



DELHI TECHNOLOGICAL UNIVERSITY

MINUTES

of the 31st meeting of

Board of Management

DTU

Held on 31.05.2019

DTU Campus, Shahbad Daulatpur, Bawana Road, Delhi-110042

Delhi Technological University

(Estd. by Govt. of NCT of Delhi vide Act 6 of 2009)
(Formerly Delhi College of Engineering)

No.F.DTU/ORG/BOM/Meeting/1(1)/09/Vol-XII

Dated :

Minutes of 31st meeting of the Board of Management held on 31.05.2019 at 12:00 noon in Room No. 307, 2nd Floor, Administrative Block, DTU are as follow:

The following members were present:

1. Prof. Yogesh Singh, Vice Chancellor, DTU.
2. Sh. Sheo Pratap Singh, I.A.S., Secretary (TTE).
3. Sh. Ravindra Kumar Sadhu, Dy. Secretary, nominee of Pr. Secretary (Finance).
4. Prof. S.K. Garg, Pro Vice Chancellor, DTU.
5. Prof. I.K. Bhat, Vice Chancellor, Manav Rachna University.
6. Prof. Ajay Kumar Sharma, Vice Chancellor, I.K.G. Punjab Technical University.
7. Prof. Khalid Moin, Professor, Civil Engg. Deptt., Jamia Millia Islamia
8. Sh. Sameer Nayyar, Managing Director, Dr. Beli Ram & Sons Pvt. Ltd.
9. Prof. A. Trivedi, Dean (IRD), DTU
10. Prof. Madhusudan Singh, Dean Academic (UG), DTU
11. Prof. H.C. Taneja, Professor, Department of Applied Mathematics, DTU
12. Prof. Samsher, Professor, Deptt. of Mechanical Engg. and Registrar, DTU

Ms. Renu Sharma, I.A.S., Additional Chief Secretary (Finance) and Sh. Sandeep Kumar, I.A.S., Secretary (Higher Education) and could not attend the meeting due to their pre-occupation.

Sh. D.P. Dwivedi, I.A.S.(Retd.) and Sh. O.P. Shukla, Jt. Director (Planning), T.T.E. also attended the meeting as special invitees.

Agenda 31.1 : Opening remarks by the Vice Chancellor.

Hon'ble Vice Chancellor welcomed all the members of Board of Management in its 31st meeting held on 31.05.2019. He informed the members about ranking of various agencies who rated DTU at second by Times Engineering and seventh by India Today. DTU has also been placed at 34th among the Engineering Institutions by NIRF.

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He informed that DTU is also applying for international ranking like QS and Times Higher Education. He further informed the members that Peer team of National Assessment and Accreditation Council (NAAC) visited DTU from 16-18 May, 2019 and DTU made a good show during the NAAC visit. Presently, DTU has become zero liquid discharge campus by installation of Waste to Energy Plant, Sewage Treatment Plant (STP). Regarding construction of Phase II project, he informed that the work has been awarded to SAM India agency by PWD. He also informed that DTU has framed strategy document for the year 2019-2030 to ensure systematic growth and development of the university.

Agenda 31.2 : Confirmation of the minutes of 30th meeting of the Board of Management held on 01.03.2019.

It was submitted to the Board of Management that the minutes of the 30th meeting of the Board of Management, DTU held on 01.03.2019, were circulated among all the members vide forwarding No. DTU/ORG/BOM/(Meeting)/1(1)/09/Vol-XI/5422-33 dated 07.03.2019.

Decision : The Board of Management confirmed the minutes of its 30th meeting held on 01.03.2019.

Agenda 31.3 : Action taken report on the decisions taken in the 30th meeting of the Board of Management held on 01.03.2019.

The Board of Management was informed that 16 agenda items were discussed in the last meeting held on 01.03.2019. The details of the agenda, decisions taken thereon and the action taken by the University were given in a table for information of the Hon'ble members.

The Board of Management took the Action Taken Report on record.

Agenda 31.4 : Approval of minutes of Selection Committee for recruitment for the post of Controller of Finance.

It was submitted to the Board of Management that the advertisement for the post of Controller of Finance was released vide Advt. No. DTU/Rectt./CoF/2018 dated 15.11.2018. Last date of submission of application was 18.02.2019. The said advertisement dated 15.11.2018 was also forwarded/circulated to the institutions/offices who have accounts cadre services vide letter no. F.DTU/Rectt./CoF/2018/10185-10213/4266-94 dated 01.01.2019.

In response to the advertisement dated 15.11.2018 total 17 applications were received and a committee chaired by the Registrar has scrutinized these applications and 4 applicants were found provisionally eligible subject to verification of their original documents.

It was further apprised that interviews of 04 candidates for the post of Controller of Finance were held on 31.05.2019. The minutes of meeting of the selection committee were opened before the Board. It was conveyed that no suitable candidate was found and the post will be re-advertised soon.

Decision : The Board of Management approved the minutes of the Selection Committee.

Agenda 31.5 : To approve the Strategic Plan 2019-2030 of Delhi Technological University.

It was submitted to the Board of Management that the University has envisaged to formulate its Strategic Plan 2019-2030 for the proper growth and development of the University. Accordingly, the Strategic Plan for 2019-2030 based on the future requirements was prepared indicating various activities to be implemented in the next ten years.

The matter was placed before the Planning Board which accepted the Strategic Plan 2019-2030 of DTU and recommended for placing before the Academic Council and then before the Board of Management with following observations:

- i. A Strategic Plan Implementation Action Team shall be constituted by the Vice Chancellor to work out the strategy for achieving the targets.
- ii. The above committee shall prepare five term plans of 02 years each with contingency planning of each quarter.
- iii. The Planning Board will review the projects every 06 six months to ensure the implementation of resolutions, aims and actions. The Planning Board will submit its recommendations to the Board of Management for its approval.

Accordingly, the matter was before the Academic Council in its 20th meeting held on 10.05.2019. The Council has passed the Strategic Plan 2019-30 and recommended to the Board of Management for its consideration and approval.

Decision : The Board of Management passed the Strategic Plan 2019-30 and accepted the recommendations of the Planning Board.

Agenda 31.6 : Approval to repeal the amendment in Section 22 (2) of the DTU (Amendment) Act 2012.

It was submitted to the Board of Management that the Delhi Technological University was established on 10th July, 2009 by notification of Govt. of NCT of Delhi. Before this notification, Delhi Technological University Act, 2009 (Delhi Act 6 of 2009) was passed by the Legislative Assembly of NCT of Delhi and assented to by the Lt. Governor of Delhi.

Delhi Technological University inherited and subsumed the Delhi Polytechnic/ Delhi College of Engineering which was in existence since 1941. The aims and objects of establishing the Delhi Technological University was to confer autonomy to the University so that it can meet the requirement of NCT of Delhi in terms of increase strength of students, teaching and modern research in the traditional as well as modern engineering subjects. After 10 years of its existence the number of the students have increased from 3000 in 2009 to 10,800 in 2018, which has justified the creation of the University. The aims and the objects of the DTU Act 2009, as mentioned in the Act, is as under:-

“An Act to provide for the reconstitution of the Delhi College of Engineering as a Delhi Technological University and to incorporate it as a non-affiliating, teaching and research University at Delhi to facilitate and promote studies, research, technology incubation, product innovation and extension work in Science, Technology and Management Education, and also to achieve excellence in higher technical education and other matters connected therewith or incidental thereto.

Whereas, the Delhi College of Engineering is an institution of the Govt. of NCT of Delhi affiliated to the University of Delhi.

And whereas, it is expedient to confer on the said institution the status of a University to enable it to function more efficiently, as a teaching and research centre in various branches of learning and courses of study promoting advancement and dissemination of knowledge and learning, and to meet the requirement of higher education and research in the field of engineering and technology, applied sciences and management sciences, foster industry relevant research and innovation and to avail better scopes and opportunities to serve the society and the nation.....”

From the scheme of things mentioned in the Act, it is seen that affairs of the University has to be run by the different bodies i.e. University Court, Board of Management, Academic Council, Finance Committee and Planning Board. The Constitution of these statutory bodies are provided in DTU Act 2009. In addition, special powers have been provided to the Vice-Chancellor by the Act so as to ensure that the functioning of the University is not hindered in case

there is delay in holding meetings of some statutory bodies. However, provision has been made in the Act that any aggrieved person can file and appeal before the Board of Management or the matter may be referred to the Chancellor for advice in case if any authority concerned is of the opinion that action taken by Vice Chancellor ought not to have been taken. Thus, there is adequate checks and balances enshrined in the DTU Act to ensure that the affairs of the University are conducted in a fair, transparent and smooth manner.

The Delhi Technological University (Amendment) Act, 2012 (Delhi Act 13 of 2012) incorporated following changes in the Act:-

“An act to further amend the DTU Act, 2009,

Be it enacted by the Legislative Assembly of the NCT of Delhi in the Sixty-third Year of Republic of India as follows:-

1. Short title and commencement – (1) This Act may be called the Delhi Technological University (Amendment) Act, 2012.
(2) It shall come into force on the date of its publication in the Delhi Gazette.
2. Amendment in section 22 – In the Delhi Technological University Act, 2009 (Delhi Act of 2009), hereinafter referred to as the “Principal Act”, for Sub-section (2) of Section 22, the following shall be substituted, namely :-

“(2) The Board of Management shall consist of the following persons :-

- (a) Chairperson shall be eminent educationist or an eminent scientist or eminent engineer / technologist or eminent industrialist to be nominated by the Chancellor.
- (b) The Vice Chancellor of the University.
- (c) Three eminent persons in the disciplines of science, engineering, technology and management, nominated by the Government.
- (d) Two Professors of the University nominated by the Government.
- (e) Two Deans of the University nominated by the Government.
- (f) A representative of an Industry Association, nominated by the Government.
- (g) Principal Secretary or Secretary (Finance) to the Government ex-officio;

- (h) Principal Secretary or Secretary (Higher Education) to the Government ex-officio;
- (i) Principal Secretary or Secretary (Technical Education) to the Government ex-officio;
- (j) Such other member or members as may be prescribed by the Statutes.....”.

Section 22 of the un-amended Act vide its Sub-section (2) provided the constitution of the Board of Management as under:-

- (a) The Vice Chancellor of the University.
- (b) Three eminent persons in the disciplines of science, engineering, technology and management, nominated by the Government.
- (c) Two Professors of the University nominated by the Government.
- (d) Two Deans of the University nominated by the Government.
- (e) A representative of an Industry Association, nominated by the Government.
- (f) Principal Secretary or Secretary (Finance) to the Government ex-officio;
- (g) Principal Secretary or Secretary (Higher Education) to the Government ex-officio;
- (h) Principal Secretary or Secretary (Technical Education) to the Government ex-officio;
- (i) Such other member or members as may be prescribed by the Statute.

From perusal of the above un-amended and amended Section 22 Sub-section (2) of DTU Act, 2009 it is clear that by the amendment of DTU Act 2012, a clause was inserted wherein a Chairperson was added in the constitution of the Board of Management. In addition to the above, no other power in the Act was provided to the Chairman. Similarly, no power in the Statutes and Ordinance of the university have been conferred to the Chairman of the Board of Management. The other sections of the Act, do not refer or mention about the Chairman of the Board of Management. Thus, it is clear that the scheme of things in the Act are not in consonance with the amended Sub-

section (2) of Section 22. In approximately, 10 years of the existence of Delhi Technological University, Chairman was appointed by the Government for a period of approximately 02 years i.e. from 17.10.2012 to 03.11.2014. During this period, 05 Board of Management meetings were held on 02.01.2013, 25.04.2013, 23.07.2013, 07.02.2014 and 12.06.2014 and these meetings were chaired by the Chairman. Since, no other power was conferred on the Chairman by the Act, nothing worth mentioning was contributed by the Chairman except chairing the meeting of the Board of Management.

In view of above and keeping in view the spirit of the Delhi Technological University Act 2009, it will be appropriate to repeal the amendment carried out in Sub-section (2) of Section 22 vide Delhi Technological University (Amendment) Act, 2012 (Delhi Act 13 of 2012).

However, before the above matter is taken up with the Government, it was appropriate to place it before the Board of Management for its consideration and approval. The DTU Amendment Bill, 2019 and draft cabinet note will be prepared once the above is approved by the Board of Management.

Decision : The Board of Management approved to repeal the amendment in Section 22 (2) of the DTU (Amendment) Act 2012 and advised to send the proposal to the Government of Delhi for further necessary action.

Agenda 31.7 : Approval for grant of adequate weightage of experience to the contractual employees in evaluation for the open recruitment examination in DTU in consonance with Government of Delhi order dated 19.10.2015 and Uma Devi Judgement of Supreme Court.

It was submitted to the Board of Management that in consonance with the judgment of Supreme Court in Uma Devi case, Government of Delhi issued order dated 19.10.2015 directing the Secretaries and HoDs to take necessary action.

Operative part of the Supreme Court order in Uma Devi case is as under:

“..... In cases relating to service in the commercial taxes department, the High Court has directed that those engaged on daily wages, be paid wages equal to the salary and allowances that are being paid to the regular employees of their cadre in government service, with effect from the dates from which they were respectively appointed. The objection taken was to the direction for payment from the dates of engagement. We find that the High Court had clearly gone wrong in directing that these employees be paid salary equal to the salary and allowances that are being paid to the regular employees of their cadre in government service, with effect from the dates from which they were

respectively engaged or appointed. It was not open to the High Court to impose such an obligation on the State when the very question before the High Court in the case was whether these employees were entitled to have equal pay for equal work so called and were entitled to any other benefit. They had also been engaged in the teeth of directions not to do so. We are, therefore, of the view that, at best, the Division Bench of the High Court should have directed that wages equal to the salary that are being paid to regular employees be paid to these daily wage employees with effect from the date of its judgment. Hence, that part of the direction of the Division Bench is modified and it is directed that these daily wage earners be paid wages equal to the salary at the lowest grade of employees of their cadre in the Commercial Taxes Department in government service, from the date of the judgment of the Division Bench of the High Court. Since, they are only daily wage earners, there would be no question of other allowances being paid to them. In view of our conclusion, that Courts are not expected to issue directions for making such persons permanent in service, we set aside that part of the direction of the High Court directing the Government to consider their cases for regularization. We also notice that the High Court has not adverted to the aspect as to whether it was regularization or it was giving permanency that was being directed by the High Court. In such a situation, the direction in that regard will stand deleted and the appeals filed by the State would stand allowed to that extent. **If sanctioned posts are vacant (they are said to be vacant) the State will take immediate steps for filling those posts by a regular process of selection. But when regular recruitment is undertaken, the respondents in C.A. No. 3595-3612 and those in the Commercial Taxes Department similarly situated, will be allowed to compete, waiving the age restriction imposed for the recruitment and giving some weightage for their having been engaged for work in the Department for a significant period of time. That would be the extent of the exercise of power by this Court under Article 142 of the Constitution to do justice to them."**

Order of the Govt. of Delhi dated 19.10.15 is as under: -

1. Every department should formulate a scheme to fill up all vacant posts.
2. Contractual employees working against these posts should be allowed to apply with following conditions:
 - a) They should be given age relaxation.
 - b) They should be given appropriate and adequate weightage of experience for that post in evaluation.
 - c) Any contractual employee, whose service was terminated due to unsatisfactory work during their contractual employment, shall be treated as ineligible, under the scheme.
3. Policy in para-2 shall also be applicable to the contractual employees who have worked against these posts for an aggregate period of 6 months or more after 01.04.2013

Accordingly, DTU proposed to formulate the following policy with regard to giving appropriate and adequate weightage of experience for that post in evaluation to the contractual employees of DTU.

