

PUNE INSTITUTE OF BUSINESS MANAGEMENT

SOP No. 12 – MENTORING

Prepared by

Date:

Checked by

1. Purpose

To outline the institute's program relating to mentoring of students by mentors

2. Scope

This SOP is applicable for Pune Institute of Business Management, Pune and for both PGDM and MBA students

Part A of the SOP is written for mentoring of the 1st semester students while part B of the SOP is written for mentoring of the 2nd – 4th semester students

3. Objectives

3.1 To guide students in their pursuit to work in the corporate or start their own business

3.2 To build positive habits in the students such as self-discipline, regular attendance to class, punctuality, reading habits and completion of assigned task in time

3.3 To enable students to understand concepts that they can apply in the corporate world

3.4 To develop a matrix for measurement of students performance

4. Period

Part A

Start date/ period: 1st semester (July/ August)

End date/ period: WIP (January)

Part B

Start date/ period: 2nd semester (January)

End date/ period: Final Placement

5. Program

5.1 Mentoring is a program that is the backbone of student's holistic development. A student will have 1 - 2 mentors while at PIBM – the first mentor is given in the beginning of 1st semester while the second mentor is given in the beginning of 2nd semester once the student has decided his/ her specialization

5.2 The first mentor that a student get will be a general mentor while the second mentor will be a mentor from the specialization the student pursue. The first and second mentor a student is allotted may be same or different

6. Allocation of Mentors to Students

6.1 A mentor will have 10 mentees upto a maximum of 20 mentees as more than 20 mentees would be difficult to manage and control

Part A

6.2 A mentor has to be given mentees from the same division so as to ease the allocation of mentoring session in the time table (Refer to **Annexure 1**)

Part B

6.3 A mentor has to be given mentees based on specialization i.e. a mentor from finance specialization should be allotted students opting for finance specialization (Refer to **Annexure 2**)

7. Scheduling

7.1 A mentoring session will be scheduled officially once a week on an average

7.2 Mentor can have mentoring session any other time apart from the scheduled mentoring session except that it should not affect other classes

8. Agenda

8.1 The initial mentoring session should be focused on getting to know the students better – their strength and weakness, their interest, academic background and their career goal

8.2 Importance of discipline, attendance and grooming should be addressed in the mentoring session

8.3 Assignments must be given to make the students improve in their communication, aptitude, general awareness, domain knowledge and above all confidence level

8.4 Feedback of the assignment must be discussed in the mentoring session (Refer to **Annexure 3** for counselling session script)

9. Roles and Responsibilities of Mentors

9.1 Mentors must be able to solve student's problem – be it academic or non-academic (Refer to **Annexure 4**)

9.2 Mentors should be approachable by mentees

9.3 Mentors should keep a track of the performance and improvement chart of the mentees by maintaining the mentee log book (Refer to **Annexure 6**)

9.4 Mentors should take ownership of the mentees

9.5 Mentors should guide mentees in preparation of their resume for WIP, SIP and Final Placement

9.6 Mentors will guide student in their Winter Internship Project and Summer Internship Project

9.6.1 Mentors must be in regular touch with the mentees in the course of the WIP and SIP

9.6.2 Mentors must take regular report from the mentees – daily report of their task completed and weekly update of their WIP log book signed by the external mentor in the form of email or whatsapp update

9.6.3 Mentors must help mentees decide the project title of the WIP and SIP in case the company doesn't provide it

9.6.4 Mentors must guide mentees in the successful completion of the project

9.6.5 Mentors must guide mentees in preparation of their project report and presentation

9.7 Mentors must be in a position to explain the performance of the students with the help of data

9.8 Mentors should guide their mentees while applying for WIP, SIP and Final Placement companies

9.9 Mentors have to send consolidated report of their mentee tracking sheet to the batch-in-charge once a month

9.10 Mentors are authorized to take disciplinary action against non-compliance mentees in co-ordination with the batch-in-charge

9.10.1 Mentors should give verbal warning to mentees who are defaulters in attendance, discipline, grooming and assignment submission

9.10.2 If the mentee do not change his/her habit/ behavior, his/ her parents should be called by the mentor and should be apprised of the situation. Written warning letter has to be given to the student and a signed copy of the warning letter should be send to the parents

