremony, PRIDE Circle, Bangalore	Panel Discussion	All registered audience	26/10/2024	Hybrid
128	No Brainer: Intelligent Behaviour in Brain-less Organisms [Sayantan Datta]	Tamil Nadu Science Forum & Anna Centenary Library, Chennai	Talk	All registered audience	23/11/24	Offline
129	Dhai Akhar Prem Ka: An Evening of Kabir's Songs [Dipanjali Deka]	CWP & Office of Student Life, Krea University	Performance	All Krea University Members	27/11/24	Offline
130	Imagery & Juxtaposition: How to Haiku [Anannya Dasgupta]	Krea Literature Society & CWP	Workshop	Krea Students, Faculty, & Staff	27/11/24	Offline
131	Storytelling in Persuasive Writing [Sayantan Datta]	Krea Outreach & CWP	Workshop	High School Students	30/11/24	Online
132	Here's What Happened: Historians as Literary Sleuths [Aparna Vaidik]	Roja Muthiah Research Library & Krea-CWP	Workshop	All registered audience	14/12/24	Offline
133	Reading & Writing in the Age of AI [Neha Mishra]	Krea Outreach & CWP	Workshop	High School Students	7-12-2024	Online
134	Caste Aside: Has Reservation Hijacked Higher Education [Aparna Vaidik]	Krea CWP & Office of Student Life	Talk	Krea Students, Faculty, & Staff	17/12/24	Offline

135	Re-searching History: Returning to Bhagat Singh, Rajguru and Sukhdev [Aparna Vaidik]	Krea-CWP	Talk	Krea Students, Faculty, & Staff	18/12/2024	Offline
136	Queer Pedagogies [Sayantan Datta]	Annual Conference of the Indian Sociological Society, B M Munjal University	Panel Discussion	All registered participants	23/12/24	Online
137	Book Talk on *From Pessimism to Promise* by Payal Arora [In Conversation with Sayantan Datta]	India Science Festival, Fergusson College, Pune	Panel Discussion	All registered participants	11/01/25-12/01/25	Offline
138	Reflections on the Teaching of Reading & Writing in STEMM	Krea-CWP & Krea Mathematics Discipline	Symposium + Writing Workshops	All registered participants + Krea students, faculty, staff	17/01/25 - 19/01/25	Online
139	Book Talk on *The Last Time I Saw You* by Akhil Katyal [In Conversation with Anannya Dasgupta]	Prakriti Foundation, Chennai	Talk	Open to All Public	22/01/2025	Offline
140	A Panel Discussion (at a national conference) on the Pedagogical Trends in English & Literary Studies in India [Discussant: Anannya Dasgupta]	Manipal Centre for Humanities, Manipal Academy of Higher Education, Manipal	Panel Discussion	All Conference Attendees	24/01/2025	Offline
141	Malwa Mahila Kabir Yatra [Dipanjali Deka, Guest Musician]	Malwa Mahila Kabir Yatra, Malwa	Performance	All registered audiences	27/02/2025 - 02/03/2025	Offline
142	Creative & Academic Writing, & Soft Skills Development [Anannya Dasgupta, Sayantan Datta, Neha Mishra; Jona Ray (external resource person)]	Department of English, University of Kashmir & Krea-CWP	Workshop	Masters Students & PhD Scholars of University of Kashmir	03/03/2025 - 07/03/2025	Offline
143	Demystifying Field Work in Ecology [Sayantan Datta; Moderator]	IISER Mohali	Panel Discussion	All registered audiences	11-3-2025	Offline
144	How to Read a Mughal Painting [Ashwitha Jayakumar]	History-Krea & Krea-CWP	Workshop	Krea Students, Faculty, & Staff	19/03/2025	Offline
145	Putting the Story Back into History [Ashwitha Jayakumar]	Literature-Krea & Krea-CWP	Workshop	Krea Students, Faculty, & Staff	20/03/2025	Offline

146	Negotiating Ethical Frontiers in the Age of AI [Panelist: Neha Mishra; Chair: Sayantan Datta]	10th National Bioethics Conference (Forum for Medical Ethics Society; Indian Journal of Medical Ethics; & Christian Medical College, Vellore]	Panel Discussion	All registered participants	5-4-2025	Online
147	Photoaxis as a Collective Phenomenon [Varuni P.]	Krea-CWP; Krea Mathematics; Krea Biology	Talk	Krea Students, Faculty, & Staff	26/03/2025	Offline
148	Using Math to Solve Personal Problems [Varuni P.]	Krea-CWP &Krea Mathematics	Workshop	Krea Students, Faculty, & Staff	27/03/2025	Offline
149	The Art of Dying: Songs and Dohas of Kabir and Other Nirguni Poets [Dipanjali Deka]	Jindal School of Liberal Arts & Humanities	Lecture	Students of the course "Living Traditions: Memory, Body, Performance, & Technology"	8-4-2025	Hybrid
150	Reading & Writing the World [Anannya Dasgupta at Krea Summer School]	Krea University	Workshop	High School Students of Krea Summer School	30/04/2025	Offline
151	Observing the Self in the World [Neha Mishra at Krea Summer School]	Krea University	Workshop	High School Students of Krea Summer School	01/5/2025 & 02/05/2025	Offline
152	Writing the Self in the World [Neha Mishra at Krea Summer School]	Krea University	Workshop	High School Students of Krea Summer School	3-5-2025	Offline
153	The Devil Really is in the Details [Neha Mishra at Krea Summer School]	Krea University	Workshop	High School Students of Krea Summer School	26/06/2025	Offline
154	Dazzling the Dailiness of Classroom Teaching [FDP by Anannya Dasgupta & Neha Mishra]	GITAM, VIZAG	Workshop (FDP)	Faculty Members at GITAM Vizag	13/05/2025; 14/05/2025	Offline
155	The IMSc Summer Science Writing School [Vivek Tewary & Sayantan Datta]	The Institute of Mathematical Sciences, Chennai	Workshop	IMSc PhD Scholars & Postdoctoral Fellows	12/05/2025 - 16/05/2025	Offline

156	Email Writing Workshop [Krea Students: Dhruv Raghavan; Achinthya Sriman; Abhinandan Naresh]	Ministry of Learning, Krea University & Krea-CWP	Workshop	Krea Students & Staff	2-8-2025	Offline
157	Close Reading Our Way to Research Questions: A Literary Method	Centre for Academic Writing, Department of English & Cultural Studies, & Deanery of Humanities & Performing Arts, Christ University [Deemed to be], Bengaluru	Workshop	For research scholars of the Department of English & Cultural Studies	14/08/2025	Offline
158	Degendering Science: Why So Slow? [Prajwal Shastri in conversation with Sayantan Datta]	Krea-CWP & Office of Inclusive Learning Support, Krea University	Talk	Krea Students, Faculty, & Staff	26/08/2025	Offline
159	Writing Politics, Writing Violence [Guest Speaker: Meena Kandasamy]	Krea Politics, Krea History, Krea-CWP	Talk	Krea Students, Faculty, & Staff	2-9-2025	Offline
160	Interrogating Translation [Guest Speaker: Meena Kandasamy]	Krea Literature & Krea-CWP	Talk	Krea Students, Faculty, & Staff	3-9-2025	Offline
161	Memory as Ideology [Vikas Kumar Choudhary]	Krea Sociology & Social Anthropology	Talk	Krea Students, Faculty, & Staff	27/10/2025	Offline
162	Indigenous Women Writing Residency [Nangsel Sherpa]	The Pomelo & Goethe-Zentrum, Kathmandu	Workshop	All registered audience	16/10/2025 - 18/10/2025	Offline
163	Presentation Workshop [Sayantan Datta]	Ministry of Learning, Krea University & Krea-CWP	Workshop	Krea Students, Faculty, & Staff	17/11/2025	Offline
164	Sessions on Formulating Research Questions & Writing Literature Reviews [Sayantan Datta]	SPPU, Pune	Workshop	PhD Research Scholars & Early-Career Faculty	11/11/2025 - 12/11/2025	Offline
165	Sex, Gender, Sexuality, & Education [Sayantan Datta]	MIT Architecture, Design, & Techonology University, Pune	Talk	M.A. students of Art Therapy and Fine Arts	13/11/2025	Offline

166	Writing Literature Reviews [Sayantan Datta]	Homi Bhabha Centre for Science Education, Mumbai	Workshop	PhD Scholars	14/11/2025	Offline
167	Reading to Comprehend Meaning, Writing to Make Meaning [Anannya Dasgupta]	Arsha Vidya Mandir School, Chennai & Krea University	Workshop	Teachers at Arsha Vidya Mandir School, Chennai	22/11/2025	Offline
168	Pedagogy of Reading as Pedagogy of Access [Vivek Tewary & Sayantan Datta]	Department of Mathematics, SRM University, Amravati	Presentation	All registered participants	26/11/2025	Offline
169	Peer Collabration and Peer Review, Winter School Expert Sessions [Anannya Dasgupta]	Law School, Shiv Nadar University Chennai	Workshop	Students of Law School	12/12/2025 13/12/2025	Offline
170	Reading in the Sciences: Why, What, and How? [by Sayantan Datta]	Arsha Vidya Mandir School, Chennai & Krea University	Workshop	Teachers at Arsha Vidya Mandir School, Chennai	13/12/2025	Offiline

Other Educational Programmes Arranged by Krea University (2023-2025)

S No.	Name of Event	Name of Organization	Type of Event	Target Audience	Date (DD/MM/YYYY)	Mode (Online/ Offline)
171	NCM Workshop Groups Computation	National Centre of Mathematics, IIT Bombay and Krea University	Workshop	Students, Faculty, Teaching Fellows	3-7-2023	Offline
172	Krea Summer School (Edition 1)	Krea University	Summer School	High School Students	20/4/2024 - 28/4/ 2024	Offline
173	Krea Summer School (Edition 2)	Krea University	Summer School	High School Students	27/4/2025 to 4/5/2025	Offline

174	Minds, Brains & Machines (MBM)	Krea University	Workshop	Reserachers, Faculty, Students	12/5/2025 - 15/5/2025	Offline
175	Krea Summer School (Edition 3)	Krea University	Summer School	High School Students	22/6/2025 - 29/6/2025	Offline
176	NCM Annual Foundation School III	National Centre of Mathematics, IIT Bombay and Krea University	Workshop	Students, Faculty, Teaching Fellows	9-6-2025	Offline
177	Bridging Research, Practice & Technology for Transformative Early Childhood Outcomes	Centre for Developing Child (CDC), Meghalaya, Krea University	Workshop	Policymakers, Developmental Paediatricians, Researchers, Frontline Practitioners, Educators, and Institutional Partners	24/7/2025	Offline
178	Epsilon India 2025 camp	Raising a Mathematician Foundation, Krea University	Summer School	Exceptionally talented math students aged 9-12	29/4/2025 - 12/4/2025	Offline
179	Krea RAM Math Circle	Raising a Mathematician Foundation, Krea University	Math Circle Sessions	High school students in grades 6 to 8	Weekly (every Sunday)	Offline
180	International Symposium: Interrogating the Present – Collaborations in the Social Sciences	Krea University, the International Centre of Advanced Studies: Metamorphoses of the Political (ICAS:MP), SOAS University of London, and the International Institute for Asian Studies (IIAS)	Symposium	Faculty, Research Scholars	11/9/2025-12/9/2025	Offline

Annexure 14.1

Graduates List (MBA, PhD & UG)

Annexure 14.1 School of Interwoven Arts & Sciences, Krea University UG: BA/B.Sc. 2020-23: List of Graduated Students			
S.No.	**Student Roll No.**	**Student Name**	**Degree Obtained**
1	SIASUG2020-0001	Aaliya Shroff	B.Sc. Honours in Psychology
2	SIASUG2020-0003	Aathira Harish Pillai	B.A. Honours in Economics
3	SIASUG2020-0004	Aatmesh Govind	B.Sc. Honours in Physics
4	SIASUG2020-0005	Abhyudaye Gupta	B.Sc. Honours in Psychology
5	SIASUG2020-0006	Adarsh Menon	B.Sc. Honours in Biological Sciences
6	SIASUG2020-0007	Adhithi Balaji	B.Sc. Honours in Biological Sciences
7	SIASUG2020-0008	Adhiti Prakash	B.A. Honours in Economics
8	SIASUG2020-0009	Aditi Rajesh	B.Sc. Honours in Psychology
9	SIASUG2020-0011	Aditya Kumar	B.A. Honours in History
10	SIASUG2020-0012	Adnan Qureshi	B.Sc. Honours in Computer Science
11	SIASUG2020-0014	Adwaiy Tholia	B.A. Honours in Economics
12	SIASUG2020-0015	Ahana Pairee	B.Sc. Honours in Physics
13	SIASUG2020-0016	Ahana Singh	B.Sc. Honours in Psychology
14	SIASUG2020-0017	Aishani Iyengar	B.Sc. Honours in Psychology
15	SIASUG2020-0018	Aishwarya Shrihari	B.Sc. Honours in Psychology
16	SIASUG2020-0019	Alina Mehta	B.Sc. Honours in Chemistry
17	SAISUG2020-0021	Aman Kapoor Thadani	B.A. Honours in Economics
18	SIASUG2020-0022	Ameena A	B.Sc. Honours in Chemistry
19	SIASUG2020-0024	Amrita Mohapatra	B.Sc. Honours in Psychology
20	SIASUG2020-0025	Amrita Rudra	B.A. Honours in Social Studies
21	SIASUG2020-0026	Anant Parshotam	B.Sc. Honours in Mathematics
22	SIASUG2020-0027	Ananya Bhammidimarri	B.A. Honours in Economics
23	SIASUG2020-0028	Ananya Vepa	B.A. Honours in Social Studies
24	SIASUG2020-0029	Anwesha Baral	B.Sc. Honours in Biological Sciences
25	SIASUG2020-0030	Arnav Gulati	B.A. Honours in Economics
26	SIASUG2020-0031	Baalateja Kataru	B.Sc. Honours in Physics
27	SIASUG2020-0032	Bhagya Sankar S	B.Sc. Honours in Psychology
28	SIASUG2020-0033	Bhavya Kandhari	B.A. Honours in Economics
29	SIASUG2020-0034	Bura Divya	B.A. Honours in Economics
30	SIASUG2020-0035	Chaarmikha Nagalla	B.A. Honours in Economics
31	SIASUG2020-0036	Chanda Kumari	B.A. Honours in Social Studies

32	SIASUG2020-0037	Charita Gandikota Siva	B.Sc. Honours in Biological Sciences
33	SIASUG2020-0038	Deepaknarayan S Bharadwaj	B.A. Honours in History and Politics (Joint Major)
34	SIASUG2020-0039	Deesha Jeppu	B.Sc. Honours in Biological Sciences
35	SIASUG2020-0040	Devaki Pratap	B.Sc. Honours in Psychology
36	SIASUG2020-0042	Gayathri Nair	B.Sc. Honours in Biological Sciences
37	SIASUG2020-0045	Harini Vandana Elango	B.A. Honours in Economics and Environmental Studies (Joint Major)
38	SIASUG2020-0046	Hariom Khemka	B.A. Honours in Economics
39	SIASUG2020-0049	Inika Khosla	B.Sc. Honours in Psychology
40	SIASUG2020-0050	Ira Mepani	B.Sc. Honours in Psychology
41	SIASUG2020-0051	Isha Mukhtyar	B.Sc. Honours in Psychology
42	SIASUG2020-0052	Isha Thombre	B.Sc. Honours in Mathematics
43	SIASUG2020-0054	Ishan Suresh Kumar	B.Sc. Honours in Biological Sciences
44	SIASUG2020-0056	Ishita Bagri	B.A. Honours in Environmental Studies
45	SIASUG2020-0057	Jahnavi Alaparthi	B.A. Honours in Economics
46	SIASUG2020-0058	Jayashree Ramesh Patil	B.A. Honours in Social Studies
47	SIASUG2020-0059	Joan Adithi Franklin	B.Sc. Honours in Physics
48	SIASUG2020-0060	Kairav Bhalla	B.A. Honours in Economics
49	SIASUG2020-0061	Karamvir Chopra	B.Sc. Honours in Computer Science
50	SIASUG2020-0062	Kashish Bansal	B.A. Honours in Economics
51	SIASUG2020-0064	Kathan Pandya	B.Sc. Honours in Biological Sciences
52	SIASUG2020-0067	Kirtana Parthasarathy	B.A. Honours in Literature
53	SIASUG2020-0068	Krishnapriya J	B.A. Honours in Economics and Environmental Studies (Joint Major)
54	SIASUG2020-0069	Krithi R	B.A. Honours in History and Politics (Joint Major)
55	SIASUG2020-0070	Kusum Kumari	B.A. Honours in Social Studies
56	SIASUG2020-0071	Lakshmi Anns	B.A. Honours in History and Politics (Joint Major)
57	SIASUG2020-0072	Lakshmi Lavanya Ravoori	B.Sc. Honours in Psychology
58	SIASUG2020-0073	Lavanya Agarwal	B.A. Honours in Economics
59	SIASUG2020-0074	Mahika Mukherjee	B.Sc. Honours in Biological Sciences
60	SIASUG2020-0075	Mahika Nair	B.Sc. Honours in Mathematics
61	SIASUG2020-0076	Manu Muralee	B.A. Honours in Economics
62	SIASUG2020-0077	Manya Malhotra	B.Sc. Honours in Psychology
63	SIASUG2020-0078	Meenakshi Nair	B.Sc. Honours in Psychology
64	SIASUG2020-0079	Meghna Rao	B.Sc. Honours in Biological Sciences
65	SIASUG2020-0081	Mitul Aggarwal	B.A. Honours in Economics

66	SIASUG2020-0082	Mitula Sai Subramanian	B.A. Honours in Economics
67	SIASUG2020-0083	Nandana S Kumar	B.A. Honours in Economics
68	SIASUG2020-0084	Neha Srinivasan	B.Sc. Honours in Psychology
69	SIASUG2020-0085	Nishant Agarwal	B.A. Honours in Economics
70	SIASUG2020-0086	Nivedita Naveen	B.A. Honours in Environmental Studies
71	SIASUG2020-0087	Nivedita Sinha	B.A. Honours in Social Studies
72	SIASUG2020-0088	Nivedita Venkatesh	B.Sc. Honours in Psychology
73	SIASUG2020-0089	Omkar Nandeesh Hiremath	B.Sc. Honours in Physics
74	SIASUG2020-0090	Palakh Surana	B.A. Honours in Economics
75	SIASUG2020-0091	Pavi Hundekari	B.A. Honours in History and Politics (Joint Major)
76	SIASUG2020-0093	Poojitha Kamal Kolli	B.Sc. Honours in Mathematics
77	SIASUG2020-0094	Prajakta Jagtap	B.Sc. Honours in Computer Science
78	SIASUG2020-0096	Preksha Chordia	B.Sc. Honours in Biological Sciences
79	SIASUG2020-0097	Prerana Bhole	B.A. Honours in Literature
80	SIASUG2020-0098	Pritika Venkatraman	B.A. Honours in Economics
81	SIASUG2020-0099	Pronoy Roy	B.Sc. Honours in Computer Science
82	SIASUG2020-0100	Purvi Wadhwa	B.Sc. Honours in Psychology
83	SIASUG2020-0101	Ghanta Rahul Milind	B.A. Honours in History
84	SIASUG2020-0102	Rahul Venkatraman	B.A. Honours in Economics
85	SIASUG2020-0103	Ravi Kambhampati	B.A. Honours in Economics
86	SIASUG2020-0105	Rhea Parameswaran	B.A. Honours in Economics
87	SIASUG2020-0106	Rishika Nayana Patil	B.Sc. Honours in Mathematics
88	SIASUG2020-0108	Sagar Bhargava	B.Sc. Honours in Mathematics
89	SIASUG2020-0109	Sai Balaji Suresh	B.A. Honours in Economics
90	SIASUG2020-0111	Sameer Bajaj	B.A. Honours in Politics
91	SIASUG2020-0112	Sandeep Chezhian A	B.Sc. Honours in Computer Science
92	SIASUG2020-0113	Sandhya Thiagarajamurthy	B.A. Honours in Economics and Environmental Studies (Joint Major)
93	SIASUG2020-0114	Sanskruti Lakshmikanth	B.A. Honours in Global Arts and Literature (Joint Major)
94	SIASUG2020-0116	Seema Vishwakarma	B.Sc. Honours in Computer Science
95	SIASUG2020-0118	Shashvat Singh	B.Sc. Honours in Computer Science
96	SIASUG2020-0120	Shresth Bansal	B.Sc. Honours in Mathematics
97	SIASUG2020-0121	Shrey Gupta	B.A. Honours in Economics
98	SIASUG2020-0122	Shreya Sridhar	B.Sc. Honours in Psychology
99	SIASUG2020-0125	Km Smriti	B.Sc. Honours in Psychology

100	SIASUG2020-0126	Snighdha Padia	B.A. Honours in Economics
101	SIASUG2020-0127	Soumya Mati	B.Sc. Honours in Psychology
102	SIASUG2020-0128	Sreelakshmi K	B.A. Honours in Economics
103	SIASUG2020-0129	Sujith S	B.Sc. Honours in Physics
104	SIASUG2020-0131	Surabhi Gopal	B.A. Honours in Economics
105	SIASUG2020-0132	Surabhi Trivady	B.A. Honours in History and Politics (Joint Major)
106	SIASUG2020-0132	Tanvi Kadakol	B.A. Honurs in Environmental Studies
107	SIASUG2020-0135	Trishna Mohan	B.A. Honours in Economics
108	SIASUG2020-0136	Uddhav M Kaushik	B.A. Honours in Economics
109	SIASUG2020-0139	Varun Krishnan	B.Sc. Honours in Physics
110	SIASUG2020-0140	Veda Shivaram	B.A. Honours in Literature
111	SIASUG2020-0141	Vedanti Dubey	B.A. Honours in Economics
112	SIASUG2020-0142	Vishnu Sai Priya Kantipudi	B.A. Honours in Economics
113	SIASUG2020-0143	Vivek Jadhav	B.Sc. Honours in Psychology
114	SIASUG2020-0144	Yazhini Lakshmana Perumal Avaiarasi	B.Sc. Honours in Biological Sciences
115	SIASUG2020-0145	Zahra Asif	B.Sc. Honours in Psychology
116	SIASUG2020-0146	Zehra Ibrahim	B.A. Honours in Economics
117	SIASUG2020-0147	Poorvika S	B.A. Honours in Economics
118	SIASUG2020-0002	Aaryan Garg	B.A. Honours in Economics
119	SIASUG2020-0123	Shweta Ashokraj	B.A. Honours in Social Studies
120	SIASUG2020-0020	Alisha Mirza	B.Sc. Honours in Psychology
121	SIASUG2020-0066	Khushi Jain	B.Sc. Honours in Psychology
122	SAISUG2020-0095	Prashanthi Subbiah	B.A. Honours in History and Politics (Joint Major)
123	SIASUG2020-0041	Diya Ahuja	B.A. Honours in Social Studies
124	SIASUG2019-0061	Nandita R Satish	B.Sc. Honours in Biological Sciences
125	SIASUG2019-0044	Kaustuv Mehta	B.Sc. Honours in Biological Sciences
126	SIASUG2019-0107	Vagdevi Metlapalli	B.Sc. Honours in Psychology

Annexure 14.1 School of Interwoven Arts & Sciences, Krea University UG: BA/B.Sc. 2021-24: List of Graduated Students			
S.No.	Student Roll No.	Student Name	Degree Obtained
1	SIASUG2021-0001	Aadya Jain	Bachelor of Arts (Honours) in Economics
2	SIASUG2021-0002	Aakriti Singal	Bachelor of Science (Honours) in Psychology
3	SIASUG2021-0003	Aarna Chugh	Bachelor of Arts (Honours) in Economics
4	SIASUG2021-0010	Aditi Viswanathan	Bachelor of Arts (Honours) in Literature
5	SIASUG2021-0011	Adrian John	Bachelor of Arts (Honours) in Economics
6	SIASUG2021-0012	Agnij Purushotharnan	Bachelor of Arts (Honours) in Economics and Environmental Studies (Joint Major)
7	SIASUG2021-0013	Ahanya Appaiah	Bachelor of Arts (Honours) in Economics
8	SIASUG2021-0014	Aman Shah	Bachelor of Science (Honours) in Mathematics
9	SIASUG2021-0016	Anagha Varma J.	Bachelor of Science (Honours) in Psychology
10	SIASUG2021-0019	Ananya Sethi	Bachelor of Arts (Honours) in Economics
11	SIASUG2021-0020	Ananya Virdy	Bachelor of Arts (Honours) in Economics
12	SIASUG2021-0022	Anika Choudhary	Bachelor of Science (Honours) in Psychology
13	SIASUG2021-0024	Anjali Polite	Bachelor of Arts (Honours) in Economics
14	SIASUG2021-0027	Antara Parekh	Bachelor of Arts (Honours) in Economics
15	SIASUG2021-0028	Anushka Gupta	Bachelor of Science (Honours) in Psychology
16	SIASUG2021-0029	Anutthaman A B	Bachelor of Arts (Honours) in Social Studies
17	SIASUG2021-0031	Aparajeeta Ramakrishnan	Bachelor of Science (Honours) in Psychology
18	SIASUG2021-0033	Apoorva Peri	Bachelor of Arts (Honours) in Economics
19	SIASUG2021-0034	Arshiya Khattar	Bachelor of Arts (Honours) in Economics
20	SIASUG2021-0036	Arundati Ganesh	Bachelor of Arts (Honours) in Economics
21	SIASUG2021-0038	Arya Menon	Bachelor of Science (Honours) in Psychology
22	SIASUG2021-0039	Aryaan Nanda	Bachelor of Arts (Honours) in Economics
23	SIASUG2021-0044	Avinash Raju Panakkal	Bachelor of Arts (Honours) in Economics
24	SIASUG2021-0046	Ayaan Bedi	Bachelor of Science (Honours) in Computer Science
25	SIASUG2021-0048	Bhavya Sharma	Bachelor of Science (Honours) in Psychology
26	SIASUG2021-0049	Bhoomika Mehta	Bachelor of Science (Honours) in Psychology
27	SIASUG2021-0051	Caroline Joseph	Bachelor of Arts (Honours) in Economics
28	SIASUG2021-0052	Chahna Paresh Ahuja	Bachelor of Arts (Honours) in Global Arts and Literature (Joint Major)
29	SIASUG2021-0053	Darsan Ranjit	Bachelor of Science (Honours) in Psychology
30	SIASUG2021-0056	Devika K P	Bachelor of Arts (Honours) in Politics
31	SIASUG2021-0058	Dipti Wadhera	Bachelor of Science (Honours) in Psychology
32	SIASUG2021-0059	Disha Sharma	Bachelor of Science (Honours) in Computer Science
33	SIASUG2021-0060	Divij Doshi	Bachelor of Science (Honours) in Computer Science
34	SIASUG2021-0061	Divya V	Bachelor of Science (Honours) in Biological Sciences
35	SIASUG2021-0065	Gowri Unnikrishnan	Bachelor of Science (Honours) in Psychology
36	SIASUG2021-0067	Harsha Agarwal	Bachelor of Arts (Honours) in Economics
37	SIASUG2021-0069	Hemant Ravi Megavath	Bachelor of Arts (Honours) in Economics
38	SIASUG2021-0070	Hithashri S	Bachelor of Science (Honours) in Biological Sciences

39	SIASUG2021-0071	Inayat Singh Beri	Bachelor of Science (Honours) in Psychology
40	SIASUG2021-0072	K Indulekha	Bachelor of Science (Honours) in Chemistry
41	SIASUG2021-0074	Jayalakshmi S	Bachelor of Science (Honours) in Biological Sciences
42	SIASUG2021-0075	Jiya Apurva Doshi	Bachelor of Science (Honours) in Psychology
43	SIASUG2021-0076	Johanna Zaheer Hashmi	Bachelor of Science (Honours) in Psychology
44	SIASUG2021-0077	Keertana Kartik	Bachelor of Science (Honours) in Physics
45	SIASUG2021-0079	Khandker Khadeejah Umme Habeebah Hassan	Bachelor of Science (Honours) in Psychology
46	SIASUG2021-0080	Khushi Bedi	Bachelor of Science (Honours) in Biological Sciences
47	SIASUG2021-0081	Kritman Singh	Bachelor of Science (Honours) in Physics
48	SIASUG2021-0082	Khanna Kunsh Rohit	Bachelor of Arts (Honours) in Economics
49	SIASUG2021-0086	Maanvi Jain	Bachelor of Science (Honours) in Psychology
50	SIASUG2021-0087	M Madhumita	Bachelor of Arts (Honours) in Economics
51	SIASUG2021-0088	Mahi Agarwal	Bachelor of Science (Honours) in Psychology
52	SIASUG2021-0089	Mahi Kaiwar	Bachelor of Arts (Honours) in Literature
53	SIASUG2021-0090	Mahika Deepak Jaising	Bachelor of Science (Honours) in Biological Sciences
54	SIASUG2021-0091	Maithli Dhar Nair	Bachelor of Science (Honours) in Psychology
55	SIASUG2021-0093	Manisha Tirkey	Bachelor of Arts (Honours) in Politics
56	SIASUG2021-0094	Maanasi Sushilchandra Tippanavar	Bachelor of Arts (Honours) in History
57	SIASUG2021-0095	Megha Amudhan	Bachelor of Arts (Honours) in Environmental Studies
58	SIASUG2021-0096	Mantha Sai Meghana	Bachelor of Arts (Honours) in Economics
59	SIASUG2021-0097	Meghnad Dasgupta	Bachelor of Arts (Honours) in Economics
60	SIASUG2021-0101	Mihir Vivek	Bachelor of Arts (Honours) in Economics
61	SIASUG2021-0102	Mrinalini Shishodia	Bachelor of Science (Honours) in Psychology
62	SIASUG2021-0105	Nanki Puri	Bachelor of Arts (Honours) in Economics
63	SIASUG2021-0108	Nirva Shah	Bachelor of Arts (Honours) in Social Studies
64	SIASUG2021-0109	Nishkha Agarwal	Bachelor of Science (Honours) in Psychology
65	SIASUG2021-0110	Nisin N	Bachelor of Science (Honours) in Biological Sciences
66	SIASUG2021-0114	Paridhi Rai	Bachelor of Arts (Honours) in Economics
67	SIASUG2021-0116	Pranav Jain	Bachelor of Science (Honours) in Chemistry
68	SIASUG2021-0119	Praneetha Gopalakrishnan	Bachelor of Arts (Honours) in History and Politics (Joint Major)
69	SIASUG2021-0120	Pratibha Khullar	Bachelor of Arts (Honours) in Environmental Studies
70	SIASUG2021-0127	Reba Philip	Bachelor of Science (Honours) in Computer Science
71	SIASUG2021-0128	Ritika Dubey	Bachelor of Arts (Honours) in Politics
72	SIASUG2021-0129	Riya A Parekh	Bachelor of Science (Honours) in Biological Sciences
73	SIASUG2021-0130	Rohit Behera	Bachelor of Arts (Honours) in Economics
74	SIASUG2021-0131	Saanya Dhawan	Bachelor of Arts (Honours) in Economics
75	SIASUG2021-0132	Sagarika Reddy Siddavatam	Bachelor of Arts (Honours) in Social Studies
76	SIASUG2021-0137	Samyuktha Ram	Bachelor of Science (Honours) in Psychology
77	SIASUG2021-0139	Sanjana Yoga	Bachelor of Arts (Honours) in History
78	SIASUG2021-0140	Sapna Kappal	Bachelor of Science (Honours) in Psychology

79	SIASUG2021-0141	Sarah Subash	Bachelor of Arts (Honours) in Global Arts and Literature (Joint Major)
80	SIASUG2021-0142	Sashwath Swaminathan Jaishankar	Bachelor of Arts (Honours) in Economics
81	SIASUG2021-0144	Shamli Manasvi	Bachelor of Science (Honours) in Physics
82	SIASUG2021-0146	Sharanya Maity	Bachelor of Arts (Honours) in History
83	SIASUG2021-0147	Sharvari Subhedar	Bachelor of Arts (Honours) in Politics
84	SIASUG2021-0153	Shreya Shrikant Kabadi	Bachelor of Arts (Honours) in Economics
85	SIASUG2021-0155	Dalal Shruti Dhawal	Bachelor of Arts (Honours) in Economics
86	SIASUG2021-0158	Siri N Jois	Bachelor of Arts (Honours) in Economics
87	SIASUG2021-0159	G. Smrithi	Bachelor of Arts (Honours) in Economics
88	SIASUG2021-0164	Sonika Muneesh Chellani	Bachelor of Arts (Honours) in Economics
89	SIASUG2021-0165	Soumyadeep Roy	Bachelor of Arts (Honours) in Social Studies
90	SIASUG2021-0166	Sreeshma Ravi	Bachelor of Science (Honours) in Chemistry
91	SIASUG2021-0168	Stuti P Ajmera	Bachelor of Science (Honours) in Computer Science
92	SIASUG2021-0171	Suhani Joshi	Bachelor of Arts (Honours) in Economics
93	SIASUG2021-0172	Sujaya P	Bachelor of Arts (Honours) in Economics
94	SIASUG2021-0173	Sumathi Vaidya Subramanian	Bachelor of Science (Honours) in Psychology
95	SIASUG2021-0174	Sundari Sriram	Bachelor of Arts (Honours) in Economics
96	SIASUG2021-0175	Sunetra Bhattacharyya	Bachelor of Science (Honours) in Psychology
97	SIASUG2021-0176	Swetha Sivagurunathan	Bachelor of Arts (Honours) in Economics and Environmental Studies (Joint Major)
98	SIASUG2021-0178	Tanishka Sahay	Bachelor of Arts (Honours) in Economics
99	SIASUG2021-0183	Urvi Rajesh Bhatia	Bachelor of Science (Honours) in Psychology
100	SIASUG2021-0185	Shirsath Vaishnavi Rajendra	Bachelor of Science (Honours) in Computer Science
101	SIASUG2021-0186	Vani Jain	Bachelor of Arts (Honours) in Economics
102	SIASUG2021-0187	Varalakshmi R	Bachelor of Arts (Honours) in Politics
103	SIASUG2021-0188	Vartika Sibal	Bachelor of Science (Honours) in Psychology
104	SIASUG2021-0189	G Varunavi	Bachelor of Science (Honours) in Psychology
105	SIASUG2021-0190	Vedanshi Kakadiya	Bachelor of Science (Honours) in Biological Sciences
106	SIASUG2021-0191	Vedant Jhawar	Bachelor of Arts (Honours) in Economics
107	SIASUG2021-0192	Vedant Oswal	Bachelor of Arts (Honours) in Economics
108	SIASUG2021-0193	Vednarayan Jayakrishnan Varma	Bachelor of Science (Honours) in Psychology
109	SIASUG2021-0194	Vibhav Kapoor	Bachelor of Arts (Honours) in Economics
110	SIASUG2021-0195	Vidhi Agarwal	Bachelor of Arts (Honours) in Global Arts and Literature (Joint Major)
111	SIASUG2021-0197	Vihaan Manish Shah	Bachelor of Arts (Honours) in Economics
112	SIASUG2021-0198	Vindya Atmakur	Bachelor of Science (Honours) in Psychology
113	SIASUG2021-0199	Vishesh Agarwal	Bachelor of Arts (Honours) in Economics
114	SIASUG2021-0202	Yashashree Gorle	Bachelor of Arts (Honours) in Economics
115	SIASUG2021-0203	Yashh Jhawar	Bachelor of Arts (Honours) in Economics
116	SIASUG2021-0206	Riddhi Raju Basutkar	Bachelor of Science (Honours) in Computer Science
117	SIASUG2019-0058	Mithra Thennavan	Bachelor of Arts (Honours) in Economics
118	SIASUG2019-0093	Shanmuktha Devi S	Bachelor of Science (Honours) in Psychology

119	SIASUG2019-0105	Tanvi Amba	Bachelor of Arts (Honours) in Social Studies
120	SIASUG2020-0044	Sanjali Ajay	Bachelor of Science (Honours) in Psychology
121	SIASUG2020-0063	Kashmira Ajey Shiledar	Bachelor of Science (Honours) in Psychology

Annexure 14.1 School of Interwoven Arts & Sciences, Krea University UG: BA/B.Sc. 2021-25 & 2022-25: List of Graduated Students			
S.No.	**Student Roll No.**	**Student Name**	**Degree Obtained**
1	SIASUG2021-0107	Netra Krishna	Bachelor of Science (Honours) in Biological Sciences and Chemistry
2	SIASUG2021-0152	Shreya Chidambaram	Bachelor of Science (Honours) in Chemistry and Physics
3	SIASUG2021-0118	Pranav Vale	Bachelor of Science (Honours) in Computer Science and Economics
4	SIASUG2021-0149	Shitoshna Rastogi	Bachelor of Science (Honours) in Computer Science and Social Studies
5	SIASUG2021-0154	Shreya Sundaram	Bachelor of Science (Honours) in Computer Science and Economics
6	SIASUG2021-0035	V Arunachalam	Bachelor of Arts (Honours) in Economics and Politics
7	SIASUG2021-0117	Pranav Srinivasan Ramamoorthi	Bachelor of Arts (Honours with Research) in Economics & Politics
8	SIASUG2022-0110	Reeva Agarwalla	Bachelor of Arts (Honours) in History and Politics (Joint Major)
9	SIASUG2022-0055	Granville Dominic Austin	Bachelor of Science (Honours) in Biological Sciences
10	SIASUG2022-0097	Praanavi Arun	Bachelor of Science (Honours) in Biological Sciences
11	SIASUG2022-0101	Pravalika Gumma	Bachelor of Science (Honours) in Biological Sciences
12	SIASUG2022-0116	Riyaz Goyal	Bachelor of Science (Honours) in Biological Sciences
13	SIASUG2022-0120	Saakshi Birla Krishnaswami	Bachelor of Science (Honours) in Biological Sciences
14	SIASUG2022-0146	D Sriram	Bachelor of Science (Honours) in Biological Sciences
15	SIASUG2022-0005	Aarnav Subbaramu	Bachelor of Science (Honours) in Computer Science
16	SIASUG2022-0039	Daniel George	Bachelor of Science (Honours) in Computer Science
17	SIASUG2022-0083	Muskan Aneja	Bachelor of Science (Honours) in Computer Science
18	SIASUG2022-0172	Wahiq Iqbal	Bachelor of Science (Honours) in Computer Science
19	SIASUG2022-0011	Neerukonda Aditya Vardhan Jagadeeshkumar	Bachelor of Arts (Honours) in Economics
20	SIASUG2022-0012	Aditya Pasricha	Bachelor of Arts (Honours) in Economics
21	SIASUG2022-0014	Adrija De	Bachelor of Arts (Honours) in Economics
22	SIASUG2022-0017	Akshat Mathur	Bachelor of Arts (Honours) in Economics
23	SIASUG2022-0019	Alan Isaac Saji	Bachelor of Arts (Honours) in Economics
24	SIASUG2022-0025	Ansh Bhargava	Bachelor of Arts (Honours) in Economics
25	SIASUG2022-0028	Anushka Agarwal	Bachelor of Arts (Honours) in Economics
26	SIASUG2022-0030	Arnav Bhutani	Bachelor of Arts (Honours) in Economics
27	SIASUG2022-0035	Avanti Anand Nayal	Bachelor of Arts (Honours) in Economics
28	SIASUG2022-0037	Cecilia B	Bachelor of Arts (Honours) in Economics
29	SIASUG2022-0044	Dev Thomas	Bachelor of Arts (Honours) in Economics
30	SIASUG2022-0058	Harshita Gupta	Bachelor of Arts (Honours) in Economics
31	SIASUG2022-0070	Krithi Raghavan	Bachelor of Arts (Honours) in Economics
32	SIASUG2022-0076	Manya Lohan	Bachelor of Arts (Honours) in Economics
33	SIASUG2022-0090	Neha Dileep	Bachelor of Arts (Honours) in Economics
34	SIASUG2022-0092	Mantri Nikitha	Bachelor of Arts (Honours) in Economics

35	SIASUG2022-0102	Prishaa Sundar	Bachelor of Arts (Honours) in Economics
36	SIASUG2022-0132	Shraddha Ganesh	Bachelor of Arts (Honours) in Economics
37	SIASUG2022-0135	Siddharth Nagarajan	Bachelor of Arts (Honours) in Economics
38	SIASUG2022-0140	Sneha Sucharita Palei	Bachelor of Arts (Honours) in Economics
39	SIASUG2022-0161	Vaishnavi	Bachelor of Arts (Honours) in Economics
40	SIASUG2022-0168	Verainya Priyankar	Bachelor of Arts (Honours) in Economics
41	SIASUG2022-0192	Adi Agarwal	Bachelor of Arts (Honours) in Economics
42	SIASUG2022-0193	Fatema Fakhruddin	Bachelor of Arts (Honours) in Economics
43	SIASUG2022-0141	Chintakindi Soumya Suresh	Bachelor of Arts (Honours) in Environmental Studies
44	SIASUG2022-0143	Sree Nandhaa S J	Bachelor of Arts (Honours) in Environmental Studies
45	SIASUG2022-0157	Trisha Raghavendra Putturaya	Bachelor of Arts (Honours) in Environmental Studies
46	SIASUG2022-0010	Aditya Chauhan	Bachelor of Arts (Honours) in History
47	SIASUG2022-0045	Chandak Devanshi Anand	Bachelor of Arts (Honours) in Literature
48	SIASUG2022-0064	Jahnavi Bhavan Sonchhatra	Bachelor of Arts (Honours) in Literature
49	SIASUG2022-0136	Siddharth Rawat	Bachelor of Arts (Honours) in Literature
50	SIASUG2022-0065	Jainab Shaikh	Bachelor of Science (Honours) in Mathematics
51	SIASUG2022-0027	Anusha A Prajapati	Bachelor of Science (Honours) in Physics
52	SIASUG2022-0074	Manavi Sharma	Bachelor of Arts (Honours) in Politics
53	SIASUG2022-0158	Uditi Lunawat	Bachelor of Arts (Honours) in Politics
54	SIASUG2022-0002	Khetan Aakansha Madhusudan	Bachelor of Science (Honours) in Psychology
55	SIASUG2022-0015	Adwitiya Roy	Bachelor of Science (Honours) in Psychology
56	SIASUG2022-0057	Harshi Prashant Shah	Bachelor of Science (Honours) in Psychology
57	SIASUG2022-0059	Hemani Kanawala	Bachelor of Science (Honours) in Psychology
58	SIASUG2022-0061	Hiya Thakkar	Bachelor of Science (Honours) in Psychology
59	SIASUG2022-0066	Jia Makharia	Bachelor of Science (Honours) in Psychology
60	SIASUG2022-0069	Katrodiya Khushi Nileshbhai	Bachelor of Science (Honours) in Psychology
61	SIASUG2022-0071	Lakshmipriya Mouli	Bachelor of Science (Honours) in Psychology
62	SIASUG2022-0073	Mahima Ravi	Bachelor of Science (Honours) in Psychology
63	SIASUG2022-0087	Nandish Hiremath	Bachelor of Science (Honours) in Psychology
64	SIASUG2022-0115	Riya Gaonkar	Bachelor of Science (Honours) in Psychology
65	SIASUG2022-0123	Sakshi Barad	Bachelor of Science (Honours) in Psychology
66	SIASUG2022-0145	Srinidhi Arun Pennathur	Bachelor of Science (Honours) in Psychology
67	SIASUG2022-0149	Sumedha kadambi	Bachelor of Science (Honours) in Psychology
68	SIASUG2022-0154	Taruni Sanjeyan	Bachelor of Science (Honours) in Psychology
69	SIASUG2022-0162	Vanya Shiel	Bachelor of Science (Honours) in Psychology
70	SIASUG2022-0163	RA Varshinie	Bachelor of Science (Honours) in Psychology

