
ORDINANCES

- O.1 The provisions contained in these Regulations govern the conditions for imparting courses of instructions, conducting examinations and evaluation of students' performance leading to the degree of Master of Business Administration (MBA). These Regulations are effective for the batches of students admitted in the Academic Session 2019-20 onwards.
- O.2 Specializations: The specializations in which the courses of study are available and degrees will be offered are:
 - (i) Finance
 - (ii) Marketing
 - (iii) Human Resource

New Specialization may be added in future with the approval of the competent authority. Likewise, a specialization may also be temporarily suspended if the situation so arises.

- O.3 The number of seats under MBA Program for which admission is to be made will be decided by the Senate. Seats are reserved for candidates belonging to the Scheduled Castes, Scheduled Tribes, Other Backward Classes, Persons with Disability (PwD) etc. as per the Government of India orders from time to time. Furthermore, 15% supernumerary seats are also available under ICCR, DASA, Study in India or any other similar programs for foreign nationals/persons of Indian origin/NRI/overseas citizens of India as per schemes.
- O.4 The Program is monitored by the Departmental Postgraduate Program Committee (DPPC). Composition of DPPC, along with its functions, is given in Annexure I
- O.5 The provisions of these Regulations shall also be applicable to any new specialization(s) that is(are) introduced from time to time and added to the list in Sec. O.2.
- O.6 Supplementary Regulations, whenever necessary, may be framed and implemented by the Senate from time to time.
- O.7 Notwithstanding all that have been stated in these Regulations, the Senate has the power to modify any of the clause(s) from time to time.
- O.8 In the event of occurrence of any doubt/ambiguity in the interpretation of any clause of the Regulations and also with any matter pertaining to the Program which has not been covered by the Regulations, the ruling of the Chairman, Senate shall be final.
- O.9 A student becomes eligible for the award of the degree, if he/she
 - (a) fulfills all the academic requirements prescribed in the Regulations
 - (b) no disciplinary action pending against him/her
 - (c) no pending dues to the institute, department, hostels etc.
- O.10 The award of MBA degree must be recommended by the Senate and approved by the Board of Governors (BOG) of the Institute.
- O.11 Legal disputes, if any, shall be under the jurisdiction of Silchar court(s) of Cachar district in the state of Assam only

REGULATIONS

R.1 Qualification for Admission

Students seeking admission to the MBA Program must satisfy the following criteria:

- (a) Bachelor degree (at least 10+2+3) of regular course, with at least 55% marks or 6.0 CPI/CGPA on 10 point scale in aggregate. A relaxation of 5% marks or 0.5 in CPI/CGPA may be extended to the candidates belonging to SC/ST/PWD categories. However, the Department may specify additional requirements over and above these minimum requirements
- (b) A valid CAT/MAT/CMAT score, with at least fifty (50) percentile qualifying score.

R.2 Admission Procedure

For Indian nationals, the Institute admits the students based on standard counselling process which is published along with the admission advertisement. The standard counselling process includes: screening, group discussion, and personal interview etc. However, it is amendable from time-to-time. For foreign nationals under various MHRD schemes, the admission is made based on the counselling of the concerned scheme.

R.3 Semesters: Odd and Even

The Institute follows a credit based semester system. There are two regular semesters in a year: odd semester (July-November) and even semester (January-May).

R.4 Academic Calendar

Each academic session is divided into two regular semesters of approximately 16 weeks duration: an odd semester and an even semester. The senate approved schedule of academic activities for a session, including dates of registration, mid-semester, and end-semester examinations etc. shall be laid down in the Academic Calendar for the session.

R.5 Program Coordinator

To manage the Program, there shall be a Program Coordinator to be appointed by the Head of the Department. The role of the Program Coordinator is the overall coordination under the supervision of DPPC in all matters related to the MBA Program.