It was proposed to give weightage of 0.5% of marks for one year of experience of contractual employees' subject to maximum of 5 marks for written examination having maximum marks of 100.

The following table further clarifies the matter:

S. No.	No. of working year(s)	Weightage for 100 marks @ 0.5 %
1.	1	0.5
2.	2	1
3.	3	1.5
4.	4	2
5.	5	2.5
6.	6	3
7.	7	3.5
8.	8	4
9.	9	4.5
10.	10	5

Further, in case of any employee has experience in fraction value in terms of months, then six months or more will be rounded of as 01 year and the weightage will be decided accordingly. In case, the experience is less than 6 months, there will be no weightage for that period.

Committee recommended that the weightage should only be given in the written screening test, no weightage is proposed to be given for skill test and interview, if any, applicable for the selection of the employees.

The matter was placed before the Board of Management for its consideration.

Decision : The Board of Management advised that the matter may be forwarded to the Services Department, Government of Delhi for its approval.

Agenda 31.8 : Approval for introduction of M.Sc. courses in Applied Mathematics, Applied Physics and Biotechnology departments of DTU from the academic session 2019-20.

It was submitted to the Board of Management that DTU is having full-fledged departments of Applied Mathematics, Applied Physics, Biotechnology and Applied Chemistry which are actively involved in research and teaching at the graduate and post graduate level to engineering students. To boost the teaching and research in sciences as being done by the IITs and NITs, it was proposed that the sciences departments of DTU may also introduce courses at M.Sc. level. This kind of requests have been made by four departments on

9

various occasions and also is included in Strategic Plan 2030 of DTU. The introduction of M.Sc. programs will not only impart strong foundations for the development of sciences but will also provide an exposure to applied areas through various elective courses and laboratory training.

In this regard, a meeting of Head of departments was held with the Dean (PG) and in the meeting, it was decided to submit the formal proposal to introduce M.Sc. courses in the departments of Applied Mathematics, Applied Physics and Department of Biotechnology from the academic session 2019-20. The Applied Chemistry will start M.Sc. program at some later date though the proposal is being submitted.

The details of the proposed M.Sc. programmes were as under:

- In order to develop a strong foundation for the proposed M.Sc. programmes, the CBCS guidelines issued by UGC may be followed wherein the core courses will be given adequate weightage in terms of course content and depth of coverage. It is proposed to provide a Basket of 'Elective' courses as an integral component of curriculum, for catering to the varied interests of the students, so that students can develop 'specialization' in the areas of their interest.
- It is proposed that initially the M.Sc. may be introduced with a minimum of intake of 30 seats in each discipline.
- The eligibility for admission to the M.Sc. programme in Mathematics will be BA/B.Sc (General or Hons.) with 55% marks or equivalent grade with mathematics as one of the subject, and for admission to M.Sc. in Physics, Chemistry and Biotechnology will be B.Sc. (General or Hons.) with 55% marks or equivalent grade with respectively Physics, Chemistry, Biology as one of the subject.
- The admissions to M.Sc. Programme may be made on the basis of screening test conducted by the DTU.
- HoDs of Physics, Maths and Biotechnology have given consent to introduce the M.Sc. programme with the existing infrastructure and in case some additions are required will be done gradually.
- With a proposed intake of 30 students in the M.Sc. programme, the total number of students in 02 years shall be 60 and as per Student: Teacher Ratio of 10:1 (as per UGC), the each programme of M.Sc. needs 06 faculty members.
- The fee for the students to be admitted in M.Sc. programme in the academic session 2019-20 will be Rs.28,000/- for the 1st year and Rs.32000/- for the 2nd year.
- The admission process may be initiated for the academic session 2019-20 for M.Sc. (Physics), M.Sc. (Mathematics) and M.Sc. (Biotechnology).

The detailed schemes of M.Sc. (Physics), M.Sc. (Mathematics) M.Sc. (Biotechnology) and M.Sc. (Chemistry) were placed before the Academic Council which approved the same. The matter was placed before the Board of Management for its consideration and approval.

Decision : The Board of Management approved for introduction of M.Sc. courses in Applied Mathematics, Applied Physics and Biotechnology Departments of DTU from the academic session 2019-20.

Agenda 31.9 : Approval for creation of Teaching, Technical and Ministerial posts for the newly proposed M.Sc. programmes in Applied Physics, Applied Mathematics and Biotechnology departments of DTU.

It was submitted to the Board of Management that a proposal was received for introduction of M.Sc. course in the Applied Physics, Applied Mathematics, Applied Chemistry and Biotechnology departments of DTU with an intake of 30 seats in each department. HoDs of Physics, Mathematics and Biotechnology have given consent to introduce the M.Sc. programme with the existing infrastructure and in case some additions are required will be done gradually. With a proposed intake of 30 students in the M.Sc. programme, the total number of students in 02 years shall be 60 and as per Student : Teacher Ratio of 10:1 (as per UGC Norms), the each programme of M.Sc. needs 06 faculty members. Further considering cadre ratio of 1:2:6, the 06 posts can be divided as follows:

Professors	: 0
Associate Professors	: 02
Assistant Professors	: 04

Non Teaching Staff: As per norms, the non-teaching to teaching staff ratio, 1.1:1, $6 \times 1.1 = 7$. Further, out of which **04 is Technical** ($7 \times 0.6 = 4$) and **03 is ministerial** ($7 \times 0.4 = 3$).

As the requirement of staff (ministerial & technical) which has been calculated/projected above, it is proposed that the ministerial staff posts may be created at the level of Junior Office Assistant (JoA) and as far as technical staff is concerned, the HoD (Physics) & Biotechnology has given their requirement that the technical staff posts may be sanctioned/ created at the level of Junior technical Assistants (JTA).

The Recruitment Rules for Junior Technical Assistant as approved by the Academic Council are placed in **Annexure at page 1**.

It was also proposed to start M.Sc. program in Applied Chemistry with an intake of 30 in near future.

The matter was placed before the Academic Council in its 20th meeting held on 10.05.2019. The Council approved the proposal and also recommended the matter to the Board of Management for its approval. The matter was also taken up in the 17th Finance Committee meeting to be held on 01.03.2019 and approved by the Committee.

Decision : The Board of Management accepted for creation of Teaching, Technical and Ministerial posts for the newly proposed M.Sc. programmes in Applied Physics, Applied Mathematics and Biotechnology Departments of DTU and recommended to forward the same to the Government of Delhi for its approval.

Agenda 31.10 : Approval for introduction of two new MBA programmes in USME, DTU.

It was submitted to the Board of Management that the proposal for introduction of two new MBA programs in USME, DTU was placed before the Academic Council in its 20th meeting held on 10.05.2019. The Academic Council recommended the proposal to the Board of Management with some modifications. The major aspects of the proposal are as below:

1. Master of Business Administration - Family Business & Entrepreneurship (MBA-FBE)

- (i) To offer admissions to the MBA (FBE) in the academic year 2019-2020 with 30 seats.
- (ii) Proposed eligibility of candidates is Graduation in any stream with at least 50% marks with 10% relaxation for SC/ST/PWD.
- (iii) It was accepted that selection will be based on Graduation marks (40% weightage) + Case Study (20%) + Interview (30%) + Gender Diversity (5%) and Academic Diversity (5%). Criteria for marking in interview proposed as- Personal characteristics like creativity, divergent thinking, motivation and passion; General Awareness; Understanding of business and fitment with nature of program (quality of experience if any and understanding of family business issues).
- (iv) Students may choose a total of seven elective courses equivalent to 28 credits. Specialization in Family Business may be made compulsory, and from this stream, three electives of total seven electives required must be

chosen by each student. Students may be allowed to choose any of the four electives individually, from any of the other Entrepreneurship elective streams. The courses finally offered from the entrepreneurship elective basket would be determined by minimum number of students subscribing to an elective as per DTU norms.

- (v) Given the nature of the program and stress on entrepreneurship, students would be encouraged to take forward their family business. They would also be encouraged and facilitated in their venture development if they wished to start a new venture. The corporate engagement resources would also be available for networking for those wishing to leverage these networks. Given the above they are not expected to seek placement and formal services of T and P department, which may not be required for their aspirations.

2. Masters of Business Administration in Entrepreneurship, Innovation and Venture Development – MBA(EIVD)

- (i) To offer admission to the MBA (EIVD) in the academic year 2019-2020 with 30 seats.
- (ii) Proposed eligibility of candidates is Graduation in any stream with at least 50% marks with 10% relaxation for SC/ST/PWD was accepted.
- (iii) Selection will be based Graduation marks (30%); gender diversity (5%); academic diversity (basis the academic background of applicants in each batch; minority academic background would be awarded five percent as grace marks); Essay (10%) + Interview (50% of which 30% marks for business plan/idea and 20% for personal characteristics such as entrepreneurial motivation, passion, degree of engagement, creativity and quality of understanding of innovation, entrepreneurship etc.);
- (iv) The syllabus and programmes' structure would follow the AICTE structure. There will be four semester with modular structure, with 2 modules in each semester. A practicum MBA program, it will require the achievement of outcomes related to formation of enterprise entity, and will be evaluated partly on achieving these outcomes, as detailed.
- (v) Given the nature of the program and stress on entrepreneurship, students would be encouraged to take forward their venture development or find roles in incubation entities, leverage the network provided to establish their positions in some other venture. The corporate engagement resources would also be available for networking for those wishing to leverage these networks. Given the above they are not expected to seek placement and formal services of Training and Placement department would not be required for their aspirations.

- (vi) It was decided that the exact syllabi for each course will be decided by the committee of experts coordinated by the faculty who would deliver the course. This would be put up to the Board of Studies for giving any comments in the subsequent meeting.

The evaluation scheme for theory and projects will follow the DTU norms. For evaluation of outcome based capstone project, the evaluation scheme will be provided by the faculty coordinator after consultation with experts and finalised by the department.

An introduction of MBA-EIVD and the detailed syllabus were placed in the agenda note as ***Annexure at pages 02 to 24.***

Decision : The Board of Management approved for introduction of two new MBA programmes in USME, DTU.

Agenda 31.11 : Approval for Creation of “Employee Welfare Fund” in Delhi Technological University.

It was submitted to the Board of Management that the Competent Authority while considering the request of Sh. Pardeep Rana, Sr. Mechanic on contractual basis in the department of Electrical Engineering regarding financial assistance to meet the expenditure incurred due to his treatment of “Right Cervical Lymph Node Excision Biopsy” that leads to Cancer, approved the creation of “**Employee Welfare Fund**” with the objective to provide relief in case of distress or hardship owing to cronical diseases/accidents, amongst the Academic and Non-Academic Staff of DTU to render such financial assistance or relief as may be deemed necessary to them.

The revenue and expenditure guidelines mentioned as below :

Revenue and Expenditure:

- (a) 5% of remuneration be deducted from all activities of DTU.
- (b) 2% of remuneration of Project Instructor & his team. The amount be transferred from Consultancy remuneration/honorarium.
- (c) Any donation/contribution from any employee, society or any outside agency/organization.
- (d) Two Lacs be transferred from Non-Government Fund : Student Welfare Fund as Loan. This be paid back after having adequate funds in “Employee Welfare Fund”.

The "Employee Welfare Fund" has been approved by the Competent Authority. Further, the matter was discussed in the Academic Council in its 20th meeting held on 10.05.2019. The Academic Council recommended the matter to be placed before the Finance Committee and the Board of Management for their approval.

Decision : The Board of Management approved in principle for creation of 'Employee Welfare Fund' and advised the University to work out the modalities and other aspects for payment to the employee which shall be placed before the Finance Committee and the Board of Management in its next meeting.

Agenda 31.12 : Any other item with the permission of the chair.

Suppl. Agenda 31.13 : Grant of adequate weightage to the Ph.D. Degree holders in the recruitment of Assistant Professors in DTU.

It was submitted to the Board of Management that a committee comprising of Dean IRD, Dean UG, Dean PG, Dean Student Welfare/Registrar and Consultant Finance was constituted to discuss and recommend about weightage for Ph.D. Degree holders in the screening test conducted for recruitment of Assistant Professors in DTU. The meeting of the committee was held on 27.05.2019. The Committee noted the minutes of 25th Meeting of Board of Management held on 31.08.2017, wherein, vide item No. 25.8 proposal for exemption from screening test was considered and approved by Board of management for recruitment to the post of Assistant Professor in DTU. The said proposal and minutes of BOM is as under: -

"It was submitted to the Board that as per the existing practice the recruitment to the post of Assistant Professor is made through the conduct of screening test. A number of Ph.D. students also applied for the said post. With a view to address their grievances and to streamline the selection process, a committee was constituted under the Chairmanship of Prof. A. Trivedi, Dean (IRD) to frame guidelines for exemption of screening test for the purpose of recruitment to the post of Assistant Professor in all disciplines. The committee has recommended that the exemption of screening test for the purpose of recruitment to the post of Assistant Professor may be granted to the candidates having Ph.D. degree in the relevant branch and:

- 1) the candidate has at-least one publication in Category I Or*
- 2) the candidate has at-least two publications in Category II Or*
- 3) the candidate has at-least five publications in Category II and Category III taken together*



CATEGORIES OF RESEARCH PAPER:

CATEGORY I – OUTSTANDING RESEARCH PUBLICATION

The paper must be a journal paper with impact factor at-least two, indexed in SCI/ SSCI and published in the following:

- *Nature*
- *Science*
- *Harvard Business Review*

The candidate must have major contribution either as a First author/Second author or Corresponding author.

CATEGORY II – PREMIER RESEARCH PUBLICATION

The paper must be a journal paper with impact factor at-least 3.0, for IEEE Transactions and one for all others, indexed in SCI/SSCI or SCI expanded and published in the following:

1. *Proceedings of Royal Society*
2. *American Mathematical Society*
3. *American Physical Society*
4. *American Society for Civil Engineers (ASCE)*
5. *American Society for Mechanical Engineers (ASME)*
6. *IEEE Transactions*
7. *Association for Computing Machinery (ACM) Transactions*
8. *Institute of Civil Engineering Publishing, London*
9. *Institute of Mechanical Engineering, London*
10. *American Society of Testing Materials (ASTM)*
11. *Nature Publishing Group*

In addition to the above list, the SCI or SCI expanded indexed journals with impact factor equal to or more than thirty (30) will be counted in category II.

The candidate must have major contribution either as a First author/Second author or Corresponding author.

CATEGORY III– COMMENDABLE RESEARCH PUBLICATION

The paper must be a journal paper with impact factor at-least one, indexed in SCI or SCI expanded and published in the following:

1. *IEEE Transactions (TRIF<3)*
2. *IEEE Journals*
3. *Springer*
4. *Elsevier (Science Direct)*
5. *Oxford University Press*
6. *Pergamon-Elsevier Science Ltd*

7. Cambridge University Press
8. Wiley-Blackwell
9. Blackwell Publishing
10. John Wiley & Sons
11. Institute of Engineering and Technology (IET)
12. Biomedical Central Ltd
13. MIT Press
14. Indiana University Press
15. American Meteorological Society
16. American Physiological Society
17. American Society for Microbiology
18. American Chemical Society
19. American Institute of Physics
20. IOP Publishing Ltd.
21. Massachusetts Medical Society
22. IOS Press
23. Princeton University Press
24. Society of Industrial and Applied Mathematics
25. Proceedings of National Academy of Sciences of the USA

In addition to the above, SCI or SCI expanded indexed journals not included in the above list having impact factor equal to or more than 5 shall be considered for Category III. The candidate must have major contribution either as a First author/Second author or Corresponding author.

The Board of Management considered and approved the above proposal for exemption of screening test for recruitment to the post of Assistant Professors."

In addition, Committee also noted the decision of Board of Management vide item 28.6 held on 20.07.2018 and has also included the lists of Journals mentioned therein in the present proposal.