71	SIASUG2022-0169	Vidur Ramasubramanian	Bachelor of Science (Honours) in Psychology
72	SIASUG2022-0179	Vedantam Karthikeya Tanav	Bachelor of Arts (Honours) in Social Studies
73	SIASUG2021-0006	Abhay Vasistha V	Bachelor of Science (Honours) in Biological Sciences
74	SIASUG2021-0030	Anvi Davar	Bachelor of Science (Honours with Research) in Biological Sciences
75	SIASUG2021-0041	Ava Arjun	Bachelor of Science (Honours) in Biological Sciences
76	SIASUG2021-0068	Hemajashri Reddy Malireddy	Bachelor of Science (Honours) in Biological Sciences
77	SIASUG2021-0170	Suhaava Kaur Kooner	Bachelor of Science (Honours with Research) in Biological Sciences
78	SIASUG2021-0123	Prithvi Rahul Padathara	Bachelor of Science (Honours with Research) in Computer Science
79	SIASUG2021-0196	P Vidisha Ponnappa	Bachelor of Science (Honours with Research) in Computer Science
80	SIASUG2021-0017	Ananya Prasanna Gudaloor	Bachelor of Arts (Honours) in Economics
81	SIASUG2021-0023	Anish Kumar	Bachelor of Arts (Honours) in Economics
82	SIASUG2021-0177	Tanishka Nandakumar	Bachelor of Arts (Honours) in Economics
83	SIASUG2021-0201	Yash Debnath	Bachelor of Arts (Honours) in Economics
84	SIASUG2021-0150	Shloka Uchil	Bachelor of Arts (Honours) in Environmental Studies
85	SIASUG2021-0015	Amogh Kumar Mishra	Bachelor of Science (Honours with Research) in Mathematics
86	SIASUG2021-0057	Dhriti Maria Balakrishna	Bachelor of Science (Honours) in Mathematics
87	SIASUG2021-0115	Chouhan Prachi Shantilal	Bachelor of Science (Honours) in Mathematics
88	SIASUG2021-0126	Rananjay Nair	Bachelor of Science (Honours with Research) in Mathematics
89	SIASUG2021-0025	Anoop Yadav	Bachelor of Science (Honours with Research) in Physics
90	SIASUG2021-0004	Aarushi Sinha	Bachelor of Arts (Honours with Research) in Politics
91	SIASUG2021-0106	Shaikh Nemat Parveen Mohd Israil	Bachelor of Arts (Honours) in Politics
92	SIASUG2021-0066	Harini Divya Bhatia	Bachelor of Science (Honours) in Psychology
93	SIASUG2021-0085	Lekhana Priya Gundapaneni	Bachelor of Science (Honours with Research) in Psychology
94	SIASUG2021-0121	Prisha Khanna	Bachelor of Science (Honours) in Psychology
95	SIASUG2021-0124	Priyanka Prasanna Acharya	Bachelor of Science (Honours with Research) in Psychology
96	SIASUG2021-0163	Sneham Maheshwari	Bachelor of Arts (Honours) in Literature
97	SIASUG2021-0055	Deeksha Rao	Bachelor of Arts (Honours) in Politics
98	SIASUG2021-0043	Naik Avinash Tuna	Bachelor of Science (Honours) in Psychology
99	SIASUG2021-0143	Shambhavi Kulkarni	Bachelor of Arts (Honours) in Social Studies
100	SIASUG2021-0151	Shreeya Misra	Bachelor of Arts (Honours) in Economics
101	SIASUG2020-0047	Harshita Kedia	Bachelor of Science (Honours) in Computer Science
102	SIASUG2021-0092	Mallika Sobhrajani	Bachelor of Arts (Honours with Research) in History
103	SIASUG2022-0117	Ronak Saha	Bachelor of Arts (Honours) in Economics
104	SIASUG2022-0114	Ritika Menon M	Bachelor of Arts (Honours) in Economics
105	SIASUG2021-0156	Siddhartha Sreenivas	Bachelor of Science (Honours) in Psychology
106	SIASUG2022-0134	Shrawani Jeetendra Deshmukh	Bachelor of Science (Honours) in Psychology

Annexure 14.1 School of Interwoven Arts & Sciences, Krea University PG Diploma 2022-23: List of Graduated Students			
S.No.	**Student Roll No.**	**Student Name**	**Diploma Obtained**
1	SIASPG2022-0001	Adwaith W S	Post Graduate Diploma in Politics
2	SIASPG2022-0002	Akhilesh R	Post Graduate Diploma in Interwoven Arts and Sciences
3	SIASPG2022-0003	Ananya Raju	Post Graduate Diploma in Business Studies
4	SIASPG2022-0004	Anupama M	Post Graduate Diploma in Interwoven Arts and Sciences
5	SIASPG2022-0005	Archit Venugopalan	Post Graduate Diploma in Computer Science
6	SIASPG2022-0006	Arjun Anand	Post Graduate Diploma in Business Studies
7	SIASPG2022-0007	Arjun Veer Kohli	Post Graduate Diploma in Computer Science
8	SIASPG2022-0008	Arya Vijay Lovekar	Post Graduate Diploma in Literature
9	SIASPG2022-0009	Ashutosh Verma	Post Graduate Diploma in Computer Science
10	SIASPG2022-0010	Dhanusree Raghu	Post Graduate Diploma in Chemistry
11	SIASPG2022-0011	Gauri Velloor	Post Graduate Diploma in Chemistry
12	SIASPG2022-0012	Gautham Sreenivasan Sathish	Post Graduate Diploma in Physics
13	SIASPG2022-0013	Harinandan Singh	Post Graduate Diploma in Interwoven Arts and Sciences
14	SIASPG2022-0014	Ishita Pradeep	Post Graduate Diploma in Politics
15	SIASPG2022-0015	Jash N Shah	Post Graduate Diploma in Mathematics
16	SIASPG2022-0016	Jeswin John J	Post Graduate Diploma in Environmental Studies
17	SIASPG2022-0017	Karthika Madhavi Satyanarayanan	Post Graduate Diploma in Biological Sciences
18	SIASPG2022-0018	Kartik V Nair	Post Graduate Diploma in Computer Science
19	SIASPG2022-0019	Kshama	Post Graduate Diploma in Psychology
20	SIASPG2022-0020	Kuruganti Naga Priyanka	Post Graduate Diploma in Economics
21	SIASPG2022-0021	Lipi S	Post Graduate Diploma in Biological Sciences
22	SIASPG2022-0022	Mahesh.R	Post Graduate Diploma in Interwoven Arts and Sciences
23	SIASPG2022-0023	Munirmahedi Paviwala	Post Graduate Diploma in History
24	SIASPG2022-0024	Nairan Fatima	Post Graduate Diploma in Psychology
25	SIASPG2022-0025	Nisarg Sanghavi	Post Graduate Diploma in Business Studies
26	SIASPG2022-0026	Pranav Sai Balakrishnan	Post Graduate Diploma in Politics
27	SIASPG2022-0027	Rutuja Rokade	Post Graduate Diploma in History
28	SIASPG2022-0028	Sahil Borse	Post Graduate Diploma in Politics
29	SIASPG2022-0029	Saijanani Ramani	Post Graduate Diploma in Psychology

30	SIASPG2022-0030	Sanjana Raman	Post Graduate Diploma in Psychology
31	SIASPG2022-0031	Yatatma Sharma	Post Graduate Diploma in Computer Science
32	SIASPG2022-0032	Shweta Rajiv	Post Graduate Diploma in Computer Science
33	SIASPG2022-0033	Siddharth Murali	Post Graduate Diploma in Interwoven Arts and Sciences
34	SIASPG2022-0034	Smriti Venkatraman	Post Graduate Diploma in Environmental Studies
35	SIASPG2022-0035	Sneha Priya Gade	Post Graduate Diploma in Economics

Annexure 14.1 School of Interwoven Arts & Sciences, Krea University PG Diploma 2023-24: List of Graduated Students			
S.No.	**Student Roll No.**	**Student Name**	**Diploma Obtained**
1	SIASPG2023-0008	Anwesha Baral	Postgraduate Diploma in Biological Sciences
2	SIASPG2023-0012	Deesha Jeppu	Postgraduate Diploma in Biological Sciences
3	SIASPG2023-0016	Ishan Suresh Kumar	Postgraduate Diploma in Biological Sciences
4	SIASPG2023-0006	Alina Mehta	Postgraduate Diploma in Chemistry
5	SIASPG2023-0007	Ameena A	Postgraduate Diploma in Chemistry
6	SIASPG2023-0018	Kaustav Mehta	Postgraduate Diploma in Chemistry
7	SIASPG2023-0004	Adnan Qureshi	Postgraduate Diploma in Computer Science
8	SIASPG2023-0023	Prajakta Jagtap	Postgraduate Diploma in Computer Science
9	SIASPG2023-0027	Sandeep Chezhian A	Postgraduate Diploma in Computer Science
10	SIASPG2023-0029	Seema Vishwakarma	Postgraduate Diploma in Computer Science
11	SIASPG2023-0001	Aaryan Garg	Postgraduate Diploma in Economics
12	SIASPG2023-0015	Harini Vandana Elango	Postgraduate Diploma in Economics
13	SIASPG2023-0021	Nivedita Naveen	Postgraduate Diploma in Environmental Studies
14	SIASPG2023-0033	Tanvi Kadakol	Postgraduate Diploma in Environmental Studies
15	SIASPG2023-0032	Surabhi Trivady	Postgraduate Diploma in History
16	SIASPG2023-0003	Adhiti Prakash	Postgraduate Diploma in Interwoven Arts and Sciences
17	SIASPG2023-0011	Chanda Kumari	Postgraduate Diploma in Interwoven Arts and Sciences
18	SIASPG2023-0010	Bhavya Kandhari	Postgraduate Diploma in Interwoven Arts and Sciences
19	SIASPG2023-0005	Adwaiy Tholia	Postgraduate Diploma in Interwoven Arts and Sciences
20	SIASPG2023-0013	Bura Divya	Postgraduate Diploma in Interwoven Arts and Sciences
21	SIASPG2023-0020	Manu Muralee	Postgraduate Diploma in Interwoven Arts and Sciences
22	SIASPG2023-0025	Ravi Kambhampati	Postgraduate Diploma in Interwoven Arts and Sciences
23	SIASPG2023-0031	Sujith S	Postgraduate Diploma in Interwoven Arts and Sciences
24	SIASPG2023-0026	Sagar Bhargava	Postgraduate Diploma in Mathematics
25	SIASPG2023-0002	Aatmesh Govind	Postgraduate Diploma in Physics
26	SIASPG2023-0017	Joan Adithi Franklin	Postgraduate Diploma in Physics
27	SIASPG2023-0022	Omkar Nandeesh Hiremath	Postgraduate Diploma in Physics
28	SIASPG2023-0014	Diya Ahuja	Postgraduate Diploma in Politics
29	SIASPG2023-0019	Km Smriti	Postgraduate Diploma in Psychology
30	SIASPG2023-0024	Prerana Bhole	Postgraduate Diploma in Psychology
31	SIASPG2023-0030	Shreya Sridhar	Postgraduate Diploma in Psychology

Annexure 14.1 IFMR GSB, Krea University MBA 2021-23: List of Graduated Students		
S.No.	**Student Roll No.**	**Student Name**
1	MBA2021-001	Abdul Sohrab Khan
2	MBA2021-002	Abhinav Mitra
3	MBA2021-003	Abhishek Jaiswal
4	MBA2021-004	Aditi Gahoi
5	MBA2021-005	Aditi Sarda
6	MBA2021-006	Aditya Jain
7	MBA2021-007	Adrivit Sarkar
8	MBA2021-008	Akanksha Vashistha
9	MBA2021-009	Akash Joseph
10	MBA2021-010	Akhil A
11	MBA2021-011	Akshat Kumar
12	MBA2021-012	Akshay S Jayaraj
13	MBA2021-013	Alap Joshi
14	MBA2021-014	Aman Gahlot
15	MBA2021-015	Amit Maheshkumar Jethwani
16	MBA2021-017	Anjali Avinash
17	MBA2021-018	Anjali Jha
18	MBA2021-019	Ankit Arora
19	MBA2021-020	Ankit Kumar Jha
20	MBA2021-021	Ankit Mukhopadhyay
21	MBA2021-022	Anubhab Guha
22	MBA2021-023	Anuj Kamalesh Darange
23	MBA2021-024	Anuj Sisodiya
24	MBA2021-025	Anuja Tandon
25	MBA2021-026	Anusha Padmanabha
26	MBA2021-027	Ark Srivastava
27	MBA2021-028	Arnab Paul
28	MBA2021-029	Ashmita A S
29	MBA2021-030	Astha Priya
30	MBA2021-031	Aswin Shaji
31	MBA2021-032	Ayush Bandhu
32	MBA2021-033	Ayush Kumar
33	MBA2021-034	Ayush Mishra
34	MBA2021-035	Bhawna Watts
35	MBA2021-036	Bhumika Bhatia
36	MBA2021-038	Charu
37	MBA2021-039	Chetna Pentakota
38	MBA2021-040	Deeksha Tuteja
39	MBA2021-041	Deepesh Manikpure
40	MBA2021-042	Dhananjay Singhal
41	MBA2021-043	Diksha
42	MBA2021-044	Divanshu Tambi
43	MBA2021-045	Divya Varghese
44	MBA2021-046	Divya Rama Charan Patagarla
45	MBA2021-047	Divyanshu Upadhyaya
46	MBA2021-048	Dristy Jain
47	MBA2021-049	Durgaprasad Palacharla

48	MBA2021-050	Dushyant Tiwari
49	MBA2021-051	Febina K
50	MBA2021-052	Felix Saji
51	MBA2021-053	Gunjan Agarwal
52	MBA2021-054	Gunjan Sinha
53	MBA2021-056	Harsh Mehta
54	MBA2021-057	Harshita Singh
55	MBA2021-058	Hima A Nichani
56	MBA2021-059	Himanshu Shekhar Panda
57	MBA2021-060	Himanshu Parakh
58	MBA2021-061	Hrithik Lalwani
59	MBA2021-062	Ishita Shukla
60	MBA2021-063	Jeet Jani
61	MBA2021-064	Jishnu Rajeev
62	MBA2021-065	Jitesh Gupta
63	MBA2021-066	Kajol Kiran Dash
64	MBA2021-067	Kanika Agrawal
65	MBA2021-068	Kaushik Thangaraju
66	MBA2021-069	Kedar Mangrola
67	MBA2021-070	Khushi Goel
68	MBA2021-071	Kiran Bulani
69	MBA2021-072	Kiruthika Muthukumar
70	MBA2021-073	S. Krishnan
71	MBA2021-074	Krishnanand Suresh
72	MBA2021-075	Krithika Sridhar
73	MBA2021-076	Kumar Raj
74	MBA2021-077	Kunal Samir Pagey
75	MBA2021-078	Lakhan Kumar Agarwal
76	MBA2021-079	Lakshay Agnihotri
77	MBA2021-080	Lakshmi Prasanna Muppidi
78	MBA2021-081	Lucky Shekhawat
79	MBA2021-082	Madhuri Bahety
80	MBA2021-083	Mahak Dawani
81	MBA2021-084	Joshi Maitry Pareshkumar
82	MBA2021-085	Mani Kalra
83	MBA2021-086	Mayank Grover
84	MBA2021-087	Mayank Kumar Gwal
85	MBA2021-088	Mehak Rajpal
86	MBA2021-089	Mehek Wadhwani
87	MBA2021-090	Mohammed Muzammil
88	MBA2021-091	Mridul Jha
89	MBA2021-092	Mukul Baviskar
90	MBA2021-093	Munshi Shahed Ahmed Shabbir Ahmed
91	MBA2021-094	Naman Arora
92	MBA2021-095	Naman Joshi
93	MBA2021-096	Naman Muchhal
94	MBA2021-097	Neetika Agarwal
95	MBA2021-098	Niket Lulla
96	MBA2021-099	Nisha Magesh
97	MBA2021-100	Pallavi Chakraborty
98	MBA2021-101	Parasaran V S

99	MBA2021-102	Phalguni Pal
100	MBA2021-103	Prachi Agarwal
101	MBA2021-104	Prachi Shrivastava
102	MBA2021-105	Pragya Agarwal
103	MBA2021-106	Pragya Daga
104	MBA2021-107	Pranav S
105	MBA2021-108	Pranoy Mundal
106	MBA2021-109	Pranshu Singla
107	MBA2021-110	Prashant Sharma
108	MBA2021-111	Prassannjeet Maji
109	MBA2021-112	Prateem Chakraborty
110	MBA2021-113	Penke Praveen
111	MBA2021-114	Priya Vardhan
112	MBA2021-115	Priyanshu Tiwari
113	MBA2021-116	L Priyaranjan Patro
114	MBA2021-117	Puneet Kumbnani
115	MBA2021-118	Rashi Chhaparwal
116	MBA2021-119	Rashmi Sree Panchumarthi
117	MBA2021-121	Rishabh Nainwal
118	MBA2021-122	Ritesh Kumar
119	MBA2021-123	Ritika Singh
120	MBA2021-124	Ronalds Sirikotla
121	MBA2021-125	Ruchira Misra
122	MBA2021-126	Rupabh Bharti
123	MBA2021-127	Sahil Rahman
124	MBA2021-128	Sai Avanthika Revanur
125	MBA2021-129	Sai Eswar Reddy Mandapati
126	MBA2021-130	Sanchit Singla
127	MBA2021-131	Sanskar Jain
128	MBA2021-132	Saransh Bhansali
129	MBA2021-134	Satya Muthu
130	MBA2021-135	Saumya Soni
131	MBA2021-136	Shambhavi Shukla
132	MBA2021-137	Shantam Ashok Singh
133	MBA2021-138	Shashi Singh
134	MBA2021-139	Shaunak Bhimani
135	MBA2021-140	Shivam Khatri
136	MBA2021-141	Shivam Kumar Agrawal
137	MBA2021-142	Shivani Jindal
138	MBA2021-143	Shivani Prakash
139	MBA2021-144	T R Shradha
140	MBA2021-145	Shreya Mitra
141	MBA2021-146	Siddarth Sundaram P T
142	MBA2021-147	Siddhi Mishra
143	MBA2021-148	Sivacharan Peruri
144	MBA2021-149	Smriti Mehta
145	MBA2021-150	Sourav Biswas
146	MBA2021-151	Sourav Das
147	MBA2021-152	Sourav More
148	MBA2021-153	Sreeram Thejas
149	MBA2021-154	Subham Panda

150	MBA2021-155	Sucharita Dutta
151	MBA2021-156	Sugandha Goyal
152	MBA2021-157	Suhani Jain
153	MBA2021-158	Suraj Kumar
154	MBA2021-159	Surbhi Kumar
155	MBA2021-160	Sushant Sharma
156	MBA2021-161	Sushant Yadav
157	MBA2021-162	Suvansh Mohan Sharma
158	MBA2021-163	Swati Bhawnani
159	MBA2021-164	Swati Tiwari
160	MBA2021-165	Sweta Mishra
161	MBA2021-166	Tarun Modi
162	MBA2021-167	Teja Sai Puvvala
163	MBA2021-168	Tushar Bhardwaj
164	MBA2021-169	Uday Surapaneni
165	MBA2021-170	Utkarsh Joshi
166	MBA2021-171	Vaibhav Bhatia
167	MBA2021-172	Vaibhav Maheshwari
168	MBA2021-173	Vaibhav Sharma
169	MBA2021-174	Vanshika Kalra
170	MBA2021-175	Varun Bhalla
171	MBA2021-176	Varun Mehta
172	MBA2021-177	Varun Toshniwal
173	MBA2021-178	Vidushi Hingorani
174	MBA2021-179	Maliga Vinay Maha Raj
175	MBA2021-180	Yash Shah
176	MBA2021-181	Yash Tiwari
177	MBA2021-182	Ayush Gupta
178	MBA2021-183	Shashank Sharma
179	MBA2021-184	Prateek Bichpuriya
180	MBA2021-185	Vicky Halder
181	MBA2021-186	Dhwani Matta
182	MBA2021-187	Anshu Sudhakar
183	MBA2021-188	Khushi Agarwal
184	MBA2021-189	Chirag Saxena

Annexure 14.1 IFMR GSB, Krea University MBA 2022-24: List of Graduated Students		
S.No.	**Student Roll No.**	**Student Name**
1	MBA202224-001	Aanchal Goyal
2	MBA202224-002	Aarushi Dubey
3	MBA202224-003	Aastha Thakur
4	MBA202224-004	Aastha D Nankani
5	MBA202224-005	Abhilash Rao Ponugati
6	MBA202224-006	Abhishek Aggarwal
7	MBA202224-007	Abhishek Kumar
8	MBA202224-008	Abhishek Tarsem Kumar
9	MBA202224-009	Abhishek Arvind Sonone
10	MBA202224-010	Aishwarya Vedachalam
11	MBA202224-011	Ajay Pathak
12	MBA202224-012	Akash Vinod Talokar
13	MBA202224-013	Akriti Soni
14	MBA202224-014	Allu V Ch S S J Akhil
15	MBA202224-015	Amey Ashok Rajas
16	MBA202224-016	Ananya Reddivari
17	MBA202224-017	Anjali Singh
18	MBA202224-019	Anmol Sinha
19	MBA202224-020	Antra Kumari
20	MBA202224-021	Anubhav Tripathi
21	MBA202224-022	Anugrah Pandey
22	MBA202224-023	Anuradha Giridhar
23	MBA202224-024	Anusha Kattoor
24	MBA202224-025	Arpit Khandelwal
25	MBA202224-026	Arshdeep Singh
26	MBA202224-027	Arush Srivastava
27	MBA202224-029	Ashish Kumar
28	MBA202224-030	Ashish Pal
29	MBA202224-031	Ashutosh Sahoo
30	MBA202224-032	Ashutosh Tiwari
31	MBA202224-033	Astha Bhanja
32	MBA202224-034	Avinash Kumar
33	MBA202224-035	Bandi Sai Krishna
34	MBA202224-036	Bharat Sanjay Motiyani
35	MBA202224-037	Bhargav Ashwinkumar Patel
36	MBA202224-038	Bhavya Gupta
37	MBA202224-039	Brijesh Sharma
38	MBA202224-040	Chaitanya Bhushan Moharir
39	MBA202224-041	Chandan Pandey
40	MBA202224-042	Chitrangana Rajawat
41	MBA202224-043	Deepak Jain
42	MBA202224-044	Devam Dixit
43	MBA202224-045	Devansh Singh

44	MBA202224-047	Dhanusha Reddy
45	MBA202224-048	Dharm Bhupatbhai Patel
46	MBA202224-049	Dheeraj Dharmendra Khetan
47	MBA202224-050	Dinkal Suresh Ingole
48	MBA202224-051	Diptarshi Maiti
49	MBA202224-052	Gaurav Murlidhar Chandak
50	MBA202224-053	Gopika Sethunath
51	MBA202224-054	Harsh Udawat
52	MBA202224-055	Harsh Hitesh Bavishi
53	MBA202224-056	Harshal Tajanpure
54	MBA202224-057	Harshita Prusty
55	MBA202224-058	Harshita Motwani
56	MBA202224-059	Hrithik Mundra
57	MBA202224-060	Isha Singh
58	MBA202224-061	Ishan Mittal
59	MBA202224-062	Jaiwanth S
60	MBA202224-063	Jayesh Grover
61	MBA202224-064	Jayesh Shamkant Kothawade
62	MBA202224-065	Jitesh Jaju
63	MBA202224-066	Joel Samuel
64	MBA202224-067	Jyotishman Das
65	MBA202224-068	Kalangi Sharon Varsha
66	MBA202224-069	Kamal Narayan Choudhury
67	MBA202224-070	Kanishk Kashyap
68	MBA202224-071	Kannan M A V
69	MBA202224-072	Kanshika
70	MBA202224-073	Kapil Paliwal
71	MBA202224-074	Karan Thakar
72	MBA202224-076	Katyayani
73	MBA202224-077	Kisha Singh
74	MBA202224-079	Kotni Sriram
75	MBA202224-080	Krishanu Kashyap
76	MBA202224-081	Latavya Cn
77	MBA202224-082	Nirav Nilesh Lodaya
78	MBA202224-083	Madhumithran S
79	MBA202224-084	Mahak Kamra
80	MBA202224-085	Mainak Roy
81	MBA202224-086	Maitreyee Mukherjee
82	MBA202224-087	Manali Pradiprao Bidkar
83	MBA202224-088	Masaya Sahoo
84	MBA202224-089	Matta Seshasai Rithvik
85	MBA202224-090	Mayur Kasat
86	MBA202224-091	Meghna Bisht
87	MBA202224-092	Mihir Sanjay Chavan
88	MBA202224-093	Mohamed Ishan P R
89	MBA202224-094	Mulukuri Uday Gupta
90	MBA202224-095	Namrata Gupta

91	MBA202224-096	Nanda Krishnan S K
92	MBA202224-097	Nandini Daga
93	MBA202224-098	Neelmani Singh
94	MBA202224-099	Nidhi Bhardwaj
95	MBA202224-100	Nishant Kumar Jha
96	MBA202224-101	Palak Jain
97	MBA202224-102	Pallavi Shikha
98	MBA202224-103	Pious John
99	MBA202224-104	Piyush Kumar Singh
100	MBA202224-105	Pragati Gupta
101	MBA202224-106	Pragya Sharan
102	MBA202224-107	Praneeth Mandalika
103	MBA202224-108	Prateek Bishnoi
104	MBA202224-109	Prateek Shukla
105	MBA202224-110	Pravin Subhash Chavan
106	MBA202224-111	Priya Kumari
107	MBA202224-112	Priyam Sengar
108	MBA202224-113	Priyanka Jaiswal
109	MBA202224-114	Pubali Chakraborty
110	MBA202224-115	Purvi Modi
111	MBA202224-116	Purwa Jain
112	MBA202224-117	Rahul Chourasia
113	MBA202224-118	Ravi Ranjan
114	MBA202224-119	Ridhi Mittal
115	MBA202224-120	Rishabh Malviya
116	MBA202224-121	Rishabh Kumar Shukla
117	MBA202224-122	Ritam Kumar
118	MBA202224-123	Ritam Maji
119	MBA202224-124	Ritika Vasishtha
120	MBA202224-125	Ritika Yadav
121	MBA202224-126	Rituparni Hazra
122	MBA202224-127	Riya Chawla
123	MBA202224-128	Rohit Gulia
124	MBA202224-129	Rohit Kumar Sinha
125	MBA202224-130	Rohit Vinod Khursankar
126	MBA202224-131	Roudrojjwal Bose
127	MBA202224-132	Rounak Ashok Rathi
128	MBA202224-133	Rupesh Rakesh Shinde
129	MBA202224-134	Sahil Sachin Bhure
130	MBA202224-135	Saikat Dey
131	MBA202224-136	Samir Prasad Shaw
132	MBA202224-137	Sarthi Aggarwal
133	MBA202224-138	Saurabh Dikshit
134	MBA202224-139	Sayandeep Guin
135	MBA202224-140	Sayantani Saha
136	MBA202224-141	Shanya Shai
137	MBA202224-142	Sharan Anirudh

138	MBA202224-143	Shashi Krishna
139	MBA202224-144	Shivam Arora
140	MBA202224-145	Shivam Khandelwal
141	MBA202224-146	Shivam Singh
142	MBA202224-147	Shivangi Misra
143	MBA202224-148	Shobhit Raj
144	MBA202224-149	Shresth Kapoor
145	MBA202224-150	Shreya Singh
146	MBA202224-151	Shubham Toke
147	MBA202224-153	Shubhashish Das
148	MBA202224-154	Simran Raj
149	MBA202224-155	Sooryakiran
150	MBA202224-156	Soumya Suman
151	MBA202224-157	Sourab Ghoshal
152	MBA202224-158	Spruha Kayarkar
153	MBA202224-159	Srijan Dutta
154	MBA202224-160	Suchir Bhandari
155	MBA202224-161	Sudhanshu Ranjan
156	MBA202224-162	Suraj Singh
157	MBA202224-163	Suraj Kumar
158	MBA202224-164	Surbhi Ramaji Khaparkar
159	MBA202224-165	Swethish Santhosh
160	MBA202224-166	Tania Saha
161	MBA202224-167	Tanmayasree Amajala
162	MBA202224-168	Tanya Bachani
163	MBA202224-169	Tejaswi Chidalla
164	MBA202224-170	Tushar Sachdeva
165	MBA202224-171	Udit Sharma
166	MBA202224-172	Ujjwal Shah
167	MBA202224-173	Varun Garg
168	MBA202224-174	Vipul Pramod Patil
169	MBA202224-175	Vishal Gour
170	MBA202224-176	Vishal Gopal Shire
171	MBA202224-177	Yash Jain
172	MBA202224-178	Zainab Ratlamwala

Annexure 14.1 IFMR GSB, Krea University MBA 2023-25: List of Graduated Students		
S.No.	**Student Roll No.**	**Student Name**
1	MBA202325-001	Aashi Mishra
2	MBA202325-003	Aayush Jat
3	MBA202325-004	Abhimanyu Ranjith Panapparambil
4	MBA202325-005	Abhinav Sarda
5	MBA202325-006	Achhat Kumar Singh
6	MBA202325-007	Adarsh Rai
7	MBA202325-008	Adarsh Sethia
8	MBA202325-009	Aditi Agrawal
9	MBA202325-010	Aditi Srivastava
10	MBA202325-011	Aditya Kumar
11	MBA202325-012	Aditya Pattanaik
12	MBA202325-013	Aishwarya Verma
13	MBA202325-014	Akash Elumalai
14	MBA202325-015	Akshat Jain
15	MBA202325-016	Akshatha N Mallikarjuna N G
16	MBA202325-017	Akshay Suresh N S
17	MBA202325-018	Akshay Chander Mirani
18	MBA202325-019	Akshit Jain
19	MBA202325-020	Aleena Jose
20	MBA202325-021	Aman Jaiswal
21	MBA202325-022	Aman Nigam
22	MBA202325-023	Amish Guleria
23	MBA202325-024	Amisha Ghai
24	MBA202325-025	Anand Raj
25	MBA202325-026	Anand Ashutosh Tiwari
26	MBA202325-027	Anand Saunil Shingwekar
27	MBA202325-028	Anandi Das
28	MBA202325-029	Ananya Ghosh
29	MBA202325-030	Ananya M
30	MBA202325-031	Ananyaa Saikia
31	MBA202325-032	Anish Agarwal
32	MBA202325-033	Ankur Malik
33	MBA202325-034	Anmol Kanthaliya
34	MBA202325-035	Anshuman Shankar
35	MBA202325-036	Anurag Mitra
36	MBA202325-037	Anurag Singh
37	MBA202325-038	Anushka Jain
38	MBA202325-039	Anvit Kumar Singh
39	MBA202325-040	Anwesh Banerjee
40	MBA202325-041	Archi Walia
41	MBA202325-042	Arindam Das Gupta
42	MBA202325-043	Ariz Annan
43	MBA202325-044	Arka Sarkar
44	MBA202325-045	Arushi Shukla

45	MBA202325-046	Aryav Shah
46	MBA202325-047	Ashish Pandey
47	MBA202325-048	Ashutosh Gupta
48	MBA202325-049	Ashwin S Pillai
49	MBA202325-050	Astha Mishra
50	MBA202325-051	Aswathy Balachandran
51	MBA202325-052	Atul Kumar
52	MBA202325-054	Ayush Singh
53	MBA202325-055	Bhanu Jain
54	MBA202325-056	Bhavya Kumar
55	MBA202325-057	Bhavya Jain
56	MBA202325-058	Bhavya Jain
57	MBA202325-059	Bishweshwar Garnayak
58	MBA202325-060	VLVS Chaitanya
59	MBA202325-062	Chandra Vikas
60	MBA202325-063	Chandra Moulika Gangavaram
61	MBA202325-064	Chhayank Jindal
62	MBA202325-065	Chinmay Rajesh Ghosalkar
63	MBA202325-066	Chirag Rochani
64	MBA202325-067	Chitralekha Chedurupalli
65	MBA202325-068	Debajit Das
66	MBA202325-069	Debottam Banerjee
67	MBA202325-070	Deepti Debajyoti Behera
68	MBA202325-071	Devansh Singh
69	MBA202325-072	Dhruv Suresh Agarwal
70	MBA202325-073	Dipanyita Mondal
71	MBA202325-074	Divyansh Singh
72	MBA202325-075	Eshita Chaturvedi
73	MBA202325-076	Gargi Rathore
74	MBA202325-077	Gaurav Mandhani
75	MBA202325-078	Gauri Thoyakkat
76	MBA202325-079	Gautam Gilhotra
77	MBA202325-080	George M Kolethu
78	MBA202325-081	Gezatan Nimal Raj
79	MBA202325-082	Goutam Chakraborty
80	MBA202325-083	Harinath R
81	MBA202325-085	Harsh Ashok Kapoor
82	MBA202325-086	Harsh Ashokbhai Agarwal
83	MBA202325-087	Iman Mazumder
84	MBA202325-088	Ishika Gupta
85	MBA202325-089	Ishika Saraogi
86	MBA202325-090	Jatin Sanjeev Soni
87	MBA202325-091	Jay Rajesh Mehta
88	MBA202325-092	Jeby Raja Jesura T
89	MBA202325-093	Jeetu Rajesh Kamwani
90	MBA202325-094	Kajal Agarwal
91	MBA202325-095	Kashish Gupta

92	MBA202325-096	Keerthana J Visvanathan
93	MBA202325-097	Khushee Chaturvedi
94	MBA202325-098	Kirti Rajendrakumar Agrawal
95	MBA202325-099	Komal Muthreja
96	MBA202325-100	Kumar Shubham
97	MBA202325-101	Kunal Rajkumar Barapatre
98	MBA202325-102	Kundan Kumar Singh
99	MBA202325-103	Kushal Jain
100	MBA202325-104	Kyra Hormuz Lord
101	MBA202325-105	Lakkaraju Kumar Jayanth
102	MBA202325-106	Lekkala Venkata Komali
103	MBA202325-107	Lipika Tiwari
104	MBA202325-108	Madhav Manish Thakrar
105	MBA202325-109	Malyaj Jain
106	MBA202325-110	Manas Sharma
107	MBA202325-111	Biraboina Manasa
108	MBA202325-112	Mayank Gupta
109	MBA202325-113	Mayank Kumar
110	MBA202325-114	Mayank Kumar Jha
111	MBA202325-115	Md Sakib Khan
112	MBA202325-117	Miloni Lodha
113	MBA202325-118	Mohit Bisht
114	MBA202325-119	Mounika Bodepu
115	MBA202325-120	Muhammed Dawood Khalid K
116	MBA202325-121	Muskan
117	MBA202325-122	Nachiketa Dinesh Badgujar
118	MBA202325-123	Thota Naga Purna Shanthi Sree
119	MBA202325-124	Dharmavarapu Naga Sai Sushma
120	MBA202325-125	Nancy Gupta
121	MBA202325-126	Nancy Jain
122	MBA202325-127	Nanditha Subramanian
123	MBA202325-128	Nandyala Akshara
124	MBA202325-129	Vsl Narayana Sai Bhamidipati
125	MBA202325-130	Nayan Mahajan
126	MBA202325-131	Nikhil Bisht
127	MBA202325-132	Nikhil Dalakoti
128	MBA202325-133	Nikhil Shukla
129	MBA202325-134	Nikhil Bharat Shinde
130	MBA202325-135	Nikhil Kumar Kandula
131	MBA202325-136	Niladri Ganguly
132	MBA202325-137	Niyati Reddy
133	MBA202325-138	Om Mahendra Shinde
134	MBA202325-139	Oshi Kumari
135	MBA202325-140	Pankaj Ramesh Saharkar
136	MBA202325-141	Parvathi T S
137	MBA202325-142	Yadav Pawan Babru
138	MBA202325-144	Piyush Keshri

139	MBA202325-145	Piyush Omar
140	MBA202325-146	Pooja
141	MBA202325-147	Poorva Rathore
142	MBA202325-148	Prabhakar Mishra
143	MBA202325-149	Prakash Dwivedi
144	MBA202325-150	Prakhar Gupta
145	MBA202325-151	Prakhar Verma
146	MBA202325-152	Pranav Sharad Patki
147	MBA202325-153	Prashant Kumar Singh
148	MBA202325-154	Pratap Ashok Wagh
149	MBA202325-155	Prateek Saravgi
150	MBA202325-156	Pratham Khandelwal
151	MBA202325-157	Pratik Jagdish Deore
152	MBA202325-158	PRAVEEN K R
153	MBA202325-159	Prerna Dhingra
154	MBA202325-160	Priyal Singhai
155	MBA202325-161	Punita Rajawat
156	MBA202325-162	Punita Pandurang Patil
157	MBA202325-163	Purnima Sharma
158	MBA202325-164	Pushpak Narendra Attarde
159	MBA202325-165	Kuberan R
160	MBA202325-167	Radhika Chettiar
161	MBA202325-168	Radhika Shukla
162	MBA202325-169	Raghav Agarwal
163	MBA202325-170	Rahul
164	MBA202325-171	Rajat Ranjan
165	MBA202325-172	Rajul Jain
166	MBA202325-173	Raksha Jaiswal
167	MBA202325-174	Raman Negi
168	MBA202325-175	Ravi Ramya Sree Panchumarti
169	MBA202325-176	Rishabh Bhashkar
170	MBA202325-177	Rishabh Singh
171	MBA202325-178	Ritika Umeshwar Nath
172	MBA202325-179	Rittika Sen
173	MBA202325-180	Rohan Pandey
174	MBA202325-181	Ronak Jain
175	MBA202325-182	Rudra Pratap Singh
176	MBA202325-183	Rudrajeet Mondal
177	MBA202325-184	Rutuja Ashok Sable
178	MBA202325-185	Sahaj Agrawal
179	MBA202325-186	Napa Sai Kiran
180	MBA202325-187	Yerram Sai Revanth
181	MBA202325-188	Sai Sri Ponnuru
182	MBA202325-189	Sanjana Yadav
183	MBA202325-190	Sanket Siddhvinayak Gaikawad
184	MBA202325-191	Saptangshu Jha
185	MBA202325-192	Saptarshi Banerjee

186	MBA202325-193	Satyen Bhanudas Narwade
187	MBA202325-194	Saumyashree Das
188	MBA202325-195	Sharmishtha Banerjee
189	MBA202325-196	Shashank Dubey
190	MBA202325-197	Shashwat Patel
191	MBA202325-198	Shilpa Karmakar
192	MBA202325-199	Shivam Gupta
193	MBA202325-200	Shivendra Pandey
194	MBA202325-201	Shreya Jatin Choksi
195	MBA202325-202	Shreyash Shankar Jadhav
196	MBA202325-203	Shreyashi Dey
197	MBA202325-204	Shrikant Suresh Pawar
198	MBA202325-205	Shristi Kumari
199	MBA202325-206	Shristi Tantia
200	MBA202325-207	Shruti Jain
201	MBA202325-208	Shruti Nair
202	MBA202325-209	Shruti Shankar
203	MBA202325-210	Shubham Sharma
204	MBA202325-211	Siddharth G
205	MBA202325-212	Siddhesh Batwe
206	MBA202325-213	Soham Bandyopadhyay
207	MBA202325-214	Sourav Sarkar
208	MBA202325-215	Sreeganesan
209	MBA202325-216	Srijan Singh
210	MBA202325-217	Sukanya Chauhan
211	MBA202325-218	Sumit Kumar Sahu
212	MBA202325-219	Sumit Kumar Sahoo
213	MBA202325-220	Surbhi Agarwal
214	MBA202325-221	Sushil Bharatwaj T N
215	MBA202325-222	Sushma Choudhary
216	MBA202325-223	Swarnabala Balamurugan
217	MBA202325-224	Syed Masood Ahmed G
218	MBA202325-225	Tamanna Dadlani
219	MBA202325-226	Tanisha Bhasin
220	MBA202325-227	Taniya Mahawar
221	MBA202325-228	Tanmay Singh
222	MBA202325-229	Tanmay Jayant Kulkarni
223	MBA202325-230	Tanu Sharma
224	MBA202325-231	Tanushree Sharma
225	MBA202325-232	Tanushri Visveswara Raja
226	MBA202325-233	Tanveer Kaur
227	MBA202325-234	Udit Manral
228	MBA202325-235	Urvashi Gupta
229	MBA202325-236	Utkarsh Anand
230	MBA202325-237	Vaishnavi Ramakrishnan
231	MBA202325-238	Vartika Vyas
232	MBA202325-239	Venkata Krishna Vardhan Tanguturi

233	MBA202325-240	Vibhav Sandeep Gaonkar
234	MBA202325-241	Vigneshwar Shridhar Hegde
235	MBA202325-242	Vikash Kumar
236	MBA202325-243	Vinayak A Ashok
237	MBA202325-244	Vinod Kumar Bijja
238	MBA202325-245	Vishakha Agarwal
239	MBA202325-246	Vishwa Kumar Sathish Kumar P
240	MBA202325-247	Visshal Kumar R R
241	MBA202325-248	Yash Agarwal
242	MBA202325-249	Yash Gupta
243	MBA202325-250	Yash Mal
244	MBA202325-251	Yash Toshniwal
245	MBA202325-252	Yash Shaji Nair
246	MBA202325-253	Pochimireddy Yashwanth Kumar Reddy
247	MBA202325-254	Yogesh Rai
248	MBA202325-255	Yugant Haldey
249	MBA202325-256	Yuwampuri Goswami
250	MBA202325-257	Mohan Yalakala
251	MBA202325-258	Mohan Rao Arasavilli
252	MBA202325-263	Degala Yaswanth
253	MBA202325-264	Teja Prakash Kopparthi
254	MBA202325-261	Ramanaidu Sadu

Annexure 14.1 IFMR GSB, Krea University EMBA 2020-23: List of Graduated Students		
S.No.	**Student Roll No.**	**Student Name**
1	EMBA202001	Adarsh Nayak
2	EMBA202002	Anand Prakash Saini
3	EMBA202003	Chandan Kumar Sah
4	EMBA202004	Chitikareddy Suresh
5	EMBA202005	Deepak Kumar Singh
6	EMBA202006	Dinesh Kumar Chandra
7	EMBA202007	Dinesh M
8	EMBA202008	Gupta Ravi Shambhuprasad
9	EMBA202009	Harini Vijayakumar
10	EMBA202010	Jayadeep Palai
11	EMBA202012	Jayendra Singh Chandrawat
12	EMBA202013	Nikhil Uttam Kadlag
13	EMBA202014	Kamlesh Kumar Mishra
14	EMBA202015	Kanada Divyang Hasmukhbhai
15	EMBA202016	Khachar Shivrajbhai Ebhalbhai
16	EMBA202017	Komarapu Prem Sai
17	EMBA202018	Md Azharuddin
18	EMBA202019	Mohith P
19	EMBA202021	Nagaraj Shetty
20	EMBA202022	Nakka Prasad
21	EMBA202024	Paidi Umasankar Rao
22	EMBA202026	Prasenjit Mondal
23	EMBA202027	Prateek Sharma
24	EMBA202028	Rajesh Kanna
25	EMBA202029	Rawat Neeraj Raghubir
26	EMBA202030	Rochak Gupta
27	EMBA202031	Sandip Ghosh
28	EMBA202032	Santosh Kumar Sahoo
29	EMBA202033	Sarthak Jain
30	EMBA202034	Saurabh Sharma
31	EMBA202035	Shashank Jain
32	EMBA202036	Sirsendu Roy
33	EMBA202037	Solomonraja J
34	EMBA202038	Suraj Singh
35	EMBA202039	Sury Gowtham
36	EMBA202040	Syed Mohd Haider
37	EMBA202041	Thangavel P
38	EMBA202043	Vasanth G
39	EMBA202045	Vinaya Kumar Badigera
40	EMBA202020	Mullapudi Venkata Satya Prakash

Annexure 14.1 IFMR GSB, Krea University EMBA 2021-24: List of Graduated Students		
S.No.	**Student Roll No.**	**Student Name**
1	EMBA202101	Ahiyah M
2	EMBA202102	Anbarasu J
3	EMBA202105	Arun Kumar G
4	EMBA202106	Ashish Ghosal
5	EMBA202107	Balaji Ponnamanda
6	EMBA202108	Chauhan Jigar Anil
7	EMBA202109	Ganeshmuthu A
8	EMBA202110	Gopirathnam S
9	EMBA202111	Gowtham K
10	EMBA202112	Jangali Veeresha
11	EMBA202113	Jeevanandam R
12	EMBA202114	Kalai Selvan S
13	EMBA202115	Kumar G N
14	EMBA202117	Makadia Vimalkumar Maganlal
15	EMBA202118	Manikandan M
16	EMBA202119	Narayanasetty Nagaraju
17	EMBA202120	Niraj Jhajharia
18	EMBA202121	Parekh Deep Navnitrai
19	EMBA202122	Parmar Milankumar Amrutlal
20	EMBA202123	Pavan Kumar B P
21	EMBA202124	Pedapati Sanyasi Rao
22	EMBA202125	Prabakaran P
23	EMBA202126	Rajagopal B
24	EMBA202127	Rajeev Tiwari
25	EMBA202128	Rakesh Kannan M
26	EMBA202129	Rakesh M
27	EMBA202130	Ramanathan
28	EMBA202131	Ramesh S
29	EMBA202132	Renganathan R
30	EMBA202133	Roshan Agarwal
31	EMBA202134	Sajan Kumar Rawani
32	EMBA202135	Saket Bhardwaj
33	EMBA202136	Savitur Kumar Mishra
34	EMBA202137	Shantanu Dey
35	EMBA202138	Shiju A S
36	EMBA202139	Shubham Awasthi
37	EMBA202140	Subramaniam J
38	EMBA202141	Sutar Khetan Bhuraram
39	EMBA202142	Thamaraikannan S
40	EMBA202143	Vignesh S
41	EMBA202144	Vivek Kumar Mahto

Annexure 14.1 IFMR GSB, Krea University EMBA 2022-25: List of Graduated Students		
S.No.	**Student Roll No.**	**Student Name**
1	MBA202225-001	Abhibhav Jindal
2	MBA202225-002	Abhilash Kushwaha
3	MBA202225-003	Anjani Kumar Jha
4	MBA202225-004	Bharat C S
5	MBA202225-006	Dhayanithi R
6	MBA202225-007	Dinesh M
7	MBA202225-008	Dipu K
8	MBA202225-009	Ghanshyam Kumar Ray
9	MBA202225-010	Haresh Kumar
10	MBA202225-011	Jaya Priyaa Tr
11	MBA202225-012	Jayasudha P
12	MBA202225-013	Jeeva S
13	MBA202225-014	Jyoti Ranjan Nath
14	MBA202225-016	Manoj Prabhakar T
15	MBA202225-017	Mohammed Aleem
16	MBA202225-018	Muthuselvam C
17	MBA202225-019	Mythili S
18	MBA202225-020	Namburu Mohith Kumar
19	MBA202225-021	Navin Sebastian
20	MBA202225-022	Polamarasetti Siva
21	MBA202225-023	Pradipta Kumar Dash
22	MBA202225-024	Prasanthkumar J
23	MBA202225-025	Raman R
24	MBA202225-026	Renuka P R
25	MBA202225-027	Sameer Mehta
26	MBA202225-028	Sathish P
27	MBA202225-029	Sathiyan M
28	MBA202225-030	Sharath Kumar Shetty G
29	MBA202225-031	Sivakumar M
30	MBA202225-032	Subramanya Bhat K
31	MBA202225-033	Sukumaran K
32	MBA202225-034	Thagullkannan M B
33	MBA202225-035	Vadia Sozal Gulamhusenbhai
34	MBA202225-036	Venkadesan K
35	MBA202225-037	Vijaya Guru R
36	MBA202225-038	Virendra Singh Rajput

Annexure 14.1 IFMR GSB, Krea University PhD 2023: List of Graduated Students		
S.No.	**Student Roll No**	**Student Name**
1	PhD1703	Surabhi Somya
2	PhD1801	Jains P. Chacko

Annexure 14.1 IFMR GSB, Krea University PhD 2024: List of Graduated Students		
S.No.	**Student Roll No**	**Student Name**
1	PhD 1901	Aditya Kumar
2	PhD 1904	Manasi B
3	PhD 1905	Narbadeshwar Mishra
4	PhD 1906	Navya J Muricken
5	PhD 1907	Nidhin M
6	PhD 1806	Vismaya G

Annexure 14.1 IFMR GSB, Krea University PhD 2025: List of Graduated Students		
S.No.	**Student Roll No**	**Student Name**
1	PhD 1803	Ms. Kalyani Pal
2	PhD 1902	Mr. Ajmal T K

Annexure 15.4

Other Information

	Annexure 15.4: Additional Information
A	**List of University Partnerships**
S.No.	**Name**
1	NorthEastern University, Boston Massachuestts
2	Zerodha Varsity
3	University of Sussex
4	University of Bristol
5	University of Exeter
6	University of Liverpool
7	Macquarie University
8	John Hopkins University, Carey Business School
9	Case Western Reserve University
10	Macquarie University
11	Sciences Po
	Other Organizations (Partnerships)
1	SCARF India (Schizophrenia Research Foundation)
2	YourDost, Bangalore
3	The Red Pen Education Consultancy, Mumbai
B	**Some Other Notable Achievements**
1	Dr Lakshmi Narayanan, Associate Professor, Environmental Studies, SIAS, had his project proposal approved under the prestigious ISRO RESPOND programme.
2	Dr Lakshmi Narayanan, Assistant Professor, Environmental Studies, SIAS has received funding for his proposal under the PM Early Career Research Grant scheme, awarded by Anusandhan National Research Foundation (ANRF) — a newly established initiative by the Government of India.
3	Jaideep Hardikar, Visiting Professor of Practice, Environmental Studies, SIAS was awarded the inaugural Ramoji Excellence Award in the Journalism category.
4	Dr Sureshchandar G S, Adjunct Professor, Operations, IFMR GSB was selected as a recipient of the Baldrige Foundation's 2026 Award for Leadership Excellence in Education by The Foundation for the Malcolm Baldrige National Quality Award, Washington, DC.
6	Dr Swayam Sampura Panigrahi, Assistant Professor, Operations, IFMR GSB, was awarded the Fulbright-Nehru Postdoctoral Research Fellowship.
7	Dr Shikha Rajpurohit, Assistant Professor, Philosophy, SIAS has been awarded the Tagore National Scholarship, given for a period of two years by the Ministry of Culture, GOI.