R.6 Program Structure

The MBA Program shall consist of core courses, elective courses, seminars, practical orientation, and project work. Each course shall normally be assigned credits points as follows:

- a) 1 credit per lecture hour per week
- b) 1 credit per tutorial hour per week
- c) 1 credit per two hours/2 credits per 3 hours practical per week

The MBA Program is designed with a well-balanced theory-practical orientation. The course is blended with various other pedagogical tools like case studies, presentations, group discussions, seminars, live projects, field visits etc. Additionally, in order to enable the students to acumen the real-life management

scenario, a student is also required to undertake a compulsory Summer Internship Program (SIP) of 4-6 weeks duration during summer vacation in area of his/her specialization. The SIP shall form a part of the third semester curriculum and grade earned shall be reflected in the third semester grade card. But, the students are to undergo an internship in a reputed organization during the summer vacation preceding the second year that is, immediately after completion of the second semester. The students shall undergo SIP under a mentor of the deputed organization. The department may assign a faculty for the academic guidance, if required. The internship shall be arranged by the department/T&P cell.

The students will be required to successfully complete 78 credits of loads through course work, practical, project etc. as per curriculum to become eligible for the award of the degree. In addition to the prescribed academic courses, every student must successfully complete any Extra Curriculum Activity (EAA) as per curriculum to be eligible for the award of the degree. The class timing of the EAA courses may be chosen differently from the other academic courses, depending on weather conditions.

R.7 Program Duration

The minimum and maximum durations for completion of the Program are 4 and 6 semesters, respectively.

R.8 Enrolment and Registration

- R.8.1 A student selected for admission has to enrol to the program, in person, on the day fixed for this purpose after paying the due fees.
- R.8.2 After enrolment, every student is required to register, in person, for the approved courses (including project) as per the advice of the Program coordinator at the commencement of each semester on the day fixed for such registration and notified in the Academic Calendar until he/she completes his/her program. The Dean (Academic) may cancel the registration of one or more courses/project phase, if they are found to violate some rules or if there are restrictions imposed due to disciplinary reasons.
- R.8.3 There are two parts to the registration process: academic registration and administrative registration. Academic registration involves selection of courses consistent with the specific program of study as per rules. Administrative registration involves payment of requisite fees along with outstanding dues, if any, and submitting the filled-in registration form complete in all respect to the office of the Dean (Academic). The responsibility for completing both parts of the registration process rests with the students. The Dean (Academic) may cancel the registration of one or more courses (including project) if they are found to violate some rules or if there are restrictions imposed due to disciplinary reasons. If a student fails to register during any semester without valid and cogent reasons, his/her studentship is liable to be cancelled.
- R.8.4 A student shall register for a minimum of 16 and a maximum of 25 credits per semester
- R.8.5 Students who do not register on the day announced for the purpose may be permitted to register late by the Dean (Academic) under special circumstances only on payment of a fine, unless the fine is waived. Normally, no late registration shall be permitted after the due date from the scheduled date, except in special cases like those
 - (i) Dictated by counseling authorities in first semester. Normally, the first semester course registration date(s) shall primarily be dictated by the counselling schedule, which may be

- different from the date(s) specified in the academic calendar. After the enrolment (admission), the academic section shall notify the dates and procedure for the same.
- (ii) A serious and genuine medical illness.
- (iii) A family calamity or natural calamity stopping the candidate to report for registration on the scheduled date
- (iv) Participation in a national/international event/internship etc. with prior permission from the Dean (Academic).
- R.8.6 The minimum percentage of attendance requirement of a student registering late will be calculated from the date of their registration. But, no special consideration is admissible in the matter of assessment/evaluation or grading. Normally, late registration is permitted till a specified date as per academic calendar. However, he/she may apply for registration of the same during the next academic session for course work in the same semester or next semester for project work, without any extension of the total allowed duration of study.
- R.8.7 Under very exceptionally, unforeseen, and unavoidable circumstances late registration beyond the specified deadline may be allowed on case-to-case basis by the Dean (Academic)/Chairman, Senate. This is possible only when the reasons cited are genuine and the authorities are satisfied with the same. In this case, the total attendance requirement shall be calculated from the last date of late registration.
- R.8.8 Only those students will be permitted to register in the next semester who have
 - (a) Fulfilled the minimum academic requirements (CGPA 5.5) for continuing in the programme in any semester
 - (b) Cleared all dues of the Institute, hostel, and library and fines (if any) of the previous semesters
 - (c) Paid all required advance payments of the Institute and hostel dues for the current semester
 - (d) Not been debarred from registering on any specific ground.
- R.8.9 A failed/W-graded elective subject may be replaced by another elective subject from within the same group

R.9 Supervisor/Cosupervisor

Every student admitted into the MBA Program of the Institute must carry out his/her project under the supervision of at least one faculty member of the department. This faculty member will be called the Supervisor of the student. The student may also have a second person (Cosupervisor) from the same or another allied department of the Institute. All the administrative responsibilities related to the Program of the student, however, shall lie with the supervisor. In no case, more than two persons are permitted to get associated with a student as supervisor and/or Cosupervisor.