Committee noted that after approximately 18 months of above decision, in two rounds of the recruitment of Assistant Professors in DTU in the year 2017-18, desired result of this decision has not been achieved so much so that none have been able to get exemption under this category.

The committee considered the above facts in continuation of the above decision of the BOM and recommended following **in addition** to the existing norms-

Committee observed that Ph.D. holders need to get advantage in screening tests for their specific knowledge in the particular domain. In view of this, it needs consideration and deliberation to incentivize the Ph.D. holders so that more number of Ph.D. candidates apply and are selected for the post of Assistant Professors. It is to be mentioned here that different ranking agencies



like NAAC, NIRF, NBA etc. grant higher grading to the institutions having all or more number of Ph.D. faculties. DTU has incentivized its faculties to obtain Ph.D. degrees on one side and trying to recruit new faculties with Ph.D. on the other hand.

Keeping in view that above, committee recommends that some weightage should be given to those Ph.D. Degree holders, who could not qualify/become eligible for exemption of screening test but have some good research papers as a 1st author/2nd author or corresponding author. Such candidates may be given weightage of 2% of maximum marks for each research paper in category II/III as approved in 25th BOM. It was further clarified that if the candidate is eligible for any other weightage in the screening test, the maximum weightage including all weightages will not exceed 5% of the maximum marks. The candidate must have major contribution in so published papers either as a 1st author/2nd author or corresponding author in all the papers submitted for consideration of weightage.

The above had already been approved by Vice Chancellor as Chairman of the Academic Council.

Decision : The Board of Management considered and granted adequate weightage to the Ph.D. Degree holders in the recruitment of Assistant Professors in DTU as proposed.

Suppl. Agenda 31.14 : Approval for conversion of reserved SC/ST Category vacant seats into Unreserved category in B.Tech admissions for the academic year 2019-2020.

It was submitted to the Board of Management that the Joint Admission Committee, Delhi in its meeting held on 17.05.2019 examined and considered reservation policy for admission to B.Tech course for the academic year 2019-2020 in its four institutions i.e. (1) Delhi Technological University (2) NSUT (3) IGDTUW (4) IIIT, Delhi.

The committee noted that for the last so many years few seats of SC/ST Category remain vacant after exhausting the complete list of SC/ST candidates and get wasted resulting in depriving many meritorious students to get admission in these institutions. The committee further noted that in IGDTUW, an autonomous University under DTTE, GNCTD, is allowing the conversion of vacant seats of SC and ST Category into Unreserved in the Spot round, after exhausting the complete list of SC/ST candidates. The Committee noted further that under Sub Para 6.3 of Para 6 of Ph.D. Ordinance recommended by NSUT provides that "any seat(s) remaining vacant in the SC/ST/OBC (non-creamy layer/Differently abled candidates categories, shall be filled by the candidates from unreserved category".

Accordingly, Joint Admission Committee Delhi, 2019 has made following recommendations:

" The Committee took note of the Sub Para 6.3 of Para-6 of the above mentioned Ordinance relating to Admission to Courses of Study, Conduct and Evaluation of Examinations for Ph.D degree recommended by NSUT, and also policy adopted by IGDTUW, and unanimously recommended that the same may be made applicable for all the participating Universities/Institute of JAC Delhi-2019 also in r/o UG Admissions for the year 2019-2020, provided these are accepted/approved by the BOG/BOM of each participating University/Institute if not already approved. The Proposed recommendations are given as under: -

(a) In case of category SC and ST, after exhausting the complete list of SC and ST candidates, the vacant seats will be treated as unreserved in the Spot Round.

(b) The conversion of vacant Outside Delhi Region seats to Delhi Region seats and vice versa will be done only in the SPOT round of counselling."

In view of the above, as recommended by the JAC, Delhi-2019, Delhi Technological University being one of the participating University, the recommendations of JAC was placed before the Board of Management.

Decision : The matter was discussed in detail. The Board of Management agreed in principle that that no seat should go vacant so as to ensure that existing infrastructure and resources of the University are optimally utilized.

It was decided that after exhausting the complete list of candidates (category-wise) as per prescribed norms, any unfilled seat pertaining to any category may be filled by increasing general category seats, in equal number, during spot round of counselling.

Suppl. Agenda 31.15 : Adoption of Reservation Policy for Economically Weaker Sections (EWSs) in direct recruitment in civil posts and services in the Delhi Technological University.

It was submitted to the Board of Management that a circular No.F.19(10)/2018/S-IV/1595 dated 28.05.2019 has been received from Deputy Secretary (Services), Government of NCT of Delhi on the above cited matter.

He has referred the Office Memorandum issued by the Additional Secretary, DoP&T, Government of India dated 20.02.2019 and further endorsed by MHA vide letter No.14012/06/2019-Delhi-I dated 14.05.2019. .

The said Office Memorandum stipulates in detail the modalities for implementation of reservation for EWSs in direct recruitment vis-à-vis Quantum of Reservation, Exemption from Reservation for certain posts, criteria of Income and Assets, Maintenance of Roasters and appointment of Liaison Officer to monitor the implementation of reservation for EWSs.


As per the said Office Memorandum the scheme of reservation will be effective in respect of all direct recruitment vacancies to be notified on or after 01.02.2019.

The details of modalities/instructions to be followed are placed in ***Annexure at pages 25 to 45.***

Decision : The Board of Management considered and approved for adoption of Reservation Policy for Economically Weaker Sections (EWSs) in direct recruitment in civil posts and services in the Delhi Technological University.

Meeting ended with a vote of thanks to the Chair.

The minutes are issued with the approval of the Vice Chancellor for circulation to the Hon'ble members, who are requested to give their comments, if any, on these circulated minutes.


(Prof. Samsher)
Registrar


No.F.DTU/ORG/BOM/Meeting/1(1)/09/Vol-XII

Dated :

To

1. Pr. Secretary to Hon'ble Lt. Governor, Delhi, 6, Raj Niwas Marg, Delhi.
2. Prof. Yogesh Singh, Vice Chancellor, DTU
3. Ms. Renu Sharma, Additional Chief Secretary (Finance), Govt. of NCT of Delhi, Delhi Secretariat, I.P. Estate, New Delhi-110 002.
4. Sh. Sheo Pratap Singh (IAS), Secretary (Training & Technical Education), Government of NCT Delhi, Muni Mayaram Marg, Pitam Pura, Delhi 110088.
5. Sh. Sandeep Kumar (IAS), Secretary (Higher Education), Directorate of Higher Education, Government of Delhi, B-Block, 5, Sham Nath Marg, Delhi-110054.
6. Prof. S.K. Garg, Pro Vice Chancellor, DTU
7. Prof. Ajay K. Sharma, Vice Chancellor, IKG Punjab Technical University, Jalandhar-Kapurthala highway, VPO - Ibban, Kapurthala-144603, Punjab.

8. Prof. I.K. Bhat, Vice Chancellor, Manav Rachna University, Faridabad, Haryana.
9. Prof. Khalid Moin, Professor, Civil Engg. Deptt., Jamia Milia Islamia, Maulana Mohd. Ali Jauhar Marg, Delhi-110025.
10. Sh. Sameer Nayyar, Managing Director, Dr. Beli Ram & Sons Pvt. Ltd., 3/17, Asaf Ali Road, New Delhi-110002.
11. Prof. A. Trivedi, Dean, Industrial Research & Development, DTU
12. Prof. Madhusudan Singh, Dean Academic (UG), DTU
13. Prof. H.C. Taneja, Professor, Applied Mathematics Deptt., DTU
14. Prof. Samsher, Professor, Mech. Engg. Deptt., DTU
15. Registrar, DTU
16. Controller of Examinations
17. Dy. Registrar, (Establishment)
18. Sh. D.P. Dwivedi, Consultant (F&P)


(Prof. Samsher)
Registrar

ANNEXURE

For Minutes

31st meeting

Board of Management
DTU

Held on
31.05.2019

DTU Campus, Shahbad Daulatpur, Bawana Road, Delhi-110042

**Junior Technical Assistant (PB-1, Rs.5200-20200 Grade Pay Rs.2400/- (6th CPC) Level-4,
Entry Pay Rs.25500/- (7th CPC)**

For direct recruitment:

10th pass with science with ITI Certificate/National Trade Certificate/National Apprenticeship Certificate or equivalent in the relevant (or an allied) subject field with five (05) years Industrial/Laboratory Experience in the desired trade.

OR

Three years State Board Diploma (or equivalent) in the relevant (or an allied) subject/ field with two (02) years Industrial/Laboratory Experience in the desired trade.

OR

Senior Secondary (or equivalent) with science subjects in the relevant (or an allied) subject field with five (05) years Industrial/Lab experience in the desired trade.

OR

Bachelor of Science Degree in relevant field or equivalent with one (01) year Industrial/Lab experience in the desired trade.

OR

Bachelor of Computer Applications (BCA) with one (01) year Industrial/Lab experience in the desired trade.

Age limit: 35 years

MBA

Entrepreneurship, Innovation and Venture Development

The University School of Management and Entrepreneurship (USME), East Delhi Campus of DTU, which has entrepreneurship as a focus area, has as part of its mission, the delivery of a portfolio of professionally designed courses in entrepreneurship. With an aspiration to be recognized a world class practice based school, it would like to offer practicum mode learning programs in entrepreneurship which are experiential and outcome based in nature. It is in this context that the following course is being proposed by the department for consideration.

Background:

The AICTE in its start-up policy in 2016 announced the need and design for an experiential learning cum outcome based MBA program in entrepreneurship. It was to be focused on outcome based evaluation, with a curriculum divided over components such as knowledge (30%), attitude and behavioral element (30%) and skills (40%). In line with the policy, a framework has been designed, and is being put up for consideration. The intention is that the AICTE syllabus for this program will eventually be offered as per its suggested detailed contents, after further consideration of the merits and USME capabilities, discussion in the department, experts and its Board of Studies, in terms of specific course plans.

MBA Entrepreneurship, Innovation and Venture Development

Introduction :

Syllabus of two years MBA in Entrepreneurship, Innovation and Venture Development comprises of core and elective courses, skill certification, capstone projects and Action Learning segments. With an objective to connecting theory of innovation and entrepreneurship with practice and enabling students to acquire skills, this outcome oriented program is designed to deliver in phases and modules. The program is focused on learning grounded in all stages of the new venture development process. It will require that students create their own venture in their chosen area within the first semester, and go through the stages of entrepreneurial activity, while learning about these through knowledge and experiential courses. They will simultaneously apply their entrepreneurial skills in real life situations, validate ideas, test market and build a successful venture out of it, and these outcomes will be both guided by mentors/faculty as well as evaluated on an outcome basis, where success for each Capstone project around their venture are defined beforehand as an evaluative criterion.

This course has five Modules, two Action Learning Segments and three Capstone Projects to enable students to learn to recognize, create and shape a business opportunity, develop leadership and build a start-up team, assess market feasibility for launching new start-ups and construct a business model.

In terms of the structure, the semester and module structure will closely follow the recommended AICTE structure and policy.

This is given as below:

Tracks/Phase	Year	Semester	Modules Capstone Projects and Action Learning Segments.
Foundation of Management & Entrepreneurship Track	1 st Year	1 st Semester	<ul style="list-style-type: none"> • Module-1: Introduction to Innovation & Entrepreneurial Idea Generation & Identifying Business Opportunities. <ul style="list-style-type: none"> • Capstone Project-I : Development of an Innovative Business Idea into a Proof-of-Concept. • Module-II : Management Skills for Entrepreneurs and Managing for Value Creation. <ul style="list-style-type: none"> • Capstone Project-II • Development of Business Idea into working Prototype
		2 nd Semester	<ul style="list-style-type: none"> • Module-III : Creating & Sustaining Enterprise Model & Organizational Effectiveness. <ul style="list-style-type: none"> • Capstone Project-III : Development of Minimum Viable Business Model of Innovation.
Start-up Experiential Learning Track			<ul style="list-style-type: none"> • Action Learning : Segment-1: Start-up/Incubation Residency Learning Program.
Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)	2 nd Year	3 rd Semester	<ul style="list-style-type: none"> • Module- IV : Advancing Entrepreneurial Skill & Venture Planning • Module-V : Creating and Growing New Venture and National & Global Business Environment.
Start-up Establishment Track		4 th Semester	<ul style="list-style-type: none"> • Action Learning Segment-II: Venture Establishment Phase at Incubators/Accelerators.
Final Exit			Completion of “MBA/PGDM in Innovation, Entrepreneurship and Venture Development” Degree

Induction Module : The program would begin with a 5 days orientation session on “**Know, Recognize and manage your Entrepreneurial Talent**” that aims at measuring entrepreneurial instincts, assessment of students and development of a venture development plan through a self-assessment, reflection, feedback mechanism and possible outcomes when starting a venture etc. This session intends to discover innovative and entrepreneurial talent at the beginning of course. This component may include field exposure to startups. Students will get exposed to motivational sessions by successful startup founders, along with an exercise in expectation mapping of students from this course and expectation from students throughout this program. This will also include an experience through immersion into real time problem scenario with close interaction sessions with incubatees sharing their own challenges they have experienced at the various stages of enterprise development. All these will be achieved through a structured program on the lines of ideathon/hackathon/bootcamp/business canvas etc.

The Foundation of Management and Entrepreneurship Track: This comprises of mix of classroom and experiential learning modules (I, II and III). Teaching components offers in the form of core and elective courses blended with educational activities, capstone projects and Incubator Twinning program in which students while working in teams on real life venture related problems faced by incubatees, learn and develop creative problem solving skills, manage innovative ideas, and validate business opportunity potential. This will be done while working with mentors, expert and incubatees of the IIC based at USME, and managed and evaluated by the

USME allocated faculty coordinators as per the directions of the department. Along the way, student also study and acquire skill on entrepreneurial approaches (concepts, process and scope) and management skills such as marketing of innovations, financial, strategy, business ethics and social responsibility, entrepreneurial management decision making.

The Entrepreneurship Intensity Track : This comprises of Module-IV and V, mostly designed to deliver during 3rd Semester of program. Through these modules, incumbent will acquire specialized skills and build-up risk taking and other competencies towards venture establishment. This will advance the actual stage of venture planning, testing and tapping of opportunities for students as they are pursuing a venture and expect to launch shortly as part of the Action Learning-II Segment.

Three Capstone Projects: Three capstone projects are designed as a part of first three modules (I, II and III) designed to be delivered during 1st and 2nd Semester. These capstone projects are Experiential Learning Segments where students apply their classroom learning throughout the semester into practice of innovation & Entrepreneurship. They will be required to create a business opportunity map, and create an entity related to their chosen area of entrepreneurial activity. They would receive an initial seed funding from the University for their venture. The University would not have any equity or stake in their venture, or any kind of return from this funding, however. The venture would have to be taken to the stage of commercialization by the last semester, as part of their experiential learning and also outcome evaluation. Each capstone project will be an independent project/assignment to be accomplished under the guidance of mentor experts. A faculty guide from amongst the regular faculty at USME will also be assigned as Faculty Coordinator for the project for each student.