8	Sayantan Datta, Faculty Teaching Associate, Krea Centre for Writing and Pedagogy (Krea-CWP) has won the 13th Laadli Media and Advertising Award for their investigative story titled Indian Science Institutes' Curious Penchant for Gendered Hostels.
	India Education Equality Index (IEEI): Krea University was awarded for 'Academic Inclusion' in the India Education Equality Index (IEEI) consecutively in both 2024 and 2025. The India Education Equality Index (IEEI), an initiative by Pride Circle, is India's first and only benchmarking tool dedicated to assessing LGBT+ inclusion within educational institutions. Krea University was acknowledged for an inclusive curriculum and a strong support system that values diversity, ensuring LGBT+ students feel recognized and supported in their
9	academic journey.
C	**Sustainability Initiatives**
	Since its inception, Krea University has embedded sustainability as a core institutional value, shaping campus life, academic inquiry, and community engagement. The University's green campus ethos aligns with global sustainable development priorities, integrating resource efficiency, biodiversity conservation, and environmental stewardship into both infrastructure and pedagogy. Sustainability is reflected in curricular offerings such as the B.Sc. (Hons.) in Environmental Studies, interdisciplinary projects that explore ecological challenges through multiple lenses, and student-led initiatives that champion responsible practices. Guided by the principles of efficient resource use and well-being, the campus has implemented renewable energy installations, biodiversity zones, waste segregation systems, organic farms, water conservation measures, and behavioural change programmes that engage all stakeholders. These efforts demonstrate Krea's sustained commitment to holistic sustainability, not only as a field of study but as a lived campus practice that prepares graduates to address pressing environmental and societal challenges.

Sustainability Initiatives & Quantified Impact

Focus Area	2024-25 Action	Metric Achieved
Renewable Energy	520 kWp solar PV farm – year-round generation	0.75 GWh clean energy → avoided 620 tCO_2e (~40,000 trees)
Energy Efficiency	• Heat-pump water heaters in new hostels (replaced resistive geysers). • EMS-driven load analytics; LED retrofits underway.	60 % cut in water-heating kWh; projected 8 % campus-wide electricity reduction by FY 2026.
Water Stewardship	• STP treats 100 % effluent → re-use for irrigation & flushing.• RO upgrade 500 L/h → 1,500 L/h; hostel tank level sensors networked.	200 kL/day recycled; municipal water drawdown down 35 %.
Waste Management	• On-site organic waste converter & shredder (July 2024).• Three-stream segregation stations campus-wide.	100 % kitchen waste composted; landfill diversion rate now 82 %.
Biodiversity & Green Campus	• 710 native trees + fruit orchard (212 banana, 83 mango).• Butterfly & Zen gardens completed.	Total canopy > 3,900 trees; 23 confirmed butterfly species; "Green Walk" eco-trail launched for students.

D	**Krea University Annual Report**
	The University publishes a detailed Annual Report on a yearly basis. The Annual Report for AY 2024–2025 is enclosed in **Annexure 15.4.1** and the relevant web link has been provided for kind perusal below:https://krea.edu.in/wp-content/uploads/2025/09/Krea_Annual_Report-2025.pdf

KREA university



Annual Report
2024-2025

6 YEARS
OF
LEARNING, INNOVATION, IMPACT AND GROWTH

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CHANCELLOR'S MESSAGE



LAKSHMI NARAYANAN

It has been another year of innovation, growth, and progress in pursuit of Krea's mission.

As the world evolved, Krea remained focused on preparing students to navigate complex challenges with confidence, curiosity, and adaptability, while introducing new disciplines, strengthening approaches to learning, teaching, and research and bringing in new resources and expertise.

Krea's Interwoven Learning approach distinguishes it among Indian universities. By integrating multiple academic disciplines, it highlights the interconnectedness of knowledge and encourages students to explore the intersections of arts, sciences, business, and social development. This interdisciplinary approach nurtures critical thinking, creativity, and a holistic understanding of complex global challenges, equipping students to respond effectively to an unpredictable world.

Students broaden their perspectives, break down intellectual silos, and reconsider assumptions through diverse viewpoints. Comfort with uncertainty and curiosity, shaped by exposure to varied perspectives, is deeply embedded in Krea's way of learning.

Learning through lived experience remains central to Krea's philosophy. The university facilitates meaningful dialogues on contemporary societal issues across the humanities, arts, sciences, and management, while sustaining a welcoming, inclusive, and state-of-the-art environment where every member of its community can thrive.

Krea is reimagining its role in global higher education. Advances in technology, open innovation, and AI are reshaping learning, and the university is preparing students to embrace these shifts. The School of Business, for example, is being re-envisioned to equip them for technology-driven business models and entrepreneurial opportunities.

Engagement with IFMR research centres continues to expand, creating more opportunities for collaboration between students, faculty, and centres. Ambitious plans for research-informed curricula and the establishment of research-oriented schools in humanities, computational sciences, and life sciences are underway. Redesigning courses, integrating technologies innovatively, fostering inclusivity, and nurturing a critically engaged civic society remain ongoing priorities.

Throughout this journey, the support and guidance of the Governing Council, alongside their active engagement with the university community, have been invaluable.

I extend my best wishes to our students and alumni as they continue their journeys of learning, growth, and success.

VICE CHANCELLOR'S MESSAGE

We are delighted to have had yet another successful year, and it gives me great pleasure to share with you some of the developments of which we are most proud. This year, we marked our fifth founding anniversary, graced by distinguished guests, Chief Guest Professor Ram Ramaswamy and honorary doctorate recipients, eminent academic Professor Vivek Borkar and acclaimed author Dr Geetanjali Shree. It was a moment of immense pride for our community.

This year's annual report illustrates our achievements and reaffirms the university's commitment to excellence in education and scholarship. We have continued to attract outstanding students from across the country, and have been more ambitious than ever in our local and regional outreach. In 2024–25, the School of Interwoven Arts and Sciences (SIAS) enrolled 245 students to the BA (Honours) and BSc (Honours) programmes, with Maharashtra contributing the highest share with 24.5% and 40% of the intake from southern India. The MBA programme at IFMR Graduate School of Business (GSB) welcomed 282 students — a mix of fresh graduates and experienced professionals from 21 states and union territories. The Integrated MBA programme drew 62 students from across 14 states.

The university has achieved managed, strategic growth in student numbers through the expansion of recruitment channels, and now proudly welcomes more than 1,600 students. With a strong emphasis on critical thinking and problem-based learning, our programmes challenge students to excel and prepare them for successful careers. Guided by our mission and driven by our vision to cultivate lifelong leadership skills, we remain committed to shaping future leaders. Underpinning everything we do is a shared set of values — principles that define how we work, learn, and live together.

Our partnerships with leading institutions worldwide connect us to a vibrant network of thought leadership and creativity, with an impact felt far beyond our campus. Krea University has forged collaborations with renowned global universities such as Sussex, Bristol, Northeastern, Exeter, Liverpool, Case Western Reserve, and Sciences Po. Our students gain valuable experience through internships and placements, moving into careers across government, the corporate sector, and the not-for-profit space. Many pursue postgraduate study at leading global institutions. SIAS graduates this year received Master's offers from Johns Hopkins University, University of Chicago, Northeastern University,



PROFESSOR NIRMALA RAO

SOAS, University College London, University of Glasgow, Imperial College London, and more. Others took on roles at NIIT, Ernst & Young, Flipkart, KPMG, The Red Pen, Rise Education, The Convergent Foundation, Shikha Education Institute, and the Teach For India Fellowship. At IFMR GSB, the cohort achieved near 100% placement, securing roles in BFSI, Analytics, IT, and Consulting, with prestigious recruiters such as JPMorgan Chase, Deloitte, KPMG, PwC, Oxane Partners, Wells Fargo, EY, BFL Brandfolio, HSBC, Société Générale, Arcesium, Shell, Federal Bank, Standard Chartered, Moody's, and Oracle.

This year also marks a turning point for Krea. After years of sustained effort, we are close to reaching the level of financial strength that will enable transformative investment in our academic mission. In autumn 2024, we completed a new academic block accommodating over 900 students and 100 faculty, with state-of-the-art lecture rooms, laboratories, and open learning spaces. New investments in endowed chairs across key disciplines will further academic leadership, advance knowledge frontiers, and help attract and retain the best faculty.

These accomplishments, remarkable for a university established just six years ago, are the result of the dedication and excellence of our faculty and staff. I extend my heartfelt thanks to them for their hard work and commitment.

The support and generosity of our donors have been integral to our success. Krea is an exceptional place, enriched by exceptional people and ideas. I am proud to lead a university that lives up to the ambitions of its founders — a place of distinction where talent, opportunity, and knowledge converge in service to our students and the global community.

KREA IN 2024-25: LOOKING BACK, LOOKING FORWARD

Milestone Moments*

The New Academic Block with 110, 000 sq ft, 20 smart classrooms, science & media labs, dance studio, PhD bays, student lounges and more was opened for the Krea community.



Synergy 2025's inaugural session was an initiative to drive research dialogues, spark ideas, and translate them into action. The event brought together all of Krea's research centres and leading academics, policymakers, and industry leaders to shape data-driven solutions for developmental challenges.



In 2024 and 2025, Krea held three editions of **Krea Summer School** for young school going learners.



Partnerships with University of Sussex and Sciences Po alongside University of Liverpool, Exeter, and Case Western Reserve University.

An MoU was signed with Nasscom on IT-ITeS Sector Skills Council for Undertaking Skill Development Training

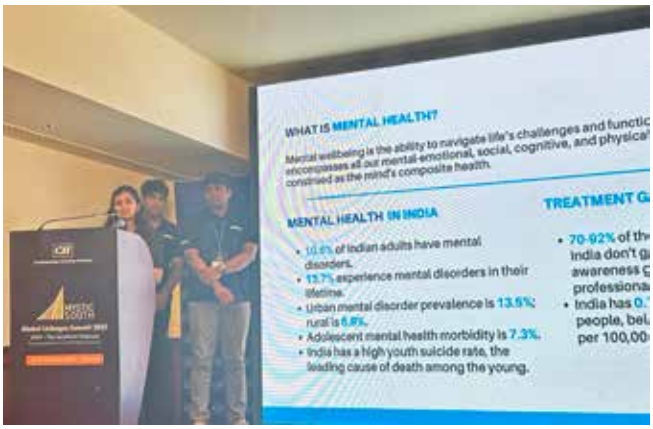




Krea was granted the **India Education Equality Index (IEEI) 2024 Award** for Academic Inclusion - in recognition of our commitment to equity, diversity, and inclusion



We installed a **passive VLF** receiver provided by the University of Washington, joining a global network of 80 stations monitoring lightning activity. This initiative marks the beginning of experimental Atmospheric and Space research at Krea.



In partnership with CII, we hosted the **Mystic South Youth Summit,** an exclusive event for Krea's young students and alumni, as a precursor to CII's major event, Mystic South - Global Linkages Summit 2025.



Krea University was a nodal centre for ISRO's START-2024 summer training programme.

Professor Bishnu N Mohapatra, Director of the Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences, Krea University and Professor of Politics, SIAS was invited by the CHCI to **anchor the World Humanities Report India /South Asia report.** This report, comprising thirteen essays and twelve video conversations, illustrates the humanities' dynamic presence across various cultures and languages.



***A few of the many**



KREA AT A GLANCE

Instituted by a team of global academicians, industrialists and intellectuals with a vision for the 21st Century and beyond, Krea is an effort to re-imagine the education system, aiming to enable students to become agile, ethical and purposeful leaders in this fast-changing world. Krea University currently houses three Schools and provides strategic oversight to various Research Centres.

The School of Interwoven Arts and Sciences (SIAS) currently offers 4 year BA (Honours) & BSc (Honours) degrees, with an option to do a 3 year BA or BSc degree. IFMR Graduate School of Business (GSB) offers a 5 year Integrated MBA Programme, 2 year MBA programme, and customised Management Development Programmes. Krea Doctoral College oversees the PhD programmes.

The world faces tremendous challenges today and Krea aims to prepare a new generation of leaders who can address these problems that permeate the social, economic and ecological spectrums. Krea believes that solutions transcend disciplines and answers can't be sought by working in silos. This year, we continued the resolute commitment to our mission and re-affirmed our values.

Krea is located in Sri City in the State of Andhra Pradesh, India, about 70 km from Chennai.

Mission

Krea University's mission is to help humanity prepare for an unpredictable world.



We do this by developing a view of the future through rigorous and interdisciplinary research and education that continuously feeds the design of Interwoven Learning. In doing so, we enable high potential individuals to learn to create positive, catalytic impact ethically.

DNA

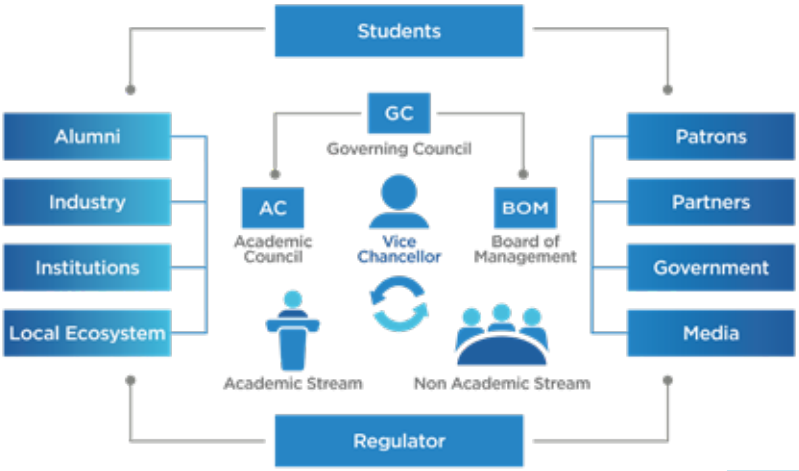
Interwoven Learning brings together thought with action, arts with sciences and ultimately, connects our learnings from the past with our preparedness for the future. In a world shaped by the evolving balance between humans, machines and the environment, Interwoven Learning is a journey, not a destination; and hence the need to constantly innovate.

Values

Krea University's core values are ethics, excellence, inclusivity and accountability. Every decision and action we take each day must, without exception, be ethical and transparent, strive towards extraordinary standards of excellence, celebrate diversity and inclusivity, and represent the most efficient and accountable use of scarce resources.

Governance

The Governing Council, the Executive Committee of the Governing Council, the Board of Management, Academic Advisory Board, and Academic Council form the apex governance framework at Krea.



SCHOOLS AND CENTRES AT KREA

Krea University currently houses three Schools and provides strategic oversight to various Research Centres.

SIAS, currently offers an undergraduate programme in the form of a 4-year BA (Honours) & BSc (Honours) degrees, with an option to exit in the third year with a BA or BSc Degree. SIAS also offers PhD programmes.

IFMR GSB offers full-time and part-time MBA programmes, a 5 year Integrated BBA+MBA programme, a full-time PhD programme, as well as both open and customised management development programmes.

The Krea Doctoral College oversees the PhD programme at Krea, headed by Dean (Research).

The Research Centers work closely with international agencies, governments, policy makers and academicians in the areas of financial inclusion, direct benefit transfers, MSMEs, gender participation in the workforce, health and infrastructure.

Leveraging Evidence for Access and Development (LEAD) focuses on action-oriented research and strategic engagement with a diverse group of stakeholders to create impact through capabilities in research, monitoring & evaluation, and fostering technical capacity. LEAD has enabled the setting up of two initiatives that engage in high quality and sophisticated research and policy development in India- IWWAGE on women's economic empowerment and Catalyst AIC on digital financial inclusion. This has been elaborated further in latter sections of this report.

Centre for Digital Financial Inclusion (CDFI) focuses on reducing inequities in financial access and services using technology. Over the years, CDFI has developed innovations to execute large scale multi-stakeholder projects to promote access to basic financial services, accelerate benefits transfer and promote access to affordable credit.

Inclusion Economics India Centre (IEIC) works in close collaboration with Yale's Economic Growth Center to understand how policy can promote inclusive, accountable economies and societies.

Abdul Latif Jameel Poverty Action Lab (J-PAL) South Asia's focus is to improve the effectiveness of poverty programmes in South Asia by providing policy makers with clear scientific results that help shape successful policies to combat poverty. Much of Nobel laureates Abhijit Banerjee and Esther Duflo's work on randomised control trials for shaping policy in India was done at J-PAL South Asia.

The Sapien Labs Centre for the Human Brain and Mind at Krea University is a collaboration between Sapien Labs and Krea University with an aim to pursue research and learning related to the human brain and mind. It also intends to build a globally distributed infrastructure for large-scale, real-time data acquisition and insights as well as development of interventions and tools that can become scalable products and services embedded in the world to move the needle.

Water, Environment, Land and Livelihoods (WELL) Labs is an environmental research and innovation centre to address issues related to land degradation, rural livelihoods and water management.

The Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences is a Centre of excellence for advanced research across the humanities and social sciences through a range of interdisciplinary projects. It serves as a hub for independent and collaborative post-doctoral research and provides an environment that stimulates the spirit of active intellectual enquiry and ethical reflection through critical analysis and empirical studies.



THE VISIONARIES BEHIND THE MISSION THAT'S KREA

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Chancellor & Chairperson



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Vice Chancellor & Member



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UNIVERSITY STATUS

Krea University has been enacted by the Legislature of the State of Andhra Pradesh as per The Andhra Pradesh Private Universities (Establishment and Regulation) (Amendment) Act, 2018 vide the gazette notification published on April 30, 2018. Krea University is listed on the UGC website under State Private Universities.

Krea University is recognised by UGC and authorised to confer degrees as decided by the faculty of the University.

IFMR Society is the sponsoring body of the University and is registered as a non-for-profit organisation and has wide experience in education and research.

Krea University is registered under 10(23C) (vi) and 80G of the income Tax Act 1961. Donations to Krea University are eligible for a tax rebate of 50% under 80 (G) certification.

Krea is compliant with the latest amendment to the CSR Policy in February 2021. As per the revised mandate, a CSR-1 registration number has been obtained from the Ministry of Corporate Affairs. Krea's SRN number is T15709405.

Through the lens of Interwoven Learning

Embedded in the DNA of Krea University, Interwoven Learning brings together thought with action, arts with sciences and ultimately, connects our learnings from the past with our preparedness for the future. In a world shaped by the evolving balance between humans, machines and the environment, Interwoven Learning is a journey, not a destination; and hence the need to constantly innovate.

Interwoven Learning is a holistic approach to education, based on a set of guiding principles that are seen as essential for a transformative and cutting-edge college experience. A deep engagement with the interwoven philosophy and approach through teaching, learning, research, and life prepares students for the challenges the future holds, helping them unpack a complex and intricate tapestry of relationships among humans, machines, and nature in ways that will transform the world.



IN CONTINUUM

The complete journey of learning at Krea both within and beyond the classroom is thoughtfully curated. Their official first step into the University is through the Orientation Programmes and their official step into the world beyond Krea to etch chapters of their own is through the graduation ceremony. In betweens, along the way, the years of learning, discovery and evolution is what forms the crux of their story, and ours.

WHERE IT ALL BEGINS

The Orientation Weeks

IFMR GSB MBA

Prarambh 2024, the Orientation Programme for the MBA Cohort of 2026 at IFMR GSB, Krea University, commenced on July 3, 2024, with a warm welcome from the Krea community. The inaugural ceremony featured Chief Guest Divakar Jain, Leader, Risk & Financial Advisory at Deloitte, US-India, who shared insights from his two-decade-long professional journey. Professor Lakshmi Kumar, Dean, IFMR GSB and Professor Madhuri Saripalle, Chairperson of the MBA Programme, guided students on the path ahead. Faculty members and student volunteers engaged the cohort in sessions covering placements, campus life, and student experiences. Running until July 7, 2024, the programme included sessions on mental well-being, business etiquette, disability sensitisation, and substance awareness, setting the stage for an enriching journey at Krea.



SIAS

Krea University welcomed the SIAS undergraduate cohort (Class of 2024-2028) with a comprehensive five-day orientation program on campus from 17–21 July 2024. This "Kreators' Mosaic" orientation introduced hundreds of new students and their families to the Krea ecosystem. The inaugural ceremony featured Krea's leadership and faculty sharing guidance to ensure a smooth start for students. Over the week, various sessions covered academics, student life, and campus services: Dr Kalyan Chakrabarti, Associate Dean (Students) outlined the BA/BSc (Hons) curriculum structure, the Admissions team highlighted campus diversity and upcoming plans, and the Operations team introduced the Krea Services Hub app – a one-stop platform for student service requests and aspects about campus safety. Student representatives (Student Council and Election Commission) also addressed the newcomers, explaining student governance and how collaboration is fostered within the Kreaverse. Overall, the SIAS orientation provided new undergraduates and their parents a warm welcome and important information about academics, well-being resources, and campus life. It also included mandatory workshops such as those on substance abuse, prevention of sexual harassment, consent, plagiarism and use of AI, understanding inclusion and intersectionality as well as a very engaging session with alumni of the school.













SOARING IN FLIGHT

Convocation 2025

At the time of writing this report, Krea University's fourth graduation ceremony had taken place, witnessing the graduation of 400 students from across undergraduate, masters and doctoral programmes. Hosted in The Music Academy, Chennai, the event witnessed the graduation of the UG Cohort of School of Interwoven Arts and Sciences (SIAS) (2025), the 2-year MBA Cohort of IFMR Graduate School of Business (GSB) (2025), the 3-year L&T MBA Cohort of IFMR GSB (2025) and the PhD Cohort of IFMR GSB (2025). Professor Ram Ramaswamy, Former Vice Chancellor, University of Hyderabad and Honorary Professor, Department of Physics, IIT Delhi was the Chief Guest at the ceremony. Krea University's Convocation 2025 also witnessed the conferral of the of the Doctor of Science, *honoris causa* (D.Sc.), upon Professor Vivek Borkar, Emeritus Fellow, IIT Bombay, and the Doctor of Letters, *honoris causa* (D.Litt.), upon Dr Geetanjali Shree, author and novelist.













ENABLING THE NEXT GENERATION OF LEADERS

IFMR GSB

Since its inception in 1970, IFMR has been at the forefront of research and teaching in various areas of Management and Business. IFMR GSB provides a vibrant intellectual foundation of theory, knowledge, skills and perspectives to its students.

Enriched by the unique Interwoven Learning approach of Krea University, IFMR GSB focuses on endowing students with critical, abstractive, analytical, quantitative, integrative and ethical thinking.

IFMR has been recognised as a Scientific and Industrial Research Organization (SIRO) by the Department of Scientific and Industrial Research, Ministry of Science and Technology, Government of India.

Academic Programmes at IFMR GSB

The IFMR Graduate School of Business (IFMR GSB) offers a 5 year Integrated MBA programme, full-time and part-time MBA programmes, a full-time PhD programme, as well as both open and customised management development programmes.





Full-time MBA Programme

The IFMR GSB first-year curriculum includes courses that inter-weave skills across management disciplines. Students learn about the challenges facing an organisation in the real world and develop skills to effectively manage them. These interwoven courses are co-taught by faculty members from multiple disciplines, as well as industry experts. Ethics, Communications, Design Thinking, and Capstone Simulation are offered under the interwoven curriculum.

Core courses in the first year build the foundation in Business Management while the electives in the second-year offer domain expertise.

In the second year these areas are provided as electives :

- Communications
- Data Science & Information Systems
- Economics
- Finance & Accounting, Quantitative Finance
- Marketing
- OB & HR
- Operations
- Strategic Management

During the year NPTEL Swayam courses were introduced for the MBA students.

The students at IFMR GSB come from all parts of the country, making the experience enriching, diverse and truly inclusive.

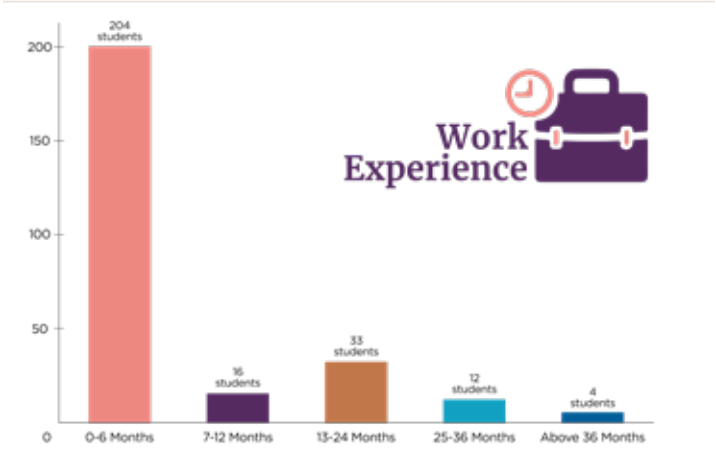
IFMR GSB Cohort Profile of 2024-26

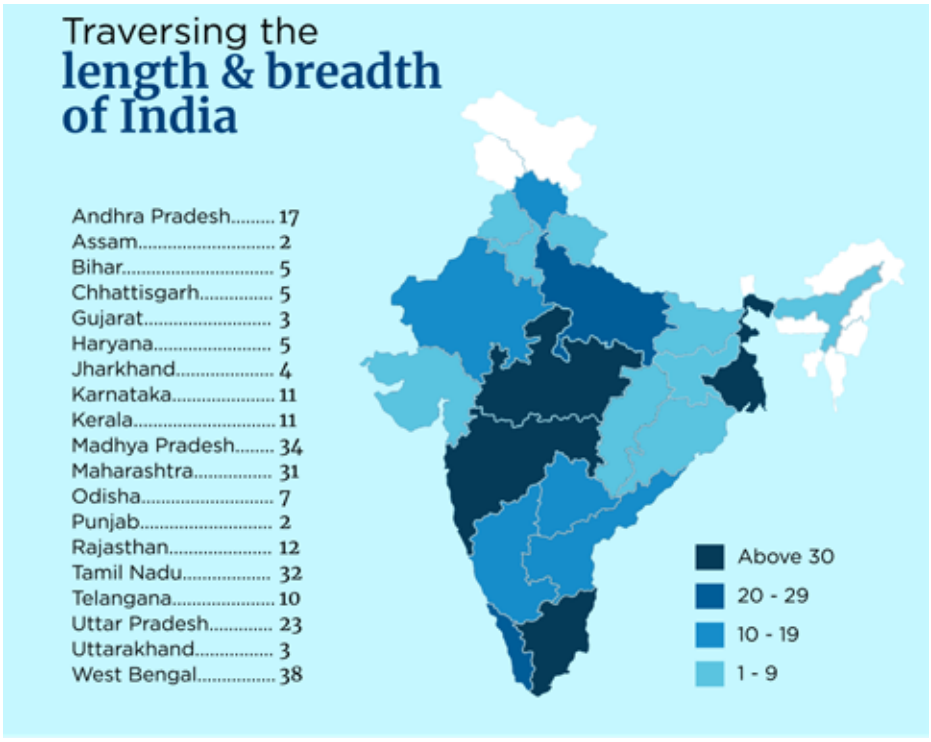














Integrated MBA Programme

IFMR GSB offers a flagship Integrated MBA Programme with the firm belief that a leader needs to get started young, straight out of school, and be provided with domain knowledge and an understanding of the world of business and management through their undergraduate journey. The programme offers students a unique opportunity to exit after the third year with a BBA degree, take a sabbatical with a commitment to return a year later and pursue the 2 year MBA. Alternatively, students can also exit after the 4th year with a BBA (Hons) degree.

The 5-year Pathway

- **First Year** - Strengthening knowledge in Accounts
- **Second Year** - Building skills in Sales
- **Third Year** - Learning Negotiation and Conflict Management
- **Fourth Year** - Foundational MBA with Core Courses
- **Fifth Year** - Choosing Electives for specialisations

Specialisation Courses

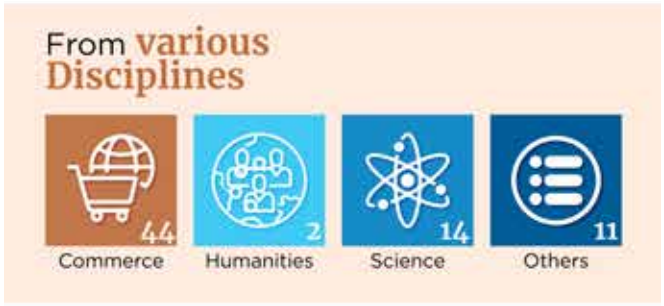
- Business Management
- Entrepreneurship
- Managing Family Business
- Business Journalism

The Integrated MBA cohort is synonymous with the ethos of diversity, inclusivity and equity at Krea.



Integrated MBA Programme Cohort of 2024-29











SIAS UG Programmes

SIAS offers a distinctive undergraduate curriculum in the Humanities, Social Sciences, Literature, Arts and Sciences, taught by distinguished faculty from some of the world's finest academic institutions. The academic programme emphasises the guiding principles of Interwoven Learning, a multi-directional approach to knowledge that encourages creativity, critical thinking, communication, contemplation, cross-disciplinary approaches, real-world implementation, and the ability to negotiate unanswered questions.

The School offers 4 year BA (Honours) and BSc (Honours) degree programmes with an option to exit in the third year with a BA or BSc. The learning experience at SIAS is designed to allow the students to build their academic choices through a strong foundation year followed by deep diving into subjects through Majors and Minors. All majors and minors are housed in the Division of Humanities and Social Sciences, Division of Literature and Arts, and Division of Sciences.

In their first year of undergraduation, students have to complete eleven Core and Skill courses.

The first-year core and skill courses offered are as follows:

Core Courses

- Literature & Arts
- Mathematical Reasoning
- Exploring the Social and the Historical
- Scientific Reasoning
- Philosophical Perspectives Across Cultures
- Creative Expression
- Engaging with the Environment

Skill Courses

- Writing & Oral Communication
- Introduction to Computational Thinking
- Data Analytics
- Design Thinking
- Ethics

Students choose a major in their second year. The majors and minors currently offered are as follows:

14 Majors

Economics, Psychology, Computer Science, Biological Sciences, History, Environmental Studies, Politics, Mathematics, Literature and Arts, Sociology and Social Anthropology, Physics, Chemistry and Data Science

Minors

- Business Studies
- Philosophy
- Global Arts

+ All the 14 Majors can be taken as Minors as well.

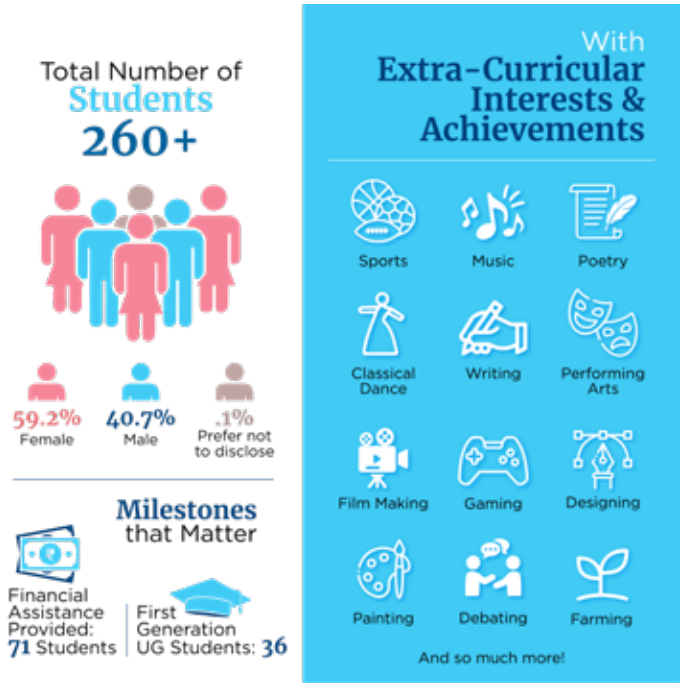
Double Majors

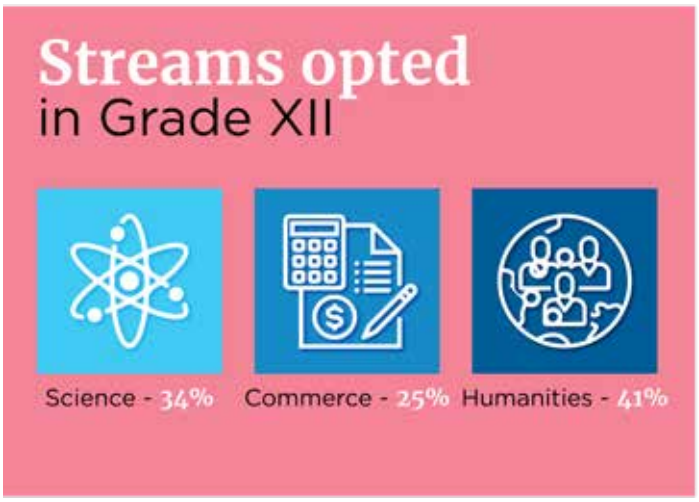
Any two subjects offered as majors can be combined to achieve a Double Major.

Beyond geographical boundaries, social brackets and unique individual ideologies, students at SIAS build their stories together.



SIAS Cohort Profile of 2024-28











KREA DOCTORAL COLLEGE

SIAS invited PhD applications in the following eight disciplines:

- Biological Sciences
- Chemistry
- Physics
- Environmental Studies
- Sociology and Social Anthropology
- Politics
- History
- Mathematics

Additionally, the Moturi Satyanarayana Fellowship in Indian History was also announced this year.

Five full-time PhD scholars were onboarded, two of whom are Moturi Satyanarayana PhD Fellows in Indian History and one each in physics, biological sciences and politics.

IFMR GSB offered PhD in Management, with the following specialisations:

- Economics
- Data Science & Information Systems
- Operations Management
- Finance and Accounting
- Strategy Management
- Marketing
- OB & HR

Three executive PhD scholars were onboarded. All three scholars are alumni of the IFMR GSB MBA programme, which speaks to the quality of research training at Krea.

The PhD scholars admitted in AY 2025-26 across the schools come from diverse professional backgrounds. Two executive PhDs are currently employed at Deloitte and one executive PhD is affiliated with The World Bank. The batch comprises students from different parts of the country. The youngest scholar is 24 years old and the oldest is 37 years old.

The Doctorate Degree was conferred to the following scholars during Convocation 2025 held on June 14, 2025:

Kalyani Paul
Thesis title: Essays in Environmental Regulation and Firm Outcomes in India
Supervisor: Dr Jyoti Prasad Mukhopadhyay

Ajmal TK
Thesis title: Empirical Essays on Tax Avoidance in India
Supervisor: Professor G Balasubramanian



Krea Summer School Programme

Over 100 bright high school students from across the country came to Krea and charted a stellar chapter of their own as part of the Krea Summer School programme. The first batch was held from 27 April to 4 May 2025 and the June edition from 22 to 29 June 2025. Learners created innumerable memories through tailor made academic programmes, immersive workshops, peer learning, field visits and much more. Students chose one of three programmes offered this summer — Hide and Seek, Connect the Dots, and Building Blocks. They also put their heads together, ideated, tapped their feet in unison, encouraged each other, forged friendships and took home memories for life. From knowledge packed classes, interesting presentations, elevator pitches, a visit to ISRO.

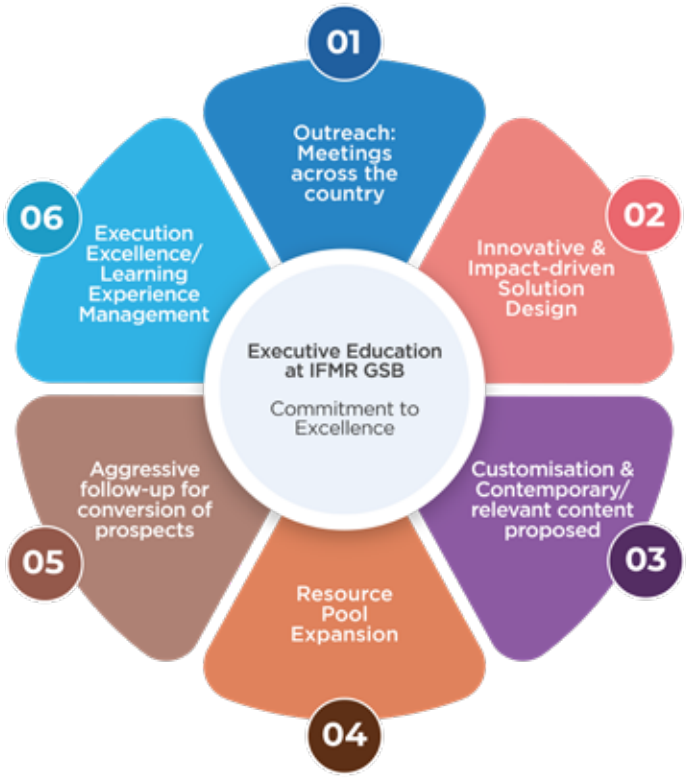




EXECUTIVE EDUCATION AT IFMR GSB

The Executive Education offerings at IFMR GSB, Krea University are a unique blend of legacy expertise and fresh agility. The combination of IFMR's (Institute for Financial Management and Research) rich history in financial executive education and research with a renewed approach to education through the Interwoven Learning approach. Today it covers the entire length and breadth of management education including some of the emerging areas of management.

The team aims to develop and deliver impact-driven modular programmes that help leverage learning for client organisations across business verticals, helping performance-driven senior executives seeking to broaden their knowledge, embrace future competencies leading to their growth in their organisations apart from fresh executives learning the ropes of the sector or a mid-level manager ready to enhance their skills to meet the future workplace demands.