9.10.3 If the mentee still continue to be non-compliance, he/she must be taken to the Discipline Committee panel headed by the Director – Academics and appropriate disciplinary action must be taken

9.11 Recognition should be given to mentees who are doing exemplary work

9.12 Mentors must have their mentees engagement planning for a week and month in advance

9.13 Mentors should know the business model of WIP and SIP companies of their mentees

9.14 Mentors should be able to track the performance of their mentees in WIP, SIP and Final Placements GD and PI – number of companies appeared

9.14.1 Mentors must have a record of the number of companies a mentee has failed with reason(s) of failure

9.14.2 Mentors must have an action plan for the students who have failed in GD and PI so that they don't repeat the same mistake

10. Attributes of a good Mentor

A good mentor possess the following attributes -

10.1 Active listener – encourage mentee to talk and express his/ her problem and be able to encourage the creative talent of the students .

10.2 Empathy (not sympathy) – always try to identify the problem from the mentee's point of view

10.3 Has to be a very patience and committed to the task

10.4 Always positive about the cause/ problem and believe in helping solving mentee's problems

10.5 Take initiative and drive to complete the task

10.6 Continuous learning attitude (continuous upgrading of current affairs, subject/ domain knowledge and what is happening in the campus)

10.7 Firm and self-disciplined and make the mentees follow good discipline practices prescribed by the institute (always believe in planning and executing mentor mentee program and not in an adhoc manner)

10.8 Develop a relationship of mutual respect and trust

11. Responsibilities of Mentees

11.1 Mentees must be regular and punctual in the mentoring classes. 100% attendance is expected

11.2 Mentees should do the assignments given by their mentor religiously on a daily basis

11.3 Mentees should respect their mentor and in no way they should show disrespect

11.4 Mentees should maintain a healthy professional relationship with their mentors
mentor are the one who will guide them

11.5 Mentees should inform their mentor in addition to the batch-in-charge whenever they are absent

12. OUTCOME EXPECTED

12.1 Students are expected to be confident, play active role in extra- curricular activities and have clarity of thought in what profile and specialization they want to pursue

12.2 Students must be disciplined, have learning attitude and have an urge for gaining knowledge

12.3 Students must be in a position to explain the learning and application outcome of their WIP and SIP with the help of data (Refer to **Annexure 5**)

12.4 The mentoring session should be able to give students clarity of thought and mind while applying for companies –for WIP, SIP and Final Placements

13. Administration

13.1 The scheduling of mentoring session is the responsibility of the batch-in-charge assisted by the assistant batch-in-charge. He/ she has to take in consideration the availability of the mentor and plan the schedule accordingly

13.2 The batch-in-charge has to keep track of the mentoring sessions held and any session missed should be kept immediately

14. Monitoring

14.1 Monitoring has to be done on a weekly basis by the batch-in-charge

14.2 Feedback must be taken from both the mentors and students on a weekly basis

14.3 Meeting has to be scheduled once in a fortnight and discussion to take place regarding the feedback of the students in the mentoring session

15. Review

The entire mentoring process has to be reviewed by the Director – Academics on a weekly basis and ensure through the batch in charge and mentors for necessary corrective action for improvement as and when required

ANNEXURE 1

Sr. No.	FC Roll No.	Student's Name	Specilization	Guide
1	P15FC066	RAHUL YADAV	MKT-I	Dr. Sanjeev K
2	P15FC236	RAJIV RANJAN	MKT-I	Dr. Sanjeev K
3	P15FC089	RAVINDER	MKT-I	Dr. Sanjeev K
4	P15FC057	RICHA SINHA	MKT-I	Dr. Sanjeev K
5	P15FC233	RITESH KUMAR SINGH	MKT-I	Dr. Sanjeev K
6	P15FC037	SHASHANK TIWARI	MKT-I	Dr. Sanjeev K
7	P15FC240	SHASHIKANT KUMAR SINGH	MKT-I	Dr. Sanjeev K
8	P15FC215	SOUMYAJIT KHAMARU	MKT-I	Dr. Sanjeev K
9	P15FC214	SUBHA MONDAL	MKT-I	Dr. Sanjeev K
10	P15FC234	SUJEET KUMAR SINGH	MKT-I	Dr. Sanjeev K
11	P15FC043	SWARNALI SAHA	MKT-I	Dr. Sanjeev K
12	P15FC179	SWARNAVA ROY	MKT-I	Dr. Sanjeev K
13	P15FC065	VIVEK DIXIT	MKT-I	Dr. Sanjeev K
14	P15FC049	YASH VIKRAM RAI	MKT-I	Dr. Sanjeev K
15	P15FC144	ZHOTA NIENU	MKT-I	Dr. Sanjeev K