R.10 Appointment of Supervisor/Cosupervisor

Departmental Post-graduate Program Committee (DPPC) shall evolve modalities for appointing Supervisor/Cosupervisor, keeping in view the student's aspirations and faculty interest. The DPPC will coordinate this activity and will formally communicate the appointment of the Supervisor/Cosupervisor to all concerned, along with the Academic section of the Institute.

.....

R.11 Assessment

There will be continuous assessment of performance throughout the semester and grades will be awarded by the concerned course coordinator/instructor or the appropriate committee appointed for this purpose for various category of courses as follows:

R.11.1 Theory Subjects

- (a) The evaluation will be based on the performance on minor test, mid-semester examination, end semester examination, and internal assessment. The combined assessment of minor test and internal assessment is known as sessional assessment.
- (b) The internal assessment is based on the performance in class test/quiz/viva/assignment/class impression/attendance etc. as decided and arranged by the course coordinator and declared at the first class of the semester.
- (c) The overall performance in a course is decided by the following component-wise weightage

Component	% Weightage
Sessional assessment	20
Mid semester exam	30
End Semester	50

R.11.2 Practical subjects

The evaluation will have two parts: continuous assessment and examination. The continuous assessment will be on the basis of attendance, assessment of the tasks assigned, and the test/exam/viva/report to be decided by the departmental/course coordinator. However, the evaluation procedure needs to be declared by the course coordinator/department at the beginning of the semester.

R.11.3 Summer Internship Program

After completion of the internship and within four weeks of the beginning of next semester (third semester), a consolidated report on the work carried out during internship is to be submitted to the concerned Program coordinator. The report has to be as per guidelines formulated by the department. They also need to submit a completion certificate from the deputed organization and feedback as per departmental format from the concerned mentor.

R.11.4 Project

The project shall be carried out in the final semester (fourth semester). The project work may include survey and data collection from the field. The students are to submit a consolidated report (thesis) on the findings of the project work as per thesis preparation guidelines. The thesis, along with a soft copy, is to be submitted to the concerned Program Coordinator at least 7 days prior to the date of final evaluation.

R.11.5 Extra Academic Activity (EAA) Courses

As per curriculum, there may be some EAA courses which are non-credit but mandatory. These courses shall also have syllabus and examinations like a lab course. For this category of courses, instructions shall be imparted and practice supervised by the concerned instructor. Students shall be awarded PP grade for passed (successful) or NP grade for not passed (unsuccessful), which shall be recorded in the Grade card but not taken into account for computation of the SGPA (semester grade point average) and CGPA (cumulative grade point average).

.....

R.12 Attendance

A student having less than 75% attendance shall be debarred from appearing the end-semester exam. His/her registration for that course shall be treated cancelled and is awarded "W" grade (registration cancelled for want of minimum attendance). The 'W' grade shall appear in the grade card. The name of the students who have attendance less than 75% in a given course shall be announced in the class by the teacher himself/ herself on monthly basis from the date of starting of classes. The minimum attendance requirement is also applicable to EAA courses. For the purpose of calculating percentage attendance, there shall be a cut-off date as per the academic calendar.

However, under exceptional situations, a committee comprising of the Chairman, Senate, Dean (Academic), and the concerned Head of the department may consider condoning of the required attendance.

R.13 Leave Rules

Leave rule for MBA students shall be same as that of latest B.Tech. Ordinances and Regulations.

R.14 Conference/Seminar/Workshop etc.

Participating conference/seminar/workshop etc. are not mandatory requirements for the award of the degree. However, a student may be permitted to participate in such events organized by a well-known organizations availing his/her leave (upto a maximum of one week), with permission from the Head of the department.