Key Highlights

New courses, programmes and programme synopsis

- TVS Motors : A unique programme for the HR Leaders of TVS motors was delivered for understanding HR next practices covering Behavioural economics, Ethnography and Anthropology.
- Aditya Birla Group: Working capital management programme was delivered for the functional heads of the Aditya Birla group of companies including Aditya Birla retail, Grasim, Hindalco, Ultra tech Cement at their Learning centre Gnadoya at Mumbai.
- Sony India Software Services: The audience consisted of the top Management lead by their MD and his direct reports on strategy and strategic thinking and later for the middle management on Emotional intelligence.
- City Union bank : A 6 month learning journey was crafted and delivered for the senior leaders of City Union bank covering topics ranging from Leadership, Finance and risk management, Strategy, ESG and sustainability, Digital banking and customer centricity and delivered in a hybrid format.
- Sanmar Group : Finance for non finance programmes was delivered for the managers of Sanmar group .
- Magic tamil : A leading ebook app driven company competing with Amazon chose Krea University for a three day programme for entrepreneurs ,
- Mindsprint : A well known GCC arm of Olam International , experienced our programme on strategy, strategic thinking and Business acumen for their leaders.
- Sundaram Finance : A programme on general management was delivered for their Zonal managers on subjects ranging from Finance, digital finance, business value creation and measurement, risk management , customer value analysis and digital marketing.
- Hyundai Motors: Several programmes ranging from
    - Boundary less working, Leadership
    - Consulting and coaching for the union leaders and management ahead of their long term settlement for bonding
    - A learning journey for the maintenance leaders over 6 months

- Thryve Digital : A programme on finance for senior operations managers of the GCC Thryve which has a global presence.
- L&T Ascent II – Competency based Leadership Development Program- a 120 hours, Batch 3 hybrid Leadership intervention for the high potential leaders, currently at middle management levels at Larsen & Toubro conglomerate at L&T Leadership Development Academy, Lonavla
- L&T Hydrocarbon Ltd – 'Strategic Analysis & Investment Decisions' for General Managers – 40 in number across 2 batches. The two-day program enables participants with tools, techniques and frameworks to Analyse situations, take relevant information from humungous information available from multiple sources towards investment decision making
- Open Program – Profitability Analytics – 22 participants – from automotive Tier I suppliers on analysing organisational revenues, costs and investments
- L&T EDP – 4 batches – General Management Program for 1st Time Managers
- Shibaura Machines India (Toshiba Machines) – Residential 1 week long residential program – 3 batches - 1 batch each of Managerial Development Program, Executive Development Program and Supervisory Development Program – General Management Program
- TAFE / TMTL – Residential 3 & 2 day programs - Finance for Operations and Sales & Marketing Managers- 3 batches each

New corporate tie ups

- Aditya Birla Group
- TVS Motors
- City Union Bank
- Sanmar Group
- Sony India Software Services
- Thryve Digital
- Brakes India Ltd
- Rane Holdings
- Rane NSK
- Rane ZF
- Simpson & Co

Student distribution across electives/specialisation in L&T 2024-25

	MBA L&T 2023-26	MBA L&T 2022-25
Area	No of students	No of students
Finance	27	30
OB&HR	1	2
Operations	1	5
Total No Students	**29**	**37**

The 24~27 Batch has 37 participants- They will choose their specialisation shortly.







REACHING OUT BEYOND THE KREAVERSE

Outreach and Admissions

IFMR GSB, has an Admissions process which is rigorous yet holistic, evaluating applicants with tailor made rounds catering to diverse aspirants.

Highlights

- This year new partnership research was done, for lead generation and digital branding multiple vendors were onboarded such as Shiksha.com, Collegedunia, MBA Universe, Career launcher, TIME and many more.
- Digital marketing efforts were strategised and an agency onboarded to run brand and Google AdWords campaign, which has significantly reduced the per application cost.
- For the MBA programme, the CMAT cut off was improved to 97 percentile and CAT cut off was kept at 75 percentile.
- All MBA entrance interviews were conducted offline mode, an offline interviews' drive of around 800 interviews in 14 cities within a month.
- Top 5 application contributions were from Maharashtra, Uttar Pradesh, Tamil Nadu, West Bengal and Madhya Pradesh.
- The admission timeline was pushed a little to conduct offline interviews smoothly, this has improved the withdrawal percentage, and we have observed a significant drop in withdrawals as compared to the previous year.



Programme Name	Applications Received	Offers Issued	Admissions
MBA	2334	674	264
BBA	698	312	72

At SIAS, the holistic admissions process goes beyond the academic scores and gauges potential through varied aspects.

Admission Process

Stage 1

ONLINE APPLICATION

The online application form consists of the following sections:

- Personal story
- Personal information
- Scores from grades 9-12, Grade 12 predicted scores (self-predicted/school predicted)
- Co-curricular, and extracurricular activities

ONLINE ASSESSMENT

Students who submit their application with all the relevant documents will appear for the Krea Aptitude Test (75 minutes) that comprises the following four sections:

- Logical Reasoning
- Numerical Reasoning
- Verbal Ability and Critical Analysis
- Essay Writing

This step helps Krea gauge students' abilities to organise, synthesise, and articulate thoughts on various aspects of a given topic, and understand the well-rounded perspectives of the aspirant.

Stage 2

Based on the application review and student performance in the Krea Aptitude Test, candidates will move to the next stage of the Admissions process, which comprises the Krea Immersive Case analysis and/or personal interaction.

KREA IMMERSIVE CASE ANALYSIS (KIC)

The case discussions will comprise a group of fellow candidates and panelists. The Krea Immersive Case analysis is a mere tool to enable candidates to be able to articulate their thoughts with more liberty and clarity.

PERSONAL INTERACTION

Personal interactions will be held individually and will comprise a panel of faculty members.

In line with our mission rooted in diversity and inclusivity, we are resolute to provide aspirants opportunities to be assessed by varied techniques and not just a singular one. This helps candidates be their authentic selves and helps them understand if Krea is the right fit for them.

This year addition in terms of partnerships and outreach, there were focused efforts:

- We partnered with Mindler which works with schools and students across India. Mindler is a third party hired by schools to guide their students towards universities in India and they have showcased Krea as the top choice in Liberal arts and Sciences segment.
- Tracked the schools which have provided applications and admissions in past years, and we could cover more than 75% of those schools via various focused activities.
- A new outreach initiative was launched where Krea would partner with schools through an MoU to facilitate research for high school students. This led to stronger relationships with the schools.
- The outreach team covered more than 350 schools across India via various activities, successfully conducting multiple open-house, counselors meet-ups and school principal conclave.
- Recorded an all time high number of applications in SIAS which also led to an all time high number of offers released for SIAS.
- Observing that school counselors play a vital role in university selection for a student hence the team worked closely with school counselors and also organised a counselor's visit to campus which was attended by more than 50 representatives.
- Adopted a more aggressive approach on digital marketing front, launched targeted Google AdWords campaign, counter campaigns were launched to save our application being targeted by competitors, Search engine optimization for our existing website to list better on google search pages, successful re-marketing campaigns on YouTube and Instagram along with content creation on Quora.
- Significantly increased our pool of applications and admissions from the northern part of the country.
- The team worked on the promotion of Krea Summer School and organised exclusive events to promote the same, increasing our summer school admissions by 4 fold.
- To overcome a challenge in our previous admissions timelines where a large gap comes around the board exams causing us to lose applicants, we broke down the admission timeline and added one more round of admissions.

AMPLIFYING BRAND ETHOS

COMMUNICATIONS DESK AT KREA

The role of the Communications Team at Krea is to enhance Krea's reputation, attract exceptional students, faculty, and staff, motivate external stakeholders to collaborate with the university, and cultivate a strong sense of unity and commitment within the Krea community In our attempt to build brand Krea, and amplify to a larger universe, the many initiatives and events unfurling in the institution, the Communications Team has been committed to creating content in a manner that is authentic, consistent, and engaging.

OUR **COLOURS** DRIVE ACCESSIBILITY AND **UNIQUELY SPOTLIGHT** EACH **PROGRAMME** IN OUR ECOSYSTEM



One of the major projects undertaken by the team in 2024-25 was revamping Krea University's brand guidelines. This helped in providing a unique identity to each school and its programmes yet weaving them into the story that's Krea.



This year we ran a multitude of social media campaigns which involved stakeholders from both within and beyond the Kreaverse. ‘Architects of Impact’ exhibited critical ongoing projects of our research centres. ‘Decoding Disciplines’ shed light on the subject offerings at Krea. ‘Onwards and Upwards’ showcased SIAS placement stories. ‘Decoding Interwoven Learning’ included students explaining how Interwoven Learning pedagogy had helped them. ‘A Walk Down Memory Lane’ took us through notes of nostalgia from the outgoing cohorts of 2024. ‘IFMR GSB Placement Diaries’ took us through the experiences of the 2024 cohort’s employment experiences. ‘Dear First Year Me’ had senior students welcoming the

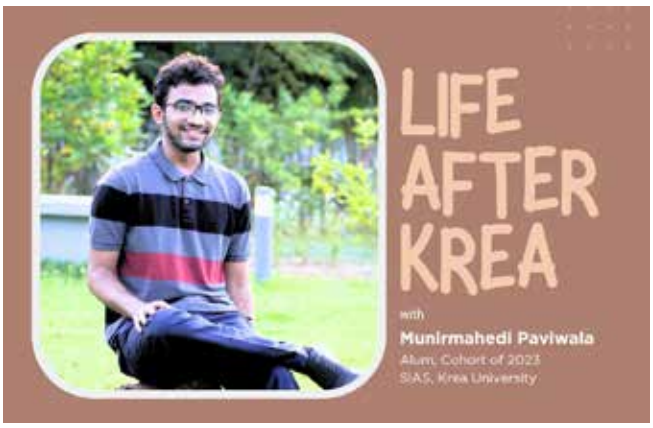


incoming cohort by sharing their journeys from uncertain beginnings to thriving in a supportive environment at Krea. ‘Life After Krea’ took a walk through the journey of our alumni beyond Krea. ‘One Month at Krea’ showcased students and their initial month at the university. ‘IFMR GSB Internship Diaries’ took students through the internship experiences of the MBA cohort of 2022-25. ‘The Perfect Fit’ included speaking to IFMR GSB students deep-diving into their choices of specialisations, including the why and how. ‘My Major Moment’ involved students voicing out their thoughts on why they chose a specific major at SIAS. The ‘PhD at Krea’ campaign showcased PhD scholars, their takeaways from the Krea PhD, including the pedagogy, opportunities and support delivered. During the year the team also ideated and created various audio-visual projects that revolved around various facets of Krea, with the aim to enhance the university’s brand perception.

Krea, this Week, our weekly newsletter continued strong with its weekly editions. The Krea University Podcast added new segments such as Beyond the Vision, focusing on entrepreneurship with students from the Cente for Entrepreneurship.









These are just a few of many. For the upcoming year, there is so much more in store.

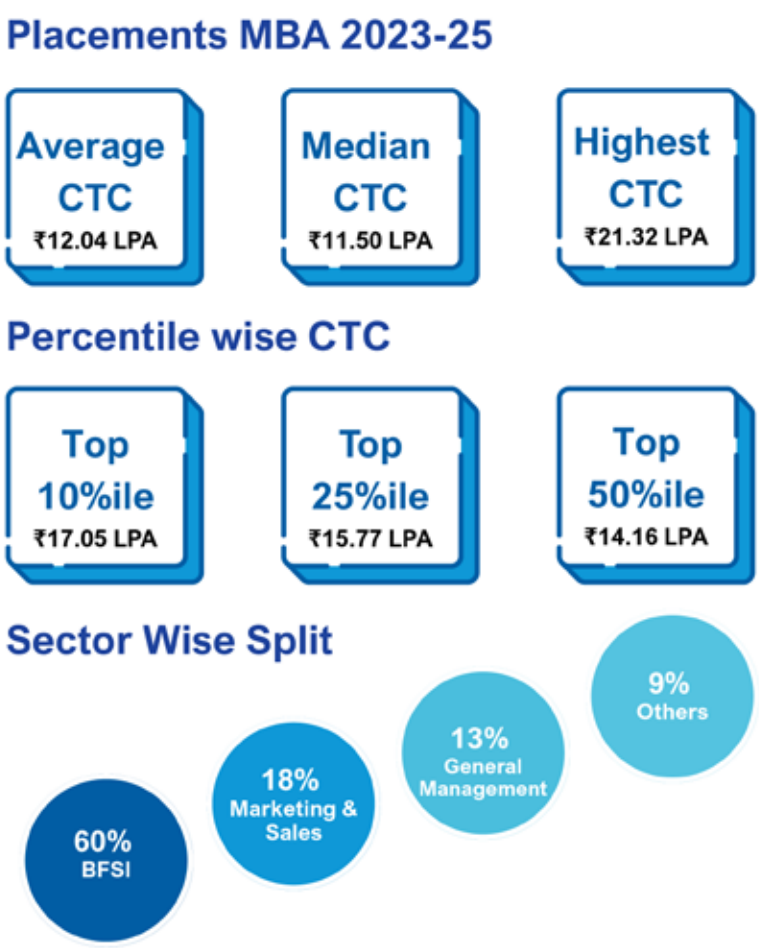
LIFE BEYOND KREA

Placements and Higher-Ed Opportunities

Students from both schools chose diverse roles, higher-education options and organizations and universities that are the best in the field, nationally and globally. Corporate Relations and Career Services (CRCS) team at IFMR GSB and Career Services Office (CSO) at SIAS helm the initiatives and activities across placements, internships and higher education support.

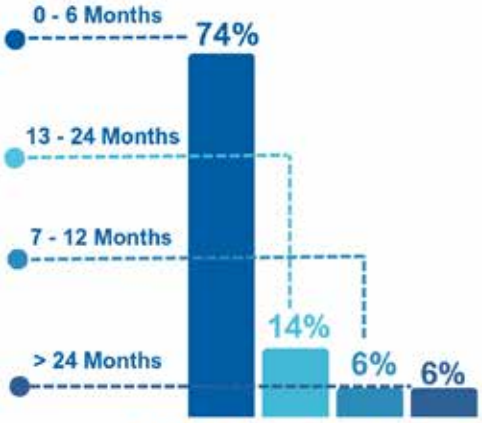
IFMR GSB

95% from IFMR GSB's 2023–25 Cohort Placed in Top BFSI, Consulting, and IT Firms.

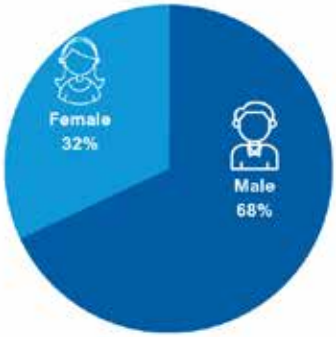




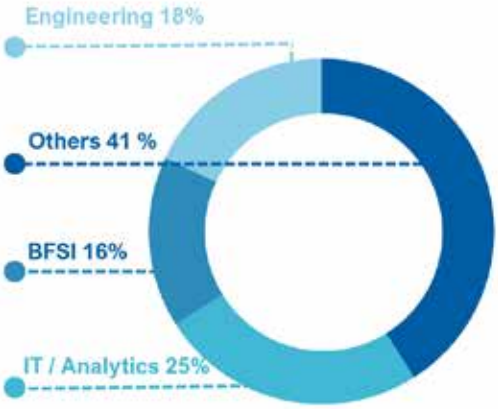
MBA BATCH Profile 2024-26



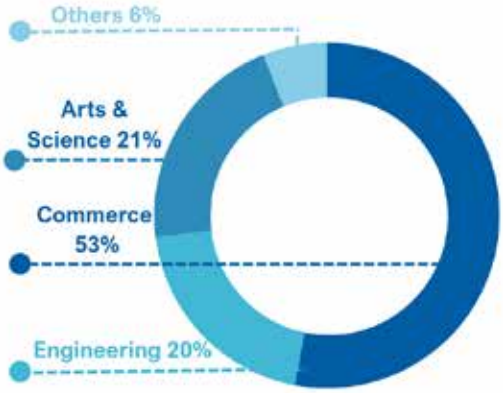
Work Experience



Gender Diversity



Work Experience Domains



Educational Background

19.2 Months

Average Work Experience

282

Batch Strength

*21 Students got admission through Andhra Pradesh SET



Prominent Final Placement Recruiters 2024-25

Companies Participated 65

PPO Received 40

New Companies 19



Roles Offered Final Placements

- Global Finance & Business Management
- Corporate Analyst
- Global Research & Risk Solutions
- Management Trainee - Global Analytics Centre
- Management Trainee
- Modal Risk Management
- Business Valuation
- Risk and Financial Advisory
- Risk Consulting - Tech Risk
- Business Banking
- Global Payment Solutions
- Credit Risk
- Management Trainee – Finance & Control
- Associate - Cyber Risk
- Associate Consultant
- Analyst - Financial Operations
- Analyst - Financial Data and Documentation Services - Treasury
- Business Analyst
- Senior Analyst - Portfolio Management Group
- Deputy Manager (Financial Crime Intelligence)
- Staff Consultant - Financial Service
- Global Market Operation
- Risk Finance and Treasury
- Territory Manager
- Consultant - Risk Advisory
- Credit Risk Reporting
- Management Trainee - Credit
- Area Sales Manager
- Officer – Sales & Client Acquisition
- Data Scientist - Management Trainee
- Senior Management Trainee – Strategic Accounts
- Relationship Manager
- Banking and Financial Services Manager Treasury
- Credit Underwriting
- Product Manager
- Key Account Manager





Summer Internships MBA 2024-26

Average Stipend
₹22,000 p.m.

Median Stipend
₹15,000 p.m.

Highest Stipend
₹75,000 p.m.

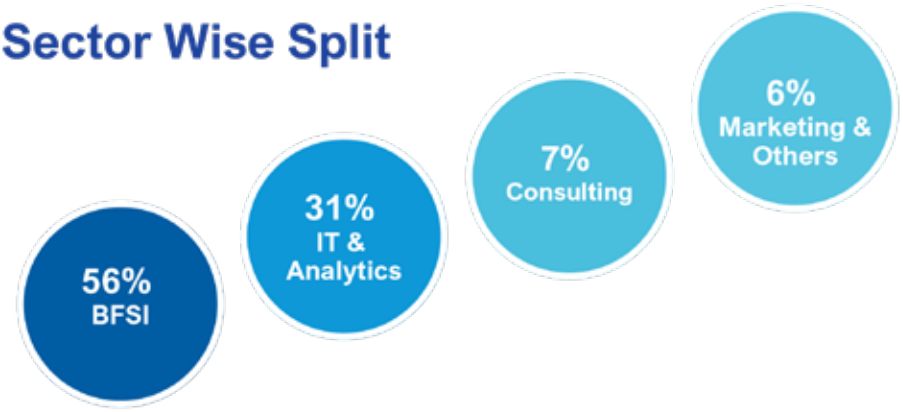
Percentile wise Stipend

Top 10%ile
₹72,000 p.m.

Top 25%ile
₹59,000 p.m.

Top 50%ile
₹37,000 p.m.

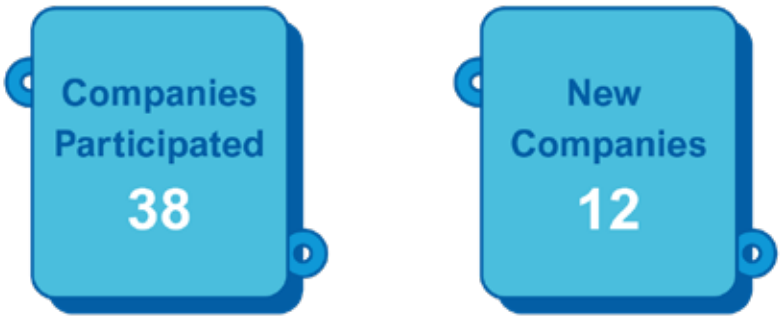
Sector Wise Split





Prominent Summer Internship Recruiters 2024-25





Sessions

15 talks by industry experts were organised over the year to help students open up their minds and understand the corporate world through the lens of established industry leaders. 61 preparatory talk sessions were also conducted to help them gear up for placements.

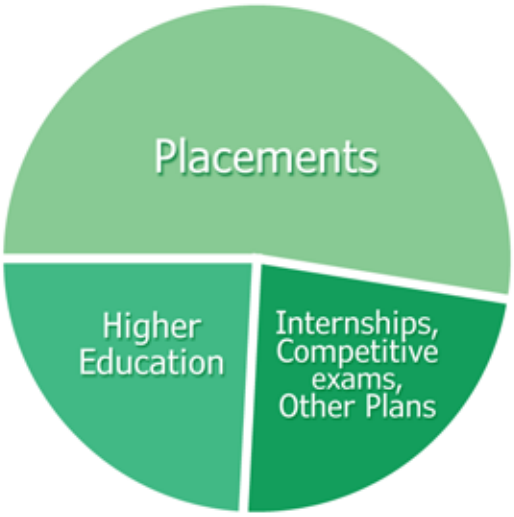
Alumni Engagement

On 8 December 2024, Anunaad 2024, the Chennai chapter brought together alumni from various years at IFMR GSB in an afternoon filled with memories, experiences and learning. Everyone took a pause and travelled down the memory lane, the ones made in the corridors of IFMR GSB, re-visiting lessons learnt within the classrooms and re-embarking on tales etched, beyond.

Placements and Higher-Ed Opportunities

Students from both schools chose diverse roles, higher-education options and organizations and universities that are the best in the field, nationally and globally. Corporate Relations and Career Services (CRCS) team at IFMR GSB and Career Services Office (CSO) at SIAS helm the initiatives and activities across placements, internships and higher education support.

SIAS

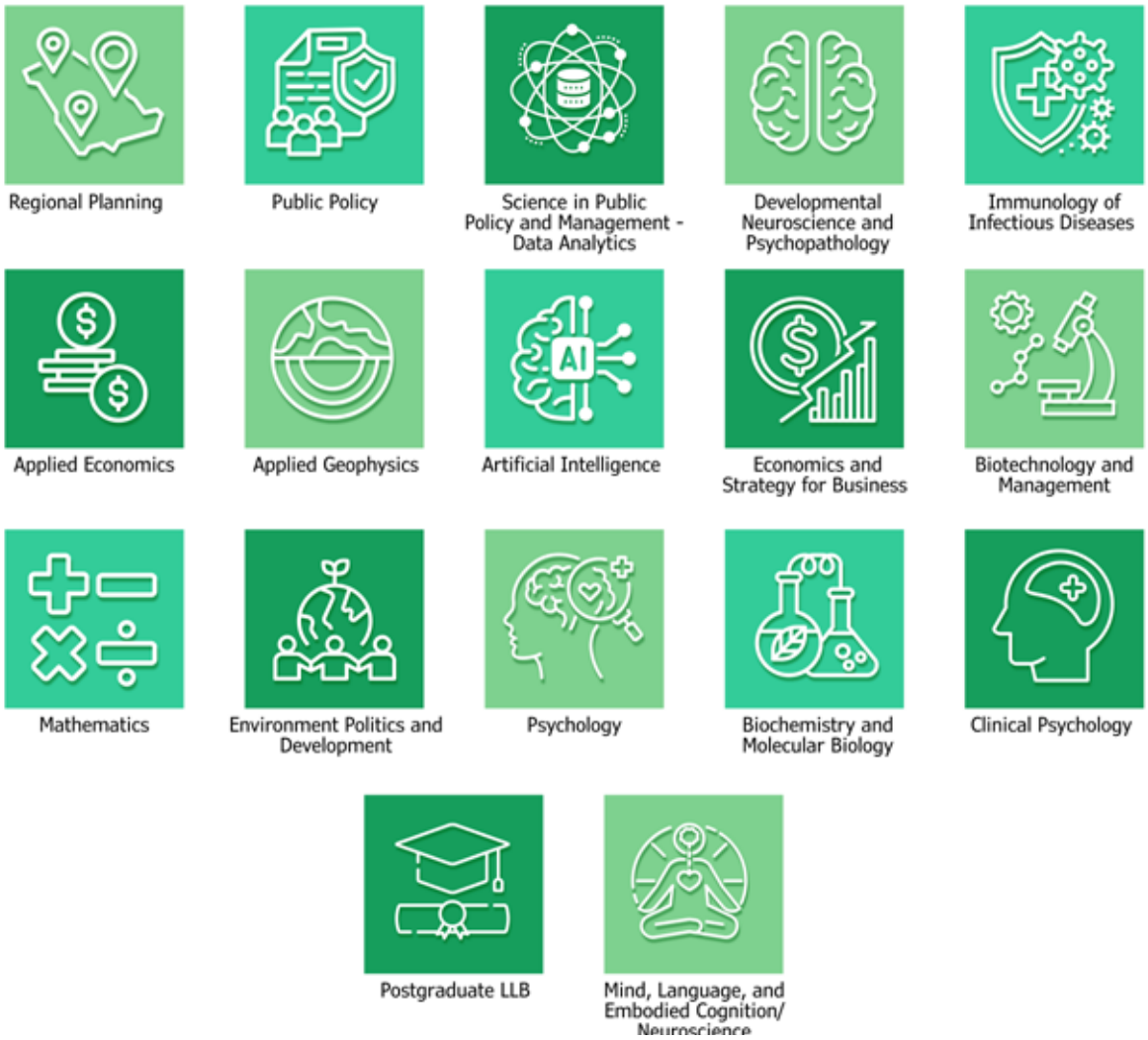


Placements: **57%**
Higher Education: **23%**
Internships, Competitive exams, Other Plans: **20%**
Total no of graduates (Cohort of 2025): **108**

***Our Kreators received offers from top universities across globe like*:**

University of Bristol · Claremont Graduate University · Carnegie Mellon University · London · LSTM Liverpool School of Tropical Medicine · King's College London · SJU Saint Joseph's University · The University of Edinburgh · University of Liverpool · SMU Singapore Management University · University of Glasgow · Johns Hopkins Bloomberg School of Public Health · SOAS University of London · Manipal University · Durham University · ncbs National Centre for Biological Sciences Tata Institute of Fundamental Research · Sri Ramachandra Institute of Higher Education and Research · Christ (Deemed to be University) Bangalore | Delhi NCR | Pune · University of Leeds · University of Warwick · Columbia University · Jindal Global Law School India's First Global Law School · Cornell University Founded A.D. 1865 · University of Otago New Zealand

Our Kreators received offers from top universities across globe like:



Our students are stepping into roles with leading organisations across industries

PARI WASHINGTON COMPANY · KPMG · FOUNDATION FOR ECONOMIC DEVELOPMENT · FCB ULKA · TEACH FOR INDIA · Flipkart · RISE · KIDO · NASCAR · zomato · THE RED PEN · NIIT · WESTMINSTER COLLEGE · Broadridge · CORAL · AMERICAN WORLD SCHOOL · IndusGuru The Expertise Network · Prasanna Shikshan Prasarak Sanstha SAHYADRI SCHOOL · EY

Roles

- Analyst
- Management Trainee
- Advisory Consulting
- Account Management or Creative – Copywriter
- Business Analyst
- Program Associate
- Pre-Sales/Project coordinator
- Assistant Curriculum Developer
- Copywriter
- HR -Trainee
- Operations - Associate
- Research Assistant
- Business Development Associate
- Product Design & Testing Intern
- Occupational Therapist

Sectors



Social Impact Internships

In 2025, 40+ SIAS students opted for social impact internships and received internship offers that commenced in May 2025. They were placed with organisations like Karta, Assist, The Unify Collective, Agastya International Foundation, Pratham and Centa.

No of Organisations	30
No of Projects offered	55
No of Interns required	125
No of Students Placed (Internships)	40

* Self found: 59

Nearly 50 + Year 1 students also pursued self procured internships with organisations The Hindu, Ernst & Young, Khan Academy, National Foundation of India (NFI), The Energy and Resources Institute (TERI), IEMA etc.

Industry Internships

During the summer of their second year, students take part in the Industry Internships Programme. Guided by student interest form responses, the CSO partners with organizations across a wide range of sectors. This year, student interests included areas such as consulting, finance, startups, and policy roles.

In 2025, more than 60 students secured industry internship roles across a variety of organizations, including Maritide, Lumiere Education, Coral Research, Inclusion Economics India Centre (IEC), The Red Pen (TRP), Aureolis Ventures, and Triedge. In addition, several students pursued research opportunities with Krea faculty and at institutions such as IISER Mohali and BITS Mesra.

-We had 20 organisations offering 30+ projects requiring 50+ interns

No of Organisations	20
No of Projects offered	30
No of Interns required	125
No of Students Placed (Internships)	40

* Self found: 100

Additionally, over 100 students independently secured internships with prestigious organizations such as The Hindu, The Week, PepsiCo, Ogilvy & Mather Pvt. Ltd., Longevity India at IISc Bengaluru, IIT Gandhinagar, DIYA Robotics, and more.

Research Internships

A key component of the internship experience each year is the Research Internships Programme, where students assist Krea faculty with their ongoing projects. This opportunity provides students with firsthand exposure to academic research, guided by the very faculty who design and teach Krea's curriculum.

This cycle, over 15 research opportunities were shared with students and 30 students were selected for the research internship programme.

Cohort	No of Students
Year 1	3
Year 2 and Year 3	25

This summer, Krea faculty-led research internships spanned diverse disciplines like Economics, Business Studies, Political Science, and Environmental Science. Students gained practical experience in key research activities, including fieldwork, literature reviews, and data analysis.

Topics of interest include,(a) studying the basics of these atmospheric layers and organizing relevant datasets. The research will utilize existing NASA satellite data to address these knowledge gaps (b) Economic cost of religious conflict © Using a mixed-methods approach—qualitative interviews and experimental tests—the research will uncover how platform features influence users' emotional bonds with these brands.

Externships

Throughout the academic year, we provided students with externship opportunities that enabled them to work on projects alongside their coursework. Over 20 SIAS students gained valuable work experience while continuing their studies at Krea

Our students engaged in meaningful and rewarding externships with organisations such as Child Mental Health, Carpediem, The Unify Collective, Udaan Therapy Centre, and TADS Education Services. The Child Mental Health externship focused on public mental health issues. Carpediem also offered valuable opportunities, with Deepa Parihar serving as an Inclusive Learning Advocate and Hemani Kanwala contributing as a Psychology Content Creator

Career Planning, Industry and Research Talks

Pre-placement talks by prospective employers, such as Ernst & Young and NIIT for students interested in placement or internship opportunities

Title	Workshop/ Seminar
Pre-Placement Talk by Ernst & Young	Presentation
Pre-Placement Talk by NIIT	Presentation + Conversation
Pre-Placement Talk by The Red Pen	Presentation + Conversation
Pre-Placement Talk by FCB	Pre-Placement Talk
Pre-Placement Talk by KPMG	Pre-Placement Talk
Pre-Placement Talk by Flipkart	Pre-Placement Talk

Higher Education Support

According to a survey conducted by the CSO in August 2024, 40% of the graduating batch expressed interest in pursuing master's degrees. In response, the CSO partnered with an education consultancy firm to support students with applications, timelines, resumes, SOPs, and related guidance

The education consultancy also awarded scholarships to Year 3 and Year 4 students applying for master's abroad. This involved close monitoring and guidance for the postgraduate applications.

Names of scholarship recipients:

1. Nandish Hiremath

2. Sneha SucharitaPillai.

3. Shitoshna Rastogi

Higher Education Talks/sessions conducted:

Workshops & webinars conducted during Academic Year 2024-2025	
Aug 2024	TRP webinar: Actionable strategies to craft standout resumes, optimize your LinkedIn profiles, and master the art of interviewing.
Sept 2024	Higher Ed Town Hall
Oct 24	Study abroad timeline and planning your summers effectively
	Effective college research: How do I identify the best fit program and university for me?
	Day 3: Writing an impactful Statement of Purpose (For year 3 and Year 4): What should I include and what should I omit and why?
Dec 24	Alumni Connect with Inika and Charita (batch of 24)
Jan 25	TRP One on One sessions with higher ed applicants
Feb25	Workshop: Statement of Purpose Webinar: Resume Writing TRP One on One sessions with higher ed applicants

Partnerships

Krea continues to cement pivotal partnerships across the globe, 2024-25 had us inking the line with Sciences Po and University of Exeter, adding to the existing bouquet of partnerships with Northeastern University, University of Bristol and Sussex University.

The CSO engaged with numerous universities to introduce Krea and explore potential partnership opportunities. The higher education event held on campus provided an excellent platform to showcase Krea's diverse student community.

Other highlights include :

1. The third edition of the Higher Education Fair was hosted on the Krea campus on 30 November 2024. The event was attended by 20+ universities and 4 country representatives and a large number of students from Year 1 to Year 4 (SIAS), and some BBA students (GSB).

The HEF was attended by country representatives of Education New Zealand, Campus France, Australia, EducationUSA at USIEF. There were also University representatives from Northeastern University, IE University, Queen Mary University of London, University of Liverpool to name a few.

The event was designed to introduce Krea undergraduate students to opportunities available after graduation. It provided a valuable platform to welcome university representatives and government officials from various countries, helping showcase Krea, strengthen relationships, and expand our network.

2. Batch Profile: The CSO has created a batch profile for students seeking placements after their UG from SIAS: https://krea.edu.in/sias/students-list/. This has been well received by the students and prospective employers.

Alumni Engagement

CSO four alumni to engage with Year 3 and Year 4 students in a session focused on master's admissions in the UK

The CSO sends a newsletter to Alumni on a weekly basis through Almashines alumni connect Portal. We have also shared 10+ job opportunities from

organisations like The Arts Quotient, Pari Washington, ISL to name a few. A mentorship programme wherein current students are paired with alumni with similar interests is in the pipeline.

We received several internship and full-time opportunities through the support of our alumni network, highlighting the strong bonds and continued engagement of Krea graduates. These contributions have played a valuable role in expanding career pathways for our students. We look forward to deepening these connections and further strengthening the alumni network to create more such meaningful opportunities in the future.



STUDENTS IN SPOTLIGHT

The academic year 2024-2025 at Krea University has been a successful one for our talented and accomplished students.

SIAS

Krea University's academic contingent comprising - Dheer Panjwani, Manan Malik, Mudit Kohli, Sarthak Bhargava, and Sibhi Aravindan, SIAS excelled at Biswamil 2024, hosted by OP Jindal College. The Krea academic contingent, led by student Dheer Panjwani, participated in multiple competitions at Biswamil and impressively secured first place in every event they entered. For example, Krea students won the "Stock Market Fiasco" finance event, among others. Team members Manan Malik, Mudit Kohli, Sibhi Aravindan, and Saarthak Bhargava each topped their respective contests, demonstrating Krea's academic caliber and versatile talent on a national stage. This dominant performance by our students, bringing home several trophies from Biswamil '24, was a proud moment for the University community.



Sibhi Aravindan and Dheer Panjwani, second-year BA/BSc students, won 1st Place in an online debate competition hosted by IIM Ranchi in August 2024. Competing against teams from across the country in "Terra Nullius" – an inter-collegiate debate – the Krea duo emerged champions, earning a ₹20,000 cash prize. This achievement showcased the oratory and critical thinking skills nurtured at SIAS.

Aarthi Venkatesh, SIAS, was selected to present her research at SAFAL - 2024, IIT Bombay

Sparsh Makharia, SIAS, was selected as a LINC Fellow for 2024-25

Tishaa Kumar, SIAS, Krea University, Cohort of 2023-27 recently secured first place in the Tamil Nadu State Championship in powerlifting in Salem. She achieved a total lift of 245 kgs across Squat, Bench Press, and Deadlift. Tishaa won 4 gold medals in both the juniors and seniors categories. This achievement reflects Tishaa's hard work and dedication.

Photography Competition Winner (SIAS): Shreya Kabadi, a third-year SIAS student, won First Prize in Photography at Abhisarga 2024, the annual inter-collegiate cultural fest hosted by IIIT Sri City. Shreya's photograph was adjudged the best among 110 entries submitted from across India in the preliminary round. She then topped the final round held on-site at IIIT Sri City, thanks to her keen eye and storytelling through images. Shreya credited Krea's Media Lab and her campus experiences for honing her skills, and her victory in this national-level cultural competition is a testament to the creative growth of our students.



Design and Innovation: Krea students also shone in design and innovation contests. , Cohort of 2022–26 won the Synergy 2025 Logo Design Competition, having her design selected as the official logo for a major industry event. Isha's creative concept and artistic skills earned her this distinction, and in a Krea feature she shared the inspiration behind her winning logo. Such achievements highlight the blend of liberal arts and practical skills that Krea fosters.

In summary, Krea's students – from undergraduate liberal arts to MBA – have excelled in diverse arenas including debates, cultural arts, writing,

and business competitions. These individual achievements not only enriched the students' personal growth but also enhanced Krea University's reputation for nurturing well-rounded, high-achieving individuals. The University formally recognized and celebrated these accomplishments through its "Student Spotlight" features and social media updates, inspiring other students to aim high.

IFMR GSB

IFMR GSB MBA students Urvashi Gupta, Prerna Dhingra, and Poorva Rathore shine at IMT Hyderabad's Impelz 10.0



Abinav Ram Kumar and Tejasvini Karthikeyan from IFMR GSB bagged the 1st Prize in Finance Fast Forward Competition (F3) organised by J.P Morgan Chase & Co

Malyaj Jain, MBA Cohort of 2023-25, IFMR Graduate School of Business (GSB) has won the Young Business Leader competition, the flagship event at T. A. Pai Management Institute (TAPMI)



Three first-year MBA students from IFMR Graduate School of Business (GSB) — Rahul Kumar, Jayesh Sharma and Harsh Verma — secured second place in Entrée-preneurship 7.0, an online case study competition held as part of Tangerine Trails, organised by the Entrepreneurship Cell of IIM Nagpur on 16 December, 2024.



Ananya Manikandan, Cohort of 2023-25 from IFMR GSB secured second place in a national-level competition organised by XIMB. She also secured First Place (with a cash award) in the "CRE-AI-tive Writing" competition at Chrysalis 2024–25, a national-level B-school fest organised by Loyola Institute of Business Administration (LIBA), Chennai. On 12 February 2025, Ananya excelled through two challenging rounds – including composing AI-assisted poetry and a short story – outperforming peers from other top B-schools. In addition, her article "India's Fintech Revolution: How Startups Are Reshaping the Financial Landscape" was recognized as "Article of the Quarter" in the inaugural issue of Management Manuscripts, a management magazine by JNU Delhi. These dual achievements reflect the diverse talents of our MBA students, blending creativity, technical savvy, and thought leadership.



Abinav Ram Kumar and Tejasvini Karthikeyan, Cohort of 2024-26 secured the first place at the prestigious Finance Fast Forward Competition (F3) conducted by JPMorgan Chase & Co., on 20 September, 2024 in the Mumbai office of JPMC



LAURELS AND ACCOLADES

Climate Olympiad ‘24

Ritvic Paarekh, Cohort of 2022-25, SIAS, Krea University, cleared the semi-finals of the Climate Olympiad 2024. The Olympiad is designed to encourage students to develop solutions to climate and environmental challenges.





From the Mountains - Extracurricular Achievements outside Krea

In some thrilling news from the mountains, Arnav Bajoria, SIAS Cohort of 2023-27, successfully completed a trek to Kala Patthar (5645 m) and the Everest Base Camp (5364 m) on 29 May 2024, coinciding with International Everest Day.

MEDALS AND MERIT CERTIFICATE WINNERS

IFMR GSB MBA 2023-25

Merit-cum-Means Scholarships

Akshatha N M
Akshay Chander Mirani
Anshuman Shankar
Malyaj Jain
Nikhil Shukla
Yuwampuri Goswami

Merit Awards

1st C. M. Kothari	2023-25	**Ananya M**
2nd A. Sivasailam	2023-25	**Anshuman Shankar**
3rd A. M. M. Arunachalam	2023-25	**VLVS Chaitanya**
4th H. T. Parekh (Best All-Round)	2023-25	**Ananya M**

SIAS

Full Name	Batch	3/4YUP	Opting for	Remarks
Netra Krishna	2021-24	4 YUP	Double Major	Secured Highest CGPA in the Double Major 4YUP
Suhaava Kaur Kooner	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in BIOS
P Vidisha Ponnappa	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in CS
Anish Kumar	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in ECON
Shloka Uchil	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in ENVS
Rananjay Nair	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in MATH
Anoop Yadav	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in PHYS
Shaikh Nemat Parveen Mohd Israil	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in POLT
Priyanka Prasanna Acharya	2021-24	4YUP	Single Major	Secured Highest CGPA in the Single Major 4YUP in PSYC
Reeva Agarwalla	2022-25	3YUP	Joint Major	Secured Highest CGPA in the Single Major 3YUP in Jt. Major POLT & HIST
Granville Dominic Austin	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in BIOS
Muskan Aneja	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in CS

Sneha Sucharita Palei	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in ECON
Trisha Raghavendra Putturaya	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in ENVS
Aditya Chauhan	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in HIST
Chandak Devanshi Anand	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in LITT
Jainab Shaikh	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in MATH
Anusha A Prajapati	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in PHYS
Uditi Lunawat	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in POLT
Jia Makharia	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in PSYC
Vedantam Karthikeya Tanav	2022-25	3YUP	Single Major	Secured Highest CGPA in the Single Major 3YUP in SS



Paper Presentations by PhD Scholars

Name	Title of the paper	Conference /Symposium
Kumar Ashutosh	Beyond Food Security: Green Revolution and Excess Body Weight Risks among Women in India	6th Annual Economics Conference, Ahmedabad University, India, 2025
Kumar Ashutosh	Street Safety: Fuel to Girls' Secondary Schooling in India	16th Annual IMR Doctoral Conference, Indian Institute of Management, Bangalore, India, 2025
Utkarsh Choudhary	The Mitigating impact of technology at crisis times	XIX International Conference on Public Policy and Management
Utkarsh Choudhary and Dr Sumit Mishra	Political Mobilization and electoral outcomes: Impact of Bharat Jodo Yatra	1. XIX ISI Delhi Annual Conference 2. 6th Annual Economics Conference, Ahmedabad University
Mohammed Hashim	Regional Disparities in India: Evidence of Uneven Development in Karnataka	Crossroads PhD Colloquium, Centre for Development Studies, Kerala (March 2025)
Mohammed Hashim	Illuminating Inequality: Intra-State Economic Convergence and Regional Disparities in Karnataka, India	1. Spatial Econometrics Workshop and PhD Colloquium at IIT Indore, Madhya Pradesh, India (November 2024) 2. Eighth Annual Meeting of the Portuguese Association for Political Economy, University of Coimbra, Portugal (September 2024)
Mugdha Kinhikar, Dr Soumya Pal	Does Fiscal Position of States matter in allocation of Climate Adaptation Funds in India?	Annual Conference of Economics and Finance, BITS Pilani, Hyderabad Campus (4th-6th February,2025)
Jyothis Maria Franklin, Dr Jayasankar Ramanthan	A Bibliometric Study of the Literature on Advertising Ethics	American Marketing Association (AMA) Winter Academic Conference 2025 - Virtual Date: February 10, 2025
Jyothis Maria Franklin, Dr Jayasankar Ramanthan	Understanding the Literature on Advertising Ethics	15th European Marketing Academy Conference (EMAC) Regional 2024 hosted by the ISEG (Lisbon School of Economics and Management)/Advance in Lisbon, Portugal Dates: September 25-27, 2024
Pratibha Jain	Exploring Employee Retention Dynamics in NPOs: A Comprehensive Review	2nd International Conference on Sustainability, Entrepreneurship, Equity and Digital Strategies
Pratibha Jain & Dr Pallavi Pandey	Empowering Marginalized Communities through Sustainable Management: Lessons from a Grassroots NGO in Rajasthan	IIM Nagpur IVEY Case Conference 2024

Pratibha Jain & Dr Pallavi Pandey	The Retention Puzzle: A Review of Non-profit Employee Dynamics	International Management Perspective Conference (IMPeC) – 2025 organised by IIM Sambalpur
Soumyabrata Basu, Dr Praveen Bhagawan and Dr Jyoti Prasad Mukhopadhyay	Creditor Rights and Tax Avoidance: Evidence from Quasi-natural Experiment in India	1.34th European Financial Management Association 2025 Annual Meeting, 25-28th June 2025, Athens, Greece 2.International Conference on Financial Markets and Corporate Financial Markets & Corporate Finance, DMS&IE, IIT KGP, 2025 3.International Conference on Financial Markets and Corporate Financial Markets & Corporate Finance, DMS&IE, IIT KGP, 2025 4.Doctoral Colloquium on Financial Markets & Corporate Finance 2025, IIT (ISM) Dhanbad 5. 33rd European Financial Management Association 2024 Annual Meeting, Lisbon, Portugal 6. World Finance Conference, Cyprus (virtual), 2024 7. Vietnam Symposium in Entrepreneurship, Finance, and Innovation, Vietnam (virtual) 2024 8. 6th International Conference on Financial Markets and Corporate Financial Markets & Corporate Finance, DMS&IE, IIT(ISM) Dhanbad 9 Annual Research Workshop on Insolvency and Bankruptcy organised jointly by IIM Ahmedabad and the Insolvency and Bankruptcy Board of India
Soumyabrata Basu, Dr Praveen Bhagawan and Dr Jyoti Prasad Mukhopadhyay	Bankruptcy Reform and Audit Fees: Evidence from Quasinatural Experiment in India	1. XKDR Forum's Workshop on Insolvency and bankruptcy reforms in India:10 years after IBC, 2024 2. India Finance Conference, 2024

Publications during 2024-25

Kumar Ashutosh : First chapter of thesis got published as Invited Article at Ideas for India website. It's is jointly managed by researchers at London School of Economics and Oxford University - https://www.ideasforindia.in/topics/human-development/street-safety-and-girls-secondary-schooling-in-india.html

Utkarsh Choudhary: *Behind the Screen: Unraveling the Relationship Between Cyberbullying and Student Achievement Across the Globe Using TIMMS 2019 Data. International Journal of Bullying Prevention.* DOI:10.1007/s42380-025-00291-8 - http://dx.doi.org/10.1007/s42380-025-00291-8

Jyothis Maria Franklin: *Understanding the Literature on Advertising Ethics Using Morphological Analysis,* co-authored with Dr. Jaysankar Ramanathan (Associate Professor, IFMR GSB) in the Indian Journal of Marketing (ABDC-C and Scopus indexed) - https://doi.org/10.17010/ijom/2025/v55/i7/175201

Soumyabrata Basu: *Basu, S., Bhagawan, P., & Mukhopadhyay, J. P. (2025). Bankruptcy Reform and Audit Fees: Evidence from Quasi-natural Experiment in India. Finance Research Letters,* 107512 - https://doi.org/10.1016/j.frl.2025.107512 (ABDC: A, SJR: Q1)

Achievements during 2024-25

Kumar Ashutosh : Attended Causal Inference workshop in April 2025 at University of Arizona, US with scholarship provided from organisers.