Mentees Allocation: Allocate mentees from the same specialization

ANNEXURE 3

Counseling session script –

Mentor (Faculty) – Your last week's performance report shows that you didn't complete your communication assignments and you are in level D. Why didn't you complete the assignment?

Mentee (Student) – Sir I found it very difficult so I couldn't do it.

Mentor (Faculty) – What was so difficult? And why didn't you consult your communication mentor for help?

Mentee (Student) – Mansi ma'am was on leave for 3 days so I couldn't go to her...

Mentor (Faculty) – Then why didn't you come to me for help?

Mentee (Student) – Sir, I didn't know...

Mentor (Faculty) – What difficulty did you face in the assignment?

Mentee (Student) – Sir I didn't understand the meaning of RC passage.

Mentor (Faculty) – Show me the RC passage. (Student

shows the RC booklet to faculty)

Mentee (Student) – Sir it is very difficult and I didn't understand the word meaning...

Mentor (Faculty) – Did you consult a dictionary? Do you know how to derive meaning of words?

Mentee (Student) – No sir, I didn't use dictionary and what is the meaning of derive?

Mentor (Faculty) – Let us call your Communication mentor over here. She may be able to help us.

(Faculty calls Ms. Manasi for joint mentoring. Now show both having joint mentoring with student)

Mentor (Faculty) – Manasi ma'am, this mentee of ours is not using dictionary and claims to not know how to derive word meaning. He doesn't even know meaning of the word derive. Has he not been instructed to carry a dictionary and read 'WORD POWER MADE EASY' or any other book?

Communication Mentor (Manasi ma'am) – The instruction pertaining to carry a dictionary and reading 'WORD POWER MADE EASY' has been given 5 times. Why didn't you use a dictionary?

Mentee (Student) – Ma'am I forgot...

Mentor (Faculty) – Ma'am, I am giving him additional assignment for communication. Please ensure that the next time he doesn't submit his assignment, he is removed from class and sent to me or batch in-charge for counseling.

Communication Mentor (Manasi ma'am) – Ok sure, sir.

Mentor (Faculty) – You now have to read Pg 1-20 of 'WORD POWER MADE EASY' and report to me with completed exercises by 2:00 AM in the morning.

Mentee (Student) – Sir, how will I submit it at 2:00 AM?

Mentor (Faculty) – Complete the exercise tonight. Take a picture of completed exercise in Word Power Made easy and send it to me on email. If you will not submit it by 2:00 AM; you will not be allowed in any of the classes tomorrow and you will have to complete the whole book in front of me. Is that clear?

Mentee (Student) – Yes sir.

Communication Mentor (Manasi ma'am) –In addition, you have to submit your RC assignment tomorrow at 9:00 AM too. Don't forget that.

Mentee (Student) – Yes ma'am.

ANNEXURE 4

Possible Academic Issues –

1. Mentees not able to understand teaching of certain faculties
2. Mentees want remedial sessions of certain subjects
3. The pace of certain subject is very fast or very slow

Possible Non-Academic Issues –

1. Hostel issues
 - a. Water not available
 - b. Drinking water not available
 - c. Food was not sufficient
 - d. Light problem
2. Mess problem
 - a. Insects found in the food
 - b. Food not cooked properly
 - c. Too much oil in vegetable curry
 - d. Menu not tasty
3. Transport problem
 - a. Bus left early without waiting for students
 - b. Bus leaving late from the campus

4) Personal Problem

- a. Some personal family issues due to which student is not able to focus on academic objectives.