R.15 Examination System

In assessing the students' attainment in subjects (Theory and Practical), seminars, project work, EAA etc. the system of continuous assessment is adopted by the Institute. A student may be debarred from appearing in any of the examination/assessment due to the following reasons:

- (a) A prohibitive disciplinary action/pending disciplinary action
- (b) Attendance has not been satisfactory during the semester

R.15.1 Theory Courses

In conformity with practice of the Institute, there will be one mid semester examination and one end semester examination for every theoretical subject, in addition to minor test, and internal assessment. The mid semester and the end semester examination will be conducted centrally by the Academic Section of the Institute. The minor test shall be conducted by the concerned department/course coordinator, while the class tests or quizzes will be organized by the concerned teacher/course coordinator.

The Institute shall provide sick room facility inside the Institute building or in a nearby hospital as deemed convenient by the Institute to assist students who may fall sick during the examinations. The examinations will normally be "closed book type" where the students are not permitted to bring any study material. All necessary charts and tables will be provided by the Institute. If recommended by the course coordinator, data sheets without any marking and in the book form is only permitted. No photocopy of data book shall be allowed to be used in the examination hall. It is the course teacher's responsibility to recommend the material to be provided, and to check with the Examination office that the arrangement has indeed been made. While normal scientific calculators are permitted, other

·

electronic devices such as programmable calculators and calculators containing communication devices, MOBILE phones are strictly forbidden. Any exception to these provisions must be specially approved by the Senate. All question papers submitted by the teachers will be treated as "confidential documents" till the end of the examination of the subject concerned. It is an open document after the examination is over.

R.15.2 Practical Courses

Practical examination shall be conducted by the department and the necessary modalities shall be framed by the concerned DPPC. The assessment pattern will be as follows:

Assessment	Duration	Weightage (%)
Continuous Assessment	-	50
Semester Examination	2 or 3 Hour	50

R.15.3 Summer Internship Program

All the students are required to present their SIP project report before the following committee constituted by the DPPC.

Head of the Department : Chairperson
 One faculty from another department : member
 Two subject experts of the department : members

The overall evaluation shall be based on 40% from the report and 60% from the presentation, SIP findings, and viva-voce.

R.15.4 Seminar, Practical, and EAA Courses

No centralized examinations shall be arranged for these courses. The concerned Department/course coordinator shall arrange for all the assessment components in appropriate and suitable times

R.15.5 Project

Thesis Preparation and Submission: The students shall prepare and submit the thesis as per guidelines (with acceptable similarity report) for evaluation, along with a soft copy, to the Member Secretary, DPPC at least 7 days prior to the date of final evaluation. The Thesis shall be modified as per suggestions/advices, if any, of the evaluation committee and submitted within 7 days from the date of evaluation. Apart from the requirement of the department and supervisor(s), a copy of the final thesis (with acceptable similarity report), along with its (thesis) soft copy be submitted to the central Library.

Evaluation: Apart from regular monitoring by the Supervisor/Cosupervisor, the progress shall be evaluated at the end of the semester by the following committee constituted by the DPPC:

(a) One senior faculty member from the department : Chairperson
(b) One Expert faculty from the department : member
(c) One faculty member from another department : member

(d) One external expert : member(e) Supervisor/Cosupervisor, if any : member(s)

The external expert at S1 (d) shall be approved by the Dean (Academic). For this purpose, the Chairman, DPPC shall propose a panel of 3 (Three) experts from reputed and well known Institute/industry.

......

Marks Distribution for Evaluation

Component	Weightage (%)	Remarks	
Supervisor	40	Supervisor shall award an overall	
		assessment mark after due consultation with	
		Cosupervisor, if any.	
External expert	30	Overall assessment	
Other committee members	30	Overall assessment	
Total Marks	100		

The DPPC shall formulate rubrics for evaluation for various weightages.

R.16 Grading System

Based on the performance of a student, each student is awarded a final letter grade in each subject, including project and SIP at the end of the semester. The letter grades and the corresponding grade points are as follows:

Grade	Grade Points	Remarks
AA	10	
AB	9	
BB	8	
BC	7	
CC	6	
CD	5	
DD	4	
F	0	Fail
W	0	Registration cancelled due to lack of minimum attendance (Fail)

A student passes the course if he/she gets any grade in the range of AA to DD, but fails if he/she gets the F/W grade. Attending end semester exam is a must to be eligible for a pass grade. Irrespective of performance in all other components, an F grade is automatically awarded to an absentee in the end semester examination in a given course. In addition, there shall be one transitional incomplete grade (I grade), eligible for one repeat end semester examination. I grade may be awarded in specific cases only.