Credit Requirement: As per the AICTE model curriculum guideline, for awarding the master degree (MBA), total credit of 102 is required to be completed over two years. The credit allocations for this proposed new MBA in IEV degree is a total of 104 credits which can be earned as following:-

- **Classroom Credits – Total 44 (20+24) Credits :** Out of 104 credit requirement over four semesters, incumbent need to earn total of 44 credits from class room sessions which includes core courses (20) and Elective Courses (24) spread over 4 semesters. The classroom credit distribution is designed in such a way that, the load of class room credits will be reduced during 3rd semester compared to 1st and 2nd semesters and with provision of more elective credits. This make this MBA more flexible and leaves the student to choose appropriate courses and get more time to work towards venture planning, to meet customers and validate innovations and test business model assumptions in the real market scenario. Furthermore, especially during 3rd semester, students have also option to earn elective credits, up to 8 credits, by opting courses offered online/MOOC or from any other MBA program on Campus that suits their entrepreneurial needs, such as analytics, IOT, retailing, etc.
- **Outside Classroom Credits – Total 14 Credits:** Incumbents also can earn up to 14 credits from outside classroom programs by enrolling/participating in training and workshops programs/ achievement in competitions/presenting in seminars/exhibitions of subject of relevant to innovation and entrepreneurship, start-up skill building and venture development etc. This will based on approval of the Department, and may also include workshops being organized for students by USME, and some

offered particularly for this MBA program, such as in entrepreneurial finance, workshops on institutional funding environment and schemes-ups, Business Law, workshops with overseas collaborations, etc.

- **Capstone Projects (CP) Credits – Total 12 Credits:** Incumbents would earn up to 12 credits on successful completions of three capstone projects during 1st and 2nd Semesters. These are required to be accomplished by students independently under the guidance of expert mentors, and under the coordination of the allotted USME Department. This three capstone projects will make students to work on their idea to convert innovation and further development of business model out of it. Faculty/Industry/Start-up experts will guide students to do independent projects or guide students to build advancement of one idea into Low Fidelity Wireframes and High Fidelity Wireframes based upon the domain students are working on.
- **Integrated educational learning activities, through Experiential Learning Component (EL):** This is a Non Credit Compulsory course which involves simulations, case studies, Guest/leadership talk series sessions, etc., where attendance is mandatory. In every module where it is offered, it comprises a series of learning interventions of experiential nature on topics suggested in the program structure or as otherwise deemed fit by the Faculty Mentor for specific cases of student enterprise. If a student does not meet University norms of minimum attendance in experiential sessions, student will need to repeat/engage in experiential learning sessions/tasks, as mandated by the Department of the Experiential Learning Module.
- **Action Learning Segments (AL) Credits – Total 34 Credits (14+20):** Incumbent has to go through two action learning segments; one is designed during 2nd Semester and second is designed during 4th semester and up to total 34 credits can be earned on successful completion. The first learning segment is more focus on experiential learning through a Start-up Residency Program (SRP) in a start-up or in an incubation Unit. Whereas, the second action learning segment is focusing on establishing venture either in self or with support of incubation unit based on the innovation and business model developed as part of capstone projects.

Credit Distribution across and throughout the semester as below :-

Year	Semester	Credit Core (Class Room)	Credit Elective (Class Room)	Credit-Outside Classroom Learning/ Certification /Competitions	Credit Capstone	Credit Action Learning Segment	Total
1 st Year	1 st Sem.	8	8	4	4+4		28
	2 nd Sem.	4	4	2	4	14	28
2 nd Year	3 rd Sem.	8	12	4			24
	4 th Sem.			4		20	24
Total		20	24	14	12	34	104

Learning Outcomes: By the end of the program, students will have a knowledge and understanding of

- Key concepts of entrepreneurship, innovation and new venture development

- How to take an idea, build a prototype and launch to early customers in the market.
- Demonstrate how to Market and idea/Prototype to early customers.
- Knowledge of scale up of ventures
- Knowledge of venture growth strategies
- Knowledge of Business Models and Fund Raising
- Knowledge of Hiring and Talent Management
- Knowledge of International Start-up Ecosystem

DTU has a strong innovation and start-up ecosystem in campus with existence of an established incubation Centre (DTU Innovation and Incubation Foundation- DTUIIF and the USME's Innovation and Incubation Centre – IIC). The advanced labs with workspace for incubation, would be leveraged for the program, wherein few incubatees of DTU-IIF will be resident in the USME premises. The two Centres of Innovation and Incubation, and of Entrepreneurship Development, including business services of DTU-IIF, will be provided as resource to these students. The mentoring and other experiential elements will be offered under the direct supervision of incubation unit of institute and under administrative control of institute. Hard and soft resource of incubation unit and department, both, will be used to deliver the program. Institute/incubation unit will draw the expertise within and outside such as incubates/ start-ups, successful graduate start-ups, mentor-experts, industry-investment practitioners, IP and regulatory expert, design experts to teach and deliver the program. For this purpose, institute may engage competent faculties drawing from interdisciplinary departments available internally and or drawing external experts from industry/ market to teach the course in a way similar to the adjunct/guest faculty program at DTU.

Eligibility & Selection of Candidate: - The minimum academic eligibility for a candidate to apply for this program should be a graduate having at least three years degree program recognized nationally, with at least 50% percent marks in graduation. Reservation as norms followed by DTU would apply in all cases to this program.

The selection will be based on graduation marks (30%) 5% gender diversity; 5% academic diversity; Essay (10%) + Interview (50% of which 30% marks for business plan/idea and 20% for personal characteristics such as entrepreneurial motivation, passion, degree of engagement, creativity and quality of understanding of innovation, entrepreneurship etc.).

Exit options: Course is designed to offer incumbent an opportunity to exit after successful completion of the first year. First year is generally focusing on Entrepreneurial motivation and venture foundation development and experiential learning making candidate to exit with an innovation and entrepreneurial abilities with management capability to manage incubation and start-up environments. 2nd year (3rd and 4th Semester) is focusing on advancement of entrepreneurial skill and validates the enterprising skill by setting up real ventures with incubation support as part of the 2nd Action Learning Segment.

Awarding of Degree: - Upon successful completion of 2 years, award as 'MBA in Entrepreneurship, Innovation and Venture Development'. USME/DTU may issue certificate to student who wish to discontinue the program after successful completion of 1st Year, titled "Certificate in Entrepreneurship, Innovation and Venture

Development” based on successful completion of the academic requirements of the First Year of MBA Entrepreneurship, Innovation and Venture Development.

Career and Employment Opportunity: - The objective of this program is to prepare young minds towards self-employment and create employment opportunity for others through enterprise development. It is expected that, more job creators will come out and most of the graduates of this program will start and thrive with their own start-ups launched during the study period.

Moreover, graduates from this program also will find lots of opportunities to get placed in start-ups because of their close understanding and working experience in innovation and entrepreneurship throughout their study period. Furthermore, these graduates will be preferred candidates to get the assignment to coordinate and lead pre-incubation centers in academics such as Entrepreneurship Development Cells (EDC), IEDC, New Gen IEDC, Start-up Cell, Innovation Cell etc. with their experience and interest, further job opportunities to get absorbed with incubation units, acceleration unit, angel and VC firms etc. Even, these graduates will find preferential space to work with CSR arm, social enterprise arm and spin off arm of corporate, NGOs, social enterprises.

However, the USME or DTU will not facilitate their Placement with companies in this regard, and they would be encouraged to become entrepreneurs, and enhance the job creation. If they would wish to work in the incubator space, they would be given a lot of networking opportunity in this period, to create such opportunities for themselves in the spirit of the program.

Semester wise Expectation from students

Semester-1

Students are expected to gain foundation and deep knowledge on development of right problem statement based on which affordable solution and business plan will be developed. They will acquire knowledge on the process of developing a proof of concept (PoC) involving an introduction to the innovation process that defines creativity. They will also learn human-centered design & achieving deep customer understanding that will enable them to identify and understand what customers need and want in a product, service, or process-based on observation, not data alone is at the core a human-centered innovation process. Students will learn to develop an actionable point of view that addresses questions such as: Who are the target users? What do they need? How do you know? Students will practice several techniques for achieving deep customer understanding, both in and outside of the classroom, and will then synthesize research findings in an effort to home in on key insights. Identifying opportunity areas problem framing, idea generation through systematic inventive thinking (SIT) Concept Development will be key take home with focus on the critical role that prototyping, experimenting, and iteration play in the development of ideas, its implementation and management.

Semester-2

Students are expected to learn business processes involved in creating startups and its growth. They must get hands on training in a startups/incubator and monitor the health of startups. With such deep training, it is desirable that candidates will further refine their business plan. Special focus on entrepreneurial finance will

be designed for students who plan to get involved with a new venture at some point in their career—as a founder, early employee, advisor or investor. They are expected to gain a broader view of the financing landscape for young firms, going beyond the basics of venture capital and angel financing to look at venture debt, bank finance, corporate venture capital and receivables financing.

Students can expect to:

- Summarize and critique their existing business, its strengths and weaknesses, and set priorities for moving the business forward, including the most pressing priorities to be addressed during the course itself;
- Develop a strategy for taking the business to the next level, including a plan for funding, and a plan and timeline for reaching scale.
- Give and receive feedback from other highly motivated student teams, the incubatees with whom they attached, the mentors and experts they would network with and the external experts delivering workshops for them.
- Meet frequently as a team, and individually for capstone projects, with the faculty advisor/Coordinator and Faculty Mentor.
- Receive feedback and counsel from outside business advisors.
- Have opportunities to pitch their work to angel, seed, and venture capital investors.

The main deliverable will be the individual/team's final presentation and the supporting slide deck and report. There will also be intermediate deliverables building up to that point. Further there would be outcomes decided on by Departments, based on entrepreneurship success such getting buy in for proof of concept by target customer, achieving initial funding, employing personnel of certain level, or creating business agreements with value chain partners.

Semester-3

Candidates are expected to have fixed their business plan and the idea and start incubating in the incubator. They should gain fair understanding of angel funding, venture capital and private equity funds. Special focus will be given on experiential inputs designed for students who plan to join rapidly growing ventures in technology or other areas, who are preparing to scale their own ventures, or who plan to evaluate such ventures through the lens of principal investing.

Through case discussions, these programs/inputs will examine executive leadership and functional management challenges in scaling startups after the “search and discovery” stage of startup evolution. These challenges include:

- **Strategy Formulation :** At what pace and in what directions should a new venture grow, balancing the trade-offs across market and competitive dynamics, financing options, product and operational readiness, talent availability, and customers?
- **Executive Leadership :** When and why should scaling ventures replace a founder-CEO? How do professional CEOs differ in their approach when they “inherit” a scaling venture?

→ 8 →

- **Organizational Design :** When and how should a rapidly scaling startup – especially one with a strong, product-oriented founder- introduce more formal organizational structure, systems, and processes?
- **Sales & Marketing :** When should a startup venture shift from expeditionary to process-oriented sales? What are best practices for bringing professional sales people into an organization with a startup culture, and for scaling a direct sales force?
- **Product & Service Engineering :** How should new ventures balance market demands for offer customization versus operational efficiency? When should a venture pay down technical debt? What are best practices for product management as an organization scales?
- **Business Development:** How does a business development team prioritize at what point does the founder pull back from a role in bus development activities? How to manage negotiating asymmetries, such as dealing with firms much larger than themselves?
- **Institutional and angel financing, and financial/business models:** How does one obtain funding and from where? What is the financial model? What is the capital structure appropriate for one's venture looking at the domain, own situation, and place in value chain in that industry.

In lieu of a final exam, for action courses, students will also complete a project that applies course concepts, alone or in teams (at the direction of the department through the Faculty Coordinators), and draft a short essay, about what they learned. This is in addition to the business outcomes that their ventures achieve.

Performance progress of Student participants will thus be monitored and evaluated by institute using set of KPIs and measurement indicators prescribed by department and proposed and executed by Faculty Coordinators in close connection with their specific start-up domain and scale. This will be in line with AICTE Start-up Policy/Atal Ranking of Institution on Innovation Achievement (ARIIA) Ranking Framework evaluation criterion.

Further detail of semesters and modules and indicative list of courses are elaborated separately as Annexure -1.

Semester-4

It is expected that the student, who has registered a start-up and start building the enterprise with support from incubator/accelerator earlier, now takes it to a stage where it is starting the commercial success phase. It is also desirable that at the end of the 4th semester, candidate will avail a fellowship program/prototyping fund/angel fund to take the enterprise development mission further to establish it outside of the Campus premises, or in its formal incubator program. Enterprise may be established by one student with members from outside or a group of students from the same batch with complimentary expertise. In any case, it is expected that students should have minimum 20% share in a company, by this stage. It is expected that perhaps IP shall be filed by the candidate or she should raise any of the entrepreneurial fellowships (EIR of DST, SIIP of BIRAC), Innovation/startup fellowships of state Government or Corporate or should raise competitive prototyping grants such as PRAYAS of DST, MSME incubate fund, BIG of BIRAC or any innovation grant amounting 5.0 Lakhs or avail of angel or institutional funding of the same amount at least. This will lead to the highest level of grading achievable in the existing system of evaluation. Other specific outcomes in a gradient of success will be formulated for each student by the Faculty Coordinator appointed by the Department, in context of the specific start-up.

By this semester there will be an opportunity for each team to present their business to investors through a form of demo day. This will enable the above outcome based performance evaluation, as well as assessment on qualitative parameters.

Annexure -1

Master of Business Administration Entrepreneurship, Innovation and Venture Development

— 11 —

4

Appendix One: Detailed Structure and Academic Milestones for Implementation of MBA-EIV Program

Tracks/Phase	Year	Semester	Modules Capstone Projects and Action Learning Segments.	Assessment for Students & Key Performance Indicators (KPIs)
Foundation of Management & Entrepreneurship Track	1 st Year	1 st Semester	<ul style="list-style-type: none"> Module-I : Introduction to Innovation & Entrepreneurial Idea Generation & Identifying Business Opportunities. <ul style="list-style-type: none"> Capstone Project-I: Development of an Innovative Business Idea into a Proof-of-Concept Module-II : Management Skills for Entrepreneurs and Managing for Value Creation. <ul style="list-style-type: none"> Capstone Project-II : Locating prospective customers, development of Business Idea into working Prototype 	<p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory + Practical)</p> <p>Group/Individual Project – Proof of Concept (PoC) – Organizing Demo Day</p> <p>Credit Points Earned from outside classroom Skill Certifications/Award in Events/competitions held at reputed national and international Agencies.</p> <p>Access to Pre-incubation facilities at Institute.</p> <p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory+Practical).</p> <p>Credit Points Earned from outside classroom Skill Certifications/Award in Events/competitions held at reputed national and international agencies</p> <p>Group/Individual Project – Market Research Plan/Potential Customer Acceptance Plan – Organizing Demo Day</p>
		2 nd Semester	<ul style="list-style-type: none"> Module-III : Creating & Sustaining Enterprising Model & Organizational Effectiveness. <ul style="list-style-type: none"> Capstone Project-III : Development of Minimum Viable Business Model of Innovation/Solution. 	<p>Internal Assessment for Taught Subjects (core and Elective) and Practical Sessions (Theory + Practical)</p> <p>Credit Points Earned from outside classroom Skill Certifications /Up gradations and Recognition/Award in Events/competitions held at reputed national and international agencies</p> <p>Access to co-working space at Incubation Unit.</p> <p>Group/Individual Project – Business/Enterprise Model – Organizing Demo Day</p> <p>Selection & Placement in Startups and incubation Units.</p>
Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)	2 nd Year	3 rd Semester	<ul style="list-style-type: none"> Action Learning : Segment-I: Start-up/Incubation Residency Learning Program. Module- IV : Advancing Entrepreneurial Skill & Venture Planning. Module-V : Creating and Growing New Venture and National & Global Business Environment. 	<p>Reports Submission for Startup Residency Program</p> <p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory+Practical)</p> <p>Credit Points Earned from outside classroom Skill Certifications /Up gradations and Recognition/Award in Events/competitions held at reputed national and international agencies.</p> <p>Access to incubation space and schemes at incubation unit.</p> <p>Group/Individual Project – Preparation & Checklist for Venture Setup – organizing Demo Day</p>
		4 th Semester	<ul style="list-style-type: none"> Action Learning Segment-II: Venture Establishment Phase at Incubators/Accelerators. 	<p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory+Practical)</p>