ANNEXURE 5

If a student has undergone a project on Channel Sales in Dabur in his/ her winter internship, the student must be able to speak data pertaining to sector, industry, company and product with respect to their contribution to nation's GDP. He/ she should be able to explain in detail about his/ her profile in the company alongwith various functions performed and the major achievements. Students should be able to speak on their performance with respect to number of channel partners met in a day and overall performance with respect to conversion and closure. With respect to the product which he/ she has worked, the student must be aware of the market size, market share, segmentation and positioning

In case of retail sales, students must understand and explain their role in back-end operations, SKU management, visual merchandising, day to day store operations, floor management, etc.

Annexure 6a (Blank format)

Mentoring Log Book

MENTOR MENTEE ENGAGEMENT & PROGRESS MATRIX AND REPORT				
Name of Mentor:				Name of Mentee:
Date:		Time:		
Sl. N.	Area/ Factor	Frequency	Scale	Status/ Remark of Mentor
1	Attendance and Punctuality	Daily	Fully Present (100 %) Partial Present * (50 – 100 %) Absent (0%)	** Extreme cases should be justified and mentors can take opinion of the functional head
2	Discipline and adhering to daily schedule	Daily	0 NC 1 NC 2 NC's 1 warning letter 2 warning letters Suspension	
3	Attitude	Every Monday of the week (for regular faculties) and every Monday/ Tuesday/ Wednesday for adjunct faculties	Always positive (Desirable) Most of the time +ve and simetimes -ve (70:30) Sometime +ve and sometime -ve (50:50) Always negative	
4	Subject/ Domain learning and application	Every 15 days	He/ She does not know He/ She knows but can't express He knows and can express/ explain He knows, can explain and can apply with data or examples (minimum expectation) He knows, can explain, give examples with data and also teach and demonstrates to others (Desirable)	

5	Communication and Confidence	Weekly	Confidence level is low - can't speak one complete sentence in English	
			Confidence level is okay but can't speak	
			Confidence level is okay and also speak few sentences in English correctly	
			Confidence level is good and can read, write and speak English correctly and can comprehend (minimum expectation)	
			High level of confidence and language proficiency - can speak freely with substance, example, application and comprehend fully (Desirable)	
6	Business, Industry, General Awareness and Current Affairs (Indian Economy, Sports, Politics, etc.)	Weekly	No update, doesn't know anything what is happening around	
			Know few things but not adequate	
			Has adequate knowledge about current affairs (Minimum expectation)	
			Always updated and can response promptly to any current affairs (Desirable)	
7	Placements preparation and issues (GDPI, WIP, SIP, Final Placement, JD based training)	Weekly	Casual, lazy, weak in every subject	
			Moderate in domain knowledge but cannot express and have low aptitude	
			Good in communication and aptitude, fairly good in domain knowledge with some application; confidence level is acceptable	
			Good in communication, aptitude and domain but cannot explain WIP and SIP with relevant data	
			Well prepared with domain knowledge and application, well versed with learning from WIP and SIP; always adhered to learning and development schedule; effective in aptitude and communication and high level of confidence; adheres to personal grooming standard of the institute (Desirable)	
8	Aptitude	Weekly	Level D; Marks < 12/ 50	
			Level C; Marks 12 - 25/ 50	
			Level B; Marks 25 - 40/ 50	
			Level A; Marks 40+/ 50	
9	Grooming	Daily	Never adhere to grooming standard	
			Sometimes adhering to grooming standard (50:50)	
			Most of the time adhering to grooming standard (70:30)	
			Always adhere to grooming standard and checklist defined by the institute (Desirable)	
10	Evaluation			
10.1	GD	Weekly	Never participates	
			Sometimes participate; most of the time "No"	
			Most of the time participate and make valuable contribution; good communication, confidence and substance (minimum expectation)	