R.17 I Grade

I grade (theory, practical, project) may be awarded to a student if the student was compelled to remain absent from the end semester examination on account of:

- Illness or accident which disabled him/her from appearing the examination
- A calamity in the family at the time of the examination, which, in the opinion of the Institute/course coordinator, required the student to remain away from the campus.

·

A student will be eligible for the award of I grade only if his/her attendance at classes and performance in other components of assessment are complete and satisfactory in the opinion of the course coordinator/supervisor as the case may be.

An awarded I grade must be converted by the concerned course coordinator/committee to an appropriate letter grade and communicated to the Academic Section within the prescribed date. Any outstanding 'I' grade after the prescribed date will be automatically converted to F/unsatisfactory grade, as the case may be.

R.18 Conversion of Grades

Wherever it is expedient to convert the SGPA/CGPA into percentage of marks, the obtained SGPA/CGPA may be multiplied by 10. For example, SGPA/CGPA 5.5 is equivalent to 55%.

R.19 Semester Grade Point Average (SGPA)

SGPA will be computed for each semester as follows:

SGPA =
$$\frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

where n is the number of courses registered for the given semester, C_i is the total credit allotted for the ith course, and G_i is the grade points (as defined in R.16) awarded to the ith course.

R.20 Cumulative Grade Point Average (CGPA)

The CGPA gives the cumulative performance of the student from the first semester up to the end of the semester to which it refers, and will be calculated as follows:

CGPA =
$$\frac{C_1G_1 + C_2G_2 + \dots + C_mG_m}{C_1 + C_2 + \dots + C_m}$$

where m is the number of courses registered upto that semester, C_i and G_i as defined in R.19.

Both SGPA and CGPA will be rounded off to second place of decimal and recorded as such. Whenever the CGPA is to be used for the purpose of determining the merit ranking of a group of students, only the rounded off values will be used. CGPA will be computed at the end of each semester (second semester onwards) and communicated to the students along with the SGPA in the form of a grade card.

R.21 Award of Grades

Total marks for which a student is evaluated in a course, including project, shall be normalized to 100, irrespective of the mark for which evaluation is made, and the grades as described below shall be awarded as per secured total marks. Fractional part of the final marks, if any, shall be rounded to the nearest integral value.

R.21.1 Theory Courses

Marks Obtained	Grade Awarded
100 - 91	AA
90 – 81	AB
80 - 71	BB

,

70 – 61	BC
60 - 52	CC
51 – 43	CD
42 – 35	DD
Below 35	F

R.21.2 Other than Theory Courses

Marks Obtained	Grade Awarded
100 – 94	AA
93 – 87	AB
86 – 80	BB
79 – 73	BC
72 – 65	CC
64 – 57	CD
56 – 50	DD
Below 50	F

The results of performance of the students in the semester examinations shall be announced by the course coordinator/teacher(s) of the subjects concerned after duly approved by the DPPC. It is mandatory for the course coordinator/subject teacher to show all evaluated answer scripts (theory subject) to the students in stipulated dates as per academic calendar. The students should point out discrepancies in the evaluation, if any, on the spot. After conclusion of the spot verification of answer scripts, no claim whatsoever shall be entertained.

R.22 Audit Courses

A course is called an audit course for a given student when it is neither compulsory nor any credit earned is taken into consideration for SGPA or CGPA calculation. The Program Coordinator may recommend a student to register for an audit course provided the course coordinator allows auditing the course. The word "AU" shall be written alongside the course name in the grade card. Pass or fail status will be shown in the grade card as "PP" for passed and "NP" for not passed. Since it is optional and is a non-credit course, is not required to register again for passing a failed audit course to earn the degree.

R.23 Preserving Answer Scripts and Marks

End semester examination answer scripts (theory courses only) shall be preserved by the concerned department/teacher(s) for a period not less than one semester. However, the sheet containing details of marks converted to grades must be preserved by DPPC till the students complete their course of study.

R.24 Submission of Grades

The final grades for a course, other than EAA, must be submitted by the course coordinator(s)/committee after the end semester examination to their Chairperson, DPPC for scrutiny and approval by DPPC and onward transmission to the Academic section within the specified date, by the Chairperson, DPPC.