Utkarsh Choudhary: One his papers received the International Journal of Bullying Prevention (IJBP) Springer Biennial Award (2023–2025) for Best Paper, jointly conferred by Professor James O 'Higgins Norman (UNESCO Chair on Bullying and Cyberbullying) and Professor Sameer Hinduja (Co-founder, Cyberbullying Research Center). The award was presented at the World Anti-Bullying Forum 2025 in Stavanger, Norway—an international recognition of impactful research fostering safer digital and physical spaces for youth.

Mohammed Hashim: Received Best Paper Award from Spatial Econometrics Workshop and PhD Colloquium at IIT Indore, Madhya Pradesh, India (November 2024) for the paper "Illuminating Inequality: Intra-State Economic Convergence and Regional Disparities in Karnataka, India"

Jyothis Maria Franklin: Received a conference waiver grant by the Society for Business Ethics (SBE), granted through their Diversity, Equity, and Inclusion Committee (DEIC). The award includes registration for the 2025 SBE Annual Conference, which will be held in a hybrid mode (virtual and in-person) in Copenhagen from July 24-27, as well as one year of SBE membership.

Pratibha Jain: Got selected to attend Organization studies | Organization Theory Paper Development Workshop 2024 organised by by PRME Team SPJIMR.

Soumyabrata Basu : Best Paper Award (First Position) at 6th International Conference on Financial markets and corporate financial markets & corporate finance, DMS&IE, IIT(ISM) Dhanbad



FACULTY IN SPOTLIGHT

Faculty Publications and Paper Presentations

Krea's multifaceted faculty enables learners to push the boundaries of learning. They encourage students to think afresh, challenge the status quo and prepare them to tackle real-world challenges.

Here are some of the many contributions by various faculty members from both the schools.

Publications

SIAS

- Mohan Sathyaraj, P., Balusamy, T., Sankara Narayanan, T. S. N., & Ravichandran, K. (2024). Imparting a better corrosion resistance and bioactivity for magnesium through the formation of zinc - zinc oxide - zinc phosphate (hopeite) - magnesium ammonium phosphate (struvite) composite coatings. *Journal of Alloys and Compounds, 1002*, Article 175342
- Vivek, V., Kar, T., Meka, S., & Malghan, D. (2024). Combining price and non-price interventions for water conservation. *Environmental Research Letters, 19*(10), Article 104066.
- Chakrabarti, K. S., Bakhtiari, D., & Rezaei-Ghaleh, N. (2024). Bifurcations in coupled amyloid-? aggregation-inflammation systems. *npj Systems Biology and Applications, 10*(1), Article 80
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Conferences

SIAS

- Raut, Sushant. 'Standard and non-standard physics with neutrinos from kaon decay-at-rest', XXXI International Conference on Neutrino Physics and Astrophysics, Milan, June 16-22, 2024
- Adya, Akanksha. 'Shifting the Center: Theorizing Motherhood as Resistance', 20th Conference of the International Society for Theoretical Psychology, Serbia, May 20-24, 2024
- Siddiqui, Sabah. 'The Ghost as Method', The 20th Conference of the International Society for Theoretical Psychology, Serbia, May 20-24, 2024
- Adya, Akanksha. 'Shouldering Care: Narrating the ideological dilemmas of self as a professional and mother' and 'Monstrous Mothers in India: Contested Images', International Association for Maternal Action+ Scholarship (IAMAS). Boston, June 21-24th, 2024
- Gudibande, Rohan. 'Conflicts and Consumption'. 19th Annual Conference on Economic Growth and Development, Delhi, December 19-21 2024
- Cavale, Karthik. 'Skilling Regimes in South India', Annual Meeting of the Society for Advancement of Socio-Economics, Limerick
- Cavale, Karthik. 'Albert Hischman's The Passions and the Interests as a contribution to HET' , Indian Society for the History of Economic, Hyderabad, October 29, 2024
- Dhara, Chirag. 'Impact of rapid reductions in regional aerosols on the near-future strengthening of the South Asian Monsoon', International Workshop on "Stratosphere-Toposphere Interactions and and Prediction of Monsoon weather EXtremes (STIPMEX), Virtual, June 3-7, 2024
- Viswanathan, Lakshmi Narayanan. 'Global Response of Topside Ionosphere to the Severe Geomagnetic Storm of April 2023', 45th Scientific Assembly of COSPAR (Committee Of SPAce Research), Busan, July 13-21, 2024
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- Mukhopadhyay, Jyoti Prasad. Impact of Environmental Regulation on Cost of Debt: Empirical Evidence from India
- Paliwal, Ankur. 'Does Board Compensation Influence Corporate Social Responsibility?', Vietnam Banking and Finance Symposium, Hanoi, October 24-26 2024
- Nakra, Neelam. 'Towards the Nomological Network of Sustainable Human Resource Management'. Bath, June 25-28 2024
- Mukhopadhyay, Jyoti Prasad. 'Impact of Environmental Regulation on Cost of Debt', MSFC 2024, Virtual, December 3 2024
- Mishra, Debasish. 'Image-based Cutting Tool Health Diagnosis in Multi-machine Settings', 6th International Conference on Industry 4.0 and Smart Manufacturing. Prague, November 20-22, 2024
- Moturi, Sairam. 'Auditor Familiarity and Audit Quality in Business Groups', India Management Research Conference, Hyderabad, December 9, 2024.
- Saha, Debankur. 'Birdwatching and Ecotourism: Exploring the Motivations for Participation in Eco-Avitourism Indian Academy of Management (INDAM), Kolkata, January 15-18, 2024
- C., Vijaya. 'Dynamic Connectedness of Volatility among ESG ETFs, ESG Indices and Cap-Weighted Indices', The Global Banking and Finance Association (GLOBAFA) Virtual, May 30-31, 2025

POROUS BOUNDARIES

At Krea, experiential learning brings the real world into the classroom for students. This includes inviting guest lecturers who are experts in their respective fields to share their experiences, wisdom, and insights, thereby helping students broaden their perspectives.

Throughout the year, we have had the privilege of hosting numerous thought leaders and experts from various domains. Krea Talks has welcomed diverse subject experts such as Dr Saradamoyee Chatterjee, Fellow and Director of Studies in Land Economy at Lucy Cavendish College; P. B. Prince Gajendra Babu, General Secretary, SPCSS-TN; Dr Kumar Akhilesh, Director, Sharma Centre for Heritage Education; Parameswaran Sankaran, Professor Emeritus, Chennai Mathematical Institute; Sue Willman, Assistant Director of Clinical Legal Education and Supervising Solicitor/ Senior Lecturer, King's Legal Clinic, Dickson Poon School of Law, King's College, London; Dr Lakshmi Sankaran, Co- Director (Training & Research) BALM & ex-Chair for PG programme in Applied Psychology (BALM-TISS), Dr Partha Lahiri, Department of Mathematics, University of Maryland College Park, USA; Professor Geraldine Forbes, Professor Emerita, Women's and Gender Studies, State University of New York Osweg; Philippe Cullet, Professor, SOAS; Christian Griesinger, Professor and Director, Max Planck Institute for Multidisciplinary Sciences, Germany, N. R. Bhanumurthy, Director, Madras School of Economics, Chennai; author Meena Kandasamy and many more.

Few leaders who came to IFMR GSB classrooms in the recent times as part of the Corporate to Campus series included Amit Kamath, Vice President at BlackRock, Sunil Subramaniam Former Director, Sundaram Assets, Hari Krishnan, Managing Director, Publicis Groupe, Karthik Pasupathy, Director at Deutsche Bank, Aijaz Khan, Vice President at Bajaj Allianz, Debashish Ghosh, SVP & Country HR Head Berkadia, Fatema Hunaid, Managing Partner Grand Thornton,Bhaskar Banerjee, Strategic CFO, Flipcarbon, Sai prasad S, CHRO, Samunnati, Muthukumar, V Managing Partner at Sett & Lucas, Julian Francis, SVP - Asset Management RMZ, Fabian Figredo, Head of Talent Acquisition Shell, Srinivas Baratam, Managing Director, Stakeboat Capital and Hemasundar Reddy B, Director Operations - Middle Office BNY, among others.



We also hosted the Distinguished Lecture Series, proposed by Professor Nirmala Rao, Vice Chancellor, Krea University, addressing current issues in world politics to promote local, national, and global engagement among the student body. Lecture themes included international humanitarian law, water and environmental security, challenges of climate change, war and forced migration, refugees and internally displaced persons (IDPs), global governance and political thought. The lectures were delivered by a diverse range of academics and practitioners, offering Krea students an invaluable opportunity to connect their academic studies to real-world issues and engage with leading experts. The series was convened by Sherman Teichman, Emeritus Founding Director of The Institute for Global Leadership at Tufts University (1984-2016).

BUILDING A COMMUNITY

OFFICE OF STUDENT LIFE

The Office of Student Life drives the extra-curricular, student leadership and development programming of the University which range from creative and performative arts, social and educational programmes, leadership and training opportunities, experiential learning, volunteering opportunities, driving student-led programmes and much more. By championing, guiding and encouraging student organisations, clubs, initiatives and events, the Office promotes maximum student participation and involvement in Campus life. The Office Student Life firmly believes in the principle of diversity and inclusion and aspires to build a campus culture that is deeply rooted in this ideology. Through various programmes and activities, the Office strives to give students the best of opportunities and nurture a culturally, socially and intellectually enriching environment on campus.

Clubs and Committees

Clubs and Extracurricular Engagement on Campus

With the growing student numbers on campus, the university witnessed extraordinary levels of participation from students in various clubs and societies especially in the areas pertaining to the performing arts, academics, robotics, sports and entrepreneurship. 2023-2024 has been an year of various initiatives and engagements which gave students an opportunity to immerse themselves in learning outside the classrooms.

Currently there are 13 Student committees and 30+ clubs in areas such as dance, music, theatre, quizzing, marketing, debating, science, community service, and gaming, among others. Some of the competitions conducted by the clubs on campus are:

- Bolt '24-'25
- Fiscal Finesse - IFMR Finance Committee
- Markastrat' 24 - IFMR Marketing Committee

In addition to the above, many of the clubs also put up many in-house productions and performances which not only showcased the talent of our students but also contributed to building a vibrant campus experience for the Krea community:

Inara - The Business Club

The Business Club hosted an exciting lineup of events aimed at fostering networking, skill-building, and entrepreneurial passion. The Well-Being Stall featured a wellness wall for students to share their stress-relief methods, a rapid-fire round on mental health in business, and a quick Russian puzzle challenge. The Social Network Movie Screening inspired students with the hustle culture and ignited their passion for business. The Open Meeting included introductions, icebreaker sessions, and business-themed trivia games to engage members. Lastly, in collaboration with the Skills Club, a LinkedIn Profile Building Workshop helped students optimize their profiles for internships and networking opportunities.

Cyber Club

The Cyber Club at Krea has hosted a variety of engaging events to enhance students' technical skills and knowledge in computational sciences. The Arduino Workshop introduced IoT concepts through basic electronics and coding, while the GitHub Workshop, led by Professor Srikumar, covered version control fundamentals. The Cyber

Club Mixer featured seven Krea faculty members sharing insights on computational sciences. Students explored coding through a Python Learning Session and gained career insights in the "What After Computer Science at Krea?" discussion. The club also hosted a screening of Ada Lovelace Day and showcased student projects from COMP205 in a Game Showcase. Lastly, DataLith, a two-day data science event, combined movie screenings and hands-on workshops to deepen students' understanding of the field





PERFORMING & VISUAL ARTS CLUBS

Layam - Music Club

The Christmas Production took place on December 14, 2024, in the atrium, featuring 27 participants in a choir and two octets. The Western Subcommittee's production, A Symphony Through Time, was held on March 6, 2025, at the Open Air Theatre, with 36 participants showcasing Western music genres. On March 8, 2025, the Indian Subcommittee's production, Kala-Bhav, transformed Seminar Hall 3 into a musical museum, featuring 25-26 participants guiding the audience through genres like Folk, Hindustani, Carnatic, Percussion, and Indowestern. Layam's Final Showcase, An Ode to Music in Krea, on March 24, 2025, at the Open Air Theatre, celebrated musical groups formed over the years, with 12 performances and 45 participants, including duos, trios, the choir, Rackettails, and other music groups. The clubs also collaborated for Artscade, a performing arts arcade held on April 5, 2025, featuring interactive music, dance, and theatre games rather than performances, fostering engagement and fun across the university.

Christmas Production:

The annual Christmas Production happened on the 14th of December 2024 in the atrium of the academic building. There were 27 participants who took part in the production, who formed the choir and two octets that performed for the production.

Western Subcommittee Production:

The production held by our Western Subcommittee was called "A Symphony Through Time", and took place on the 6th of March 2025 in the Open Air Theatre. This production was a showcase of different genres of Western music that have developed through time, including Western Classical, Musical Theatre, Country, Jazz, Rock, R&B, Pop, and Indie. There were a total of 36 participants in production who were split over these groups.

Indian Subcommittee Production:

The production held by our Indian Subcommittee was called "Kala-Bhav" (meaning become the art) and took place on the 8th of March 2025 in Seminar Hall 3. This production was a continuation from the Western Subcommittee Production, as it was a showcase of different genres of Indian music. This production was put up in the form of a museum, where the audience were taken around the Seminar Hall to see the different genres. These genres were Folk, Hindustani and Carnatic, Percussion, and Indowestern. There were a total of 25-26 participants, including performers and tour guides who took the audience through the museum.

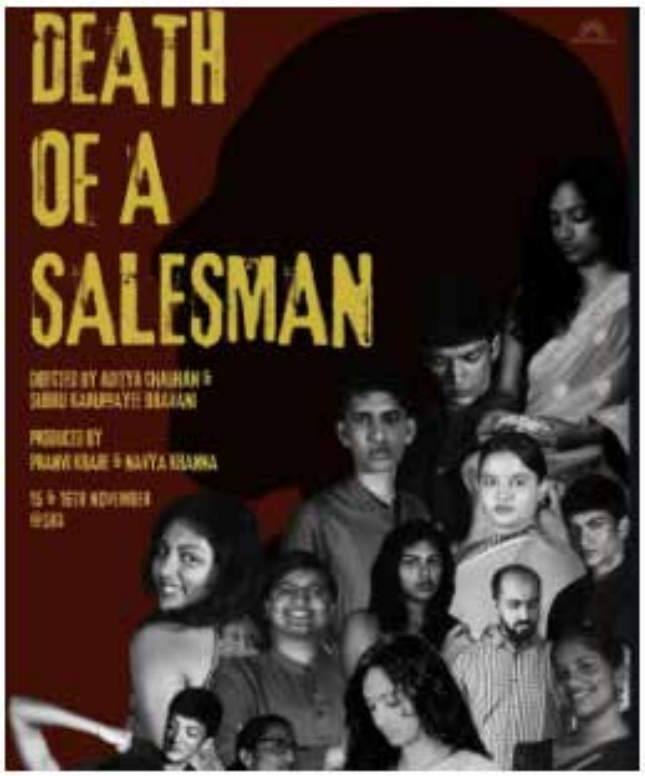
Layam's Final Showcase:

Our final production called "An Ode to Music in Krea" took place on the 24th of March 2025 in the Open Air Theatre. This production was specifically for music groups in Krea (including duos and trios) who have come together through the last few years and performed in various events that have taken place on campus. This was also to allow students who are graduating to perform with their groups one last time in Krea. There were a total of 12 performances, and 45 participants in total, split over 3 duos, 3 trios, the choir, the Rackettails, and 4 other music groups.

Rangasthala: Theatre Club

Rangasthala is a close-knit community of individuals who share the same passion for the art form - Theatre. The club aims to foster a community where individuals can come together to discuss ideas and creative discussion and learn about the art form together.

The club has three subcommittees - Acting, Crew, and Script writing. The individuals can choose to be a part of one or more of these subcommittees. The club has put up a total of 8/9 productions in the past three academic years, some of which are: Accidental death of an anarchist, Manto day (a compilation of plays written by Hasan Manto), Monologues(a compilation of monologues with no particular theme were performed), Fleabag, Red, 12 Angry Jurors, Mitrachi Goshta, Death of a Salesman, Omkara.







Mudra - Dance Club

Mudra, the university's vibrant dance club, has hosted an array of events celebrating diverse dance forms and cultural expressions. The Bollywood Workshop by Reetu Verma (PhD) and the Kuthu Workshop by Radha Ragamalika (SIAS, 3rd Year) culminated in performances at the Cinemagic flashmob, a dance event in collaboration with MOCC for the Halloween x Diwali celebration. The Garba Workshop, led by Shivani Ranipa and Aatmaja V (SIAS, 1st Year), prepared students for Garba Night, while Shaam-e-Gharana, in collaboration with Samyak, explored the history and evolution of classical dance gharanas. The club also showcased its talent through Mukti Showcase, Parampara (Indian competing crew), TBD Showcase (non-Indian competing crew), and their in-house productions Reverie and Dor, featuring both Indian and non-Indian dance forms. Skill-building took center stage with the Bolly-Kathak Workshop by Pramati Anand, blending Bollywood and Kathak techniques. Artscade, a collaboration of SIAS's three performing arts clubs, created an engaging arcade experience filled with games. Finally, the Mukti Showcase, in collaboration with Layam (Music Club), brought live music into the mix, highlighting the fusion of dance and melody.

Kala, the Arts Club,

Diya Painting Event: In collaboration with MOCC, Kala hosted a vibrant diya painting session for Diwali, celebrating creativity and festivity.

Mandala Colouring Session: An introductory Sunday session where members enjoyed a relaxing, expressive colouring experience.

Scribble Station (Well-Being Fair): Kala set up a space for spontaneous art and an art therapy corner, encouraging emotional expression through creativity.

Syahi, the Literary Arts Club

Syahi, the Literary Arts Club, SIAS hosted Intro to Literature offering insights into all things Literature — from courses to faculty. They also hosted a Trivia Night, with questions on popular movies and books, people competed in pairs to test their knowledge of pop culture and literature.

Rachana Club

Rachana, the university's creative arts club, has hosted a series of engaging and collaborative events celebrating artistic expression and design. Pictionary Night brought students together for a fun-filled evening of quick thinking and sketching, fostering creativity and teamwork. In collaboration with Bolt, the university's sports club, Rachana organised the Merch Design event, where a team of talented designers worked together to create unique and eye-catching merchandise for Bolt. The Clay Charms Workshop provided students with a hands-on opportunity to craft personalised clay charms, exploring a new artistic medium. Additionally, the Rachana x Bolt Jersey Designing Competition challenged participants to design innovative and stylish jerseys, blending aesthetics with sports culture to create visually striking apparel. Through these initiatives, Rachana continues to be a hub for artistic collaboration and creative expression on campus.

Her Campus Krea

Capture the Flag has been a Krea classic for three years, and on 8 February 2025, the event reached a new level of excitement. Now one of HerCampus's flagship events — after taking the reins from the Sports Club — the day showcased intense batch-versus-batch rivalries, featuring careful strategising, fast-paced chases, and suspenseful moments.

Sukrutya, the Skills Club

The SIAS Skills Club, Sukrutya, hosted a series of engaging and enriching events, blending creativity, well-being, nostalgia, and skill-building. Friends & Mandala offered a relaxing mandala art session with Friends playing in the background for a cozy atmosphere. At the Well-Being Fair Photo Booth, participants captured fun moments with props and received a daily well-being activity guide along with their pictures. A screening of Home Alone brought back cherished childhood memories, filling the air with festive nostalgia. The Sign Language Workshop introduced participants to Indian Sign Language, covering letters, colors, relationships, and basic social phrases. Lastly, the LinkedIn Profile Building Workshop, organised by the Business and Skills Club, guided students on leveraging LinkedIn for internships, networking, and career growth.



Niti, the Politics Club

The Niti Club hosted a series of insightful political and economic discussions, fostering awareness and engagement. The Unfiltered Conversation on the Union Budget, in collaboration with IFMR Speakers Club, featured Dr Soumya Pal, who simplified government spending's impact on daily life, finances, and future opportunities. Niti Trivia Night tested participants' knowledge of global and Indian politics, encouraging political awareness and critical thinking through a fun, interactive

quiz. Niti Sabha - Youth Parliament on the UCC provided a dynamic platform for students to debate one of India's most crucial legal and cultural topics, with participants representing pro-UCC, anti-UCC, and policy think tank perspectives, leading to a thought-provoking exchange of ideas.



Sahas – The Adventure Club of Krea University

The overnight trek organised by SAHAS - the Adventure Club on 7 and 8 December 2024, in Satyavedu Forest, was a thrilling experience for 17 participants. After reaching the base, the group trekked to the campsite, arriving after nightfall. Campers pitched tents, gathered wood for a cozy bonfire and cooked dinner together, sharing stories and laughter over Maggi, bhel and tea. Under moonlight, games and music added to the charm. At 4.00 am, they trekked deeper, discovering waterfalls at sunrise and enjoying a refreshing swim. The trip, filled with wilderness skills like fire-building, tent-pitching and night navigation, ended with cherished memories and valuable lessons.

What began as a simple getaway on 8 and 9 February 2025 turned into an exhilarating adventure of missed trains, unexpected detours and thrilling discoveries. A missed train to Ponneri led us to buses and finally to Pulicat town, where we struggled to find a boat to an elusive island. As the sun set, an old boatman agreed to take us across the golden waters of Pulicat Lagoon, nestled between India's second-largest lake and the Bay of Bengal. Under a starlit sky, we shared stories, feasted and revelled in the thrill of the unknown. As dawn broke, we brewed tea, cooked Maggi, and embraced the ocean's embrace before reluctantly returning



Economics Society of Krea

The Economics Club kickstarted its activities with engaging and intellectually stimulating events. The Econ Quiz Night provided a brief introduction to the club, followed by a fast-paced quiz designed to challenge participants' economic acumen. Adding a unique twist to traditional quizzing, Economics Jeopardy! tested students' knowledge in a dynamic and competitive format, making learning economics both fun and interactive.

Prakriti Club

The Sustainability Club has hosted a variety of events promoting environmental awareness, community engagement, and well-being. The Community Thrift Store Event provided a platform for students to buy and sell pre-loved clothes, stationery, and accessories, fostering a culture of reuse through a transparent buyer-seller system. In line with Well-Being Week, the club organised a stall featuring a card game on ecosystems and a positivity tree where students shared thoughts on the connection between nature and mental health. A Movie Night Screening of The Lion King brought the community together for an evening of entertainment, while the Scavenger Hunt encouraged teamwork, problem-solving, and exploration across campus in a fun and interactive way. Through these initiatives, the club continues to blend sustainability with engagement and well-being.



Navyata - The Well-being Club

The Well-Being Club has hosted a series of engaging events fostering inclusivity, self-expression, and community building. Pink Day celebrated the iconic "On Wednesdays, We Wear Pink" theme with a cranberry soda stall and a Mean Girls screening, creating a fun and relaxed space for students. The Well-Being Fair Exhibition focused on body positivity and inclusivity through an interactive pamphlet exploring aesthetics vs. functionality and a compliment bar promoting non-appearance-based positivity. Festive spirit was embraced with a Hot Chocolate Stall, while the Vision Board Workshop, in collaboration with Embrace, encouraged goal-setting and self-reflection. Floral Day welcomed summer with painting sessions and tarot readings, and Ethnic Day provided a platform for cultural expression, culminating in a lively karaoke night. Through these initiatives, the club continues to promote well-being, creativity, and a sense of belonging on campus.



Finance Club

The Finance Club has organised a series of insightful events aimed at enhancing financial literacy and investment acumen among students. The club hosted expert-led finance talks, including Reflections on the Indian Capital Markets by Sunil Subramaniam, Former MD of Sundaram Asset Management, offering valuable insights into market trends. Neil Borate, Deputy Editor and Head of Personal Finance at MINT, shared 3 Money Hacks to Build Your Wealth, providing practical strategies for financial growth. Akshat Garg, AVP, Choice Wealth Pvt Ltd, delivered an engaging session on Sectors That Will Perform Well in India in the Next 5-10 Years, helping students understand emerging investment opportunities. Adding a competitive edge, the Asset Alchemist Investment Competition challenged participants to showcase their investment skills, with a cash prize of ₹5,000, fostering strategic thinking and financial decision-making. Through these initiatives, the club continues to empower students with essential financial knowledge and investment strategies.

Connect Club

On 21 August, 2024, the Connect Club at SIAS, Krea University hosted a riveting debate final on the motion, "This house believes that a liberal arts education is more valuable than specialized professional training."

Talented teams clashed over this thought-provoking topic, with the debate judged by Dr John Mathew, Associate Professor of History of Science, SIAS, Krea University and Maitreyi Muttemwar, a second-year SIAS student.

This debate showcased an engaging clash of ideas on the role of education in personal and professional growth, highlighting compelling arguments on the relative merits of liberal arts versus specialized training.

Ministry of Campus and Culture

The MoCC organised several successful events, including a festive Diwali and Halloween celebration, a Winter Fair, and a Christmas dinner. The Diwali event, held at the Futsal, featured dance workshops hosted by Mudra, with a lively Garba session and games, though some logistical issues with volunteers and speaker volume were noted. The Winter Fair, from 4:30 to 8:30 pm, featured 22 student stalls and two external food vendors, including a popular waffle shop, despite their delayed arrival. The event was well-received by students and visitors, with positive feedback on food and overall atmosphere. The MoCC also hosted a Christmas dinner on the 15th, with a special meal catered by Swati and a live band from Chennai, creating a memorable evening for the entire student body, who enjoyed the dinner and festive music in formal attire.



Abhinay

Abhinay, the Drama Club of IFMR GSB, captivated audiences with their poignant play, Roshni, staged at Krea University on 19 October, 2024. The play illustrates the tale of Roshni, an ordinary girl who lives in a conservative hamlet, where social forces push girls to marry off early. The play traces the story through Roshni and her experiences, and Balbeer, her father, who is driven by family expectations and personal preference rather than concern for her future.

Analytics Club

The Analytics Committee of IFMR GSB hosted Datawiz 1.0, a two-day event focused on enhancing analytical skills. It was a 3-hour Python workshop by Dr Debashish Mishra, Assistant Professor, Data Science & Information Systems, IFMR GSB. The workshop was conducted online and offline to ensure better accessibility for all students. Participants gained hands-on experience with Python tools and received certificates for their participation.



Markaholic

Markaholic, the Marketing Committee of IFMR GSB, held a two-day competition called Markstrat '24. Round 1 was a high-energy marketing quiz hosted on Mentimeter. It featured 13 tagline questions, 13 logo identification challenges and 4 general marketing questions, each with a strict 20-second timer. This round tested participants' quick thinking and marketing knowledge. Round 2 brought together 20 teams, who had qualified in the previous round, for a dynamic meme war. Split into 10 batches of two, each team was assigned a brand to showcase through picture and video memes creatively. Teams competed head-to-head, entertaining both the audience and the judge, Dr Debankur Saha, Assistant Professor of Marketing, IFMR GSB.

Arthsabha

The Fin-Auction event was a successful auction simulation, challenging participants' financial prowess and strategic acumen. Teams were assigned budgets and competed to build the best team, deciding how high to bid or when to withdraw. The event tested key skills such as portfolio building, crisis handling, budget management, and adaptive strategy formulation in response to competitors' decisions. With enthusiastic participation, the competition concluded with three winners who excelled in fund management and strategic execution, making the event an engaging and insightful experience for all.

The three-round finance event, Fiscal Finesse, challenged students in financial knowledge, strategic thinking, and presentation skills through interactive activities. Round 1 featured a finance quiz testing investment principles and market trends. Round 2 engaged teams in a stock market simulation, requiring strategic investment decisions to maximize returns. Round 3 had teams present their investment strategies to judges, honing their communication and analytical skills. The event fostered teamwork, critical thinking, and market understanding, while also providing networking opportunities with peers, seniors, and faculty.





Samarthan

The Samarthan Committee organised a series of impactful social initiatives, fostering community engagement and giving. A blood donation camp, in collaboration with the Red Cross Society, saw 113 donors from across campus contribute to a noble cause. A fundraising event featuring six stalls for food, games, nail art, and mehendi generated a profit of ₹4,000. The committee also visited Aadharavu Home, donating toiletries and engaging residents in fun activities. The Wishtree Event, held on 14th December 2024, encouraged students and faculty to fulfill the wishes of Samarpana and Asha Nivas by donating essentials like daily provisions, a water filter, and sports equipment, reinforcing a spirit of generosity. Additionally, 100 orphaned children were hosted on campus for a day of joy, featuring a magic show, engaging activities, delicious meals, and thoughtful gifts, creating cherished memories for all involved.



Shutterbugs

Shutterbugs organised a photography event, held from 29 November to 8 December 2024, featuring three rounds of creativity testing and storytelling skills. The first two rounds required online submissions based on given themes. The final round, conducted offline in SH-1, challenged participants to capture four themed photos at different locations and craft a compelling narrative, which they presented to Judge Dr Debankur.





Consulting Committee

CONSULTIUM 2024, a flagship event for aspiring consultants, successfully fostered innovation, strategic thinking, and teamwork among MBA students. Held in two rounds (8 and 10 December 2024) with 85 teams participating, the event featured a quiz, strategy challenge, and problem-solving presentations on campus food service issues. Dr Debankur Saha evaluated the finalists, providing valuable insights. The event enhanced problem-solving, collaboration, and strategic skills, offering networking opportunities and recognition for top talent, leaving a lasting impact on participants.

Quiz Club

The event saw 70 two-member teams competing across three engaging rounds. Round 1 featured a General Quiz with MCQs and a crossword, totaling 25 marks, from which 15 teams advanced. Round 2 tested creativity with Pictionary and a song snippet guessing challenge, narrowing the competition to five teams for the final Treasure Hunt inside the Academic Building.



Speaker's Club

Improv Odyssey, hosted by the Speakers Club, was a thrilling showcase of creativity, spontaneity, and storytelling. The event featured three rounds: Reverse Charades, testing quick thinking; Whose Line Is It Anyway, emphasizing humor and improvisation; and Slide & Story, where finalists built engaging narratives using random images. Participants impressed with their wit, teamwork, and adaptability, making it a memorable experience for all. The event concluded on a high note, reaffirming the Speakers Club's dedication to enhancing communication and performance skills in a fun and interactive setting.



MUN Club

On 20 January 2025, the MUN Club of IFMR GSB organised a Lok Sabha simulation on 'One Nation, One Election: A Viable Reform'. Students participated as members of the ruling and opposition parties, debating the feasibility and implications of synchronising elections nationwide.

Nritya, the Dance Club

Dance Alchemy, organised by Nritya, the Dance Club of IFMR GSB, on 18 January 2025, provided batchmates a much-needed break from their hectic schedules. The event featured multiple rounds, each bringing its own set of challenges and excitement, culminating in a grand celebration.

Optimux

XPEDITE was an engaging event focused on operations management, featuring two rounds: a Basic Operations Quiz and a Beer Simulation. The first round tested participants' understanding of concepts like supply chain management, inventory control, and process optimization through multiple-choice questions and situational problems. The second round, a Beer Game Simulation, challenged teams to manage a beer production and distribution supply chain, requiring effective decision-making, inventory control, and teamwork. The top 10 teams from both rounds earned an industrial visit, offering a practical, real-world learning experience.

IFMR BSportive

IFMR Bsportive organised a Badminton Competition. The event featured teams competing across various categories in knockout matches, fostering a spirit of healthy competition and physical fitness. It attracted a diverse crowd of students who came to support their friends, creating an energetic and encouraging atmosphere throughout the competition. The event successfully promoted teamwork, sportsmanship, and active participation, while motivating students to stay fit and engaged.



Ghostly Gala

The GhostlyGala at IFMR GSB was a resounding success, uniting the campus community for a night of creativity, entertainment, and eerie excitement. Organised by Raga, Nritya, and Abhinay, the event showcased exceptional talent through haunting melodies, spine-chilling dance performances, and gripping theatrical acts, with individual participants adding their unique flair. The immersive ambiance, complete with dim lighting and thematic décor, enhanced the spooky experience, leaving attendees enthralled. The event boosted club engagement, strengthened community bonds, and received glowing feedback for its innovative execution, setting a new benchmark for cultural events at IFMR GSB.





Retroverse

The campus transformed into a vibrant retro haven with Reteroverse. Students from all cohorts gathered for an unforgettable celebration of the 70s, 80s and 90s. The campus buzzed with neon lights and vintage decor, setting the tone for a nostalgic weekend. Vibrant styles, featuring iconic elements like polka dots, suspenders, flared sleeves, bell-bottoms evoking the glamorous era of 70s and 80s Bollywood during the retro-themed fashion show, while enthusiastic sing-alongs echoed classic hits.

Dance-offs and choreographies got everyone moving to iconic tunes. Meanwhile, a retro trivia challenge tested knowledge of bygone eras. The retro movie posters, disco balls, lights, patterns and vintage flairs added a touch of nostalgia, completing the immersive experience. Laughter, music and love for old Bollywood films filled the air, making for a truly memorable weekend.

NEW ADDITIONS/ INITIATIVES BY OSL

Savaari : A Day Trip to Chennai

OSL (The Office of Student Life) inaugurated their new initiative, Savaari, on Sunday, September 8, 2024. Savaari aims to take students on regular trips to nearby historical landmarks, museums, national parks, and other attractions, promoting cultural awareness, knowledge sharing, and team bonding. By leveraging affordable and eco-friendly



transportation options, Savaari encourages students to step out of their comfort zones and engage in hands-on learning experiences, providing students with unforgettable experiences that combine learning with adventure. The first trip took students to the Government Museum in Chennai, India's second largest museum, with its wide collection of bronzes, anthropology objects, geological and zoological specimens, a numismatics gallery, age-old sculptures and more. The group later visited the Connemara Library, and spent the evening at the Marina beach

SIAS Global Arts Collective

Samyak, Krea's very own Global Arts Collective are collaborating with Mudra, the SIAS Dance Club for a collaborative event - Shaam-e-Gharana, an evening full of education, enthrallment & all things Kathak and Bharatanatyam.

The session showcased performances from Mudra club performers, and explained the rich histories, aspects of patronage and the evolution of the forms they're trained in. Performers heading the event for Kathak were Pramati Anand (Lucknow Gharana), Aatmaja Vachhani (Jaipur Gharana) and Suhaava Kooner (Benaras Gharana). For Bharatnatyam, Alankrita Krishnan (Vazhuvoor Bani) and Ananya KV (Pandanallur) lead the event. Shaam-e-Gharana was held at 6.00 pm, on 9 November, 2024 at SH3, Krea University campus.



Dissecting Disney was an engaging session that delved into the history and evolution of Disney, exploring its impact on storytelling, animation, and pop culture. The session concluded with a lively karaoke night, where participants sang along to classic Disney songs, adding a nostalgic and interactive touch to the event.

QALAM-E-TARIKH - Celebrating Deccani Art, Literature and History

On 8 January 2025, the Global Arts discipline at SIAS, in collaboration with the Office of Student Life (OSL) and as part of the course Arts of the Deccan, presented an immersive evening celebrating Deccani Art, Literature, and History. There were two workshops, one of which focused on Qalamkari textiles. This intricate art involves creating detailed designs on fabric using a pen with mordant chemical catalysts.The other workshop was an introduction to the style of Nasta'liq calligraphy and was taught by artist Shaikh Ahsaanuddin of Gulbarga, who works with many styles of Perso-Arabic calligraphy, including the beautiful Nasta'liq style. These workshops were accompanied by Deccani music, samasya-puranas and a brief walkthrough on the history of Deccan by the students of the Arts of the Deccan Course. It was a great experience to learn from such established and experienced artists.



Sports Club

Krea University had an eventful season across multiple sports, showcasing strong participation and competitive spirit. The 3v3 basketball tournament (Sept 20-22, 2024) saw 33 men and 24 women from SIAS and BBA compete, with great turnout from both players and spectators, reinforcing interest in campus sports. The men's basketball team secured a 62-46 victory against IIIT Sricity in a friendly match but faced a tough loss in a 5v5 rematch at home, using it as motivation for future training. The football team finished 4th in a tournament at Puzhal, while the volleyball team participated in a local MLA-funded tournament near Ponneri village, winning two matches before exiting in the quarterfinals. A practice match against RSN Boys provided valuable experience. The cricket team played a T20 match against IIIT Sri City, losing by 13 runs despite a strong effort. In an intercollegiate tournament with 32 teams from South India, we fought through knockouts before bowing out in the quarterfinals. Across all events, the commitment and enthusiasm of players and supporters reflected a growing sporting culture at Krea. The deadlifting event showcased the physical and technical skills essential in strength sports, with 16 participants progressively lifting heavier weights. Top performances reached up to 180 kg, demonstrating both strength and technique. The use of progressive overload allowed newcomers to safely push their limits while fostering a supportive environment. The event not only highlighted athletic excellence but also encouraged camaraderie and growth within the lifting community.



BOLT: Sports Festival

Bolt is Krea University's sports extravaganza, organised by the SIAS Sports Club. This two-week celebration of athleticism and community spirit took place from February 28th to March 15th, bringing together 500+ enthusiastic participants from both schools, IFMR and SIAS, for the first time this year. The fest featured a dynamic lineup of over 20+ sports, including Basketball, Football, Volleyball, Tennis, and Table Tennis, along with unique events like Tug of War, Kho-Kho, and Ultimate Frisbee. From strategic indoor games like Chess and Carrom to high-energy challenges like Dodgeball and a Marathon in Sricity. This year, the sponsors for BOLT were PepsiCo, Daishik and FanUp.



Football match on the newly inaugurated turf

IFMR GSB hosted an electrifying football exhibition match between the first and second year MBA students at the newly inaugurated football ground. The game showcased intense competition, strategic gameplay and remarkable teamwork, ultimately concluding with a 5-3 victory for the MBA first year team



TEDxKrea University

Krea University hosted its second annual TEDxKrea University on 14 September 2024, at its Sri City campus with the theme **"From Contradiction to Collaboration."** Seven distinguished speakers shared insights on innovation, inclusion, and sustainability.

Speakers included:

- **TS Tirumurti,** former Ambassador to the UN, on navigating global contradictions.
- **Vivek Krishnani,** CEO of MovieVerse Studios, on storytelling and technology.
- **Barsha Banerjee,** MD of Perkins India, on inclusive education.
- **Deepa Sathiaram,** environmentalist, on eco-solutions.
- **Anushree Dash**, "Pad Woman of Odisha," on breaking health taboos.
- **Dharmarajan S,** founder of Impact Sure Technologies, on AI as a partner.
- **Sapan Jain,** CEO of Blubirch, on culture and sustainability.

The event, fostering collaboration amid diverse perspectives, was supported by sponsors including Max Protein, School of Design Thinking, The Red Pen, Herway Coffee, and M Raj & Co.



Her Campus Krea

HCK organised a series of engaging and impactful events throughout the year, ranging from social awareness initiatives to festive celebrations. Collaborating with the AKS Foundation, we conducted workshops addressing gender-based violence, fostering critical discussions within our community. The Writer's Workshop provided a platform for aspiring writers to refine their craft through interactive analysis of past articles. Festive spirits were high with the Wreath & Snowflake Making Workshop, Christmas Karaoke, and Secret Santa, creating a joyous atmosphere on campus. Competitive energy surged during Capture the Flag, a thrilling battle of wit and teamwork between juniors and seniors. Splash-a-palooza, a staple HCK event during Spirit Week, brought students together to cool off in a fun, interactive way. Valentine's Karaoke Night celebrated love and friendship through music, while Duel of the Drinks, a halftime stall at the basketball finals, fueled school spirit with team-themed refreshments. These events not only entertained but also strengthened community bonds and student engagement.

Pride Society

Pride Weekend was a vibrant celebration of inclusivity and expression, featuring a series of engaging events. The Mixer & Gayme Night kicked off the festivities with an interactive trivia session, fostering connections within the community. The Queer Ball & Performance Night showcased incredible performances by members of the Pride Forum, culminating in a joyous cake-cutting ceremony to mark six years since the landmark judgment. The weekend concluded with a screening of Bohemian Rhapsody, allowing attendees to immerse themselves in the powerful story of Freddie Mercury and celebrate queer representation in cinema.





OFFICE OF STUDENT LIFE COLLABORATION

1. SPIC MACAY

In collaboration with SPIC MACAY (Society for the Promotion of Indian Classical Music And Culture Amongst Youth), OSL (Office of Student Life) organised a few performances this academic year.

Manipuri dance performance

Manipuri dance performance by the esteemed Dr Sinam Basu Singh and Monika Devi on 22 October, 2024, Krea University campus. Dr Sinam Basu Singh and Konjengbam Monika Devi are noted Manipuri dancers who hail from the state of Manipur. Dr Sinam Basu Singh is the first male dancer to receive Sangeet Natak Akademi Ustad Bismillah Khan Yuva Puraskar for Manipuri dance, and is a choreographer at the Progressive Artist Laboratory. Konjengbam Monika Devi is an Artistic director of Ukhal Dance Theatre, Imphal.



The Jazz Explorer Trio

The Jazz Explorer Trio performed at Krea University (2nd in the series of collaborations with SPIC MACAY) on 2 December 2024, perfectly captured the spirit of global cultural exchange. Composed of Danish artists Lars Møller (saxophone), Thor Madsen (guitar), and Jonas Johansen (drums), the group melds jazz traditions with a global outlook. Their setlist included tracks such as Blues In Five, A Woman's Purse, Moose and Know that showcased both their musical brilliance and their knack for weaving cheerful, conversational rhythms into the fabric of their music, creating an experience that was moving. They also announced and played a few songs from their upcoming album, inspired by Miles Davis's iconic album, Kind of Blue.



1. Krea Kalotsavam '25 – A Celebration of Arts & Culture

The Office of Student Life (OSL) at Krea University hosted a vibrant celebration of India's artistic heritage. Unrolling an exciting lineup of dance and music performances, immersive workshops, and creative experiences.

A. Kattaikkuttu

Kattaikkuttu is Tamil Nadu's traditional musical theatre. Kattaikkuttu originally features full-night theater plays. "Kattai" signifies "wood," while "kuttu" translates to "theatre." These plays included music, song, dialogue, dance, movements, acting, and makeup, creating a unique combination of all the arts. During its initial days, Kattaikkuttu was played by male actors alone, who played both the male and female roles. Thus, it was a male-only theater. In recent years however, female actors have begun to perform as well, one of whom is our guest performer, Bharathi A.



B. Palm Leaf Weaving: A Timeless Craft

Palm leaf weaving is a traditional art that transforms dried palm leaves into intricate, eco-friendly designs. Ms. Jelka conducted a hands-on workshop, guiding participants through folding and interlacing techniques to create beautiful handcrafted pieces. The session highlighted creativity, precision, and the importance of preserving this fading craft.



C. Flute Recital by Vidushi Sikkil Mala Chandrasekhar

Renowned Carnatic flautist Vidushi Sikkil Mala Chandrasekhar captivated the audience with a soulful recital, blending tradition with her unique musical expression. She was accompanied by Smt. Meera Sivaramakrishnan (violin), Sri Neyveli K.V. Ramkumar (mridangam), and Dr. K. Murali (ghatam), whose synergy enriched the performance, creating a mesmerizing musical experience.