					Credit Points Earned from outside classroom Skill Certifications /Upgradations and Recognition/Award in Events/competitions held at reputed national and international agencies. Access to incubation space and schemes at incubation unit. Venture Establishment and resource planning and Operation.
Final Exit	Completion of "MBA in Entrepreneurship, Innovation and Venture Development" Degree				

Academic Phase	Year	Semester	Academic Modules (M)	Course Length	Credit Breakup	Tentative Academic Streams /Courses	Integrated with Educational Learning Activities
Foundation of Management and Entrepreneurship Track : (Immersion into incubation Facility and Resource)	1 st Year	1 st Semester	Induction	15-21 Days (2-3 Week)	Mandatory	Know & Manage your Entrepreneurial Talent : Vision and Mission Building	Tools to tests Entrepreneurial Ability-Self Assessment, Reflection, Feedback & finally a career development plan
			M-1: Innovation Entrepreneurial	2-2.5 months (8-10 weeks)	14 Credits (Class Room Core Credit-4, Elective-4, Skill Certification-2, Capstone Project-4)	Principles of Technology-Innovation-Management. Theories & Models of Techno-Entrepreneur-ship. Opportunities Mapping-Sector & Competitive Analysis of Start-up Ecosystem of Region & Nation. Research Methods-Data, Models & Decisions	Exercise/Simulations that Challenge students to apply Business Skill for Real Problem Solving, Practice Leadership, Team Work Skills, Idea Feasibility Analysis. Apply Ethical and Social Responsible Reasoning, Examine Decisions etc
			M-II : Management for Entrepreneurs and Managing for Value Creation	2-2.5 months (8-10 weeks)	14 credits (Class Room Core Credit-4, Elective-4 Skill Certification - 2, Capstone Project – 4)	Idea/POC Project Evaluation Followed by a Week Break Innovation Development and Management. Managerial Economics for Entrepreneurs. Entrepreneurial Finance : Concept & Management. Start-up Law, Ethics and Environment in India. Start-up Ecosystem Management-I : Concept and Best Practices of Pre-incubation Services Facilities. Skill Development Programs : Participate in Trainings on Enterprise Development, Management, Negotiation, Marketing & Research, Lean Start-up Models etc.	Work on Idea and Develop Proof-of-Concept
			M-III : Creating & Sustaining Enterprise Model & Organizational Effectiveness	2.5 months (10 weeks)	14 credits (Class Room core credit-4, Elective-4, Skill Certification-2, Capstone Project-4)	Innovation/Prototype Evaluation Week followed by a Semester Break (2 weeks) Entrepreneurial Leadership – Org Behaviour. Corporate and Social Entrepreneurship New Venture Establishment & Management Measuring and Managing Strategic Performance of Existing and New Ventures Innovation, Technology & Operation Management in Start-ups. Start-up Ecosystem Management –II : Concept and Best Practices of Incubation and Acceleration Services Management for Start-ups Skill Development Programs : Participate in Trainings on Leadership, Team Start-up, Venture Planning & Management, Operation Management, Performance Management etc. Capstone Course/Project-III : Development of Business Model for the Innovation & Submission.	Exposure, Familiar and Hands on Activities and Trainings on Analytical Tools (Case Studies, Exercises, and other Action Learning Methodologies) and Perspective Essentials to value creation : Demand and Forecast, Market Segmentation, Pricing Strategy, Budgeting, Social Responsible Managerial Decision Making
		2 nd Semester					Exercise, Training and Simulation focus on building and implementing competitive capabilities and developing high performance organizations.
							Developing a Minimum Viable Product & Business Model to get into the Market

B	Experiential Learning Track : (Co-learning & Contributing to Incubation Unit/incubated Start-ups)	Action Learning Segment-I	2 months (8 weeks)	14 credits	Start-up/Incubation/Acceleration Residency Learning Program : Action Based Learning on <Market Research & Customer Feedback> <Innovation and Business Model Validation> <Dummy Business & Service Portfolio Build> <Fund & Resource Generation Strategy> <Managing Resources in Start-up Environment>	In addition to get work with other Start-ups, the Candidates will also get access to Co-working Space in Pre-Incubation & Incubation/acceleration Unit of Institute for Working on their own Business Model Validation.
	1 st Year Final Evaluation Week					
	Candidates have option to rejoin the program to complete MBA within maximum year gap of two years.					
	Business Case Presentation and Demonstration					
C	Entrepreneurship Intensity Track (Immersion into Acceleration/Incubation Facility and Resource)	Orientation	1 Week	Mandatory	Annual Break (2 weeks)	Tools to Tests Entrepreneurial Talent : Revisit Vision and Mission Statement
		M-IV : Advanced Start-up Skill Competency Development	2.5 months (10 weeks)	14 Credits (Core-4, Electives-6+Skill Certification-4)	Venture Financing : M&A, Funding Stages, Mechanism, Tools & Techniques etc. Digital Marketing of Innovations Venture Growth Strategies Buying/selling a Small Business – M&A Talent & Team Management, HR Management	Exercise, Training & Simulation focus on building and implementing competitive capabilities and developing high performance organizations
	2 nd Year	M-V : Creating & Growing New Venture and National & Global Business Environment	2.5 months (10 weeks)	14 Credits (Core-4, Elective-6+Skill Certification-4)	Test of Entrepreneurial Competency Evaluation Government Strategies & Policies and International Economy Technology & Global Business Linkage Opportunities Global Start-up Exchange Incubation Program IPR Management, Training on Advance Competency Development etc.	Exercise, Training and Simulation focus on building and implementing competitive capabilities and developing high performance organizations
D	Start-up Establishment Track : (Access to Incubation Space)	4 th Semester	6 Months (24 weeks)	20 Credits + Skill Certification 4	Business Model/Enterprise Model Evaluation Week Followed by a Week Break	Receive Incubation Support in Incubation/Acceleration Unit
	2 nd Year Final Evaluation Week (2 weeks)			Start-up Evaluation & Demonstration Week		
	Final Exit			Completion of “MBA/PGDM in Innovation, Entrepreneurship & Venture Development” Degree		

Total Credit Summary :

Year	Semester	Core Credit (Class Room)	Elective Credit (Class Room)	Credit through Acquiring Relevant Skill Programs outside Classroom Learning	Capstone Credit	Action Learning Credit	Total
1 st Year	1 st Semester	8	8	4	4+4	-	28
	2 nd Semester	4	4	2	4	14	28
2 nd Year	3 rd Semester	8	12	4	-	-	24
	4 th Semester	-	-	4	-	20	24
Total		20	24	14	12	34	104

Course may be of 2-3 Credits and One credit equal to 10 hours for in-class coursework – Core, Elective). Capstone Project is 6 Credit. AL is a total of 34 Credits.

Assessment and Key Performance Indicators for Students

Tracks/Phase	Year	Semester	Syllabus Capstone Projects and Action Learning Segments.	Assessment for Students & Key Performance Indicators (KPIs)
Foundation of Management & Entrepreneurship Track	1 st Year	1 st Semester	<ul style="list-style-type: none"> Module-I : Introduction to Innovation & Entrepreneurial Idea Generation & Identifying Business Opportunities. <ul style="list-style-type: none"> Capstone Project-I : Development of an Innovative Business Idea into a Proof-of-Concept Module-II : Management Skills for Entrepreneurs and Managing for Value Creation. <ul style="list-style-type: none"> Capstone Project-II : Locating prospective customers, development of Business Idea into working Prototype 	<p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory + Practical)</p> <p>Group/Individual Project – Proof of Concept (PoC) – Organizing Demo Day.</p> <p>Credit Points Earned from outside classroom Skill Certifications/Up gradations and Recognition/Award in Events/competitions held at reputed national and international Agencies</p> <p>Access to Pre-incubation facilities at Institute.</p> <p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory + Practical).</p> <p>Credit Points Earned from outside classroom Skill Certifications/Up gradations and Recognition/Award in Events/competitions held at reputed national and international agencies</p> <p>Group/Individual Project – Market Research Plan/Potential Customer Acceptance Plan – Organizing Demo Day</p>
		2 nd Semester	<ul style="list-style-type: none"> Module-III : Creating & Sustaining Enterprising Model & Organizational Effectiveness. <ul style="list-style-type: none"> Capstone Project-III : Development of Minimum Viable Business Model of Innovation/Solution. 	<p>Internal Assessment for Taught Subjects (core and Elective) and Practical Sessions (Theory + Practical)</p> <p>Credit Points Earned from outside classroom Skill Certifications /Up gradations and Recognition/Award in Events/competitions held at reputed national and international agencies</p> <p>Access to co-working space at Incubation Unit</p> <p>Group/Individual Project – Business/Enterprise Model – Organizing Demo Day.</p>
			<ul style="list-style-type: none"> Action Learning : Segment-I: Start-up/Incubation Residency Learning Program. 	<p>Selection & Placement in Startups and incubation Units.</p> <p>Reports Submission for Startup Residency Program.</p>
Entrepreneur-ship Intensity Track (Immersion into Incubation Facility and Resource Access)	2 nd Year	3 rd Semester	<ul style="list-style-type: none"> Module- IV : Advancing Entrepreneurial Skill & Venture Planning. Module-V : Creating and Growing New Venture and National & Global Business Environment. 	<p>Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory + Practical)</p> <p>Credit Points Earned from outside classroom Skill Certifications /Up gradations and Recognition/Award in Events/competitions held at reputed national and international agencies.</p> <p>Access to incubation space and schemes at incubation unit</p> <p>Group/Individual Project – Preparation & Checklist for Venture Setup – organizing Demo Day.</p>

Start-up Establishment Track	4 th Semester	<ul style="list-style-type: none"> Action Learning Segment-II: Venture Establishment Phase at outside Incubators/Accelerators or starting work from own workspace arrangements outside Campus 	Internal Assessment for Taught Subjects (Core & Elective) and Practical Sessions (Theory+Practical) Credit Points Earned from outside classroom Skill Certifications /Up gradations and Recognition/Award in Events/competitions held at reputed national and international agencies Access to incubation space and schemes at incubation unit Venture Establishment and resource planning and Operation
Final Exit	Completion of "MBA in Entrepreneurship, Innovation and Venture Development" Degree		

Adoption of Techniques of Design Innovation, Business Canvas, Lean Startup, Bootstrapping, Customer, Society and Market oriented Startup Strategic Model, Market Research and Marketing Innovation techniques, techniques of "Forming-storming-norming-performing model" of group development etc for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results.

Detailed Semester Wise Credits and Learning and Evaluation Module Structure

1.1 Teaching and Evaluation Scheme: Semester I Module I – Innovation, Entrepreneurial Skill and Opportunity Identification

Semester	Module	Course Type	Course Code	Course Title/Workshop	Learning Mode - Hours (L,T, P:Total) 1 Credit: 10 hours total				Evaluation PRS+IA+ESE
1	INDUCTION	Workshop	MBE I 101	Know/Manage Entrepreneurial Talent	L	T	P	TOTAL	Self Assessment and Feedback
					0,0,1				
Module 1 (10 WEEKS)									
1.									
Core Course									
		1	MBE C111	Theories and Models of Entrepreneurship	1	1	0	2	20+20+60
		2	MBE C112	Research Methods-Data, Models & Decisions	1	1	0	2	20+20+60
2.									
Elective Credit (Class Room)									
		1	MBE DEC 111	Principles of Technology-Innovation-Management.	1	0	2	2	20+40 40
		2	MBE DEC 112	Opportunities Mapping-Sector & Competitive Analysis of Start-up Ecosystem of Region & Nation. (Focus on Sector)	1	0	2	2	20+40+40
		Or	MBE MOOC 113	Or. Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor/faculty approved by DEPARTMENT as of equivalent credit and desired content.	1	0	2	2	As determined by guide and approved by DEPARTMENT.
3.									
Skill Certification Programs/Workshops/outside Classroom Learning									

	1.	MBE 111	SC	Workshops/certification/awards in areas like: Ideation, Business Model Canvas, Design Innovation, Technological Innovation & Designing, Entrepreneurship, Data Analytic etc.	2	50+50+0
4.	Capstone Project	MBE CPI		Creative Problem Solving/Idea-Proof-of-Concept Submission *(A candidate is expected to work at least sixteen hours in a week)	0	50 +0+0+ 50 for POC to Prototype outcome evaluation as specified by DEPARTMENT (Faculty Coordinator)
5.	Experiential Learning*	MBE EL1		Feasibility Analysis, Leadership, Teamwork, Decisionmaking, Ethics and socially conscious decisions, etc.	0	0+0+0 Compulsory, Non Credit

Learning Mode: L – Lecture; T- Tutorial; P – Workshop/Practical/Experiential Case research or analysis etc.

Credit: L – one hour per week for ten weeks = 1 credit; T/P – two hours per week for ten weeks = 1 credit; Project: 4 hrs per week=1 cr

IA – Integrated assessment basis department approved assessment methodology for specific course and component of pedagogy.

1.2 Teaching and Evaluation Scheme Semester I Module II – Management Skill for Entrepreneurs and Managing Value Creation

Semester	Module	Course Type	Course Code	Course Title/Workshop	Learning Mode Hours (L,T, P:Total) Credit: 10 hours total	Evaluation PRS+IA+ESE
I	Module II (10 WEEKS)				L T P TOTAL	
	1.	Core Course				
	1		MBE C121	Innovation/Development and Managing Customer Value	1 1 0 2	20+20+60
	2		MBE C122	Entrepreneurial Finance Concept & Management	1 1 0 2	20+20+60
	2.	Elective Credit (Class Room)				
	1		MBE DEC 111	Managerial Economics and Environment in India for Entrepreneurs	1 0 2 2	20+40 40
	2		MBE DEC 112	Start up Law, Company Act and Sector Regulatory Environment (Focus on Sector)	1 0 2 2	20+40+40
	Or 1		MBE DEC 113	Or, Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor approved by DEPARTMENT as of equivalent credit and desired content	1 0 2 2	As determined by guide and approved by DEPARTMENT.
	3.	Skill Certification				
	1.	Programs/Workshops/outside Classroom Learning	MBE SC 121	Workshops/certification/awards in areas like: 1. Start-up Ecosystem Management: Concept and Best Practices of Pre-incubation Services Facilities - Mandatory 2. Enterprise Development, Management, Negotiation, Marketing & Research, Lean Start-up Models etc. As guided by Faculty Coordinator	2	50+50+0 or as advised by Faculty Coordinator; Pass is mandatory, basis DEPARTMENT evaluation.