·

As mentioned, evaluation of performance in EAA course shall be done by the concerned instructor and the awarded grade will be directly communicated to the Academic Section.

R.25 Declaration of Results

The Academic section of the Institute, after due scrutiny, shall declare the results as per academic calendar.

R.26 Grievance Redressal

If a student is not satisfied with the marks awarded, he/she may request higher authorities for review in the following order: Chairman, DPPC, Dean (Academic), and finally the Chairman, Senate within the specified time as per academic calendar. If the grievance is not resolved at the intermediate level, the decision of the Chairman, Senate shall be final. However, the prayer must be made within the stipulated time as per academic calendar. In such a case, the deadline for revised grade, if any, submission shall get extended till the authorities concerned resolve the issue.

Furthermore, any other grievances from any stake holders of the program shall be addressed in the following order: Head, Dean (Academic), Director, and finally the Senate. Decision of the Senate shall be final and no further appeal shall be entertained.

R.27 MOOCs/online courses

- R.27.1 A student may be permitted to undertake MOOCs/online/other such courses of relevant area as additional courses to enhance his/her knowledge base. Such courses shall be over and above the standard requirement of the Program
- R.27.2 On the recommendation of the DPPC and with the approval from the Dean (Academic), a student may register courses under MOOCs/online/other platforms during the Program period, with a maximum of 24 weeks contact per semester. To undertake such a course, the students are to apply to the Chairman, DPPC. The DPPC shall scrutinize the application whether it is suitable or not. Based on the recommendation of the DPPC, Dean (Academic) shall finally take a decision on whether to permit for such registration. Approval for registration for such course(s) must be taken in advance and not after the completion of the course(s)
- R.27.3 Once permitted and after completion, the student has to submit the official transcript of the grades obtained by her/him to the concerned DPPC, along with other related documents for evaluation and forwarding the same to Dean (Academic). Under no conditions will the grades earned at any other Institution/from MOOCs/online courses appear on the Semester Grade Report. All such courses and/or requirements will be deemed to carry zero credit for SGPA/CGPA calculation for awarding degree from this Institute
- R.27.4 The grades obtained in such course(s) shall be reflected in the official transcript of the Institute against the student. However, if completion date of such course(s) falls after the date of completion of the Program then these courses will not be reflected in the official transcript.

R.28 Withholding of Grades/Result

Grades shall be withheld when the student has not paid his/her dues or when there is a disciplinary action pending against him/her.

.....

R.29 Eligibility for the Award of Degree

A student shall be declared eligible for the award of MBA degree if he/she has:

- (a) Completed all the credit requirements for the degree with a minimum SGPA of 5.5.
- (b) Satisfactorily completed all the non-credit requirements for the degree viz. Extra Academic Activities.
- (c) No dues to the Institute, Department, Hostels, NCC and NSO etc.
- (d) No prohibitive disciplinary action is awarded or there is no pending disciplinary action

The award of the degree must be recommended by the Senate and approved by the Board of Governors of the Institute.

R.30 Conduct and Discipline

Conduct and discipline rules shall be same as that of the latest B.Tech. Ordinances and Regulations.

.....

Annexure I

DEPARTMENT POST GRADUATE PROGRAM COMMITTEE (DPPC)

Composition:

(i)	Head of the Department (ex-officio)	Chairperson
(ii)	One faculty member of the department nominated by the Head of the Department	Member Secretary
(iii)	At least three faculty members of the Department nominated by the departmental faculty	Member(s)
(iv)	One faculty member from another allied department nominated by the Dean (Academic)	Member
(iv)	One Full-time MBA student (second year) with CGPA not less than 7.5, nominated by the Head of the Department. He/she can participate only in major policy decision processes, not involving a specific case	Member

Tenure:

Two years for faculty members and one year for student members.

Functions:

- (i) To oversee the conduct of the departmental MBA Program.
- (ii) To discuss and recommend the course curriculum and syllabi of all the MBA Program offered by the department from time to time
- (iii) To ensure academic standard and excellence of the MBA Program of the department.
- (iv) To consider and recommend to the Dean (Academic) any matters related to the MBA Program of the department.

NB: The committee shall be constituted by the Head of the Department. A copy of constitution/reconstitution shall be forwarded to the Dean (Academic).