D. Kathak Performance by Dr. Laxminarayan Jena

Dr. Laxminarayan Jena enthralled the audience with a spellbinding Kathak performance, showcasing grace, rhythm, and storytelling through intricate footwork and expressive abhinaya. He was accompanied by a talented orchestra that elevated the recital—Guru Shri Mysore B Nagaraj on Padhant (rhythmic recitation), Kumari Shreya Singh on vocals, Sri Roopak Vaidya on tabla, and Sri Arjun Anand on sitar, creating a harmonious blend of music and movement.



E. Learning Together Trio

The Krea Kalotsavam finale featured the Learning Together Trio, led by saxophonist Abhay Sharma, delivering a captivating performance.

Abhay Sharma, a seasoned saxophonist and founding member of Soul'd Out and The Revisit Project, has collaborated with industry greats like Shankar Ehsaan Loy and Vishal Bhardwaj. Aditya Bhagavatula, drummer for The Revisit Project, showcased his dynamic style, having performed



with Rekha Bhardwaj and Zila Khan. Tanisha Bhatnagar, an emerging bassist and vocalist, brought her expertise from collaborations with The Art Trio, Learning Together, and indie acts like Komorebi. Their fusion of jazz, funk, and Indian classical music provided a fitting and memorable conclusion to the festival.

F. Sonik-Intervention

On March 12, Krea University hosted SoniK-Intervention, an immersive musical experience blending music, history, and cultural storytelling. Presented by Global Arts and the Office of Student Life, the event showcased singer-songwriter Zeeshaan Nabi and rapper UMX, who fused Kashmiri (Koshur), Urdu, and English poetry with folk, rock, hip-hop, and experimental sounds. Their evocative performance offered a powerful glimpse into Kashmir's heritage, struggles, and resilience, leaving the audience deeply engaged.



FESTIVALS AT KREA

Krea's inclusive campus culture was evident in the enthusiastic celebration of various festivals, led by student clubs and committees. One major example was Onam 2024, the traditional harvest festival of Kerala. Krea University celebrated Onam on 12–13 September 2024 with grand festivities, bringing together students from all batches and backgrounds. Organised by the student cultural committee, the celebrations began with fun activities on 12th evening – a lively musical chairs game and the traditional "sundarikku pottu thodal" (ornamentation) event – followed by a special screening of a Malayalam film. On 13th, the campus was vibrant with a traditional Onam sadhya (feast) served on banana leaves for all, a captivating chenda melam drum performance, tug-of-war contests, and a graceful Thiruvathira dance by students in traditional attire. The festivities culminated in a cultural night of music and dance, truly capturing the spirit of Onam. Students from Kerala and other states collaborated to share this cultural experience with the whole campus. Similarly, other festivals were celebrated: the Sankranti/Pongal harvest festival in January (with kite-flying and bonfires), Diwali in October (with a campus illumination and talent show), and Christmas and Holi events – each organised by relevant student clubs ensuring all communities felt at home. These student-led celebrations not only provided joy and break from routine, but also educated peers about India's diverse cultural heritage. The Administration and Operations departments supported logistics and safety measures, but credit goes to the student teams for injecting warmth and togetherness into campus life.

Janmashtami

The students of Krea University celebrated Janmashtami on campus on 26 August, 2024. The organising committee brought together students from different cultural backgrounds to celebrate the occasion. The day began with an aesthetic rangoli competition where students showcased their artistic skills in forms of beautiful rangolis, followed by a singing competition. The day got even better when students from both the years participated in the matki tod event to form human pyramids and break the hanging pot. The day ended with a vibrant cultural night where people performed traditional dances and sang songs which described the traditions of this puja along with sweets distribution to all.



Ganesh Chaturthi

The Ganesh Chaturthi festivities on campus commenced with the grand arrival of Lord Ganesha, accompanied by the energetic beats of dhol-tasha drums. Students were decked up in traditional attire, with the girls radiant in vibrant nauvari sarees. Everyone danced to the drum beats welcoming Bappa with immense joy. The celebrations continued with the sacred Ganesh Sthapna Pooja and aarti, followed by a special lunch with modaks as prasad.

The cultural night was a true showstopper, with a mesmerising array of performances, including classical dances, soulful singing, and captivating instrumental acts. The talented students made the event an unforgettable experience. The next morning began with another aarti and prasad distribution, followed by the visarjan ceremony in the evening. As the idol was immersed in water, the gathering bid an emotional farewell to Ganpati Bappa, accompanied by music, chants, and a shower of petals, creating a truly immersive cultural experience.





Onam

The Krea community celebrated Onam on the 12 and 13 September, 2024 with grand festivities, bringing together students from all batches and departments to mark the joyous occasion. The celebrations began on the evening of 12 September, 2024 with a lively game of musical chairs and the traditional sundarikku pottu thodal event. The night concluded with a special screening of the movie Aavesham.

The next day kicked off with a traditional Onam feast, sadhya, followed by a captivating performance of chenda melam, Kerala's iconic percussion ensemble. Later in the evening, the excitement grew with a thrilling tug-of-war competition, followed by a mesmerising thiruvathira dance performance. The celebrations culminated in a vibrant cultural night, where students from diverse backgrounds came together to embrace the festive spirit.



Sankaranti

The Sankaranti Committee at Krea University transformed the campus into a vibrant tapestry of colours and culture, beautifully capturing the essence of the festival. Traditional rangoli designs adorned the pathways, creating a lively and festive atmosphere.

The Krea community came together to celebrate the harvest festival with enthusiasm and joy. Engaging activities brought students, faculty, and staff closer, fostering a sense of togetherness and cultural appreciation. The festivities culminated in a sumptuous feast, where everyone enjoyed delicious traditional dishes, adding warmth and flavour to the occasion.

Sankranti Puppet Show: The Office of Student Life (OSL), in collaboration with the Sankaranti Committee, presented Tholu Bommalaata: The Dance of the Shadow Puppets on 13 January 2025 at the atrium. The performance featured the renowned Dalavai Kullayappa and his talented team, who brought folk artistry to life with intricately detailed leather puppets.



IFMR GSB Freshers Event

On 27 July, 2024 IFMR GSB, Krea University hosted an exciting and vibrant fresher's event named BAYSHERS for the junior batch, embracing the lively theme of a beach party. The event took place at the OAT, where the talented groups—Nritya, Abhinay, Raga, and Laasya—delivered electrifying performances. Juniors also took to the stage, adding their energy and enthusiasm, making the event even more thrilling. The night concluded with a dynamic DJ session, and competitions for Miss and Mr Freshers added an extra layer of excitement. The entire evening was a memorable blend of talent, fun, and camaraderie.

IFMR GSB Elections

The club and committee selection process for the MBA Class of 2024-26 at IFMR GSB was nothing short of intense and transformative. The process kicked off with a series of unique rounds for each group. For instance, Raga and Arthasabha focused on creative and analytical tasks, while Nritya and Abhinay demanded a blend of performance skills and leadership qualities. Synergy and Shutterbugs challenged candidates with teamwork and innovative thinking, whereas Public Relations and Markaholic assessed communication prowess and strategic insights. SportsCom rounded out the selection with sports-related activities testing agility and team spirit. The final hurdle was the personal interview, where candidates had the opportunity to shine individually. Representatives from each club and committee made the eagerly awaited announcements, welcoming the new members with enthusiasm and celebration.

SIAS Elections

The Student Government elections at SIAS (School of Interwoven Arts and Sciences), Krea University for the academic year 2024-25 concluded successfully on 8 September, 2024.

The election process was overseen by the Election Commission, comprising Anshika Jain, Suryaansh Sharma, Hiya Thakkar, Rutuja Chavan, and Kanika Dua. The process included several stages such as manifesto circulation, speeches, debates, and voting. The newly elected representatives now take on the responsibility of leading the student body, fostering campus culture, and enhancing the overall student experience. With their vision and commitment, the student community looks forward to a year of growth, collaboration, and positive change.

Integrated MBA Elections

The newly elected members of the BBA batch 2024-2027 got through rigorous rounds of the selection process and made it to their respective committees.

The newly elected members of the BBA Admission Committee (Genesis) are Aakruti Bhandari, Anushka Jha, Rohan Singhi, Swetha N and Somina Rithvik Sastry. The brand new members of the BBA Student Council are Konda Vibhuvan and Dhiya Mariyam John. The Placement Committee welcomes Aadith Menon, S Chinmayi, Kimaya Amrutha and Rhea Kadam.

Abhyudaya 2025 – Annual Cultural & Management Fest

The flagship student-organised event was Abhyudaya 2025, IFMR GSB's annual cultural-cum-management festival. Held on 21–22 February 2025 on campus, Abhyudaya 2025 brought together two thrilling days of electrifying performances, competitions, and networking. Over 3,000 students from top institutes across India participated, making it one of the largest inter-college fests in the region. The fest featured a potpourri of events – case study contests, business quizzes, cultural shows, dance and music battles, sports challenges, and more. Honoring its name (which means "rise" or "new dawn"), Abhyudaya showcased talent and creativity beyond academics. The Dean of IFMR, Professor Lakshmi Kumar, noted that Abhyudaya is "more than just a fest – it's a celebration of collaboration and spirit". Students took full ownership: from fundraising and sponsorships to event programming and hospitality. The inaugural ceremony included addresses by faculty and student leaders emphasizing how such events complement formal education. Over the two days, highlights included a show-stopping concert by a popular band, high-stakes management simulations, and cultural performances by teams from visiting colleges. The event concluded with a gala awards night recognizing the competition winners. Abhyudaya 2025's grand scale and flawless execution underscored the organizational capabilities of Krea's students and has firmly placed Krea on the national college fest map.

ENABLING AND EMPOWERING

INCLUSIVE LEARNING SUPPORT (ILS)

The mission of the Inclusive Learning Support (ILS) Office is to make all aspects of campus life and academics inclusive and accessible for every member of the university community—students, faculty, and staff alike. Accessibility and inclusivity remain the two central pillars of the office's work.

A key focus of ILS is to support individuals living with disabilities, including those with physical disabilities (such as visual or hearing impairments, paraplegia, and cerebral palsy), learning disabilities (like ADHD, dyslexia, dyscalculia, and dysgraphia), and neurodivergent conditions such as autism. Additionally, the office provides learning support to students from marginalised communities or challenging socio-economic backgrounds, helping ensure their academic success at Krea.

Support is tailored on a case-by-case basis, with the office recommending accommodations related to academics, the social environment, and physical infrastructure where necessary. Currently, ILS is actively supporting over 150 students with diverse learning needs. Beyond individual support, the office works collaboratively with other departments and student clubs to promote inclusive practices and policies across the university.

ILS also functions as a resource hub, providing access to services and information that enable students to thrive. This includes individual academic mentoring, bridge programmes, and skill-building workshops.

In recognition of the connection between academic success and mental well-being, ILS also oversees Mental Health Support Services on campus, including those provided through YourDOST, SCARF, and the Peer Support Programme.

In the 2024–2025 academic year, the office expanded its work to include advocacy, education, and awareness-building through a series of events, workshops, and conversations focused on accessibility, diversity, and inclusion—further reinforcing its commitment to building a more equitable campus community. (Website: link)

Academic Learning Support for Students

The Office of Inclusive Learning Support strives to ensure that students who encounter barriers in their academic journeys receive the necessary assistance and support to engage meaningfully with their academics at Krea through various initiatives and programmes of the Office:

Reasonable Accommodations for Students with Disabilities

Each year, the number of students with disabilities on campus has been steadily increasing. In response, ILS has worked closely with the Admissions Teams of both schools to make the admissions process more accessible and inclusive.

The office also collaborates actively with key departments—including the Academic Office, Examination Office, Operations, and Admissions—to ensure that reasonable accommodations are provided not only during the admissions process but also throughout the students' time at the university. Currently, ILS supports students with a range of disabilities, including physical disabilities, autism, specific learning

disabilities (such as dyslexia, dysgraphia, and dyscalculia), ADHD, and psycho-social disabilities.

Tutoring Programme

The Math Club, Cyber Club, and Ministry of Learning, in collaboration with ILS, organised peer tutoring sessions to support students needing additional help in core and skill-based courses such as Mathematical Reasoning, Data Analytics, and Introduction to Computational Thinking for SIAS students.

Over the past academic year, more than 100 students have benefited from this robust peer tutoring programme. In addition, ILS provides one-on-one academic mentoring and tutoring for students with learning disabilities and those facing significant mental health challenges.

Academic Bridge Programmes

ILS also conducted a Tech Bridge Programme for students who were not confident using laptops and basic digital tools such as Microsoft Word, Excel, and Gmail. The programme aimed to equip them with the necessary digital skills to manage both academic tasks and administrative processes at the university.

1:1 Mentoring and Academic Advising

ILS has also provided 1:1 mentoring to more than 40+ students in the last academic year and has mentored them with executive functioning skills, time management and advised them on how to manage their course load, submissions, exams and other areas in their academics where they have reported to struggle.

TALKS, WORKSHOPS AND EVENTS: CONVERSATIONS AND CELEBRATIONS OF DIVERSITY

Embroidering Resilience: Community Building through the Craft of Kantha

Ms. Manjuwara Mullah, founder of Amrapari, a community-led initiative in Assam, shared her journey of working with women from the char communities to which she belongs. In her talk, she described how Amrapari emerged during the COVID-19 pandemic as a response to the isolation faced by these communities, compounded by the uncertainty and fear surrounding the NRC process.

In her talk, she discussed the importance of listening to voices within the community, and the need to respond to challenges like climate displacement and mental health concerns, particularly among women. She also spoke about how kantha embroidery became a meaningful way for women to connect, express themselves, and support each other. The session offered a thoughtful look at community work rooted in lived experience and mutual support.



Masterclass on Kantha and Building a Women's Collective

In a workshop conducted subsequently, Ms. Manjuwara Mullah shared her work with kantha, a traditional form of embroidery, as a way of telling the stories of women from communities facing displacement and marginalisation. During the workshop, students had the chance to interact with Ms. Mullah and learn basic aspects of kantha embroidery, gaining insight into both the craft and the everyday realities of the women who practise it. More than just providing financial aid, Amrapari focused on empowering women from remote areas by helping them find strength and identity through their craft.

Ambedkar Jayanti

In honour of Ambedkar Jayanti, Inclusive Learning Support and Division of Politics collaborated to host a series of events.

The celebration of Ambedkar Jayanti commenced on 7 April 2024, with Parai Attam, a traditional percussion performance, followed by a Reading Circle on 8 April 2024, discussing Ambedkar's essay titled 'Buddha and Karl Marx'. After the

mid-week break, the celebration resumed with a virtual lecture by Professor Syed Sayeed on April 10, 2024, exploring the relevance of Ambedkar's 'Annihilation of Caste' to Identity Politics in India today. To conclude the week-long celebration, movie screenings were held on 13 April and 14 April 2024, featuring 'Blue Star' and 'Sarpatta Parambarai' depicting caste dynamics in India.



Challenging the Unseen: Student-led Exhibitions on Identity and Belonging at Krea

Students from SIAS, Shreya Kabadi and Sagu curated "Seeing the Unseen", a photo series that showcased the lived experiences of students from diverse communities on campus.

The exhibition challenged the notion of Krea as an isolated haven by highlighting personal narratives of queer students and those from varied socio-economic backgrounds—voices that are an integral part of the university's cultural fabric.



Exposure visit to Vidya Sagar

Organised in collaboration with the Department of Psychology, this exposure visit to Chennai aimed to help students understand inclusive education and rehabilitation practices for individuals with disabilities. The one-day visit included a guided tour of Vidya Sagar, an organisation that works with children and adults with intellectual and developmental disabilities, and a visit to the Vocational Centre in T. Nagar, followed by a stop at the Museum of Possibilities, showcasing innovative approaches to accessibility and inclusion.





Bilateral Stimulation Audio-Assisted Meditation

This workshop featured Ms. Nancy McLaughlin Walter, Co-Director of Research at The Monroe Institute, USA, who led a guided audio-assisted meditation for students, staff, and faculty at Krea University. The session combined music and somatic experiencing to facilitate neural integration and healing, creating an immersive experience. Following the meditation, there was a theoretical discussion on the neuro-cognitive, physiological, and experiential aspects of the practice.



Theatre Workshop on Trauma and Community Healing

An engaging workshop on Trauma and Community Healing was conducted by Dr Sugandh Dixit, offering participants an opportunity to explore and harness their inner resources to better understand and process trauma.

The session fostered a sense of connection and belonging, aiming to break down feelings of alienation and isolation. It served as a meaningful step toward building a supportive community, emphasizing the importance of psychosocial well-being and collective healing.



Fireside Chat

Fireside Chats is a series of informal yet structured conversations between a guest and a moderator. The series features speakers from various walks of life, offering informative and engaging perspectives. Set in a more casual format, the conversations aim to foster open, transparent discussions for the audience to enjoy.

Breaking Barriers: Challenging and Changing Gender Norms in STEM

The first edition of the Fireside Chat, organised by ILS in collaboration with the Physics Discipline, featured an insightful discussion with Professor Srubabati Goswami on the topic, Breaking Barriers: Challenging and Changing Gender Norms in STEM. Professor Goswami, a Senior Professor of Theoretical High Energy Physics at the Physical Research Laboratory in Ahmedabad, shared personal and professional anecdotes that highlighted the stereotype that STEM subjects are for boys and humanities for girls.

She noted that these preconceived notions begin at a young age in schools and are further reinforced through representations in textbooks. She recounted instances of bias she faced during her appointment and throughout her career, emphasising that closing the gender gap requires conscious action at all levels.

As chair of the Gender in Physics working group of the Indian Physics Association, Professor Goswami contributed to the development of the Hyderabad Charter for Gender Equity in Physics, which includes several recommendations aimed at addressing the disproportionately low representation of women in the hard sciences.



Caste Aside: Has reservation Hijacked Higher Education

ILS in collaboration with the Centre for Writing and Pedagogy at Krea University (Krea-CWP), hosted a Fireside Chat featuring Professor Aparna Vaidik, Professor of History at Ashoka University. The session was titled “Caste Aside: Has Higher Reservation Hijacked Higher Education?”

In this thought-provoking conversation, Professor Vaidik addressed widespread narratives surrounding caste-based reservations in higher education. Sharing her personal journey, she invited participants to reflect on the structural inequalities embedded within educational institutions and questioned who truly benefits from the existing systems of privilege.

Go with the Flo: How a Board Game is Breaking Menstrual Taboos

The session featured a conversation between Dr. Ranjini Krishnan, creator of Go with the Flo, and Sabah Siddiqui, exploring the ideas, research, and intentions behind the design of the board game. Go with the Flo, developed by Sradha Culture Lab, is an innovative educational tool aimed at demystifying menstruation and building menstrual literacy among young menstruators, parents, and educators.

The discussion highlighted how the game fosters open, stigma-free conversations around topics often considered uncomfortable—such as puberty, cramps, mood shifts, and social taboos—creating space for informed dialogue.



FILTER COFFEE, UNFILTERED CONVERSATIONS

Dealing with rejections

Organised as part of the wellbeing week, a filter coffee unfiltered conversation on "Dealing with Rejections" session provided a much-needed space for candid and empathetic conversations. As MBA students navigated the often difficult placement season, the event brought together Nagarani Muthuswamy, Professor Vijayalakshmi, Dr Pallavi Pandey, who shared personal stories of facing professional setbacks, reminding students that rejection was a shared experience—not a personal failure. These honest reflections offered both reassurance and practical insights, helping students reframe rejection as a natural part of growth.

One key perspective that emerged during the session was the idea that rejection is not a reflection of one's worth or ability but often a result of timing, fit, or external factors beyond one's control. Recognizing this helped students approach the placement process with greater resilience and self-compassion.



The Union Budget

The Ministry of Finance (MOF) and Inclusive Learning Support organised a discussion analyzing the key takeaways, economic impact, and policy shifts from the Union budget released on February 1. The session featured insightful discussions with Dr Soumya, Dr Suresh and Dr Suchika where they decoded the budget and its real-world implications.

Recognizing Signs of Burnout and Ways to Address It

Burnout can creep into our lives when we least expect it—through academic pressures, personal responsibilities, or the endless pursuit of perfection. It's a state of emotional, physical, and mental exhaustion that many of us experience but rarely address openly. Dr Madhavilatha, Dr Rakshi and Dr Preeti unpack what burnout is and how it can be addressed.

On Loneliness and Aloneness

Dr Gowhar Fazili, Dr Neha Aggarwal, and Dr Suryodaya Sharma had a discussion with students to explore the theme of understanding and navigating feelings of solitude while finding belonging amidst isolation. The conversation encouraged students to reflect on their own emotional landscapes and recognize that solitude

can be both a challenge and a space for personal growth. Together, they explored ways to build meaningful connections without dismissing the reality of feeling alone.



SPOTLIGHT ON MENTAL HEALTH

PSV Training

With guidance from professionals at the Schizophrenia Research Foundation (SCARF), the third batch of Peer Support Volunteers (PSVs) underwent a two-day training workshop on the fundamentals of counselling. The sessions, led by Dr. Shiva, psychiatrist at SCARF, provided a comprehensive overview of counselling and highlighted the importance of fostering empathy in peer interactions.

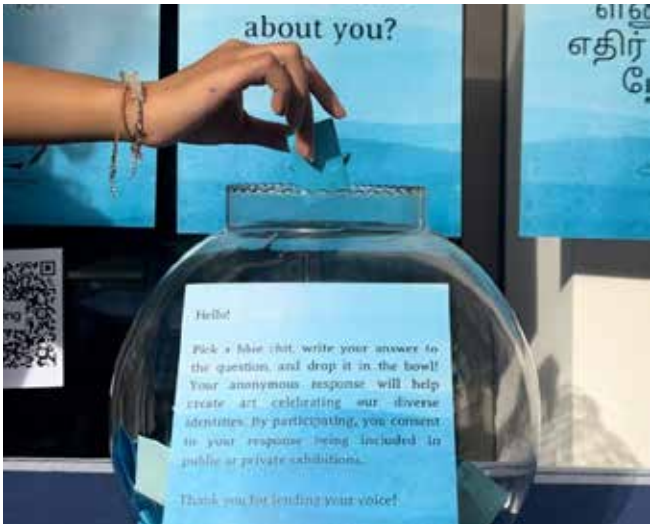
The workshop included hands-on activities, such as role plays and case studies, helping participants better understand the nature of peer support and how to respond appropriately. A key takeaway was the emphasis on confidentiality, essential for creating a safe and trusting space for students seeking support.



World Suicide Prevention Day: From Isolation to Connection: Creating Safe Spaces for Healing

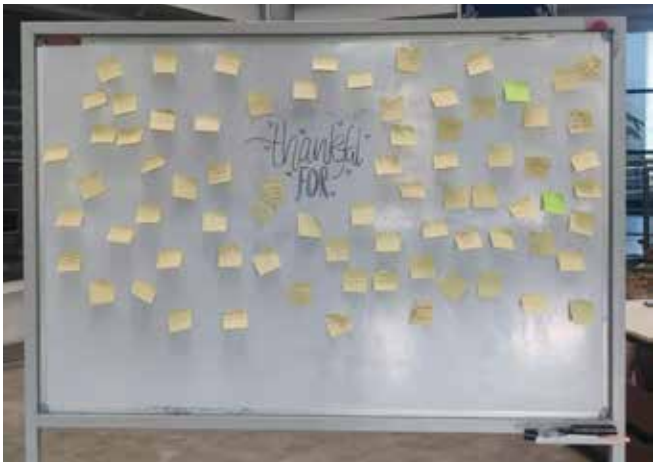
To mark World Suicide Prevention Day, Inclusive Learning Support, the Department of Psychology, the Psychology Society, Sibling, and Peer Support Volunteers came together to host a series of interactive and reflective events on 10 and 11 September 2024.

Centered on the theme "From Isolation to Connection: Creating Safe Spaces for Healing," these events aimed to foster meaningful conversations, build supportive networks, and create spaces where students can share, listen, and heal together.



Art Exhibition

The exhibition organised by the ILS in collaboration with Psychology Society featured a wide range of student submissions—from digital and physical art to photography and poetry—each exploring deeply personal narratives and emotions. Contributors responded to prompts such as "The Silence Between Us, Finding Light in the Darkness and so on.





Talk by Jocelyn Chua

ILS in collaboration with the Psychology Department organised a talk on 'Suicide and Anthropology: Ethnographic Approaches to Self-Harm and Self-Inflicted Death.'

Drawing on insights from her previous research on suicide in Kerala and highlighting anthropologists' involvement in community-based and intervention studies, she will offer one perspective on the discipline's approaches to self-harm and self-inflicted death, as well as its potential for multidisciplinary collaboration.



52 Hertz Human

Sibling in collaboration with ILS hosted the concluding segment of their unique three-part series, "52 Hertz Human," inspired by the story of the world's loneliest whale. This initiative explored themes of communication, connection, and the deep human longing to be understood and remembered.

The final segment took place at 9 PM in an intimate, technology-free setting designed to foster authentic and undisturbed interaction. Participants were given special visiting cards upon arrival, which they personalised with reflections on how they wished to be remembered. These cards were then exchanged, creating quiet moments of connection rooted in shared vulnerability and empathy.



Whorls of Wonder

This event marked the PSVs' first initiative of the academic year aimed at helping students relieve the stress of the ongoing end-of-term period of the first trimester. The event invited students to sit and colour mandalas while soothing music played in the background allowing for a refreshing break.



Self-Harm Awareness Training

Sneha Foundation, a leading non-profit organisation dedicated to addressing mental health challenges, conducted a training with a particular focus on suicide prevention and self-harm awareness. The training was designed to equip individuals, educators, healthcare professionals, and community members with the knowledge and tools to recognize, understand, and respond to self-harm behaviors effectively.



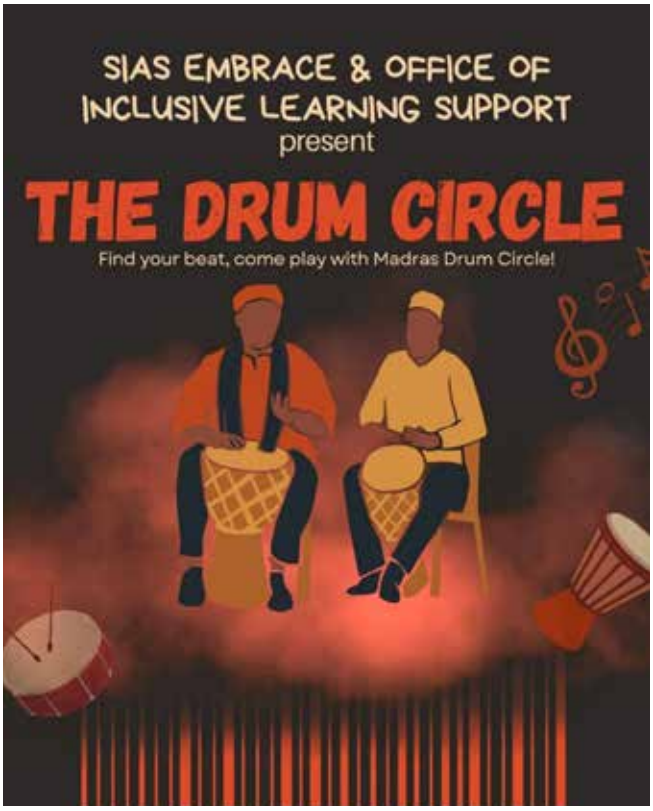
Well-being Week

ILS organised the third edition of the Wellbeing week from 18-23 November with an array of thoughtfully curated events including workshops, events and interactive activities to engage and support the community.



The Drum Circle

The Wellbeing Week kicked off with the Madras Drum Circle, a facilitated session that brought students together to experience the therapeutic power of drumming. In two rounds, participants played drums at varying speeds under the guidance of a facilitator who emphasised the stress-relieving and team-building benefits of this practice. Widely adopted by corporates to enhance productivity, drumming fosters teamwork, cooperation and empowerment while uplifting the group's spirit.



Affirmation Desk & Gratitude Letters and Gratitude Wall

This activity encouraged students to write gratitude notes and affirmations. Participants could pen down positive quotes or express their appreciation for friends, faculty, or staff. Visitors to the desk picked up these notes, reminding them of the importance of gratitude. At the end of the week, the letters were delivered to recipients, creating meaningful connections and spreading positivity across campus.



A card-making experience

The Peer Support Volunteers set up a card-making stall to celebrate the spirit of giving. Students crafted heartfelt Christmas cards for children at RaiseAChild orphanage, a cause supported annually by Aikyatha, the SIAS social outreach club. Adding a thoughtful touch to International Men's Day, the stall also distributed roses to men on campus.





Cognitive Connections: Building an EF-ficient Brain

Dr Sharanya Anil Bajaj conducted a session aimed at equipping college students with Executive Functioning (EF) skills through evidence-based strategies.

While college life is often filled with memorable and enriching experiences, it can also become overwhelming for many. The workshop addressed the question: Why does this happen, and how can students navigate it more effectively? Dr. Bajaj guided participants in understanding what Executive Functioning is, why it matters, and how strengthening these skills can help students manage their time, focus, emotions, and responsibilities more effectively.



Self-care kit workshop

In this interactive workshop, students learnt how to create a personalised Self-Care Kit with essential items and techniques that helps improve their overall well-being.



Low Stimulation Zone

A low-stimulation zone was created to offer participants a calming retreat from the hustle and bustle of campus life. Designed as a peaceful and quiet space, it allowed individuals to unwind, de-stress, and recharge in a soothing environment.



Journaling Marathon

This guided session was facilitated by Peer Support Volunteers (PSVs). Participants were given creative and reflective prompts, along with worksheets for group discussions and individual exercises. The self-reflection questions encouraged participants to ponder their decisions, choices, likes, dislikes and evaluate how they have been approaching life's challenges.

Wellbeing Fair

The wellbeing week concluded with a grand fair. The fair offered a vibrant mix of activities, games, music, and delicious food, creating a fun and engaging environment for all attendees. The fair featured 20 stalls from various clubs, each contributing to the theme of mental well-being.

- Fashion Club of SIAS: Distributed booklets featuring self-reflection questions, encouraging positive body image
- Literary Arts Club: Offered poetry prescriptions and comforting books for sale, supporting the theme of mental well-being
- Other stalls focused on promoting affirmation and self-care, further reinforcing the fair's commitment to fostering mental well-being.
- Layam, the SIAS Music Club organised a lively karaoke event, adding to the festive atmosphere of the fair





GENDER AND CONSENT ADVOCACY

ILS and the Gender and Consent Advocacy Volunteers organised several events including awareness workshops and exhibitions this year. Here is a glimpse into some of the events:

Gender and Consent Advocacy volunteer Training

In 2025, a series of online training sessions were arranged for the Gender and Consent Advocacy volunteers. Experts in the field of gender advocacy and POSH law led sessions on organising advocacy events to raise awareness about POSH, as well as crafting campaign materials for more impactful advocacy efforts on campus.

#Metoo Exhibition

The Prevention of Sexual Harassment Advocacy Group, in collaboration with Syahi and the Pride Forum, organised an exhibition dedicated to raising awareness of the #MeToo movement. The exhibition featured a carefully curated series of artworks and accessible insights into the movement's origins, milestones, and its continued relevance today. This event was intended as a space for reflection and understanding.



Prevention of Sexual Harassment: Of Law, Institutions and Society

In light of the Kolkata Rape and Murder case in August, ILS invited lawyer Akila R S to lead an open discussion on the issue and explore institutional measures to enhance safety. One of the initial questions raised was why laws on sexual harassment fail to deter crimes. Although the POSH Act is comprehensive, its implementation does not seem to translate into tangible safety for women and vulnerable groups in the workplace.

Akila highlighted the issue of assigning blame. When blame is placed solely on institutions and not on the broader culture, we overlook how society enables and even protects perpetrators of sexual violence. When people become aware of something deeply disturbing, they often react by demanding instant justice and stricter punishments. They tend to "other" the perpetrators, believing that they and their close circles would never violate someone's boundaries. Such beliefs are harmful as they prevent us from addressing the root problem and hinder large-scale social reform.



Gender Equity Dialogues

The Gender and Consent Advocacy Volunteers organised a series of events in March. This included Gender Equity Dialogues, featuring a Bystander Intervention Training, a screening of The Great Indian Kitchen with a discussion, a performance of A Raisin in the Sun, and a panel discussion titled Navigating Consent: Through the Lens of Gender and Power Dynamics to create critical spaces for dialogue around gender, power, and consent.



Bystander Intervention workshop

The workshop on bystander intervention equipped participants with the knowledge and skills to recognise, respond to, and intervene in instances of sexual and gender-based violence. The workshop was conducted by the Imaara Survivor Support Foundation, an organisation dedicated to educating individuals in schools, colleges, workplaces, and communities on gender-based violence (GBV), effective bystander intervention techniques, survivor support, and fostering a culture of empathy and respect.



Panel Discussion on Navigating Consent: Through the Lens of Gender and Power Dynamics

Dr Rakshi Rath, Prof. Geeti Das, Prof. Srajana Kaikini, and Prof. Vivek Tewary discussed their experience with power structures, and how certain systems are important in institutions to ensure safety. They also shared their personal experiences, with and without consent, and how these have shaped their understanding of consent. This discussion was crucial for understanding and exploring how gender and power influence the way consent is understood, communicated, and practiced in academic, social, and personal settings.





TRAININGS FOR STAFF

Training for Staff on Gender and Sexuality

Inclusive Learning Support (ILS) team organised a sensitisation session focused on gender and sexuality for the support staff on 10 October, 2024. The event featured two interactive sessions, facilitated by Siva, Regina, Naveen and Clara, a four-member team from the NGO Nirangal, based in Chennai.

The discussions started with a thorough examination of common stereotypes related to gender and sexuality. The facilitators encouraged participants to critically evaluate why certain beliefs and norms are often accepted without question, even in the face of numerous counterexamples observed in nature. They also discussed the existing rights and laws to protect the minority community. This dialogue prompted staff to reflect on their own assumptions and the societal influences shaping their views. This discussion was an opportunity for participants to gain a deeper understanding of the implications of gender and sexuality issues.



POSH training for Support Staff

ILS organised a sensitisation session on the Prevention of Sexual Harassment for support staff across the campus on 21 September, 2024. This essential initiative aimed to raise awareness and foster a safer working environment for all employees including security guards and maintenance staff.

A central theme of the discussion was the fundamental right of every employee to work in a safe and secure environment. Akila highlighted the University's commitment to maintaining a supportive workplace culture.

To further empower attendees, she provided a comprehensive overview of the university's policies and procedures related to sexual harassment. Akila outlined the steps employees can take to seek redressal in cases of harassment, ensuring that staff were well-informed about their options. She also detailed the mandate of the Internal Complaints Committee, which is tasked with receiving, investigating, and addressing complaints of sexual harassment.



Training on Mental Health

A 2-hour training session on handling mental health emergencies and equipping the first responder staff members with effective response strategies was organised by ILS. The session conducted by experts from SCARF was attended by the staff of Inclusive Learning Support team, Student Affairs team, Residence Life and Safety and Security from the University.



WELL-BEING AT KREA

The Mental Well-being wing of the Office of Inclusive Learning Support (ILS) continues to play a pivotal role in supporting students through their academic journey. As part of the orientation for the incoming cohort, the ILS team conducted an introductory session on mental health and well-being, designed to address the challenges students often face while adapting to university life.

Led by experienced mental health professionals, the session focused on helping students identify common stressors, build resilience, and develop effective coping strategies. Through interactive discussions and engaging presentations, students were equipped with practical tools to manage academic pressures, social transitions, and personal challenges. The session also emphasised the importance of seeking help, fostering a culture where students feel safe, supported, and empowered to prioritise their mental health from day one.

To further strengthen the campus mental health ecosystem, the University has increased readiness training for Peer Support Volunteers (PSVs). These volunteers are now better equipped to identify early warning signs and notify relevant support teams in the event of a mental health emergency. This initiative enhances early intervention, improves crisis response, and ensures that student concerns are addressed promptly and effectively.

Year in Review: Counselling Services (July 2024 – May 2025)

In House Sessions	Online	347
	Offline	280
Total no. Of Your Dost Counseling Sessions (July 2024 to May 2025)	Online & Offline	730
New Registered Users on YourDost in this year (July 2023 to May 2024)	Online & Offline	107
Psychiatric Support (via SCARF, Chennai)	In-person, teleconsultation & Online	47



HIGHLIGHTS

Award from Pride Circle

Krea University has been recognised with an award for Academic Inclusion in the India Education Equality Index (IEEI) 2024 during the IEEI 2024 Summit and Awards Ceremony held in Bengaluru on 26 October, 2024. Krea University was recognized for embracing an inclusive curriculum that acknowledges and celebrates diversity, ensuring that LGBT+ students feel seen and valued in their academic journey

The ILS had registered for IEEI as a part of self-assessment, to receive an analysis of Krea University's strengths, areas needing improvement and practical recommendations to guide Krea's journey towards building a more inclusive, respectful and welcoming campus for all students.



Paper Presentation at Gitam

This year, the Office of Inclusive Learning Support at Krea University shared insights from its five-year collaboration with SCARF in building a robust, responsive mental health accommodations system. While national policies address physical and learning disabilities, the team noted a lack of structured support for students with mental health conditions—despite legal recognition of mental illness as a disability.

In response, the team developed a policy paper proposing a principle-oriented framework to guide institutions in implementing disorder-specific, equitable accommodations. Rooted in the social model of disability and grounded in practical experience, the framework aims to empower educators, administrators, and mental health professionals across India to foster inclusive and supportive learning environments.



TRANSFORMING LIVES

Fundraising and Development

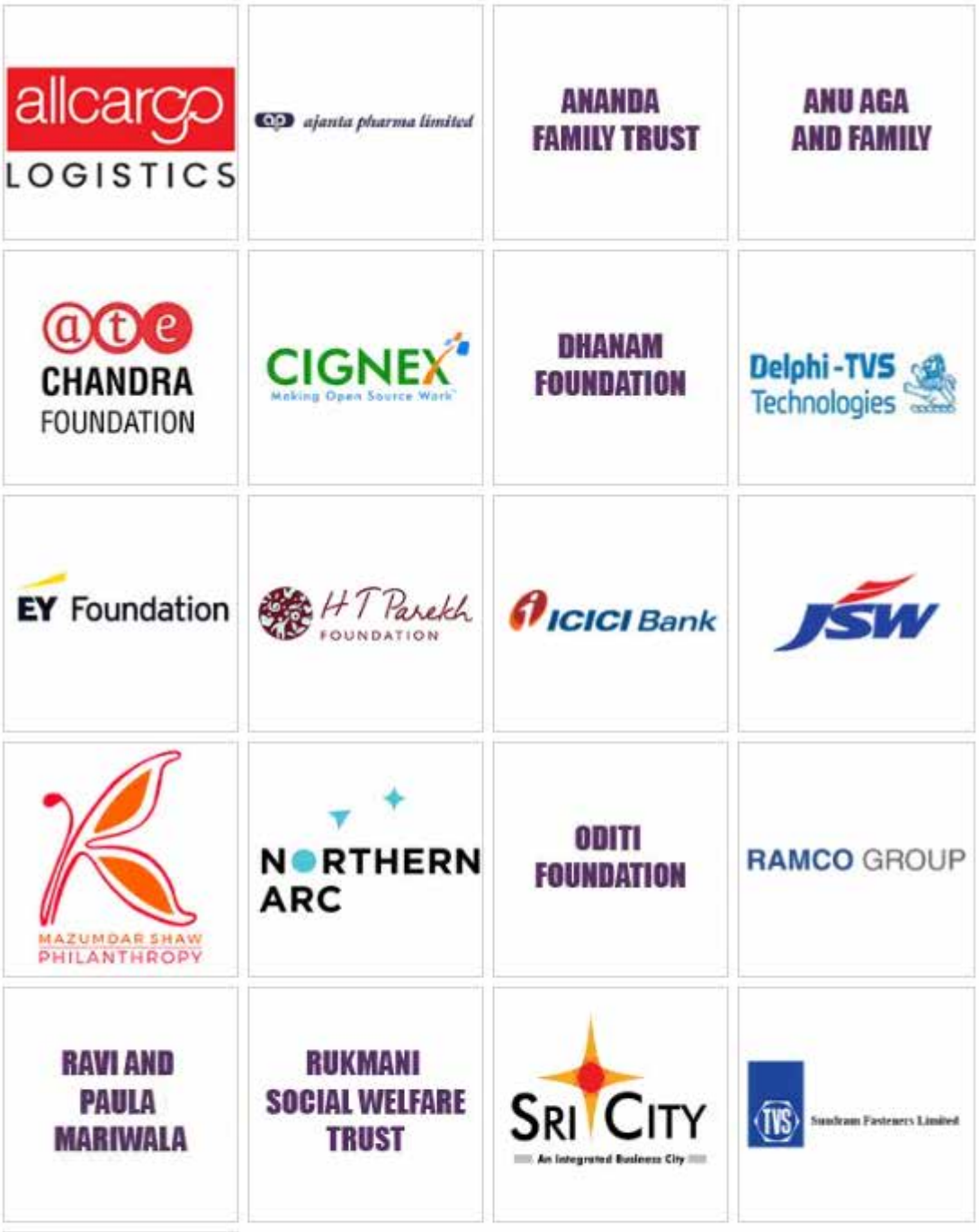
Krea University has a strategic plan in place for the upcoming years. What makes our dreams and aspirations possible is the invaluable partnership of our donors and partners. We are deeply grateful to all our donors for their encouragement and backing that gives us the impetus to craft out a lofty vision and walk the path to fulfill our mission of helping humanity prepare for an unpredictable world.

Our partners include CSRs, Foundations and Individual donors who share our mission of providing equitable access and uniform facilities to young scholars across India.

Donations received in FY 2024-2025

Name	Purpose	Amount (in Cr)
Kalpana Morparia	Scholarship(4 students - 100% FA, 2 students - Partial)	1.00
VS Foundation-Vikram Lal	Scholarship(4 Students - 100% FA)	0.40
Janaki Bajaj Gram Vikas Sanstha		0.80
Ms.Sangita Jindal	Scholarship (1 Student - 100% FA)	0.11
Designwave Services LLP		0.02
Mr Vaidyanathan Vembu - IDFC First Bank	Scholarship (2 Students - 100% FA)	0.20
Kalpak Chhajed		0.02
Akanksha Foundation		0.02
Acsys Investments		1.00
Ajanta Pharma	Scholarship(3 Students - 100% FA)	0.30
Delphi TVS Technologies Ltd	Scholarship(2 students - 100% FA)	0.20
Dhanam Foundation	Scholarship	1.65
Lucas TVS Limited	Scholarship (2 students - 100% FA)	0.20
Allcargo Logistics	Scholarship(2 Students - 100% FA)	0.20
Sundram Fasteners Limited	Chair Professorship - 3 Faculty Chairs	1.00

Our Donors



New Scholarships Introduced in 2024–25:

The Shri Laxmi Tanna Scholarship was introduced during 2024–25. This has been made possible through a generous donation from Dr Kalpana Morparia.

Key highlights:

- The donation comprises `1 crore each for two consecutive academic years: 2024–25 and 2025–26.
- The scholarship will cover the tuition fees of 6 girl students at Krea University annually.
- As per the terms of the agreement, Krea University will match the donation amount equally for the respective years.

NURTURING TALENT

Human Resources

The Human Resources Team at Krea continue with hiring, training and supporting employees at Krea through various initiatives.

Total Employees
319

Faculty (incl adjunct)
152

Post Doctoral Fellow
7

Faculty Teaching Associate
1

Teaching Fellows
31

Staff
128



HIGHLIGHTS

Talent Acquisition

- Handled recruitment process for 114 joiners across functions at different levels.
- Introduced a structured and effective onboarding process for hassle free onboarding, movement to campus.
- Orientation and Introduction sessions across levels for better understanding of the university culture, clarification on roles, providing resources and policies on time for seamless integration and an increased productivity.

Employee Engagement

- Initiated periodic HR Meetings, Department wise for better communication, retain talent, quicker action on challenges/address queries and to increase employee satisfaction.
- Rolled out weekly SriCity Campus visit by HR team to ensure increased accessibility, in-person support and increased employee relations.
- Introduced Collaboration Sessions like Women's Day, New Year Celebration etc to foster cross-functional interaction and inclusive workplace culture.