4.	Capstone Project II	MBE CP2	Development of Innovation/Prototype & Submission. *(A candidate is expected to work at least sixteen hours in a week)	0	0	(16)*	4	50 +0+0+ 50 for Customer validation as specified by DEPARTMENT (Faculty Coordinator)
5.	Experiential Learning*	MBE EL 2	Perspective Essentials to value creation, Demand and Forecast, Market Segmentation, Pricing Strategy, Budgeting, Social Responsible Managerial Decision Making, Positioning and Value Proposition to all stakeholders in Value chain	0	0	2	1	0+0+0
Innovation/Prototype/Concept Evaluation week. After the Second Module of First Semester, a one week event will be held as above. The Capstone Project should lead to performance evaluation of Venture Development progress on outcomes related to above, and as designed by Faculty Coordinator. Two Week Semester Break								

1.3 : Teaching and Evaluation Scheme: Semester II Module III – Creating Sustaining Enterprise Model and Organisational Effectiveness

Semester	Module	Course Type	Course Code	Course Title/Workshop	Learning Mode Hours (L,T, P:Total) 1 Credit: 10 hours total				Evaluation PRS+IA+ESE
II	Module III (10 WEEKS)				L	T	P	TOTAL	
	1.	Core Course							
		1	MBE C231	Entrepreneurial Leadership – Org Behaviour.	1	1	0	2	20+20+60
		2	MBE C232	New Venture Establishment & Management	1	1	0	2	20+20+60
	2.	Elective Credit (Class Room)							
		1	MBE DEC 231	Measuring and Managing Strategic Performance of Existing and New Ventures	1	0	2	2	20+40_40
		2	MBE DEC 232	Corporate and Social Entrepreneurship	1	0	2	2	20+40+40
		Or 1	MBE DEC 113	Or, Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor approved by DEPARTMENT as of equivalent credit and desired content.	1	0	2	2	As determined by guide and approved by DEPARTMENT.
	3.	Skill Certification Programs/Workshops/outside Classroom Learning							
		1.	MBE SC 231	Workshops/certification/awards in areas like: 1. Start-up Ecosystem Management II : Concept and Best Practices of Incubation & Acceleration Services Management for Start-ups 2. Learn Start-up, Venture Planning & Management, Operation Management, Performance Management etc.	2				50+50+0 or as advised by Faculty Coordinator; Pass is mandatory, basis DEPARTMENT evaluation.
	4.	Capstone Project III	MBE CP3	Development of Business Model for the Innovation.	0	0	16	4	50 +0+0+ 50 for Business Model

				Developing a Minimum Viable Product & Business Model to get into the Market. *(A candidate is expected to work at least sixteen hours in a week)					evaluation as specified by DEPARTMENT (Faculty Coordinator)
5.	Experiential Learning	MBE EL 2		Building and implementing competitive capabilities and developing high performance organizations	0	0	2	1	0+0+0 Compulsory Non Credit
Start up Business Model/Enterprise Model Evaluation One week event for evaluation as determined by DEPARTMENT									
One Week Semester Break									
Action Learning Segment – I									
6.	8 weeks	MBE ALS 1		Action Based Learning on <Market Research & Customer Feedback> <Innovation and Business Model Validation> <Dummy Business & Service Portfolio Build> <Fund & Resource Generation Strategy> <Managing Resources in Start-up Environment> ** A student is expected to devote full working day every day of working week, as per organisational norms of internship start-up/company . during this phase, for action learning in above areas.	0	0	**	14	As determined by DEPARTMENT, basis Business Model Validation, Business Case presentation, acceptance by investor, Value chain creation.

1.4: Teaching and Evaluation Scheme: Semester III Module IV – Advanced Start up Skill Competency Development

Semester	Module	Course Type	Course Code	Course Title/Workshop	Learning Mode Hours (L,T,P:Total) I Credit: 10 hours total				Evaluation PRS+IA+ESE
II	Module IV (10 WEEKS)				L	T	P	TOTAL	
	1.	Core Course							
		1	MBE C341	Venture Financing: Funding, M&A, Valuation Techniques	1	0	0	1	20+20+60
		2	MBE C342	Venture Growth Strategies	1	0	0	1	20+20+60
	2.	Elective Credit							
		1	MBE DEC 341, 342	Digital Marketing Talent and Team Management Buying Selling a Small Business HR Management: Performance and Competence mapping	1	0	2	*2 courses = 4 credits	20+40+40
			MBE DEC 343	Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor approved by DEPARTMENT as of equivalent credit and desired content	1		2	2 credits	As determined by guide and approved by DEPARTMENT.
	3.	Skill Certification Programs/Workshops/outside Classroom Learning							
		1.	MBE SC 341	Workshops/certification/awards in areas like Venture funding, Government support for start-ups, building value chains and value proposition and valuation, supply chain and vendor selection/management, developing sales channel.	4				50+50+0 or as advised by Faculty Coordinator; Pass is mandatory, basis

(24 Weeks/ Six Months)				
Skill Certification/Workshops/outside Classroom Learning				
1.	1.	MBE SC 461	Workshops/certification/awards in areas like: Learn Start-up, Venture Planning & Management, Operation Management, Performance Management etc.	4
2.	Action Learning	MBE AL 2	Raise funding, Evaluation Readiness, Customer Base development Partnerships and Stakeholder management, Value chain partnerships and development of supply and forward chains, Credit and operations scale up. Work hours expected as in AL1	20
Enterprise/Business Evaluation				
Two week Evaluation Event as determined by DEPARTMENT				
				50+50+0 or as advised by Faculty Coordinator; Pass is mandatory, basis DEPARTMENT evaluation.
				Outcome based evaluation determined by DEPARTMENT.

Syllabus MBA Entrepreneurship Innovation and Venture Development

Core Courses

MBE C111	<p>Title: Theories and Models of Entrepreneurship Credit - 2 After the course the student should be able to describe the various theories of entrepreneurship, emulate the entrepreneur's personal characteristics, assimilate the decisionmaking typical of entrepreneurs informed risk taking behavior, and identify the models of entrepreneurial activity and venture development, decisionmaking styles, develop skills which enable entrepreneurial initiatives. The course will cover the characteristics of entrepreneurial profiles, theories of entrepreneurship, development of ventures, models of entrepreneurial activity, enablers of entrepreneurial initiatives, mindset, resources and their mobilization.</p>
MBE C112	<p>Research Methods-Data, Models & Decisions Credit - 2 After the course the student must be able to use various research approaches, to aid decisionmaking in management of new venture, and researching technology development, customer value, us value chains and market opportunities using various tools and techniques. The coverage shall include research types: qualitative and quantitative, exploratory, descriptive, survey and desk research, open sources of data, cluster, factor, regression and decision trees, building models using statistical and enterprise software.</p>
MBE C121	<p>Innovation Development and Managing Value Credit - 2 The course prepares the students for developing processes and ensuring commercially successful outcomes of the innovation process, new product development, creating and managing a continuous innovation system, mapping customer value insights that help guide innovation around customer painpoints and unmet needs. Coverage includes the concepts of innovation, product/service concept, product life cycle, new product development process, service blueprint and servicescape, mapping and managing customer value, value add process and innovation cycle, financial and market feasibility and market testing, segmenting targeting and positioning new products, managing diffusion of innovation.</p>
MBE C122	<p>Entrepreneurial Finance: Concept & Management. Credit - 2 The course prepares students for managing the financial resource mobilization, financial systems, feasibility and business financial models, cost management and accounting for profitability, financial ratios and performance management, investment and financing options, financial institutions. The coverage includes the basic accounting and financial concepts for running an enterprise, such as credit and debt, cost concepts, balance sheet, journal and accounting practices, inventory accounting, financial ratios, capital structure, working capital, assets and basic profit and valuation calculations, financial management systems, investment analysis, ROI, IRR, etc. Basics of project accounting and project financing.</p>
MBE C231	<p>Entrepreneurial Leadership – Organisational Behaviour and Human Resource Management Credit -2 Student face one of the biggest challenges in new ventures in the form of people issues, and creating and leading a team of start-up partners and employees effectively, providing leadership to the organization. The course prepares students to face the challenge of managing people and organizational leadership issues. The course prepares the HR processes: mapping roles recruiting, selecting, compensation, training, placement, line and staff functions, leadership concept, role and styles, fit with personality, employee motivation, perception of equity, interpersonal and group dynamics, organics and matrix organisations.</p>

MBE C232	<p>New Venture Establishment & Management Credit - 2</p> <p>The course enables students to create and run a new venture, managing various aspects of the venture such as financial and legal compliance, people issues and structure, leading the venture towards achieving its goals, managing different stages of development by knowing and tackling the challenges with the help of a clear strategy.</p> <p>Stages in venture development, establishing a new venture, forms of business/social organisations, creating and organisation, challenges in each stage development, role of entrepreneur, setting up systems and processes, structure of organisations, scaling, managing growth challenges, leadership and empowering teams. Managing the nascent organization, creating the right culture, structure. Financial and legal systems and compliance for start ups.</p>
MBE C341	<p>Venture Financing: Funding, M&A, Valuation Techniques Credit - 2</p> <p>The student would be able to determine the structure of capital and other funding requirements, and prepare themselves for seed funding, start-up stage series B etc., by analyzing their won and investor's gains and draw from this perspective. The course covers the various sources of funding, instruments, equity, debt, IPO, funds, angel investing, PE funding, mergers and acquisitions, valuation techniques for various enterprise forms and stages, risk assessment and management, etc.</p> <p>Suggested Textbook:</p> <ul style="list-style-type: none"> • Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset, 3rd Edition, Wiley Finance Series: New Delhi • Alex Wilmerding Term Sheets & Valuations: A Line by Line Look at the Intricacies of Term Sheets & Valuations, Aspatore Books Staff
MBE C342	<p>Venture Growth Strategies Credit -2</p> <p>Planning for Growth: Disruptive and Growth Models; Acquisition; Collaborations and networks of innovation and scaling; License to grow; Franchising; International Expansions; Leadership for Performance; Growth Capabilities; Innovate to compete; Digital innovators; Brand Building: Marketing Enterprises across platforms; Online Selling; Social media leverage; People and Performance: Inspiring Teams; Recruitments and Maximising human performance. Cash flow and expansion: Trade financing; Credit Control; Digital Next Gen Workplace; Business automation;; Growth capital: Raising capital; Access to funds.</p>
MBE C351	<p>High Performance Organisations Credit -2</p> <p>The course prepares students for creating ventures that achieve significant organizational growth and excellence milestones and enables them to create high performance organisations that may achieve scale and commercial success. The coverage of the course includes the characteristics of high performance organisations, performance metrics, goal setting, key challenges in achieving vision, organizational goals, mission, organizing for high performance, competence mapping and capability models, balanced score card approach, milestones in organizational excellence.</p>
MBE C352	<p>Strategies For Competition And Quality Credit - 2</p> <p>The course focusses on enabling students to map and benchmark competition, create relevant organisational mission and goals, develop competitive advantage and nurture their new ventures culture, build systems in terms of total quality and ensure monitoring of key aspects of venture development.</p> <p>Coverage includes the concepts of competition, competitive advantage and competitive forces, analyzing industry and key stakeholders including competitors, customers and substitutes, investors; strategic frameworks for market evaluation and strategy development, the BCG and other models; value chain analysis; concept of total quality management, six sigma, service quality, relative customer value (RCV) mapping and benchmarking, NPS system.</p>

GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
SERVICES DEPARTMENT - (BRANCH-IV)
7TH LEVEL, B-WING, DELHI SECRETARIAT,
I.P. ESTATE, NEW DELHI-110002

No.F.19(10)/2018/S-IV/1595

Dated: 28/05/19

C I R C U L A R

Sub: Reservation for Economically Weaker Sections (EWSs) in direct recruitment in civil posts and services in the Government of National Capital Territory Delhi.

Attention is invited towards DoP&T OM No.36039/1/2019-Estt (Res) dated 31.01.2019 on the subject note above, which has been forwarded to Govt. of N.C.T. of Delhi vide D.O. No.36039/1/2019-Estt.(Res.) dated 20.02.2019 from Additional Secretary, DoP&T, Govt. of India and further endorsed by Govt. of India, Ministry of Home Affairs vide letter No.14012/06/2019-Delhi-I dated 14.05.2019.

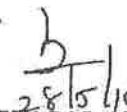
2. The referred OM is available in the website of DoPT at [>>Notifications>>OMs & Orders>> Estt. \(Reservation\)>>others](http://dopt.gov.in). The same along with referred letters from DoPT and MHA is also available at services.delhi.gov.in/circular-order-of-tetra-project/Services-Department.

3. The said OM stipulates in detail the modalities for implementation of reservation for EWSs in direct recruitment vis-à-vis Quantum of Reservation, Exemption from Reservation for certain posts, Criteria of Income and Assets, Income and Asset Certificate Issuing Authority and Verification of Certificate, Effecting Reservation - Maintenance of Rosters, Adjustments against unreserved vacancies, Fortnight / Annual Reports regarding representation of EWS, Maintenance of Register of complaints by the Government Establishment and for Appointment of Liaison Officer by various departments / attached offices etc. to monitor the implementation of reservation for EWSs.

4. As per the said OM, the above scheme of reservation will be effective in respect of all direct recruitment vacancies to be notified on or after 01.02.2019

5. This is for compliance by all the Departments, Corporations, Boards, PSUs and Autonomous Bodies of Govt. of N.C.T. of Delhi.

6. This issues with the approval of competent authority.


(BIJU RAJ E.)
DEPUTY SECRETARY (SERVICES)

No.F.19(10)/2018/S-IV/1595

Dated: 28/05/19

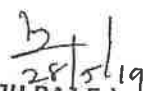
Copy for compliance to: -

1. All Pr. Secretaries / Secretaries / Head of Departments, Corporations, Boards, PSUs and Autonomous Bodies of Govt. of NCT of Delhi.

2. The Secretary (Revenue) / Divisional Commissioner in continuation of earlier letter of even no. dated 22.03.2019 for appropriate action also in respect of issuance of Income and Asset Certificate and verification process.
3. The Dy. Secretary-I / II / III (Services), Delhi Secretariat, New Delhi.
4. Section Officer (Services-Coord) with the request to upload this circular to the website of Services Department.

Copy for kind information to: -

1. The Pr. Secretary to Hon'ble Lt. Governor, Delhi, Raj Niwas, Delhi.
2. The Secretary to Hon'ble Chief Minister, Delhi, 3rd Level, A-Wing, Delhi Secretariat, New Delhi.
3. The Secretary to Hon'ble Dy. Chief Minister / Ministers, Govt. of N.C.T. of Delhi, Delhi Secretariat, New Delhi.
4. The Chairperson, DSSSB, Govt. of N.C.T. of Delhi,
5. The Special Secretary-I / II (Services), 7th Level, B-Wing, Delhi Secretariat, New Delhi.
6. The Staff Officer to Chief Secretary, 5th Level, A-Wing, Delhi Secretariat, New Delhi.
7. The P.A. to Secretary (Services), 7th Level, B-Wing, Delhi Secretariat, New Delhi.
8. Guard File.


(BIJU RAJ E.)
DEPUTY SECRETARY (SERVICES)

No.36039/1/2019-Estt (Res)
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel & Training

North Block, New Delhi
dated the 31st January, 2019

OFFICE MEMORANDUM

Subject: Reservation for Economically Weaker Sections (EWSs) in direct recruitment in civil posts and services in the Government of India.

In continuation of this Department's Office Memorandum of even number dated 19.01.2019, the following instructions are issued in consultation with Ministry of Social Justice and Empowerment and Department of Legal Affairs regarding reservation for EWSs not covered under the reservation scheme for SCs/STs/OBCs in respect of direct recruitment in civil posts and services in the Government of India.

2. QUANTUM OF RESERVATION

The persons belonging to EWSs who are not covered under the scheme of reservation for SCs, STs and OBCs shall get 10% reservation in direct recruitment in civil posts and services in the Government of India.

3. EXEMPTION FROM RESERVATION:

3.1 "Scientific and Technical" posts which satisfy all the following conditions can be exempted from the purview of the reservation orders by the Ministries/ Departments:

(i) The posts should be in grades above the lowest grade in Group A of the service concerned.

(ii) They should be classified as "scientific or technical" in terms of Cabinet Secretariat [OM No. 85/11/CF-61(1) dated 28.12.1961], according to which scientific and technical posts for which qualifications in the natural sciences or exact sciences or applied sciences or in technology are prescribed and the incumbents of which have to use that knowledge in the discharge of their duties.

G. Jaiswal

(iii) The posts should be 'for conducting research' or 'for organizing, guiding and directing research'.

3.2 Orders of the Minister concerned should be obtained before exempting any posts satisfying the above condition from the purview of the scheme of reservation.