Learning & Development

- Organised training programs across departments including IT, Media Lab, IRB, POSH session and trainings that supports operational output like hrms portal, medical insurance coverage and clarifications, expense portal etc.

Audit and External Consultant

Managed internal audit, external audit and consultant discussions for HR Audit.

Strategic HR Initiatives

- Compensation Benchmarking exercise: comprehensive compensation benchmarking exercise to align institutional pay structures with the university standards, through data collection, internal data analysis discussions with senior management, and ensure internal parity. The findings have informed policy updates, finalization of pay scales, pay guidelines, salary adjustments and future talent strategy.
- Technology & Automation: Initiated recruit module for complete end to end recruitment process and improvisations across exit, leave modules etc
- Talent Pipeline Development: Initiated campus recruitment drive, linkedIn head hunting, internships, SriCity connect, University visits for increased source of applications and employer branding.
- Workforce Planning: Partnered with departments for manpower forecasting, role clarity and budget preparation with analytics on data.

Policies, Compliance & Processes

- Prepared policies updation/revision based on the experiences for Staff HR Manual, Staff Promotion Policy, Sabbatical Policy, Superannuation policy and support in extra teaching policy, Anti-discrimination policy.
- Initiated a formal Background verification process for staff as a risk management tool to support ethical hiring and strengthen institutional credibility.
- Implemented Application forms to get qualitative data on source of applications, complete information to support decision making, offer finalisation etc. Onboarding and Offboarding process improvement for better induction, faster productivity and appropriate on time settlements
- Initiated legal advice on compliance matters for University HR for adapting a check list and process to ensure adherence to all applicable employment laws, regulations and ethical standards.
- Process streamlining/initiatives: Implemented processes for Staff probation-confirmation, Contract renewal guidelines to ensure review mechanism and appropriate action on time.

RESEARCH AND IMPACT

Krea Doctoral College

Research Labs

Last year, the University invested INR 2100L towards the setting up of research labs. The following equipments and facilities have been commissioned at Krea:

1.High-pressure Raman Spectrometer

2.NMR Spectrometers (300 MHz and 600 MHz)

3.Green Houses

4.EEG

5.Setup to study NV-centres in diamond for quantum technology applications



Raman Spectrometer



Greenhouses at Sri City campus

Krea Research Fellowship

The Krea Research Fellowship is an annual, competitive intramural grant at Krea that allows faculty to access funding over their stipulated faculty research grants towards research projects. Krea Research Fellowship 2024-25 was awarded to six projects, amounting to INR 18,50,000. Some of the projects include “Hydroxyl Airglow Imaging with a Low-cost instrument (HAIL)”, “Formalisation and Verified Implementation of Group Theoretic Algorithms”, and “Joining the dots: Testing hypotheses for multigenerational Danainae butterfly migration in Peninsular India”. Krea Research Fellowship 2024-25 was open to STEM research only since support for the Humanities and Social Science projects was available from IFMR. Details of these projects can be found in last year’s annual report.

Call for Proposals for Krea Research Fellowship 2025-26 were announced in April 2025.

External Grants

Dr Jyoti Kumari was awarded the Major Research Project (2024-2025) grant by the Indian Council for Social Science Research (ICSSR), Ministry of Education. Her project is titled “The Role of Alternative Data in Expanding Credit Access: A Study of Fintech Innovations in India”.

Dr Tanmoy Chakrabarty was awarded the CRS Project Proposal at UGC-DAE Consortium for Scientific Research for his project titled ‘Exploring the magnetically ordered states in novel magneto-electric compounds Sr/CaFe3O(PO4)3’.

Invited Talks and Visiting Researcher Fellowships

1.Dr Sushant Raut was invited to the FIP 2024 conference at the University of Hyderabad to give an invited review talk on neutrino physics. The conference was attended by PhD and Masters students, and experts from universities/institutes across India.

2.Dr Lakshmi Narayanan Viswanathan was invited to present a talk on ‘Importance of Studying

Lightning in the Whole Atmosphere Perspective' ata workshop and training programme on Atmospheric Lightning monitoring, forecasting and mitigation' at the National Remote Sensing Center, Hyderabad.

3.Professor S Sivakumar gave invited talks on advanced thermodynamics and fluctuation theorems at the National Academy of Sciences Workshop on Energy Storage Materials, which was conducted at The Gadhigram Rural Institute, Tamil Nadu, from February 20 to 22, 2025.

4.Dr Anwesha Chakrabarti was offered a visiting researcher position at Universita Cattolica del Sacro Cuore in Piacenza, Italy for a project entitled "Trends of Sustainable and Healthy Consumption in the EU", in collaboration with Prof. Paolo Sckokai.

5.Dr Sabah Siddiqui was invited by the Faculty of Education of Federal University of Goiás (Goiânia, Brazil) to speak at the Third Marxism & Psychology Conference between November 12-15, 2024.

Undergraduate Research

1.Three PGD students — Deesha Jeppu, Tanvi Kadakol, and Nivedita Naveen — presented a poster under the guidance of Prof. Guha Dharmarajan at the Indian Wildlife Ecology Conference 2024, held from 14–16 June at the National Centre for Biological Sciences, Bengaluru.

2.Our alumni, Inika Khosla, got her capstone dissertation published in the Cambridge Journal of Human Behaviour. The paper is titled "Exploring Community-based Alcohol Rehabilitation in India: A case study of a community rehabilitation and support centre". Inika was supervised by Dr Sabah Siddiqui.

3.Sreeshma Ravi (capstone mentee) and Ameena Abbas (voluntary contributor), both 2024 graduates, co-authored the paper "Solvothermal Synthesis of Cuprous Oxide Microsphere and its Application as Catalyst for Synthesis of β-Hydroxy Triazole" under the guidance of Dr Randhir Rai.

Capstone Confab

The Capstone Confab is an annual research event wherein undergraduate students undertaking capstone projects as part of their Year 4 coursework make poster presentations of their research projects. The second edition was hosted in March 2024 and the third edition was hosted in March 2025. The confab is followed by a dinner wherein the students further interact with the Deans (SIAS & Research) about their projects and about other ideas and interests as well.



Capstone Confab March 2024



Capstone Confab March 2025

Research Symposium on Finance and Economics (RSFE) 2025

Research Symposium on Finance and Economics (RSFE) is an important event in the academic calendar of IFMR GSB, Krea University, India. RSFE provides an excellent opportunity for researchers worldwide to present their scholarly work on finance and economics and receive constructive feedback from domain experts. The symposium has received good response from researchers in India and abroad. In RSFE 2025, more than 130 papers were presented from various parts of the world virtually during the three-day research symposium (i.e., from June 11 to June 13, 2025). Papers were presented and discussed on a wide range of areas that include corporate finance, corporate governance, corporate innovation, investment policy, mergers and acquisitions, financial reporting, banking, bank risk and monitoring, government policy and regulation, ESG, CSR, green finance, climate risk and insurance, climate change and policy, behavioural finance, fintech, cryptocurrency and digitalization, financial markets, asset pricing, special topics in finance, entrepreneurship and firm behaviour, education, gender and development, labour economics, Health and household economics, applied macroeconomics. The speakers, who delivered keynote lectures include Prof. Amiyatosh Purnanandam, Michael Stark Professor of Finance, Ross School of Business, University of Michigan, US, Prof. Prasanna Tantri, Associate Professor, Indian School of Business (ISB) Hyderabad, India, Prof. Edward Altman, Max L. Heine Professor of Finance Emeritus, Stern School of Business, New York University, US, Prof. Partha Sarathy Mohanram, John H. Watson Chair in Value Investing, Rotman School of Management, University of Toronto, Canada, Prof. Alexander K. Zentefis, Campbell National Fellow, Hoover Institution, Stanford University, US, Prof. Claudia Custodio, Professor of Finance, Imperial College, UK, Prof. Michael Weber, Associate Professor of Finance, University of Chicago, Booth School of Business, US, Prof. Jonathan B. Berk, The A.P. Giannini Professor of Finance, Stanford Graduate School of Business, US, Prof. Anand Srinivasan, Associate Professor of Finance, National University of Singapore (NUS) Business School, Singapore, and Prof. Ankit Kalda, Associate Professor of Finance, Indiana University, US. During the research symposium, we organised panel discussions on contemporary issues in Finance. The panel members, who were a part of panel discussion are Prof. Tom Smith, Macquarie University, Professor, Department of Applied Finance, Centre for Corporate Sustainability and Environmental Finance, Centre for Risk Analytics, Macquarie University, Australia, Prof. Balasingham Balachandran, Professor of Finance, Monash University, Malaysia, Prof. Chandrasekhar Krishnamurti, Professor of Finance, University of South Australia, Australia, Prof. Jonathan A. Batten, Deputy Dean (Research and Innovation), Professor of Finance, RMIT University College of Business and Law, Melbourne, Australia, Prof. Bart Lambrecht, Professor of Finance, Judge Business School, University of Cambridge, UK, Prof. Peter G. Szilagyi, Professor of Finance, EDHEC Business School, France, Prof. Douglas Cumming, Chair and DeSantis Distinguished Professor of Finance and Entrepreneurship, College of Business, Florida Atlantic University, US, Prof. Suman Banerjee, Associate Professor, School of Business, Stevens Institute of Technology, US, Prof. Varun Jindal, Assistant Professor in the area of Finance & Accounting, Indian Institute of Management (IIM) Bangalore, India.



Research Centres

The novel challenges and crises that the world faces today calls for collective efforts that can tackle not just current issues but also potential future crises. There has been no time more critical than now as the impact of social, economic and environmental vulnerabilities becomes more visibly altering for the future of the planet and the people.

For 55 years, IFMR (Institute for Financial Management and Research) pioneered finance training research, becoming Asia's first of its kind. Over the years with an ever-growing tree of research centres, IFMR has worked on some of the most crucial social challenges and conducted advanced and in-depth research on a wide range of policy-relevant issues coupled with strategic action, and it continues with renewed vigour.

Another strong year has passed by and this year we have added many more strategic collaborations, transdisciplinary research, policy engagements, pivotal events and engineered confluence of the finest from various fields coming together to shape ideas, dialogue and action on contemporary challenges. During 2024-25, our research centres continued to work towards building a healthier, happier and sustainable future for all and paving an optimistic way forward.

These are a few highlights of the significant impact led research work done by our research centres over the past year.





Leveraging Evidence for Access and Development (LEAD)

LEAD LEVERAGING EVIDENCE FOR ACCESS AND DEVELOPMENT

LEAD is an action-oriented research centre working towards enhancing the socio-economic prosperity of vulnerable and marginalised individuals, households, and enterprises over the last two decades, 2024-25 was an important year in LEAD's journey, marked by the successful launch and execution of several key initiatives.

As part of its efforts to enhance women's economic empowerment, LEAD signed a strategic MoU with the Ministry of Rural Development (MoRD) to jointly advance research and solutions that support rural women entrepreneurs. The partnership aimed to identify key barriers to financial access, generate actionable insights, and inform programmatic interventions within MoRD's nationwide platforms such as DAY-NRLM. In a major step toward strengthening data systems and enabling evidence-based policymaking, IFMR signed an MoU with the Government of Meghalaya to advance data-driven governance.

LEAD's partnership with the Ministry of Electronics and Information Technology (MeitY) through a Memorandum of Understanding (MoU) with the National Institute of Electronics and Information Technology (NIELIT). This partnership builds on the ongoing engagement with MeitY over the past year under our new initiative, the Gender x Digital hub, where LEAD has been working to advance gender-intentional approaches to digital inclusion.



LEAD is also the Monitoring, Evaluation and Learning partner for an Asian Development Bank (ADB) and Microfinance Industry Network (MFIN) initiative that will pilot parametric microinsurance products aimed at enhancing climate resilience for rural women. The Gender X Digital hub (GxD hub) at IFMR was established as a cross-disciplinary platform dedicated to advancing meaningful digital connectivity among women and girls in India. Over the past year, the GxD hub has gained strong momentum.

LEAD is currently conducting a comprehensive impact evaluation of the Goldman Sachs 10,000 Women program, in collaboration with NSRCEL, IIM Bangalore. The study examines the impact of business education, mentoring, and financial exposure on the growth trajectories of women-led enterprises across India. Nano enterprises—hyperlocal businesses with annual turnovers under INR 1 crore—play a vital role in urban livelihoods but struggle to withstand prolonged external shocks. Recognising this gap, the Michael & Susan Dell Foundation and LEAD undertook a three-year longitudinal study to assess the impact of access to credit on nano enterprises. LEAD in collaboration with the International Food Policy Research Institute (IFPRI), worked on adapting and piloting the Women's Empowerment in Agrifood Governance (WEAGov) framework in India. As part of this engagement, LEAD developed recommendations to enhance women's voice, agency, and participation across the agrifood policy cycle.

As part of the EU-UNDP global initiative 'Advancing Health and Environmental Sustainability through Action on Air Pollution', LEAD partnered with the Centre for Chronic Disease Control (CCDC) and PGIMER to develop an investment case for air pollution reduction in Amritsar and Gurugram, India. To tap into the digital growth potential of MSME segment, USAID and DAI launched a policy research fellowship anchored by LEAD at Krea University. The programme supported three fellows who explored key challenges and digitalisation opportunities across underserved MSME segments, culminating in actionable recommendations for policymakers and industry stakeholders. LEAD in collaboration with the Ford Foundation, undertook a multi-pronged initiative to explore women's mobility and safety through data and lived experiences to inform

policy. During the year 40 learning outputs were published in the year, including peer-reviewed journal articles, reports, blogs, and infographics.

As part of policy & outreach LEAD successfully organised and participated in 25 stakeholder events to showcase the insights and learnings from our work, fostering collaboration and dialogue among key stakeholders, and members



of the team represented our work at several regional and global forums. LEAD was also part of various events across the world during the year. LEAD was also deeply involved in the curation and management of Synergy 2025- Krea University's flagship annual event, hosted in partnership with IFMR.

Institute for What Works to Advance Gender Equality (IWWAGE)

IWWAGE
INITIATIVE FOR WHAT WORKS TO ADVANCE WOMEN AND GIRLS IN THE ECONOMY

2024 was a landmark year for IWWAGE, one that brought global recognition and reaffirmed our mission to empower women through research and policy advocacy. IWWAGE was honoured with two prestigious recognitions for its impactful work on women's economic empowerment. They were recognised as Asia Pacific Care Champions, 2024, by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and UN Women, acknowledging our leadership in advancing gender-inclusive care solutions and strengthening care systems. They also received the SAHIT Award for Excellence in Research for our work on women's entrepreneurship, conducted in collaboration with ISST and TQH for FICCI's Women in Workforce Report.

Over the year the centre published various blogs and publications. IWWAGE also published a factsheet series highlighting a rise in India's Female Labour Force Participation Rate—from 23.3% in 2017–18 to 41.7%. The Feminist Policy Collective launched the India Gender Report 2024, with IWWAGE contributing a chapter titled 'Trends in Women's Workforce Participation in India'. Authors Sona Mitra and Mridusmita Bordoloi analysed barriers like unpaid care responsibilities, mobility restrictions, and employer bias.

IWWAGE's Future of Work series explored how emerging sectors, gender-responsive strategies, and inclusive workplace practices can help retain women in India's evolving workforce.

IWWAGE also conducted bi-monthly seminar around, Gender Transformative Evaluation - Why and How?, Beneath the Headline Numbers: Employment Trends and Returns to Work in the Indian Labour Market, and Capturing Women's Work Through Time Use Surveys: Implications for Policy. IWWAGE was also at gLOCAL Evaluation Week 2024

The team hosted a workshop titled "Capturing Women's Work to Measure Better," moderated



by Radha Chellappa and Santanu Pramanik. The session provided key recommendations for enhancing gender data, including updating time-use surveys, valuing unpaid care work, refining definitions of work, and addressing perception biases in labour statistics. Held in August in New Delhi IWWAGE's dissemination workshop explored sustainable childcare models for underserved communities. Featuring speakers from NULM, MoHUA and ISLE, discussions focused on strengthening financial provisions, expanding Early Childhood Development (ECD) investments, and fostering multi-stakeholder collaboration. Findings from a four-state study informed key recommendations—scaling quality creches, improving ECD infrastructure, and using data-driven planning to prioritise accessible childcare in India's urban and informal settings.

At the Asia-Pacific Care Forum held in Bangkok, IWWAGE co-facilitated a session focusing on transforming care systems in the Asia-Pacific region. Key insights from the session were presented in a plenary discussion, highlighting opportunities and challenges in strengthening the care economy and empowering women. IWWAGE also convened a high-level panel at the NGO CSW69 Forum to discuss India's care economy. Panellists from government, philanthropy, and civil society highlighted achievements, persistent challenges, and the need for urgent policy reforms. The discussion called for systemic recognition of care work as essential to inclusive growth and emphasised the importance of increased public investment and accountability in building a gender-responsive care ecosystem.

During the year, DAY-NRLM and IWWAGE held the Fifth Gender Samvaad, engaging over 3 lakh participants to share GBV strategies. IWWAGE and PRADAN presented key insights from the second-year campaign, highlighting the need to challenge the normalisation of GBV, strengthen women's agency through SHGs, and foster intergenerational dialogues to shift gender norms. The event called for emphasising stronger community institutions on legal issues and closer ties with Panchayats, along with adopting more preventive measures to address GBV.

The Ministry of Rural Development, in collaboration with IWWAGE, hosted the National Conclave on Gender Mainstreaming under DAY-NRLM in New Delhi. The event highlighted initiatives like Gender Resource Centres and Nayi Chetna, focusing on strengthening gender integration, empowering SHGs, and addressing key challenges such as institutional gaps, unpaid care work, and youth engagement. Launched in November, Nayi Chetna 3.0—"Pahal Badlaav Ki" (Initiative for Change) —is a national campaign led by DAY-NRLM to combat gender-based violence. IWWAGE supported the campaign's design, outreach, and impact study to strengthen local institutions and enhance effectiveness.

Catalyst

In its nine years of existence, Catalyst has supported over 50 impact-focused startups across diverse sectors such as fintech, sustainability, crafts, agri-tech and allied sectors. The accelerator supports startups with forward market linkages, investments via its own and partner funds, global mentor connects and industry partnerships. 2024 was a pivotal year for Catalyst. The accelerator successfully transformed itself from an incubation-first model to a more intense, outcome-oriented accelerator model. We also launched several new programs for startups across sectors, and in partnership with a host of reputed donor partners.

Key highlights included, the fourth crafts-focused cohort, as a part of NITI Aayog's Atal Innovation Mission, was successfully concluded with 8 craft startups supported across 7 different states. These startups made a combined revenue of INR 16 crore+ in FY 24-25, impacting the livelihoods of nearly 1200 artisans across 6 different craft forms. The cohort concluded with our first ever 'Impact Pitch' event in December of 2024. The 'Impact Pitch' provides a platform to credible, growth and innovation focused impact startups, to pitch to a targeted group of global impact investors and decision makers, ultimately helping them raise growth capital for scaling up their tech businesses.

2024 Impact Pitch was organised in partnership with IIMA Ventures, and featured 10 startups

selected jointly, from across India. 3 startups were successful in securing investments in post-event deals. The event saw 10 institutional impact investors from across India participating in the pitch.

New programmes were launched such as 'Srijan', in partnership with HDFC Bank. Srijan' program was jointly launched by HDFC and Catalyst, to accelerate craft startups by providing them with necessary capital and mentorship support. Catalyst was selected as one of only 6 incubators & accelerators from India, for HDFC Bank's CSR division for its "SmartUp Parivartan Grants" 'Catalyst partnered with Aditya Birla Group's CSR division 'Aadyam Handwoven' for a new accelerator program for crafts startups in the textile space and 'Gurukul' was launched. The programme aims to provide rapid solutioning to startups within 3 months, and helping them launch newer products in the market. 'Gurukul' also provides startups with the opportunity to expand their markets by partnering with India's largest retail group.

Catalyst and LEAD jointly initiated an 'Artisan Entrepreneurship Program', in partnership with HCL Foundation. The programme, envisages creation of 13-15 small enterprises, formally organised in the form of a company or LLP, which will be onboarded across ecommerce platforms as well as on HCL Foundation's ehaat platform. 200+ artisans are being trained across 10 different modules in the coming 7 months, wherein training related to product design, supply chain management, inventory management, social media, ecommerce, financing and capital etc. shall be imparted.



In the previous FY, Catalyst had successfully received approval from DPIIT, Ministry of Commerce, for a dedicated in-house seed fund. In FY 24-25 Catalyst successfully closed investments in 4 startups, with an average investment ticket size of INR 25 Lakhs.These startups include P-TAL, Sarron Handicrafts, Shaanoli Designs and Moora Designs.The investments are governed by an external Investment Committee, with instruments of investment being either debt or grant. The Seed Fund received from the Government is our first step towards creating possibly a larger Micro-VC fund, targeted specifically at social impact and inclusive tech startups and enterprises.

Catalyst is now also in the process of opening up a new centre within the Krea University campus, with the focus on incubating mission-driven, entrepreneurial students, across emerging technology sectors such as Deep-Tech, Data Science, AI among others.

Centre for Digital Financial Inclusion (CDFI)

CDFI
Centre for Digital Financial Inclusion

CDFI, an innovation and research centre at IFMR, is focused on using technology to empower the poor & excluded with tools / information and developing mechanisms to sustain and scale such solutions. Over the years, CDFI has developed, supported, scaled and sustained award-winning innovative solutions for the social sector that

The key highlights of the year included:

Digitize, Direct, Design (D3) - The D3 project seeks to facilitate women's financial inclusion and economic engagement in India through two primary channels: a) enhancing the implementation of social protection programs, focusing on MGNREGS, a national-level rural employment guarantee scheme, which directly transfers payments to women, and b) making financial institutions and services more accessible to women. In doing so, our objective is to increase women's engagement with the formal financial system and boost their economic and overall empowerment.

Working for Women: Gender-Intentional Safety Net Implementation - Despite strong economic growth, Indian women remain socioeconomically marginalized, as evidenced by conservative gender norms that limit their agency at home and mobility in their communities. IEIC's research has identified a pathway to improve women's agency and broader well-being: Working with the Indian government's Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) workfare program, we tested an approach utilizing two instruments: (1) helping low-income women sign up for individual direct deposit of MGNREGS wages into biometrically-linked bank accounts, and (2) training women to ensure they can access these payments.

From 2023-24, the IE network has scaled up this research study in 90 blocks (administrative unit below the district) of MP. IEIC, with PRADAN, has investigated the linking of MGNREGS workers to Aadhaar-Based Payment systems over multiple rounds of scoping across six districts in Madhya Pradesh. IEIC refining training content with PRADAN. The teams have completed a large baseline survey with 60,000 rural households in MP, and intend to start the training intervention scale-up by August 2025.

Introducing the VOICES - This ambitious evidence agenda involves a multi-state data collection initiative to map the variation in women's representation across India's diverse regions and a large-scale randomized experiment to evaluate policy mechanisms for building women leaders' capacity and autonomy.

Unlocking Young Women's Minds At Scale- This research investigates the effectiveness and sustainability of a Career Exploration Program (CEP) in empowering students from lower socio-economic backgrounds, particularly young women, in North Indian metropolitan cities.

Pairing Community Warning Networks with High Technology Systems For Climate Action- Early warning systems (EWS) have the potential to reduce socioeconomic flood impacts, yet inadequate dissemination infrastructure, low literacy rates, and distrust in external agencies may hamper their effectiveness. IEIC works with a group of financially incentivized volunteers trained to interpret flood warnings and alert their communities. The intervention spans 319 village communities across 12 flood-prone districts.

Targeting Payments to Preserve Community Forests in India - Payments for ecosystem services (PES)—which compensate landowners for refraining from ecologically damaging activities—



are a promising tool to protect ecosystems while providing income to rural communities. Since 2024, researchers from IEIC are partnering with the Government of Meghalaya to embed machine-learning predictions of deforestation risk into a large-scale expansion of an existing PES program in Meghalaya.

Unlocking Data to Improve Lives Of Marginalized Communities- PayDash in Bihar - IEIC created a mobile application to provide Government officials with data on timely wage payments, to improve the delivery of the world's largest social protection program- the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)- that provides work to tens of millions of rural households in India.

Gender and Growth Gaps In South Asia - A Research And Policy Workshop – IEIC hosted the second edition of the "Gender and Growth Gaps" research and policy dialogue focussing on India at IIC, New Delhi.

Women in Leadership (WiL) in Economics workshop (in partnership with Yale Inclusion Economics, Yale Economic Growth Center, and Institute of Economic Growth (IEG) - In an effort to ensure an increasing number of women play an influential role and/or expand the sphere of their influence in India's economic and public policy thought leadership, IEIC is currently working on a strategic plan under the Women in Leadership (WiL) in Economics initiative.

MoU with Ministry of Rural Development, Govt of India 2024-2029 - IEIC recently extended their partnership, renewing existing MoU with the department.

Last-Mile Innovations for Inclusive Governance - Research and Policy Symposium - Researchers at IEIC have collaborated with the Ministry of Rural Development to evaluate rural work and livelihoods programme. Recently the initiative organised a half-day research-policy symposium to showcase successful innovations in last-mile governance to improve social programmes and promote community resilience.

Water, Environment, Land and Livelihoods (WELL) Labs

WELL LABS
WATER · ENVIRONMENT · LAND · LIVELIHOODS

WELL Labs is a water systems research and innovation centre at IFMR. They design, curate, and test solutions to solve pressing challenges and transform systems over time. Solving water problems at scale requires addressing the underlying drivers—environment, land, and livelihoods issues—and then testing solutions in real-world settings (labs).

Over the past year, WELL Labs utilised our scientific expertise across urban and rural landscapes to test different approaches and identify drivers of impact. This resulted in significant wins in terms of working with governments to shape policies and programmes, and developing frameworks and toolboxes to optimise impact.

The key highlights of the year included:

The Technical Consulting programme that enables better decision-making in the natural resources



management sector through data and tools. It works with philanthropic organisations and NGOs to improve their monitoring, evaluation, and learning systems. It is also developing simple, accurate, and easy-to-measure water security indicators for the sector and providing advisory services to government agencies on water systems management.

WELL Labs conducted monitoring, learning, and evaluation (MEL) studies of community-based groundwater management programmes and tools. They undertook evaluation of Groundwater Recharge Pits in Maharashtra in partnership with the Environmental Defense Fund and Save Groundwater Foundation. They did evaluation of Groundwater Collectivisation in Andhra Pradesh in partnership with the Environmental Defense Fund and WASSAN. Evaluation of the Planning of Water Conservation Structures in Karnataka in partnership with the Environmental Defense Fund, Arghyam, and Foundation for Ecological Security. Hydrological Assessment of CLART in partnership with the Environmental Defense Fund and Foundation for Ecological Security.

They created a MEL Toolbox, that is, a compendium of tools and methods to democratise impact assessment for watershed management programmes, in partnership with the Environmental Defense Fund. In an effort in systematising MEL in corporate social responsibility programmes, they are working with Tata Consumer Products Limited and its implementing partners.

WELL Labs also built the Water Index for Sustainability, Equity, and Resilience (WISER) to assess water security accurately, in partnership with the Hindustan Unilever Foundation. The team built digital public tools and datasets for water management interventions, in partnership with the Indian Institute of Technology Delhi, CommonsTech Foundation for Participatory Technologies, and AVPN

Commoning for Resilience and Equity (CoRE Stack) is a set of digital public tools and datasets to accelerate sustainable rural development and promote ecological resilience and social equity. It includes the Know Your Landscape A secondary data analysis platform for the socio-hydrological diagnosis of water challenges, Commons Connect A participatory planning app linked to Know Your Landscape data layers and capable of generating Detailed Project Reports (a comprehensive document outlining technical, financial, and design aspects of a proposed project, which serves as a blueprint for the project's implementation), and Jaltol A web app to assess the impact of interventions with respect to environmental metrics. They are also devising a source sustainability strategy for Jal Jeevan Mission Assam, in partnership with the Public Health Engineering Department, Assam.

Under the Rural Futures programme they work in Raichur, Koppal, and Chikkaballapur districts of Karnataka across five levers: 1) irrigation infrastructure, 2) communities' technical capacities, 3) technology and support systems to optimise labour, 4) access to alternative agricultural inputs, and 5) market access. WELL Labs has designed and built irrigation infrastructure for improved last-mile water access in dryland villages. They have built community knowledge systems and cooperatives for collective action and put in place technological innovations and support systems to address the labour burden of sustainable agricultural practices and create rural livelihoods.

The lab has promoted access to alternative agricultural inputs (seeds, pesticides, and fertilisers) to support ecological farming methods and researched pathways to improve market links and make crop diversification economically viable.

Under platforms and partnerships, the Green Rural Economy (GRE) platform is the centrepiece. It connects changemakers with service providers to accelerate the discovery and implementation of sustainable solutions. WELL Labs has fostered 80 collaborations for sustainable solutions. They rolled out The GRE website this year. They also published 40 playbooks to promote cross-learning.

The Centre organised 25 'Clinics' to address queries and troubleshoot challenges of social-sector organisations, and also built directories of solutions and services. Integrated the sandbox concept with GRE,for testing of new ideas, approaches, and technologies in a real-world setting within the controlled parameters of a particular geography.

The Futures Research programme works in 'Transformation Labs' (T-Labs). These are collaborative spaces where communities co-develop and test sustainable, equitable solutions. The goal is to create future-proof solutions for a world

grappling with climate change. The programme hosts the Climate Adaptation and Resilience in Tropical Drylands (CLARITY) project, part of a global consortium to build climate resilience in the tropical drylands of Africa and India. As part of this, the centre conducted a situation analysis of Raichur and Chikkaballapur Transformation Labs. They also conducted a community hydrology training programme to boost technical capacity at the grassroots and thereby improve water management in water user cooperative societies. They also conducted a qualitative study to understand communities' problems, aspirations, and innovations. Also launched was a video creator programme in Raichur to enable communities to document their aspirations and desired pathways of change. There was also research undertaken on the dynamic interactions between communities and water resources to develop strategies for long-term water resilience. Partnerships were built across the board to co-create knowledge and solutions for land and water challenges.

The Urban Water programme designs pathways towards water-secure and resilient cities using water circularity and nature-based solutions. Under this programme, WELL Labs built a framework to diagnose urban water challenges and identify appropriate solutions. They also developed a lake restoration framework and conducted a workshop to refine it in partnership with the Bruhat Bengaluru Mahanagara Palike (BBMP), DCB Bank, and Friends of Lakes. They also researched the barriers to mainstreaming nature-based solutions (NbS). They also researched strategies to boost wastewater circularity, in partnership with the Gates Foundation, studying urban growth trends in cities like Bangalore and Chennai. Fostering community engagement for water conservation, the centre partnered with the Bangalore Water Supply and Sewerage Board (BWSSB) to evaluate applications for the Green Star Challenge, a competition to acknowledge and promote communities' and institutions' water conservation efforts in Bengaluru.

Sapien Labs Centre for Human Brain and Mind in India

SAPIEN LABS | CENTRE FOR HUMAN BRAIN AND MIND

The Sapien Labs Centre for Human Brain and Mind investigates the nature and extent of the relationship between the environment and the human brain and mind. In doing so, the Centre expects that the findings and research will be used to inform policymakers and to develop interventions that improve brain and mind wellbeing. The India Centre has begun a large-scale, longitudinal brain and mind-health data collection effort in India. This data, alongside the Global Mind (online) data the team is collecting, has helped generate some insights into what may be driving poor mental well-being among the youth in India. These insights are now being used by policymakers in India- more specifically a note by our Centre featured quite prominently in the Economic Survey of India 2024-25. Moreover, the work has also been published in reputed journals and they continue to establish collaborations with leading institutes/researchers in the area of mental health.

The Centre has so far collected data in Tamil Nadu and Delhi on more than 7,000 individuals in the age range of 13-74, including information on mental well-being and EEGs (Electroencephalographs). Within the span of 20 months, this data is already the largest of its kind in the world—one which we hope can serve as a platform for cutting-edge and exciting research on the determinants of mental well-being and potential interventions to help promote better mental health.

Over the past year, the lab's research has been published in academic journals, featured in the Economic Survey of India 2024-2025, and also used as a background paper in the UNDP World Report 2025.

Academic Publications focused on the large-scale EEG data collection, the uniqueness and the usefulness of this investment in data- one that can lead to rich insights to policymakers, public health, and potentially clinical practice.



- Scaling neuroscience research for real-time, global understanding of the human brain (Nature Neuroscience (forthcoming, July 2025))
- EEG Data Quality in Large Scale Studies in India and Tanzania (eNeuro Forthcoming July 2025)
- An exploration of the impact of smartphones in childhood on mind health.

(Background paper for the UNDP, Human Development Report 2025)

Work from Sapien Labs India featured in the Economic Survey 2024-25. The findings are important in light of the fact that the youth- on whom so much of India's economic growth hinges- have low levels of mental wellbeing fueled by less than optimal lifestyle choices.

The Sapien Labs Centre is constantly engaged in establishing research collaborations with other centres and institutes around the country, such as the National Institute of Mental Health and Neurological Sciences (NIMHANS). The Centre anticipates that these collaborations will help propel the Centre into a preeminent mental and brain health research institute in India.

The Abdul Latif Jameel Poverty Action Lab (J-PAL) South Asia

J-PAL is a global research centre working to reduce poverty by ensuring that policy is informed by scientific evidence. Anchored by a network of more than 1,000 researchers at universities around the world, J-PAL conducts randomized impact evaluations to answer critical questions in the fight against poverty. J-PAL co-founders Abhijit Banerjee and Esther Duflo, with long time affiliate Michael Kremer, were awarded the 2019 Nobel Prize in Economics for their pioneering approach to alleviating global poverty.

In 2024–25, the centre's collaborations with national and state governments expanded rapidly, driven by a strong pipeline of innovative solutions, increased data collection capacity, and a growing commitment to translating evidence into policy action. The research team is engaged in 94 projects across sectors such as education, health, environment, women-led development and governance. J-PAL SA now has twelve active Evidence-to-Policy partnerships at the national and state levels, and are actively exploring another four. Together, these partnerships span the full evidence cycle - including co-creating innovations and generating new insights, synthesizing evidence for decision-makers, catalysing the application and scale of evidence-informed programs and M&E capacity building. Through these investments, five evidence-based programs were scaled up with state governments, directly benefiting 22 million people. In an effort to build a pipeline for future evidence adoption, they seeded five diagnostic/pilot studies or landscape assessments, one panel survey, and five rigorous impact evaluations.

They continue to engage across their state government partnerships in Tamil Nadu, Punjab, Odisha, Andhra Pradesh, and Telangana, through in-depth policy-research dialogues, field-based scoping exercises, and administrative data analysis.

They produced and disseminated eight evidence briefs and policy memos, conducted 24 evidence-policy dialogues to share insights, delivered three customised training sessions, and issued 11 publications. This year also saw the launch of the first "education learning lab" in Karnataka in collaboration with the state's school education department.

Under the Solutions and Advancements through Research for Water and Air (SARWA), launched in 2023 with Community Jameel to tackle India's air and water crisis, the centre launched our second embedded lab with the Government of India's Department of Drinking Water and Sanitation, expanding upon the first partnership with the Gujarat government.

Since the launch of the Alliance for Scaling Policy Impact through Research and Evidence (ASPIRE) in 2022, their work with governments to scale evidence-based programs has gained strong momentum. They are currently supporting

large-scale implementation efforts with state governments across Gujarat, Punjab, Odisha, Bihar, and Karnataka. J-PAL SA has also been selected as the technical and knowledge partner for the Government of India's Samaveshi Aajevika Yojana (Inclusive Livelihoods Programme), based on the Graduation Approach.

In response to growing interest in the role of Artificial Intelligence in development, J-PAL SA signed their first major partnership with the Government of Telangana to help shape the future of AI in India's social policy – maximising its benefits while mitigating potential harm. They have an ongoing collaboration with the IndiaAI Mission with MeitY to identify and test high potential innovative AI for social good use cases.

In support of a broader culture of evidence use, they launched a training programme for government officials, featuring 17 years of seminal J-PAL studies. Hosted on the Government of India's iGOT platform, the course has enrolled over 70,000 learners and received a 4.3/5 rating from more than 5,000 reviews.

The growing success of their Research for Impact Fellowship (RFI) – now in its sixth year – reflects their continued investment in nurturing Indian PhD talent.

Over the past year, J-PAL South Asia shared evidence with a wide audience through over eight synthesis notes and presentations at more than 11 conferences and panels. This included a roundtable on poverty alleviation under the Samaveshi Aajevika initiative, set the agenda for poverty alleviation with participation from MoRD, JEEViKA, BRAC, BMGF, the World Bank, and The/Nudge Institute, a panel discussion at Jaipur Literature Festival, on gender-based violence in India, sharing findings from a two-city survey on the issue's scope and impact and more. The team participated in prominent global forums—including COP29, where we spotlighted evidence-based solutions for food and water resilience, and at CIES2025, where we shared learnings from embedded education labs in India.

The centre published 11 articles on current policy issues across prominent media outlets.

In 2024 - 2025, J-PAL South Asia's Training vertical worked closely with governments, non-profits, academia and the private sector to strengthen Monitoring & Evaluation (M&E) systems and build technical capacity to inculcate a strong culture of evidence use in decision making through a wide variety of capacity building initiatives, technical advisory services, and knowledge sharing exercises. J-PAL South Asia's Training vertical has reached more than 1000 people through its in-person training and events, and more than 80,000 people through online training and events.

J-PAL South Asia's Training team collaborates with governments at the national and sub-national level. At the national level, for officers across all levels of the Government of India, last year, we launched the course titled 'Case Studies in the Use of Data and Evidence for Governance' on the Government of India's Integrated Government Online Training



(iGOT) platform. As part of J-PAL SA long-term partnership with the Lal Bahadur Shastri National Academy of Administration (LBSNAA), the premier training institute of Government of India of senior bureaucrats, J-PAL's Global Executive Director, Iqbal Dhaliwal, delivered a session on evidence-based policymaking. J-PAL SA also renewed its Statement of Intent (SoI) with the Development, Monitoring and Evaluation Office (DMEO) at NITI Aayog, the apex monitoring and evaluation (M&E) body of Government of India for another three years. Other collaborations were carried out with Andhra Pradesh State Skill Development Corporation (APSSDC) and the Department of Skill Development and Training, Government of Tamil Nadu and more. They also conducted a variety of custom training programmes and technical advisory sessions for partners such as Roundglass Foundation, Akanksha Foundation, Aga Khan Academy, HPPI, NILERD, CIFF, IIT Delhi and the Center of Policy Research and Governance.

Their flagship open-enrollment course, Evaluating Social Programs (ESP), was held in-person for the first time since the Covid-19 pandemic in December 2024 in Bangalore.

The J-PAL South Asia Training vertical conducts knowledge dissemination activities as a public good to strengthen the ecosystem for evidence informed policy making, thereby building awareness and demand for evidence. Towards this, the vertical convened gLOCAL Evaluation Week 2024 across South Asia. gLOCAL focused on the theme 'Evaluation and Transformational Change: Balancing Ambition and Realism,' with 33 thought-provoking events in South Asia from 24 organisations across India, Sri Lanka, Nepal, and Cambodia. J-PAL SA team also convened panels and participated in other knowledge sharing events and regarding M&E in South Asia, including the Asian Development Bank's Asian Evaluation Week, UNDP and Global Evaluation Initiative (GEI)'s National Evaluation Conference, ISDM Panel on DataSights, New Development Bank and IDEAS' annual conference, and many more.

Between April 2024 and March 2025, J-PAL South Asia's Research team has provided robust support to nearly 150 researchers, helping them turn a broad spectrum of ideas into actionable studies—from rapid-deployment experiments that answer tightly focused questions to large, policy-relevant evaluations embedded in state systems. The network of researchers working with the J-PAL South Asia office now includes 51 affiliated professors, 20 invited researchers, and 21 graduate students, each benefiting from the same agile, demand-sensitive support model that lets us tailor assistance to early-career scholars as readily as to senior academics undertaking multi-year randomised evaluations.

The Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences

MOTURI SATYANARAYANA CENTRE FOR ADVANCED STUDY IN THE HUMANITIES AND SOCIAL SCIENCES
KREA UNIVERSITY

This is the third year since Moturi Satyanarayana Centre for Advanced Study in the Humanities and Social Sciences (henceforth the Centre) began its journey in 2022. Since 1 April 2022, under the leadership of Professor Bishnu Mohapatra, Moturi Satyanarayana Centre has progressed well in its mission. Since its inception, the Centre has run its flagship postdoctoral programme in which the postdoctoral fellows undertake research and communication to turn their doctoral work into publications. To date, eight postdoctoral scholars have passed through the Centre.

Postdoctoral Fellows: In 2024 – 2025, the Centre had seven postdoctoral scholars, of whom Dr Mumtaz left the Centre after completing his tenure in September 2024. Dr Sayori Ghoshal left the Centre to join the Max Planck Institute for the History of Science, Berlin, as a Research Fellow in October 2024, and Dr P Arun left in January 2025 to join the Lakshmi Mittal and Family South Asia Institute at Harvard University as a Research Fellow in January 2025.

Dr Mohammad Sajjad Hussain, Dr Soham Bhattacharya, Dr Salwa Yahya, and Dr Nidhin Donald worked in the Centre as Postdoctoral Fellows during the reporting period. The Fellows belong to several academic disciplines, including politics, history, sociology, social anthropology, and Science and Technology Studies.

Publications: During this period, the postdoctoral fellows published nine (09) in several reputed journals and edited volumes. Together, they presented fourteen (14) seminars/conference papers within and outside India.

Seminars and Workshop: The Centre ran a robust seminar/talks program throughout this period. It organised nine talks during this period. A series of talks (four) was organised on the broad theme of 'Navigating Political Concepts and Ideals: The Discourses of the Past and Present'. The seminar series explored the evolving discourse on political concepts and ideals by examining contemporary themes such as sovereignty, bureaucracy, freedom, secularism, and citizenship. The speakers came from notable institutions, including Jawaharlal Nehru University, Ambedkar University, and Central University, Gujarat.

Within the rubric of 'The Postdoctoral Colloquium', the four postdoctoral fellows of the Centre presented their research to the Krea audience. The primary objective of the colloquium was to receive feedback on fellows' ongoing research.

For the first time, the Centre organised a workshop on 'Platform Economy and Gig Work in India in February 2025. The workshop explores the fundamental changes and transformations brought about by the platform economy and the nature of gig work in India. In this daylong workshop, ten scholars participated from different institutions such as Krea University, IIIT, Hyderabad, IIIT, Bangalore, GITAM University, Bangalore, Jamia Millia Islamia, Delhi, Just Jobs Network, Delhi, and Hyderabad Urban Lab, Hyderabad. Dr Sajjad, postdoctoral fellow of the Centre, coordinated the workshop.

The Centre has emerged as a key site for research and dialogue within Krea University. Its reputation has spread within and outside India. We have received several applications for fellowships from universities within and outside India. Undoubtedly, the Centre will further strengthen itself in the coming years.



A LEARNING LABORATORY

Campus

Krea University's campus is conceived as a learning laboratory, rooted in its ethos of learning beyond the classroom and is designed to facilitate collaborative learning. Apart from technology enabled classrooms and e-resources, the campus provides space and infrastructure for sporting, cultural and other leisure activities.

Located 70 kms from Chennai in Sri City and built on a 40-acre campus with vast green cover, the campus is currently home to resident students pursuing their undergraduate, post graduate or PhD studies and many faculty and staff members, some of whom reside on campus.

During the year, the University made strides in developing its campus infrastructure. A notable addition was a new sports arena and football field at the Sri City campus, expanding opportunities for student recreation and intercollegiate sports. In September 2024, Office of Student Life organised LevelUp 2024, the first men's football tournament on the new field, christening the facility with enthusiastic student participation. Such enhancements in physical infrastructure – including upgraded laboratories, student housing, and recreational spaces – have improved the campus experience and safety. The administration and operations teams ensured that these facilities were completed and operational in time for student use, aligning with Krea's emphasis on holistic development.

These highlights illustrate a year of growth for Krea University – from academic innovations and partnerships to research impact and campus enhancements – laying a strong foundation for the University's future.



New Infrastructure Development

Project	Scope & Features	Operational Status	Strategic Benefit
New Academic Block (NAB) (≈ 110,000 ft², G+3)	20 smart classrooms, science & media labs, dance studio, PhD bays, student lounges	Fully operational AY 2024-25 (formal hand-over Dec 2023)	+22 % teaching capacity; hub for interdisciplinary research
Virtual Trading Floor	24-seat Bloomberg/ market-data lab with Zerodha Varsity integration	Inaugurated 2 Feb 2024	Experiential learning for B.Sc. Eco & MBA finance cohorts
Academic Support Offices	Examination Cell & expanded IT workspace	Q3 2024	Streamlined assessments; stronger campus digital backbone
Electrical Sub-station & Power Synchronisation	2 × 1.5 MVA transformers; DG synchronisation; SCADA-enabled switch-gear	Commissioned Aug 2024	30 % head-room for new loads; seamless switchover during outages
Campus-wide Energy Management System (EMS)	IoT meters, real-time dashboards, alert protocols	Live since Jan 2025	Baseline established for future conservation targets



New Amenities for Students, Staff & Faculty

Amentity	Highlights	Impact during 2024-25
Housing & Accommodation	• Off-campus Bhargava Flats leased for faculty • 20-bed support-staff dormitory added on campus.	Zero wait-list for faculty housing; improved staff retention.
Sports & Recreation	• FIFA-standard, flood-lit football field commissioned Dec 2024. • Indoor badminton hall re-floored & re-lit.	> 1,200 student-hours/month of organised sport; intramural “Night-Kick” league launched.
Dining & Staff Welfare	• Air-conditioned staff canteen • Third-party hygiene audits (Food Maven) every 60 days. • Air curtains & insect-killers installed in mess halls.	Mess satisfaction scores up from 3.2 —› 4.1 / 5; < 2 % food-borne incident rate.
Campus Convenience & Safety	Automated RFID access at the main gate. • Boundary netting to deter snakes & strays. • New VC vehicle (EV sedan); scissor-lift ladder for safe street-light and cob-web maintenance. • Lease rationalisation: 2 Innovas —› 1 Tempo = ₹ 20 k / month savings.	Faster student move-ins; 17 % drop in security incidents; O&M task close-out time cut by 28 %.



Sustainability Initiatives & Quantified Impact

Focus Area	2024-25 Action	Metric Achieved
Renewable Energy	520 kWp solar PV farm – year-round generation	0.75 GWh clean energy —› avoided 620 tCO_2e (~40,000 trees)
Energy Efficiency	• Heat-pump water heaters in new hostels (replaced resistive geysers). • EMS-driven load analytics; LED retrofits underway.	60 % cut in water-heating kWh; projected 8 % campus-wide electricity reduction by FY 2026.
Water Stewardship	• STP treats 100 % effluent —› re-use for irrigation & flushing.• RO upgrade 500 L/h —› 1,500 L/h; hostel tank level sensors networked.	200 kL/day recycled; municipal water drawdown down 35 %.
Waste Management	• On-site organic waste converter & shredder (July 2024).• Three-stream segregation stations campus-wide.	100 % kitchen waste composted; landfill diversion rate now 82 %.
Biodiversity & Green Campus	• 710 native trees + fruit orchard (212 banana, 83 mango).• Butterfly & Zen gardens completed.	Total canopy > 3,900 trees; 23 confirmed butterfly species; “Green Walk” eco-trail launched for students.

liveability, and environmental stewardship. The Operations Department delivered every major project **on schedule and within budget**, while embedding sustainability metrics into routine decision-making.



Tech Infrastructure

The IT Team at Krea University is constantly exploring the latest technologies in network infrastructure and academic software to not only meet the existing needs of the users but also keeping in view to build a solid, high-end computing infrastructure coupled with user-friendly software applications that will service the faculty, staff and students in the years to come.

IT Infrastructure

- Setup IT Infrastructure and establishing connectivity in RH8 and RH9
- Setup IT Infrastructure and connectivity in New Academy Block
- Setup IT Infrastructure and establishing high quality audio and video in the 300 seater auditorium in the New Academy Block
- Replaced old/outdated servers with new high-end servers to run IT systems and controls (like DHCP...)

IT Network

- Completed High Availability setup for all critical components (Firewall, Core Switches, Wireless Controllers)

Software Solutions

- Developed in-house ERP systems for key campus functions - Venue Management, Main Gate Security Management, IT Helpdesk, Student Attendance Management, Venue Management, Inventory Management (IT assets), Krea Donation Management
- Enhancement of Student Onboarding system in in-house ERP system to include additional features
- Redevelopment of Student Information System (SIS) in in-house ERP system (this is Work in Progress)
- Worked with Zoho to implement their 'Recruit' product to manage employee/faculty hiring process
- Worked with Zoho to explore their Accounting platform (Zoho Books) as a potential replacement for SAP

Team Augmentation

- Strengthened the existing IT Infra team with additional support engineers to handle more workload
- Set up a software development team to manage and support the in-house ERP solution in a more sustainable manner

The IT team strengthened the overall IT infrastructure on campus by implementing better devices/systems and by fixing some of the loopholes/weak spots. With the exception of firewall, all other components (switches, wireless controllers, access points, servers) are of enterprise level with committed better performance levels

(Note: Firewall is proposed to be replaced in the current financial year. Some additional security features can be implemented in the campus once an enterprise firewall is in place.)

Campus ERP is in a better shape now compared to past years. Onboarding of students for the 2nd consecutive year through the newly built 'Onboarding' system. This ensures that 'clean' data of students personal/academic/health/work experience is captured properly on Day 1. Once the in-construction workflow based SIS system is in place, the IT backbone for core campus operations (Student Onboarding - Student Information System - Exam Office) will be fully functional. This will smoothen campus operations to a large extent and also will empower the faculty and the management with powerful analytical reports and dashboards for effective decision making. We also plan to develop other critical features such as student payments, Inclusion, Security and AI driven solutions after the above mentioned backbone is built.



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INDEPENDENT AUDITOR'S REPORT

To The Governing Council of KREA University

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of **KREA University** ("the University"), which comprise the Balance Sheet as at 31st March 2025, and the Income and Expenditure Account for the year ended on that date, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the University as at 31st March 2025, its excess of income over expenditure for the year ended on that date.

Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing ("SA"s) issued by the Institute of Chartered Accountants of India ("ICAI"). Our responsibilities under those Standards are further described in the *Auditor's Responsibility for the Audit of the Financial Statements* section of our report. We are independent of the University in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Responsibilities of Management and the Governing Council for the Financial Statements

The University's governing council is responsible for the preparation of these financial statements that give a true and fair view of the financial position and the Income and Expenditure account of the University in accordance with the accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records for safeguarding the assets of the University and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intend to liquidate the University or to cease operations, or has no realistic alternative but to do so. The members of the governing council are also responsible for overseeing the University's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



Deloitte
Haskins & Sells

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

For Deloitte Haskins & Sells
Chartered Accountants
(Firm's Registration. No. 008072S)



P. Usha Parvathy
Partner
Membership No. 207704
UDIN: 25207704BMODAZ9281

Place: Chennai
Date: 10th September 2025

KREA UNIVERSITY
Registered under Andhra Pradesh Private Universities
(Establishment and Regulations) Act, 2016
Balance Sheet as at March 31, 2025

Amount in Lakhs

Particulars	Note No.	As at March 31, 2025	As at March 31, 2024
I SOURCES OF FUNDS			
1 NPO Funds			
(a) Unrestricted Funds	1	5,392.08	3,398.28
(b) Restricted Funds	2	13,921.68	7,547.78
		19,313.75	**10,946.06**
2 Non-Current Liabilities			
(a) Long Term Provisions	3	130.07	104.31
		130.07	**104.31**
3 Current Liabilities			
(a) Payables	4	1,221.17	799.13
(b) Other Current Liabilities	5	3,038.55	3,649.88
(c) Short Term Provisions	6	216.83	109.88
		4,476.56	**4,558.89**
TOTAL		**23,920.38**	**15,609.26**
II APPLICATION OF FUNDS			
1 Non-Current Assets			
(a) Property, Plant, and Equipment and Intangible assets			
(i) Property, Plant, and Equipment	7A	8,916.18	3,150.94
(ii) Intangible assets	7B	36.21	51.27
(iii) Capital work in progress	7C	3,564.94	1,799.43
(b) Long Term Loans and Advances	8	68.00	44.21
(c) Other Non-Current Assets (Investment in Fixed Deposit maturing after 12 months)	9	1,758.43	1,707.80
		14,343.76	**6,753.66**
2 Current Assets			
(a) Current Investments	10	69.81	-
(b) Receivables	11	107.70	216.67
(c) Cash and Bank Balances (Includes deposits maturing in less than 3 months)	12	8,046.66	7,702.36
(d) Short Term Loans & Advances	13	1,325.30	829.62
(e) Other Current Assets	14	27.15	106.95
		9,576.62	**8,855.60**
Total		**23,920.38**	**15,609.26**

Refer accompanying notes forming part of financial statements

In terms of our report attached
For Deloitte Haskins & Sells
Chartered Accountants
(Firm's Regn. No. 008072S)

For and on behalf of Krea University

Place: Chennai
Date:10th September 2025

Lakshmi Narayanan
Chancellor

Prof. Nirmala Rao
Vice-Chancellor

Ravish Kumar Arora
Chief Financial Officer

P. Usha Parvathy
Partner
Membership No. 207704

DELOITTE HASKINS & SELLS CHENNAI-17

KREA UNIVERSITY
Registered under Andhra Pradesh Private Universities
(Establishment and Regulations) Act, 2016
INCOME AND EXPENDITURE ACCOUNT

Amount in Lakhs

Particulars	Note No.	For the year ended March 31, 2025			For the year ended March 31, 2024		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
(I) Income							
Donations and Grants							
(a) Donation & Grants	15	-	317.00	317.00	-	629.32	629.32
(b) Fees from Academic Activity	16	13,105.23	-	13,105.23	10,808.94	-	10,808.94
(II) Other Income	17	391.68	250.94	642.62	219.32	178.09	397.41
(III) Total Income (I + II)		**13,496.90**	**567.94**	**14,064.85**	**11,028.26**	**807.41**	**11,835.67**
(IV) EXPENDITURE							
(a) Utilisation of Grants	18	-	317.00	317.00	-	629.32	629.32
(b) Employee benefit expenses	19	5,596.75	53.78	5,650.54	4,724.49	57.39	4,781.88
(c) Depreciation and Amortization	7 A&B	773.21	-	773.21	493.46	-	493.46
(d) Academic and Program Related expenses	20	2,375.15	-	2,375.15	1,821.81	2.20	1,824.00
(e) Administrative and General expenses	21	2,757.99	4.96	2,762.95	2,334.57	0.27	2,334.84
Total Expenses		**11,503.11**	**375.74**	**11,878.85**	**9,374.32**	**689.18**	**10,063.51**
(V) Excess of Income over Expenditure for the year (III- IV)		1,993.79	192.20	2,185.99	1,653.93	118.23	1,772.16
Balance being Surplus/(Deficit) transferred to General Fund		**1,993.79**	**192.20**	**2,185.99**	**1,653.93**	**118.23**	**1,772.16**
Refer accompanying notes forming part of financial statements							

In terms of our report attached
For Deloitte Haskins & Sells
Chartered Accountants
(Firm's Regn. No. 008072S)

For and on behalf of Krea University

Place: Chennai
Date:10th September 2025

Lakshmi Narayanan
Chancellor

Prof. Nirmala Rao
Vice-Chancellor

Ravish Kumar Arora
Chief Financial Officer

P. Usha Parvathy
Partner
Membership No. 207704

DELOITTE HASKINS & SELLS ★ CHARTERED ACCOUNTANTS ★ CHENNAI-17

KREA University
Notes forming part of the financial statements

Amount in Lakhs

Particulars	As at March 31, 2025			As at March 31, 2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
NPO FUNDS						
Note -1 Unrestricted funds						
General Fund						
Opening Balance	3,398.28	-	3,398.28	1,744.35	-	1,744.35
(Deduct)/Add: Balance of net (expenditure)/income	1,993.79	-	1,993.79	1,653.93	-	1,653.93
Closing Balance	**5,392.08**	**-**	**5,392.08**	**3,398.28**	**-**	**3,398.28**
Note 2 - Restricted Fund						
General Fund						
Opening Balance	-	1,668.23	1,668.23	-	-	-
Add: Contributions received	-	2,500.00	2,500.00	-	1,550.00	1,550.00
(Deduct)/Add: Balance of net (expenditure)/income	-	192.20	192.20	-	118.23	118.23
Closing Balance	**-**	**4,360.42**	**4,360.42**	**-**	**1,668.23**	**1,668.23**
AP Endowment fund						
Opening balance	-	185.57	185.57	-	174.45	174.45
Add: Interest earned on AP Endowment Fund	-	11.87	11.87	-	11.11	11.11
Closing Balance	**-**	**197.44**	**197.44**	**-**	**185.57**	**185.57**
Moturi Endowment Fund						
Opening balance	-	1,559.46	1,559.46	-	1,030.45	1,030.45
Add: Funds received during the year	-	-	-	-	500.00	500.00
Add: Interest earned on Moturi Endowment Fund	-	111.08	111.08	-	72.52	72.52
Less: Transferred to Moturi Income Fund	-	(81.71)	(81.71)	-	(43.51)	(43.51)
Closing Balance	**-**	**1,588.83**	**1,588.83**	**-**	**1,559.46**	**1,559.46**
Total Endowment Fund	**-**	**6,146.69**	**6,146.69**	**-**	**3,413.26**	**3,413.26**
Moturi Income Fund						
Opening balance	-	(6.17)	(6.17)	-	13.87	13.87
Add: Transferred from Moturi Income Fund	-	81.71	81.71	-	43.51	43.51
Less: Utilisation during the year	-	(58.74)	(58.74)	-	(63.56)	(63.56)
Closing Balance	**-**	**16.80**	**16.80**	**-**	**(6.17)**	**(6.17)**
Scholarship Donation						
Opening balance	-	131.03	131.03	-	249.31	249.31
Add: Grant received during the year	-	322.57	322.57	-	441.32	441.32
Add: Interest on donation/grants	-	-	-	-	-	-
Less: Utilisation during the year	-	(296.91)	(296.91)	-	(559.60)	(559.60)
Closing Balance	**-**	**156.69**	**156.69**	**-**	**131.03**	**131.03**
Covid Donation						
Opening balance	-	9.06	9.06	-	9.06	9.06
Add: Grant received during the year	-	-	-	-	-	-
Less: Utilisation during the year	-	(9.06)	(9.06)	-	-	-
Closing Balance	**-**	**-**	**-**	**-**	**9.06**	**9.06**
Faculty Chair Donation						
Opening balance	-	-	-	-	15.02	15.02
Add: Grant received during the year	-	100.00	100.00	-	120.00	120.00
Less: Utilisation during the year	-	(100.00)	(100.00)	-	(135.02)	(135.02)
Closing Balance	**-**	**-**	**-**	**-**	**-**	**-**
Sricity Ecosystem donation						
Opening balance	-	-	-	-	-	
Add: Grant received during the year	-	4.50	4.50	-	-	-
Less: Transferred to Scholarship	-	(1.00)	(1.00)	-	-	
Less: Utilisation during the year	-	(0.80)	(0.80)	-	-	-
Closing Balance	**-**	**2.70**	**2.70**	**-**	**-**	**-**
Capital Expenditure Donation						
Opening balance	-	2,534.50	2,534.50	-	600.00	600.00
Add: Grant received during the year	-	2,000.00	2,000.00	-	3,100.00	3,100.00
Add: Interest on donation/grants	-	96.13	96.13	-	34.50	34.50
Less: Transferred to Deferred Income	-	(2,600.00)	(2,600.00)	-	(1,200.00)	(1,200.00)
Closing Balance	**-**	**2,030.63**	**2,030.63**	**-**	**2,534.50**	**2,534.50**



Amount in Lakhs

Particulars	As at March 31, 2025			As at March 31, 2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Environment Hub Donation						
Opening balance	-	7.01	7.01	-	-	
Add: Grant received during the year	-	-	-	-	75.00	75.00
Less: Utilisation during the year	-	(4.13)	(4.13)	-	(67.99)	(67.99)
Closing Balance	-	**2.88**	**2.88**	-	**7.01**	**7.01**
JSW Donation						
Opening balance	-	-	-	-	-	-
Add: Grant received during the year	-	1,538.06	1,538.06	-	-	-
Less: Utilisation during the year	-	-	-	-	-	-
Closing Balance		**1,538.06**	**1,538.06**		-	-
Serb Fund						
Opening balance	-	5.97	5.97	-	20.16	20.16
Add: Transferred from Deferred Income	-	14.19	14.19	-	-	-
Less: Utilisation during the year	-	(19.20)	(19.20)	-	(14.19)	(14.19)
Closing Balance	-	**0.95**	**0.95**	-	**5.97**	**5.97**
Inspire Faculty Fellowship (MST)						
Opening balance	-	7.00	7.00	-	-	-
Add: Grant received during the year	-	-	-	-	7.00	7.00
Less: Utilisation during the year	-	(2.06)	(2.06)	-	-	-
Closing Balance	-	**4.94**	**4.94**	-	**7.00**	**7.00**
Donation in Kind - Others						
Opening balance	-	50.39	50.39	-	-	-
Add: Grant received during the year	-	-	-	-	52.37	52.37
Less: Transferred to Deferred Income	-	(2.62)	(2.62)	-	(1.97)	(1.97)
Closing Balance	-	**47.78**	**47.78**	-	**50.39**	**50.39**
Donation in Kind - Library Books						
Opening balance	-	-	-	-	-	-
Add: Grant received during the year	-	87.71	87.71	-	-	-
Less: Transferred to Deferred Income	-	(31.81)	(31.81)	-	-	-
Closing Balance	-	**55.90**	**55.90**	-	-	-
Donation in Kind - Shares						
Opening balance	-	-	-	-	-	-
Add: Shares received during the year	-	100.00	100.00	-	-	-
Add: Profit on Sale of Shares	-	0.33	0.33	-	-	-
Add: Dividend Income (Shares)	-	0.33	0.33	-	-	-
Less: Transferred to Deferred Income	-	(6.91)	(6.91)	-	-	-
Closing Balance	-	**93.75**	**93.75**	-	-	-
Deferred Income (Specific Fund)						
Opening Balance	-	1,395.74	1,395.74	-	291.66	291.66
Add: Transferred from Capital Expenditure Donation	-	2,600.00	2,600.00	-	1,200.00	1,200.00
Add: Depreciation on donation - in - kind (Others)	-	2.62	2.62	-	1.97	1.97
Add: Depreciation on Donation-in-Kind- Library Books	-	31.81	31.81	-	-	
Less: Depreciation charged (considered as Non Cash Income)	-	(192.07)	(192.07)	-	(112.08)	(112.08)
Less: Utilisation of Serb Fund (pending capitalisation)	-	(14.19)	(14.19)	-	14.19	14.19
Closing Balance	-	**3,823.91**	**3,823.91**	-	**1,395.74**	**1,395.74**
Total Donation/Grants	-	**13,921.68**	**13,921.68**	-	**7,547.78**	**7,547.78**

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

KREA University
Notes forming part of the financial statements

Amount in Lakhs

Particulars	As at March 31, 2025			As at March 31, 2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
NON-CURRENT LIABILITIES						
Note 3 - Long Term Provisions						
Provision for Compensated Absences	130.07	-	130.07	104.31	-	104.31
Total	**130.07**	**-**	**130.07**	**104.31**	**-**	**104.31**
CURRENT LIABILITIES						
Note 4 - Payables						
(a) Sundry Creditors						
(i) Total outstanding dues of micro, small and medium enterprises	91.49	-	91.49	190.38	-	190.38
(ii) Total outstanding dues of creditors other than micro, small and medium enterprises	364.11	-	364.11	213.58	-	213.58
(iii) Due to Related Party	-	-	-	11.82	-	11.82
(b) Liability for Capital Expenditure	765.57	-	765.57	383.35	-	383.35
Total	**1,221.17**	**-**	**1,221.17**	**799.13**	**-**	**799.13**
Note 5 - Other Current Liabilities						
(a) Provision for Expenses	213.42	-	213.42	139.88	-	139.88
(b) Employee Provision	82.78	-	82.78	92.52	-	92.52
(c) Employee payable	11.44	-	11.44	15.24	-	15.24
(d) Deposits from students	565.53	-	565.53	425.22	-	425.22
(e) Other Deposit	0.25	-	0.25	0.25	-	0.25
(g) Fees Received in Advance	2,020.77	-	2,020.77	2,808.76	-	2,808.76
(h) Statutory Liabilities	144.37	-	144.37	168.02	-	168.02
Total	**3,038.55**	**-**	**3,038.55**	**3,649.88**	**-**	**3,649.88**
Note 6 - Short Term Provisions						
(a) Provision for Gratuity	137.05	-	137.05	51.59	-	51.59
(b) Provision for Compensated Absence	79.78	-	79.78	58.29	-	58.29
Total	**216.83**	**-**	**216.83**	**109.88**	**-**	**109.88**
Total Current Liabilities	**4,476.56**	**-**	**4,476.56**	**4,558.89**	**-**	**4,558.89**
Non - CURRENT ASSETS						
Note 7C - Capital Work in Progress						
Opening Balance	1,799.43	-	1,799.43	1,075.14	-	1,075.14
Add: Additions during the year	2,522.98	5,076.17	7,599.15	782.40	1,749.45	2,531.85
Less: Capitalized during the year	(2,429.06)	(3,404.59)	(5,833.64)	(58.11)	(1,749.45)	(1,807.56)
Total	**1,893.35**	**1,671.58**	**3,564.94**	**1,799.43**	**-**	**1,799.43**
Note 8 - Long Term loans and Advances						
Rental Deposit	58.76	-	58.76	44.04	-	44.04
Miscellaneous Deposits	0.18	-	0.18	0.18	-	0.18
Other Deposits	9.06	-	9.06	-	-	-
Total	**68.00**	**-**	**68.00**	**44.21**	**-**	**44.21**
Note 9 - Other Non-Current Assets						
Deposit Accounts with more than 12 months maturity	-	1,758.43	1,758.43	-	1,707.80	1,707.80
Total	**-**	**1,758.43**	**1,758.43**	**-**	**1,707.80**	**1,707.80**

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

Note 7A -Plant, Property and Equipment

Amount in Lakhs

DESCRIPTION	GROSS BLOCK				ACCUMULATED DEPRECIATION				NET BLOCK	NET BLOCK
	As at April 01, 2024	Additions during the year	Deletions during the year	As at Mar 31, 2025	As at April 01, 2024	Additions During the year	Deletions during the year	As at Mar 31, 2025	As at Mar 31, 2025	AS at Mar 31 2024
Tangible Assets										
Air Conditioner	183.44	370.99		554.43	35.45	48.90		84.35	470.08	147.98
Furniture & fixtures	453.36	367.09		820.45	84.07	60.44		144.51	675.94	369.29
Computer/peripherals	758.86	365.56		1,124.41	340.37	164.98		505.35	619.06	418.49
Electrical Fittings	146.28	528.67		674.94	15.00	39.16		54.16	620.78	131.28
Fire Protection Equipments	41.12	112.49		153.61	16.23	18.60		34.83	118.78	24.89
Lab and other Equipment	739.58	176.27		915.85	391.14	176.50		567.64	348.20	348.43
Library Books	167.57	120.51		288.08	71.67	66.56		138.22	149.85	95.90
Lease hold land	174.30	13.05		187.35	7.59	1.90		9.49	177.86	166.71
Plant & Machinery	23.68	138.69		162.37	1.34	9.99		11.33	151.05	22.34
Lease Hold Improvement	1,468.31	4,304.45		5,772.77	55.35	168.46		223.81	5,548.96	1,412.97
Vehicle	13.72	25.62		39.34	1.06	2.65		3.71	35.63	12.66
Total Tangible asset	**4,170.20**	**6,523.39**	**-**	**10,693.59**	**1,019.26**	**758.15**	**-**	**1,777.41**	**8,916.18**	**3,150.94**
Previous year	**2,020.64**	**2,149.56**	**-**	**4,170.20**	**543.86**	**475.40**	**-**	**1,019.26**	**3,150.94**	**1,476.78**

Note 7B -Intangible Assets

DESCRIPTION	GROSS BLOCK				Amortisation				NET BLOCK	NET BLOCK
	As at April 01, 2024	Additions during the year	Deletions during the year	As at Mar 31, 2025	As at April 01, 2024	Additions During the year	Deletions during the year	As at Mar 31, 2025	As at Mar 31, 2025	AS at Mar 31 2024
Software	87.99			87.99	39.45	14.78		54.23	33.77	48.54
Trade Mark	2.88			2.88	0.15	0.29		0.44	2.44	2.73
Total Intangible asset	**90.87**	**-**	**-**	**90.87**	**39.60**	**15.06**	**-**	**54.66**	**36.21**	**51.27**
Previous year	**103.47**	**12.14**	**24.75**	**90.87**	**21.54**	**23.72**	**5.67**	**39.60**	**51.27**	**81.93**

Total Assets	**4,261.07**	**6,523.39**	**-**	**10,784.46**	**1,058.86**	**773.21**	**-**	**1,832.07**	**8,952.39**	**3,202.21**

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

Amount in Lakhs

Particulars	Funds As at March 31,2025			Funds As at March 31,2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
CURRENT ASSETS						
Note 10 - Current Investments						
(a) Investment in other entities (2,000 Shares @ Rs. 5,000 each)	-	100.00	100.00	-	-	-
Less: Sale of Investment	-	(6.25)	(6.25)	-	-	-
Less: Provision for diminution in value of investments	-	(23.94)	(23.94)	-	-	-
Total	**-**	**69.81**	**69.81**	**-**	**-**	**-**
Note 11 - Receivables						
Student & Program Fee Receivable						
(a) Due from Related Party	2.11	-	2.11	-	-	-
(b) Due from Others	54.31	-	54.31	135.21	-	135.21
	56.42	**-**	**56.42**	**135.21**	**-**	**135.21**
Outstanding for a period exceeding 6 months from the date they are due for receipt						
(a) Unsecured Considered good	51.27	-	51.27	81.46	-	81.46
(b) Doubtful	49.28	-	49.28	30.73	-	30.73
Less: Provision for Doubtful Receivables	(49.28)	-	(49.28)	(30.73)	-	(30.73)
	51.27	**-**	**51.27**	**81.46**	**-**	**81.46**
Total	**107.70**	**-**	**107.70**	**216.67**	**-**	**216.67**
Note 12 - Cash and Bank Balances						
A. Cash and Cash Equivalents						
(a) On Current Account	19.70	-	19.70	43.35	-	43.35
(b) On Savings Account	700.43	-	700.43	1,002.91	-	1,002.91
(c) Fixed Deposits (Deposits with original maturity of less than three months)	1,454.82	900.00	2,354.82	-	-	-
B. Other Bank Balances						
(a) Fixed Deposits (Deposits with original maturity of more than 3 months but less than 12 months from reporting date)	2,171.71	2,800.00	4,971.71	4,121.60	2,534.50	6,656.10
Total	**4,346.66**	**3,700.00**	**8,046.66**	**5,167.86**	**2,534.50**	**7,702.36**
Note 13 - Short Term Loans and advances						
(a) Capital Advance	752.59	-	752.59	264.25	-	264.25
(b) Advance to suppliers	67.85	-	67.85	65.11	-	65.11
(c) Advance to Employees	9.24	-	9.24	7.52	-	7.52
(d) Prepaid Expenses	199.28	-	199.28	207.19	-	207.19
(e) Prepaid UG Scholarship	221.01	-	221.01	188.20	-	188.20
(f) Balance with statutory authorities						
(i) GST input credit receivable	0.81	-	0.81	0.71	-	0.71
(ii) Income tax deducted at source	72.49	-	72.49	73.11	-	73.11
(g) Rental Deposit	1.92	-	1.92	23.28	-	23.28
(h) Other Deposits	0.10	-	0.10	0.25	-	0.25
Total	**1,325.30**	**-**	**1,325.30**	**829.62**	**-**	**829.62**
Note 14 - Other Current assets						
(a) Interest Accrued but not due on deposits	27.15	-	27.15	68.38	38.58	106.95
Total	**27.15**	**-**	**27.15**	**68.38**	**38.58**	**106.95**



Notes forming part of the financial statements

Amount in Lakhs

Particulars	For the year ended March 31,2025			For the year ended March 31,2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Note 15 - Donation and Grants						
(a) Student Scholarship	-	312.87	312.87	-	561.33	561.33
(b) Environment Hub Donation	-	4.13	4.13	-	67.99	67.99
Total	-	**317.00**	**317.00**	-	**629.32**	**629.32**
Note 16 - Fees from Academic Activity						
(a) Tuition fee	10,010.56	-	10,010.56	8,481.08	-	8,481.08
(b) Hostel and Mess fee	2,669.92	-	2,669.92	2,016.70	-	2,016.70
(c) Income from research/consultancy project	356.20	-	356.20	263.22	-	263.22
(d) Application fee	68.00	-	68.00	46.34	-	46.34
(e) Miscellaneous fee	0.56	-	0.56	1.60	-	1.60
Total	**13,105.23**	-	**13,105.23**	**10,808.94**	-	**10,808.94**
Note 17 - Other income						
(a) Interest on deposits	323.26	-	323.26	191.75	-	191.75
(b) Interest on Endowment fund	-	58.74	58.74	-	63.56	63.56
(c) Interest on Savings	21.59	-	21.59	15.71	-	15.71
(d) Interest on Staff loan	0.03	-	0.03	-	-	-
(e) Interest on IT refund	4.05	-	4.05	-	-	-
Total (A)	**348.93**	**58.74**	**407.67**	**207.46**	**63.56**	**271.02**
Others						
(a) Miscellaneous Income	35.17	-	35.17	11.82	-	11.82
(a) Non - Cash Income : Fixed Asset Donations	-	192.07	192.07		112.08	112.08
(a) Grants Received	-	0.13	0.13	-	2.45	2.45
(a) Summer School Fees	7.58	-	7.58		-	-
(a) Miscellaneous Receipt	-	-	-	0.04	-	0.04
Total (B)	**42.75**	**192.20**	**234.95**	**11.86**	**114.53**	**126.39**
Grand Total (A+B)	**391.68**	**250.94**	**642.62**	**219.32**	**178.09**	**397.41**
Note 18 - Utilisation of Grants						
(a) Student Scholarship	-	312.87	312.87	-	561.33	561.33
(b) Environment Hub Expense	-	4.13	4.13	-	67.99	67.99
Total	-	**317.00**	**317.00**	-	**629.32**	**629.32**
Note 19 - Employee Benefit Expenses						
(a) Salaries, wages, bonus and other allowances	4,904.11	53.09	4,957.20	4,195.20	57.39	4,252.59
(b) Contribution to Provident and other funds	194.66	-	194.66	162.36	-	162.36
(c) Gratuity expenses	85.93	-	85.93	57.09	-	57.09
(d) Medical facility/Insurance	126.20	-	126.20	77.88	-	77.88
(e) Leave expenses	66.57	-	66.57	45.87	-	45.87
(f) Staff Welfare expenses	33.23	0.07	33.30	29.00	-	29.00
(g) Recruitment and Training	76.57	-	76.57	50.76	-	50.76
(h) Research Grant	109.49	0.62	110.12	106.35	-	106.35
Total	**5,596.75**	**53.78**	**5,650.54**	**4,724.49**	**57.39**	**4,781.88**

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

Notes forming part of the financial statements

Amount in Lakhs

Note 20 - Academic and other program expenses						
(a) Accreditation	0.21	-	0.21	12.39	-	12.39
(b) Admission expenses	208.45	-	208.45	174.89	-	174.89
(c) Living Expenses	574.94	-	574.94	486.51	1.14	487.65
(d) Books & Periodicals	80.97	-	80.97	120.89	-	120.89
(e) Convocation expenses	25.69	-	25.69	43.54	-	43.54
(f) Honorarium expenses	258.18	-	258.18	263.74	1.05	264.79
(g) PhD Programme expenses	-	-	-	0.24	-	0.24
(h) Printing and Postage	0.34	-	0.34	0.52	-	0.52
(i) Seminar/Workshop expenses	1.51	-	1.51	2.57	-	2.57
(j) Stipend expenses	93.60	-	93.60	76.85	-	76.85
(k) Business Promotion expenses	8.61	-	8.61	-	-	-
(l)Student Insurance	16.34	-	16.34	8.51	-	8.51
(m) Student Events	17.40	-	17.40	1.31	-	1.31
(n) Lab Consumables	8.77	-	8.77	7.60	-	7.60
(o) Other Academic Expenses	95.75	-	95.75	45.16	-	45.16
(p) Scholarship to Students Expense	984.39	-	984.39	577.08	-	577.08
Total	**2,375.15**	**-**	**2,375.15**	**1,821.81**	**2.20**	**1,824.00**
Note 21 - Administrative and general expenses						
(a) Auditors Remuneration						
(i) Statutory Audit Fees	11.23		11.23	10.48		10.48
(ii) Fees for taxation services	2.69		2.69	3.15		3.15
(iii) Fees for other services	-		-	-		-
(b) Electricity, water and power charges	417.03	-	417.03	367.92	-	367.92
(c) Insurance expenses	8.57	-	8.57	9.50	-	9.50
(d) Rent, Rates and Taxes	246.01	-	246.01	216.92	-	216.92
(e) Postage & Courier	4.60	-	4.60	3.46	-	3.46
(f) Telephone/Internet/Cable Charges	100.71	-	100.71	80.01	-	80.01
(g) Printing and Stationery	18.21	-	18.21	15.55	-	15.55
(h) Traveling and Conveyance Expenses	238.82	2.02	240.84	230.28	0.27	230.55
(i) Professional Charges	180.22	0.35	180.57	179.30	-	179.30
(j) Advertisement and Publicity	41.70	2.56	44.26	10.10	-	10.10
(k) Subscription to Journals & Periodicals	364.78	-	364.78	293.04	-	293.04
(l) Security Charges	158.64	-	158.64	127.05	-	127.05
(m) Meeting expenses	9.23	0.02	9.26	30.86	-	30.86
(n) Software and Automation Charges	168.77	-	168.77	174.92	-	174.92
(o) Miscellaneous Expenses	3.47	-	3.47	3.89	-	3.89
(p) Loss on sale of asset	-	-	-	0.21	-	0.21
(q) Events expenses	45.42	-	45.42	47.72	-	47.72
(r) House Keeping expenses	354.51	-	354.51	262.26	-	262.26
(s) Repairs and Maintenance	277.92	-	277.92	184.25	-	184.25
(t) Medical Facilities	71.83	-	71.83	62.74	-	62.74
(u) Bank charges	2.29	-	2.29	2.95	-	2.95
(v) Loss on Foreign Exchange (net)	1.85	-	1.85	-	-	-
(w) Research/Consultancy project expenses	10.94	-	10.94	7.84	-	7.84
(x) Provision for doubtful debts	18.55	-	18.55	10.17	-	10.17
Total	**2,757.99**	**4.96**	**2,762.95**	**2,334.57**	**0.27**	**2,334.84**

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

Notes to the Financial Statements for the year ended March 31, 2025

Background:

Krea university has been established by the Institute for Financial Management and Research ("IFMR"), the sponsoring body.

The AP Government notified Krea university vide publication in the Andhra Pradesh Gazette on April 30, 2018 (Reference Act No. 18 of 2018).

IFMR as the sponsoring body has been involved in setting up of Krea university as per the Guidelines issued under Andhra Pradesh Private Universities Act (Establishment & Regulation) Act, 2016. As prescribed under this Act, the Governing Council, the apex body of the University and Board of Management has been formed. The Chancellor and Vice Chancellor have been appointed as per the Act.

Krea University offers post graduate MBA program and an Undergraduate Liberal Arts program. Krea University operates out of its campus at Sri City, Tada, Andhra Pradesh.

The University has obtained exemption under section 10(23C) and under section 80G of the Income tax Act 1961.

22. Material Accounting Policies:

22.1 Basis of Accounting:

i. The financial statements of the University have been prepared in accordance with the Generally Accepted Accounting Principles in India (Indian GAAP) and the recognized accounting policies and practices to comply with the Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI).

ii. Pursuant to the Technical Guide on Accounting for Not for Profit Organisations issued by the ICAI in June 2023, the Financial Statements have been presented in conformity with the format prescribed therein.

iii. The financial statements have been prepared on accrual basis under the historical cost convention. The accounting policies adopted in the preparation of financial statements are consistent with those followed in the previous year.

22.2 Income:

a) All course and seminar fees are accounted on accrual and time proportion basis over the period of instruction.

b) Other Program income is recognized on accrual basis based on service period.

c) Interest income is accounted on a time proportion basis.

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

22.3 Property, Plant, and Equipment Intangible Assets, Depreciation and Amortisation:

Assets are recorded at cost of acquisition and any directly attributable expenditure on making the asset ready for its intended use. Depreciation on property, plant and equipment and amortisation of intangible assets is charged on the straight-line method at the following rates:

Asset Category	Rate %
Leasehold land	Over the lease period
Leasehold Improvement	5
Electrical fittings and furniture	10
Plant & Machinery including Air–conditioners	15
Fire Protection Equipments	25
Other miscellaneous equipment	25
Computer	20
Software (intangible asset)	20
Library books	20
Trade Marks	10
Vehicle	15

22.4 Capital Work in progress

Property, Plant and Equipment that are not yet ready for their intended use are carried at cost, comprising of direct cost and related incidental expenses.

22.5 Restricted Fund

Donations and grants received for specific purpose are shown as Restricted Funds and utilization are disclosed accordingly.

22.6 Provisions

A provision is recognized when there is a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which reliable estimates can be made. Provisions (excluding retirement benefits) are not discounted to its present value and are determined based on best estimate required to settle the obligation at the balance sheet date.

22.7 Contingent Liabilities

Contingent liabilities are not recognised but are disclosed in the notes. Contingent liabilities are present obligations that arise from past events but are not recognized as it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate cannot be made.

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

22.8 Defined benefit plans (Long term employee benefits)

Gratuity: Krea university has set up a Gratuity Trust administered by the Life Insurance Corporation(LIC) of India. The University makes its contribution to Gratuity fund maintained with LIC to discharge the gratuity liability to the employees. The University accounts for its liability for future gratuity benefits based on actuarial valuation, as at the balance sheet date, determined by actuary using the projected unit credit method. Effects of changes in actuarial valuation are immediately recognized in the income and expenditure account.

Compensated absences: The University records its liability for compensated absences based on actuarial valuation as at the balance sheet date using the projected unit credit method. Effects of changes in actuarial valuation are immediately recognized in the income and expenditure account.

Short term employee benefits are recognized as an expense as per the University's scheme based on expected obligations on an undiscounted basis.

23. Notes on Accounts:

23.1 Employee Benefits:

a. Provident Fund: The University makes contribution to the Employees Provident Fund Organisation to discharge its liabilities towards Employees Provident Fund. The University has no other liability other than its contribution.

b. SuperAnnuation Fund: The University has superannuation liability, for those employees who were transferred from IFMR to Krea university and entitled to Superannuation. The University has no other liability other than its contribution.

i) Krea university recognized Rs. 1,73,86,283/- (year ended March 31, 2024 Rs. 1,38,23,227) for Provident Fund contributions to EPFO and (year ended March 31, 2024 Rs. 13,13,548) & March 31st 2025 Rs. 12,00,169 for Superannuation Contributions to LIC.

ii) The details of actuarial valuation in respect of Gratuity liability are given below:

i.

Particulars	Rs. March 31, 2025	Rs. March 31, 2024
Projected benefit obligation as at the beginning of the year	**26,329,649**	**22,410,434**
Service cost	60,67,986	49,42,790
Interest cost	18,81,236	16,39,440
Actuarial Loss/(gains)	21,58,377	6,78,179
Benefits Paid	(27,40,332)	(33,41,194)
Projected benefit obligation at the end of the year	**33,696,916**	**26,329,649**

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

Notes to the Financial Statements for the year ended March 31, 2025

ii.

Particulars	March 31, 2025	March 31, 2024
Fair value of plan assets as at the beginning of the year	**21,170,851**	**21,317,543**
Expected return on plan assets	15,12,643	15,59,490
Contributions	46,807	16,43,058
Benefits paid	(27,40,332)	(33,41,194)
Actuarial gain/(losses) on plan assets	2020	(8,046)
Fair value of plan assets	**19,991,989**	**21,170,851**

iii.

Amount recognized in the Balance Sheet	March 31, 2025	March 31, 2024
Projected benefit obligation at the end of the year	33,696,916	26,329,649
Fair value of plan assets at the end of the year	19,991,989	21,170,851
Liability recognized in the balance Sheet	**(13,704,927)**	**(51,58,798)**

iv

Cost of the defined plan for the Year	March 31, 2025	March 31, 2024
Total Service cost	60,67,986	4,942,790
Interest on obligation	18,81,236	1,639,440
Expected return on planned assets	(15,12,643)	(1,559,490)
Net actuarial (gains)/losses recognized in the year	21,56,357	686,225
Net cost recognized in the Income and expenditure account	**85,92,936**	**5,708,965**

v.

Assumptions	March 31, 2025	March 31, 2024
Discount Rate	6.50%	7.15%
Expected rate of return	6.50%	7.15%
Salary escalation	8.00%	8.00%

Actuarial Calculations (Gratuity Plan) as per AS 15:

	Experience History	March 31 2025	March 31, 2024	March 31, 2023	March 31, 2022	March 31, 2021
1	Defined Benefit Obligation at end of the period	33,696,916	26,329,649	22,410,434	20,495,285	19,073,213
2	Plan Assets at end of the period	19,991,989	21,170,851	21,317,543	20,984,582	16,054,198
3	Funded Status	(13,704,927)	(5,158,798)	(1,092,891)	489,297	(3,019,015)
4	Experience Adjustments on Plan liabilities	23,60,605	532,435	838,954	(1,372,908)	994,269
5	Experience Adjustments on Plan Assets	2,020	(8,046)	116,043	(221,210)	(229,908)

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

Notes to the Financial Statements for the year ended March 31, 2025

24. Capital Commitments

The total value of contracts remaining to be executed is Rs.1,27,33,42,923

Advances paid towards these contracts amounts to Rs. 82,79,85,054.

25. Related Party Transactions:

A. Name of the Related Party & Nature of Relationship

IFMR as a sponsoring body established Krea university under the Andhra Pradesh Private Universities (Establishment and Regulation) Act, 2016. By virtue of this IFMR is a related party.

B. Transactions with related Parties during the year:

Name of the Related Party	Nature of Transaction	FY 24-25	FY 23-24
Services Provided			
IFMR	Usage of Brand	-	5,00,000
IFMR	Technical Support	9,72,918	3,33,334
Services Received			
IFMR	Research Support	-	2,04,820
IFMR	Honorarium & Accounts receivable	5,10,305	2,40,000
Others			
IFMR	Transfer of Lease Hold Rights	-	5,00,000
IFMR	Tuition Fees (received on behalf of Students)	1,73,96,655	2,60,83,997
IFMR	Corpus Fund	25,00,00,000	15,50,00,000
IFMR	Reimbursement	34,75,286	-

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS

C. Balances with related Parties as at end of the year:

Name of the Related Party	Nature of Balance as on Balance Sheet date Transaction	As at 31st March 2025	As at 31st March 2024
IFMR	Receivable	5,10,305	-
IFMR	Payable	-	82,949

25.1 As per the Andhra Pradesh Private Universities (Establishment and Regulation) Act, 2016 and as per rules notified vide G.O. Number 22 dated May 18, 2017, an Endowment Fund of Rs. 12,500,000 has been established. This Fund is kept in the form of a Fixed Deposit with ICICI Bank in the joint names of The Secretary, APSCHE (AP State Council of Higher Education) and KREA university. Interest earned upto 2024-25 amounting to Rs. 72,43,726/- including interest for the period 2024-25 of Rs.11,86,973 has been added to the endowment fund and this is disclosed in Note 2.

25.2 Previous year's numbers have been regrouped / reclassified wherever necessary to correspond with the current year's classification / disclosure.

For and on behalf of KREA University

Place: Chennai Date: 10-09-2025	Lakshminarayanan Chancellor	Prof. Nirmala Rao Vice-Chancellor	Ravish Kumar Arora Chief Financial Officer

DELOITTE HASKINS & SELLS ★ CHENNAI-17 ★ CHARTERED ACCOUNTANTS





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