4. CRITERIA OF INCOME & ASSETS:

4.1 Persons who are not covered under the scheme of reservation for SCs, STs and OBCs and whose family has gross annual income below Rs. 8.00 lakh (Rupees eight lakh only) are to be identified as EWSs for benefit of reservation. Income shall also include income from all sources i.e. salary, agriculture, business, profession, etc. for the financial year prior to the year of application.

Also persons whose family owns or possesses any of the following assets shall be excluded from being identified as EWS, irrespective of the family income:-

- i. 5 acres of agricultural land and above;
- ii. Residential flat of 1000 sq. ft. and above;
- iii. Residential plot of 100 sq. yards and above in notified municipalities;
- iv. Residential plot of 200 sq. yards and above in areas other than the notified municipalities.

4.2. The property held by a "Family" in different locations or different places/cities would be clubbed while applying the land or property holding test to determine EWS status.

4.3 The term "Family" for this purpose will include the person who seeks benefit of reservation, his/her parents and siblings below the age of 18 years as also his/her spouse and children below the age of 18 years.

5. INCOME AND ASSET CERTIFICATE ISSUING AUTHORITY AND VERIFICATION OF CERTIFICATE:

5.1 The benefit of reservation under EWS can be availed upon production of an Income and Asset Certificate issued by a Competent Authority. The Income and Asset Certificate issued by any one of the following authorities in the prescribed format as given in Annexure-I shall only be accepted as proof of candidate's claim as belonging to EWS: -

- (i) District Magistrate/Additional District Magistrate/ Collector/ Deputy Commissioner/Additional Deputy Commissioner/1st Class Stipendary

G. S. S. S.

- Magistrate/ Sub-Divisional Magistrate/ Taluka Magistrate/ Executive Magistrate/ Extra Assistant Commissioner
- (ii) Chief Presidency Magistrate/Additional Chief Presidency Magistrate/ Presidency Magistrate
 - (iii) Revenue Officer not below the rank of Tehsildar and
 - (iv) Sub-Divisional Officer or the area where the candidate and/or his family normally resides.

5.2 The Officer who issues the certificate would do the same after carefully verifying all relevant documents following due process as prescribed by the respective State/UT.

5.3 The crucial date for submitting income and asset certificate by the candidate may be treated as the closing date for receipt of application for the post, except in cases where crucial date is fixed otherwise.

5.4 The appointing authorities should, in the offer of appointment to the candidates claiming to be belonging to EWS, include the following clause :-

"The appointment is provisional and is subject to the Income and asset certificate being verified through the proper channels and if the verification reveals that the claim to belong to EWS is fake/false the services will be terminated forthwith without assigning any further reasons and without prejudice to such further action as may be taken under the provisions of the Indian Penal Code for production of fake/false certificate."

The appointing authority should verify the veracity of the Income and asset certificate submitted by the candidate through the certificate issuing authority.

5.5 Instructions referred to above should be strictly followed so that it may not be possible for an unscrupulous person to secure employment on the basis of a false claim and if any person gets an appointment on the basis of such false claim, her/his services shall be terminated invoking the conditions contained in the offer of appointment.

6. EFFECTING RESERVATION - MAINTENANCE OF ROSTERS:

6.1 Department of Personnel and Training had circulated Office Memorandum No.36012/2/96-Estt(Res) dated July 2, 1997 regarding implementation of post based reservation roster. The general principles for making and operating post

G. S. G. S. G.

based reservation roster would be as per the principles laid down in the said Office Memorandum.

6.2 Every Government establishment shall now recast group-wise post-based reservation roster register for direct recruitment in accordance with format given in Annexure II, III, IV and V, as the case may be, for effecting 10% reservation for EWSs interpolating them with the SCs, STs and OBCs. While fixing roster point, if the EWS roster point coincides with the roster points of SCs/STs/OBCs the next available UR roster point has been allotted to the EWSs and also the principle of "squeezing" has been kept in view. While drawing up the rosters, the cadre controlling authorities may similarly "squeeze" the last points of the roster so as to meet prescribed 10% reservation.

6.3 Where in any recruitment year any vacancy earmarked for EWS cannot be filled up due to non availability of a suitable candidate belonging to EWS, such vacancies for that particular recruitment year shall not be carried forward to the next recruitment year as backlog.

6.4 Persons belonging to EWS selected against the quota for persons with benchmark disabilities/ex-servicemen shall be placed against the roster points earmarked for EWS.

7. ADJUSTMENT AGAINST UNRESERVED VACANCIES:

A person belonging to EWS cannot be denied the right to compete for appointment against an unreserved vacancy. Persons belonging to EWS who are selected on the basis of merit and not on account of reservation are not to be counted towards the quota meant for reservation.

8. FORTNIGHTLY/ANNUAL REPORTS REGARDING REPRESENTATION OF EWS:

The Ministries/Departments shall send single consolidated fortnightly report including their attached/subordinate offices beginning from 15.2.2019 as per format at Annexure-VI.

From 01.01.2020, the Ministries/Departments shall upload data on representation of EWSs in respect of posts/services under the Central Government on the URL i.e. www.rreps.nic.in as on 1st January of every year. All Ministries/Departments have already been provided respective usercode and password with guidelines for operating the URL.

G. Jeyarajan

9. MAINTENANCE OF REGISTER OF COMPLAINTS BY THE GOVERNMENT ESTABLISHMENT:

9.1 Every Government establishment shall appoint a senior officer of the Department as the Grievance Redressal Officer.

9.2 Any person aggrieved with any matter relating to discrimination in employment against any EWS may file a complaint with the Grievance Redressal Officer of the respective Government establishment. The name, designation and contact details of the Grievance Redressal Officer may be displayed prominently on the website and in the office of the concerned establishment.

10. LIAISON OFFICER:

Ministries/Departments/Attached and Subordinate Offices shall appoint Liaison Officer to monitor the implementation of reservation for EWSs.

11. The above scheme of reservation will be effective in respect of all direct recruitment vacancies to be notified on or after 01.02.2019.

12. All the Ministries/Departments are requested to bring the above instructions to the notice of all appointing authorities under their control. In case of any difficulty with regard to implementation of the provisions of this OM, the concerned authorities may consult DOP&T through their administrative Ministry/Department.

Encl.: As above.

G. Srinivasan

(G. Srinivasan)

Director

Ph.No.011-23093074

To

- (i) The Secretaries of all Ministries/Departments of the Govt. of India
- (ii) Department of Financial Services, Ministry of Finance, Jeevan Deep Building, Parliament Street, New Delhi
- (iii) Department of Public Enterprises, CGO Complex, Lodhi Road, New Delhi
- (iv) Railway Board, Rail Bhavan, Delhi.

- 296
- (v) Supreme Court of India/ Election Commission of India/ Lok Sabha Secretariat/ Rajya Sabha Secretariat/Cabinet Secretariat/Central Vigilance Commission/President's Secretariat/ Prime Minister's Office/NITI Aayog
 - (vi) Union Public Service Commission, Dholpur House, Shahjahan Road, New Delhi
 - (vii) Staff Selection Commission, CGO Complex, Lodi Road, New Delhi
 - (viii) The Secretary, Department of Social Justice and Empowerment, Shastri Bavan, New Delhi
 - (ix) National Commission for Scheduled Castes, Lok Nayak Bhavan, New Delhi
 - (x) National Commission for Scheduled Tribes, Lok Nayak Bhavan, New Delhi.
 - (xi) National Commission for Backward Classes, Trikot, Bhikaji Cama Place, R.K. Puram, New Delhi.
 - (xii) Office of the Comptroller & Auditor General of India, 10, Bahadur Shah Zafar Marg, New Delhi.
 - (xiii) Information and Facilitation Centre, DOPT, North Block, New Delhi.
 - (xiv) Director, ISTM, Old JNU Campus, Olof Palme Marg, New Delhi-110067.
 - (xv) All Officers and Sections in the Ministry of Personnel, Public Grievances and Pensions and all attached/subordinate offices of this Ministry.

Copy to: Director, NIC, DOPT - with the request to immediately place this OM on the website of this Department (what's new tab) for information of all concerned.

G. Suresh

Annexure-I

Government of
(Name & Address of the authority issuing the certificate)

INCOME & ASSET CERTIFICATE TO BE PRODUCED BY ECONOMICALLY WEAKER SECTIONS

Certificate No. _____

Date: _____

VALID FOR THE YEAR _____

This is to certify that Shri/Smt./Kumari _____ son/daughter/wife of _____ permanent resident of _____ Village/Street _____ Post Office _____ District _____ in the State/Union Territory _____ Pin Code _____ whose photograph is attested below belongs to Economically Weaker Sections, since the gross annual income* of his/her 'family' is below Rs. 8 lakh (Rupees Eight Lakh only) for the financial year _____. His/her family does not own or possess any of the following assets***;

- I. 5 acres of agricultural land and above;
- II. Residential flat of 1000 sq. ft. and above;
- III. Residential plot of 100 sq. yards and above in notified municipalities;
- IV. Residential plot of 200 sq. yards and above in areas other than the notified municipalities.

2. Shri/Smt./Kumari _____ belongs to the _____ caste which is not recognized as a Scheduled Caste, Scheduled Tribe and Other Backward Classes (Central List)

Signature with seal of Office _____
Name _____
Designation _____

Recent Passport size
attested photograph of
the applicant

*Note 1: Income covered all sources i.e. salary, agriculture, business, profession, etc.

**Note 2: The term "Family" for this purpose include the person, who seeks benefit of reservation, his/her parents and siblings below the age of 18 years as also his/her spouse and children below the age of 18 years

***Note 3: The property held by a "Family" in different locations or different places/cities have been clubbed while applying the land or property holding test to determine EWS status.

G. Prasad

FOR DIRECT RECRUITMENT

Model Roster of Reservation with reference to posts for Direct recruitment on All India Basis by Open Competition

Sl. No. of Post	Share of Entitlement				Category for which the posts should be earmarked
	SC @15%	ST @7.5%	OBC @27%	EWS @10%	
1	0.15	0.08	0.27	0.10	UR
2	0.30	0.15	0.54	0.20	UR
3	0.45	0.23	0.81	0.30	UR
4	0.60	0.30	1.08	0.40	OBC-1
5	0.75	0.38	1.35	0.50	UR
6	0.90	0.45	1.62	0.60	UR
7	1.05	0.53	1.89	0.70	SC-1
8	1.20	0.60	2.16	0.80	OBC-2
9	1.35	0.68	2.43	0.90	UR
10	1.50	0.75	2.70	1.00	EWS-1
11	1.65	0.83	2.97	1.10	UR
12	1.80	0.90	3.24	1.20	OBC-3
13	1.95	0.98	3.51	1.30	UR
14	2.10	1.05	3.78	1.40	ST-1
15	2.25	1.13	4.05	1.50	SC-2
16	2.40	1.20	4.32	1.60	OBC-4
17	2.55	1.28	4.59	1.70	UR
18	2.70	1.35	4.86	1.80	UR
19	2.85	1.43	5.13	1.90	OBC-5
20	3.00	1.50	5.40	2.00	SC-3
21	3.15	1.58	5.67	2.10	EWS-2
22	3.30	1.65	5.94	2.20	UR
23	3.45	1.73	6.21	2.30	OBC-6
24	3.60	1.80	6.48	2.40	UR
25	3.75	1.88	6.75	2.50	UR
26	3.90	1.95	7.02	2.60	OBC-7
27	4.05	2.03	7.29	2.70	SC-4
28	4.20	2.10	7.56	2.80	ST-2
29	4.35	2.18	7.83	2.90	UR
30	4.50	2.25	8.10	3.00	OBC-8
31	4.65	2.33	8.37	3.10	EWS-3
32	4.80	2.40	8.64	3.20	UR
33	4.95	2.48	8.91	3.30	UR
34	5.10	2.55	9.18	3.40	OBC-9

G. Prasad

35	5.25	2.63	9.45	3.50	SC-5
36	5.40	2.70	9.72	3.60	UR
37	5.55	2.78	9.99	3.70	UR
38	5.70	2.85	10.26	3.80	OBC-10
39	5.85	2.93	10.53	3.90	UR
40	6.00	3.00	10.80	4.00	ST-3
41	6.15	3.08	11.07	4.10	SC-6
42	6.30	3.15	11.34	4.20	OBC-11
43	6.45	3.23	11.61	4.30	EWS-4
44	6.60	3.30	11.88	4.40	UR
45	6.75	3.38	12.15	4.50	OBC-12
46	6.90	3.45	12.42	4.60	UR
47	7.05	3.53	12.69	4.70	SC-7
48	7.20	3.60	12.96	4.80	UR
49	7.35	3.68	13.23	4.90	OBC-13
50	7.50	3.75	13.50	5.00	EWS-5
51	7.65	3.83	13.77	5.10	UR
52	7.80	3.90	14.04	5.20	OBC-14
53	7.95	3.98	14.31	5.30	UR
54	8.10	4.05	14.58	5.40	SC-8
55	8.25	4.13	14.85	5.50	ST-4
56	8.40	4.20	15.12	5.60	OBC-15
57	8.55	4.28	15.39	5.70	UR
58	8.70	4.35	15.66	5.80	UR
59	8.85	4.43	15.93	5.90	UR
60	9.00	4.50	16.20	6.00	OBC-16
61	9.15	4.58	16.47	6.10	SC-9
62	9.30	4.65	16.74	6.20	EWS-6
63	9.45	4.73	17.01	6.30	OBC-17
64	9.60	4.80	17.28	6.40	UR
65	9.75	4.88	17.55	6.50	UR
66	9.90	4.95	17.82	6.60	UR
67	10.05	5.03	18.09	6.70	OBC-18
68	10.20	5.10	18.36	6.80	SC-10
69	10.35	5.18	18.63	6.90	ST-5
70	10.50	5.25	18.90	7.00	EWS-7
71	10.65	5.33	19.17	7.10	OBC-19
72	10.80	5.40	19.44	7.20	UR
73	10.95	5.48	19.71	7.30	UR
74	11.10	5.55	19.98	7.40	SC-11
75	11.25	5.63	20.25	7.50	OBC-20
76	11.40	5.70	20.52	7.60	UR
77	11.55	5.78	20.79	7.70	UR
78	11.70	5.85	21.06	7.80	OBC-21

G. Sivasan

79	11.85	5.93	21.33	7.90	UR
80	12.00	6.00	21.60	8.00	ST-6
81	12.15	6.08	21.87	8.10	SC-12
82	12.30	6.15	22.14	8.20	OBC-22
83	12.45	6.23	22.41	8.30	EWS-8
84	12.60	6.30	22.68	8.40	UR
85	12.75	6.38	22.95	8.50	UR
86	12.90	6.45	23.22	8.60	OBC-23
87	13.05	6.53	23.49	8.70	SC-13
88	13.20	6.60	23.76	8.80	UR
89	13.35	6.68	24.03	8.90	OBC-24
90	13.50	6.75	24.30	9.00	EWS-9
91	13.65	6.83	24.57	9.10	UR
92	13.80	6.90	24.84	9.20	UR
93	13.95	6.98	25.11	9.30	OBC-25
94	14.10	7.05	25.38	9.40	SC-14
95	14.25	7.13	25.65	9.50	ST-7
96	14.40	7.20	25.92	9.60	UR
97	14.55	7.28	26.19	9.70	OBC-26
98	14.70	7.35	26.46	9.80	EWS-10**
99	14.85	7.43	26.73	9.90	SC-15*
100	15.00	7.50	27.00	10.00	OBC-27*
101	15.15	7.58	27.27	10.10	UR
102	15.30	7.65	27.54	10.20	UR
103	15.45	7.73	27.81	10.30	UR
104	15.60	7.80	28.08	10.40	OBC-28
105	15.75	7.88	28.35	10.50	UR
106	15.90	7.95	28.62	10.60	UR
107	16.05	8.03	28.89	10.70	SC-16
108	16.20	8.10	29.16	10.80	ST-8
109	16.35	8.18	29.43	10.90	OBC-29
110	16.50	8.25	29.70	11.00	EWS-11
111	16.65	8.33	29.97	11.10	UR
112	16.80	8.40	30.24	11.20	OBC-30
113	16.95	8.48	30.51	11.30	UR
114	17.10	8.55	30.78	11.40	SC-17
115	17.25	8.63	31.05	11.50	OBC-31
116	17.40	8.70	31.32	11.60	UR
117	17.55	8.78	31.59	11.70	UR
118	17.70	8.85	31.86	11.80	UR
119	17.85	8.93	32.13	11.90	OBC-32
120	18.00	9.00	32.40	12.00	ST-9
121	18.15	9.08	32.67	12.10	SC-18
122	18.30	9.15	32.94	12.20	EWS-12

G. Jackson

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123	18.45	9.23	33.21	12.30	OBC-33
124	18.60	9.30	33.48	12.40	UR
125	18.75	9.38	33.75	12.50	UR
126	18.90	9.45	34.02	12.60	OBC-34
127	19.05	9.53	34.29	12.70	SC-19
128	19.20	9.60	34.56	12.80	UR
129	19.35	9.68	34.83	12.90	UR
130	19.50	9.75	35.10	13.00	OBC-35
131	19.65	9.83	35.37	13.10	EWS-13
132	19.80	9.90	35.64	13.20	UR
133	19.95	9.98	35.91	13.30	UR
134	20.10	10.05	36.18	13.40	OBC-36
135	20.25	10.13	36.45	13.50	SC-20
136	20.40	10.20	36.72	13.60	ST-10
137	20.55	10.28	36.99	13.70	UR
138	20.70	10.35	37.26	13.80	OBC-37
139	20.85	10.43	37.53	13.90	UR
140	21.00	10.50	37.80	14.00	SC--21
141	21.15	10.58	38.07	14.10	OBC-38
142	21.30	10.65	38.34	14.20	EWS-14
143	21.45	10.73	38.61	14.30	UR
144	21.60	10.80	38.88	14.40	UR
145	21.75	10.88	39.15	14.50	OBC-39
146	21.90	10.95	39.42	14.60	UR
147	22.05	11.03	39.69	14.70	SC-22
148	22.20	11.10	39.96	14.80	ST-11
149	22.35	11.18	40.23	14.90	OBC-40
150	22.50	11.25	40.50	15.00	EWS-15
151	22.65	11.33	40.77	15.10	UR
152	22.80	11.40	41.04	15.20	OBC-41
153	22.95	11.48	41.31	15.30	UR
154	23.10	11.55	41.58	15.40	SC-23
155	23.25	11.63	41.85	15.50	UR
156	23.40	11.70	42.12	15.60	OBC-42
157	23.55	11.78	42.39	15.70	UR
158	23.70	11.85	42.66	15.80	UR
159	23.85	11.93	42.93	15.90	UR
160	24.00	12.00	43.20	16.00	ST-12
161	24.15	12.08	43.47	16.10	OBC-43
162	24.30	12.15	43.74	16.20	SC-24
163	24.45	12.23	44.01	16.30	OBC-44
164	24.60	12.30	44.28	16.40	EWS-16
165	24.75	12.38	44.55	16.50	UR
166	24.90	12.45	44.82	16.60	UR

G. Sivasankar

167	25.05	12.53	45.09	16.70	OBC-45
168	25.20	12.60	45.36	16.80	SC-25
169	25.35	12.68	45.63	16.90	UR
170	25.50	12.75	45.90	17.00	EWS-17
171	25.65	12.83	46.17	17.10	OBC-46
172	25.80	12.90	46.44	17.20	UR
173	25.95	12.98	46.71	17.30	UR
174	26.10	13.05	46.98	17.40	SC-26
175	26.25	13.13	47.25	17.50	ST-13
176	26.40	13.20	47.52	17.60	OBC-47
177	26.55	13.28	47.79	17.70	UR
178	26.70	13.35	48.06	17.80	OBC-48
179	26.85	13.43	48.33	17.90	UR
180	27.00	13.50	48.60	18.00	SC-27
181	27.15	13.58	48.87	18.10	EWS-18
182	27.30	13.65	49.14	18.20	OBC-49
183	27.45	13.73	49.41	18.30	UR
184	27.60	13.80	49.68	18.40	UR
185	27.75	13.88	49.95	18.50	UR
186	27.90	13.95	50.22	18.60	OBC-50
187	28.05	14.03	50.49	18.70	SC-28
188	28.20	14.10	50.76	18.80	ST-14
189	28.35	14.18	51.03	18.90	OBC-51
190	28.50	14.25	51.30	19.00	EWS-19
191	28.65	14.33	51.57	19.10	UR
192	28.80	14.40	51.84	19.20	UR
193	28.95	14.48	52.11	19.30	OBC-52
194	29.10	14.55	52.38	19.40	SC-29
195	29.25	14.63	52.65	19.50	UR
196	29.40	14.70	52.92	19.60	EWS-20*
197	29.55	14.78	53.19	19.70	OBC-53
198	29.70	14.85	53.46	19.80	ST-15*
199	29.85	14.93	53.73	19.90	SC-30*
200	30.00	15.00	54.00	20.00	OBC-54*

*/** Squeezing resorted with a view to maintain the prescribed percentage of reservation

G. Srinivasan

Annexure-III**FOR DIRECT RECRUITMENT ON ALL INDIA BASIS BY OPEN COMPETITION****Model Roster for cadre strength upto 13 posts**

Cadre Strength	Initial Recruitment	Replacement No.												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	UR	UR	UR	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	UR	ST
2	UR	UR	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	UR	ST	
3	UR	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	UR	ST		
4	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	UR	ST			
5	UR	UR	SC	OBC	UR	EWS	UR	OBC	UR	ST				
6	UR	SC	OBC	UR	EWS	UR	OBC	UR	ST					
7	SC	OBC	UR	EWS	UR	OBC	UR	ST						
8	OBC	UR	EWS	UR	OBC	UR	ST							
9	UR	EWS	UR	OBC	UR	ST								
10	EWS	UR	OBC	UR	ST									
11	UR	OBC	UR	ST										
12	OBC	UR	ST											
13	UR	ST												

Note:

1. For cadres of 2 to 13 posts the roster is to be read from entry 1 under column Cadre Strength till the last post and then horizontally till the last entry in the horizontal row i.e. like "L"
2. All the posts of a cadre are to be earmarked for the categories shown under column initial recruitment. While initial filling up will be by the earmarked category, the replacement against any of the post in the cadre shall be by rotation as shown horizontally against the last post of the cadre.

G. S. S. S.

Annexure-IVFOR DIRECT RECRUITMENT

Model Roster of Reservation with reference to posts for Direct recruitment on All India Basis Otherwise than by Open Competition

Sl. No. of Post	Share of Entitlement				Category for which the posts should be earmarked
	SC @16.66%	ST @7.5%	OBC @25.84%	EWS @10%	
1	0.166	0.075	0.258	0.100	UR
2	0.332	0.150	0.516	0.200	UR
3	0.498	0.225	0.774	0.300	UR
4	0.664	0.300	1.032	0.400	OBC-1
5	0.830	0.375	1.290	0.500	UR
6	0.996	0.450	1.548	0.600	UR
7	1.162	0.525	1.806	0.700	SC-1
8	1.328	0.600	2.064	0.800	OBC-2
9	1.494	0.675	2.322	0.900	UR
10	1.660	0.750	2.580	1.000	EWS-1
11	1.826	0.825	2.838	1.100	UR
12	1.992	0.900	3.096	1.200	OBC-3
13	2.158	0.975	3.354	1.300	SC-2
14	2.324	1.050	3.612	1.400	ST-1
15	2.490	1.125	3.870	1.500	UR
16	2.656	1.200	4.128	1.600	OBC-4
17	2.822	1.275	4.386	1.700	UR
18	2.988	1.350	4.644	1.800	UR
19	3.154	1.425	4.902	1.900	SC-3
20	3.320	1.500	5.160	2.000	OBC-5
21	3.486	1.575	5.418	2.100	EWS-2
22	3.652	1.650	5.676	2.200	UR
23	3.818	1.725	5.934	2.300	UR
24	3.984	1.800	6.192	2.400	OBC-6
25	4.150	1.875	6.450	2.500	SC-4
26	4.316	1.950	6.708	2.600	UR
27	4.482	2.025	6.966	2.700	ST-2
28	4.648	2.100	7.224	2.800	OBC-7
29	4.814	2.175	7.482	2.900	UR
30	4.980	2.250	7.740	3.000	EWS-3

G. Sivasan

31	5.146	2.325	7.998	3.100	SC-5
32	5.312	2.400	8.256	3.200	OBC-8
33	5.478	2.475	8.514	3.300	UR
34	5.644	2.550	8.772	3.400	UR
35	5.810	2.625	9.030	3.500	OBC-9
36	5.976	2.700	9.288	3.600	UR
37	6.142	2.775	9.546	3.700	SC-6
38	6.308	2.850	9.804	3.800	UR
39	6.474	2.925	10.062	3.900	OBC-10
40	6.640	3.000	10.320	4.000	ST-3
41	6.806	3.075	10.578	4.100	EWS-4
42	6.972	3.150	10.836	4.200	UR
43	7.138	3.225	11.094	4.300	SC-7
44	7.304	3.300	11.352	4.400	OBC-11
45	7.470	3.375	11.610	4.500	UR
46	7.636	3.450	11.868	4.600	UR
47	7.802	3.525	12.126	4.700	OBC-12
48	7.968	3.600	12.384	4.800	UR
49	8.134	3.675	12.642	4.900	SC-8
50	8.300	3.750	12.900	5.000	EWS-5
51	8.466	3.825	13.158	5.100	OBC-13
52	8.632	3.900	13.416	5.200	UR
53	8.798	3.975	13.674	5.300	UR
54	8.964	4.050	13.932	5.400	ST-4
55	9.130	4.125	14.190	5.500	OBC-14
56	9.296	4.200	14.448	5.600	SC-9
57	9.462	4.275	14.706	5.700	UR
58	9.628	4.350	14.964	5.800	UR
59	9.794	4.425	15.222	5.900	OBC-15
60	9.960	4.500	15.480	6.000	EWS-6
61	10.126	4.575	15.738	6.100	SC-10
62	10.292	4.650	15.996	6.200	UR
63	10.458	4.725	16.254	6.300	OBC-16
64	10.624	4.800	16.512	6.400	UR
65	10.790	4.875	16.770	6.500	UR
66	10.956	4.950	17.028	6.600	OBC-17
67	11.122	5.025	17.286	6.700	SC-11
68	11.288	5.100	17.544	6.800	ST-5
69	11.454	5.175	17.802	6.900	UR
70	11.620	5.250	18.060	7.000	OBC-18
71	11.786	5.325	18.318	7.100	EWS-7

G. J. S. S. S.

72	11.952	5.400	18.576	7.200	UR
73	12.118	5.475	18.834	7.300	SC-12
74	12.284	5.550	19.092	7.400	OBC-19
75	12.450	5.625	19.350	7.500	UR
76	12.616	5.700	19.608	7.600	UR
77	12.782	5.775	19.866	7.700	UR
78	12.948	5.850	20.124	7.800	OBC-20
79	13.114	5.925	20.382	7.900	SC-13
80	13.280	6.000	20.640	8.000	ST-6
81	13.446	6.075	20.898	8.100	EWS-8
82	13.612	6.150	21.156	8.200	OBC-21
83	13.778	6.225	21.414	8.300	UR
84	13.944	6.300	21.672	8.400	UR
85	14.110	6.375	21.930	8.500	SC-14
86	14.276	6.450	22.188	8.600	OBC-22
87	14.442	6.525	22.446	8.700	UR
88	14.608	6.600	22.704	8.800	UR
89	14.774	6.675	22.962	8.900	UR
90	14.940	6.750	23.220	9.000	OBC-23
91	15.106	6.825	23.478	9.100	SC-15
92	15.272	6.900	23.736	9.200	EWS-9
93	15.438	6.975	23.994	9.300	UR
94	15.604	7.050	24.252	9.400	OBC-24
95	15.770	7.125	24.510	9.500	ST-7
96	15.936	7.200	24.768	9.600	UR
97	16.102	7.275	25.026	9.700	SC-16
98	16.268	7.350	25.284	9.800	OBC-25
99	16.434	7.425	25.542	9.900	UR
100	16.600	7.500	25.800	10.000	EWS-10
101	16.766	7.575	26.058	10.100	OBC-26
102	16.932	7.650	26.316	10.200	UR
103	17.098	7.725	26.574	10.300	SC-17
104	17.264	7.800	26.832	10.400	UR
105	17.430	7.875	27.090	10.500	OBC-27
106	17.596	7.950	27.348	10.600	UR
107	17.762	8.025	27.606	10.700	ST-8
108	17.928	8.100	27.864	10.800	UR
109	18.094	8.175	28.122	10.900	OBC-28
110	18.260	8.250	28.380	11.000	SC-18
111	18.426	8.325	28.638	11.100	EWS-11
112	18.592	8.400	28.896	11.200	UR

G. Sivasan

-42-

8

113	18.758	8.475	29.154	11.300	OBC-29
114	18.924	8.550	29.412	11.400	UR
115	19.090	8.625	29.670	11.500	SC-19
116	19.256	8.700	29.928	11.600	EWS-12**
117	19.422	8.775	30.186	11.700	OBC-30
118	19.588	8.850	30.444	11.800	ST-9
119	19.754	8.925	30.702	11.900	SC--20*
120	19.920	9.000	30.960	12.000	OBC-31*

*/** Squeezing resorted with a view to maintain the prescribed percentage of reservation

G. Jeyaraj

Annexure-VFOR DIRECT RECRUITMENT

Roster for Direct Recruitment otherwise than through Open Competition for cadre strength upto 13 posts

Cadre Strength	Initial Recruitment	Replacement No.												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	UR	UR	UR	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	SC	ST
2	UR	UR	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	SC	ST	
3	UR	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	SC	ST		
4	OBC	UR	UR	SC	OBC	UR	EWS	UR	OBC	SC	ST			
5	UR	UR	SC	OBC	UR	EWS	UR	OBC	SC	ST				
6	UR	SC	OBC	UR	EWS	UR	OBC	SC	ST					
7	SC	OBC	UR	EWS	UR	OBC	SC	ST						
8	OBC	UR	EWS	UR	OBC	SC	ST							
9	UR	EWS	UR	OBC	SC	ST								
10	EWS	UR	OBC	SC	ST									
11	UR	OBC	SC	ST										
12	OBC	SC	ST											
13	SC	ST												

Note:

1. For cadres of 2 to 13 posts the roster is to be read from entry 1 under column Cadre Strength till the last post and then horizontally till the last entry in the horizontal row i.e. like "L"
2. All the posts of a cadre are to be earmarked for the categories shown under column initial recruitment. While initial filling up will be by the earmarked category, the replacement against any of the post in the cadre shall be by rotation as shown horizontally against the last post of the cadre.

G. Sivasan

Annexure-VI

Name of the Ministry/Department:

Report for the fortnight ending	Unfilled vacancies as on 01.02.2019					Vacancies filled up during the fortnight ending					Total vacancies filled up since 01.02.2019				
	SC	ST	OBC	EWS	UR	SC	ST	OBC	EWS	UR	SC	ST	OBC	EWS	UR

Note 1: Single consolidated fortnightly report may be sent in respect of the Ministry/Department and its attached and sub-ordinate offices

Note 2: The first report should begin from 15.02.2019

Note 3: Filled up fortnightly report may be emailed at jsest@nic.in and g.sreenivasan@nic.in

G. Sreenivasan