			Active participation and makes sensible and valuable contribution (desirable)	
10.2	PI	15 days	He/ She does not know	
			He/ She knows but can't express	
			He knows and can express/ explain	
			He knows, can explain and can apply with data or examples	
			He knows, can explain, give examples with data and also teach and demonstrates to others (desirable)	
10.3	Internals	15 days	Below average; < 50%	
			Average; 50 - 60 %	
			Above Average; 60 - 80% (minimum expectation)	
			Excellent; > 80% (desirable)	
10.4	External	End of each semester	Below average; < 50%	
			Average; 50 - 60 %	
			Above Average; 60 - 80% (minimum expectation)	
			Excellent; > 80% (desirable)	
10.5	Internship			
10.5.1	WIP/ SIP/ Live Project		Below average; < 50%	Feedback from company - 10% Timely submission of report to internal mentor - 10% Quality of log book submission - 10% Final Report - 30% Final corporate presentation - 40%
			Average; 50 - 60 %	
			Above Average; 60 - 80% (minimum expectation)	
			Excellent; > 80% (desirable)	
11	Class Participation	Daily	Do not participate at all	
			Participate very less	
			Participate actively but lacks content	
			Always participate and with content	
12	Any other special remarks other than points covered above			

ANNEXTURE 6b (Filled Format)

Mentoring Log Book

MENTOR MENTEE ENGAGEMENT & PROGRESS MATRIX AND REPORT						
Name of Mentor:				Name of Mentee:		
Date:		Time:				
Sl. N.	Area/ Factor	Frequency	Scale		Status/ Remark of Mentor	
1	Attendance and Punctuality	Daily	Fully Present (100 %)	X	** Extreme cases should be justified and mentors can take opinion of the functional head	
			Partial Present * (50 – 100 %)			
			Absent (0%)			
2	Discipline and adhering to daily schedule	Daily	0 NC	X		
			1 NC			
			2 NC's			
			1 warning letter			
			2 warning letters			
			Suspension			
3	Attitude	Every Monday of the week (for regular faculties) and every Monday/ Tuesday/ Wednesday for adjunct faculties	Always positive (Desirable)	X		
			Most of the time +ve and simetimes -ve (70:30)			
			Sometime +ve and sometime -ve (50:50)			
			Always negative			
4	Subject/ Domain learning and application	Every 15 days	He/ She does not know			
			He/ She knows but can't express			
			He knows and can express/ explain	X		
			He knows, can explain and can apply with data or examples (minimum expectation)			
			He knows, can explain, give examples with data and also teach and demonstrates to others (Desirable)			
5	Communication and Confidence	Weekly	Confidence level is low - can't speak one complete sentence in English			
			Confidence level is okay but can't speak			
			Confidence level is okay and also speak few sentences in English correctly	X		
			Confidence level is good and can read, write and speak English correctly and can comprehend (minimum expectation)			
			High level of confidence and language proficiency - can speak freely with substance, example, application and comprehend fully (Desirable)			
	Business, Industry, General		No update, doesn't know anything what is happening around			
			Know few things but not adequate			

6	Awareness and Current Affairs (Indian Economy, Sports, Politics, etc.)	Weekly	Has adequate knowledge about current affairs (Minimum expectation)	X	
			Always updated and can response promptly to any current affairs (Desirable)		

7	Placements preparation and issues (GDPI, WIP, SIP, Final Placement, JD based training)	Weekly	Casual, lazy, weak in every subject		
			Moderate in domain knowledge but cannot express and have low aptitude		
			Good in communication and aptitude, fairly good in domain knowledge with some application; confidence level is acceptable		
			Good in communication, aptitude and domain but cannot explain WIP and SIP with relevant data	X	
			Well prepared with domain knowledge and application, well versed with learning from WIP and SIP; always adhered to learning and development schedule; effective in aptitude and communication and high level of confidence; adheres to personal grooming standard of the institute (Desirable)		
8	Aptitude	Weekly	Level D; Marks < 12/ 50		
			Level C; Marks 12 - 25/ 50		
			Level B; Marks 25 - 40/ 50	X	
			Level A; Marks 40+/ 50		
9	Grooming	Daily	Never adhere to grooming standard		
			Sometimes adhering to grooming standard (50:50)		
			Most of the time adhering to grooming standard (70:30)	X	
			Always adhere to grooming standard and checklist defined by the institute (Desirable)		
10	Evaluation				
10.1	GD	Weekly	Never participates		
			Sometimes participate; most of the time "No"		
			Most of the time participate and make valuable contribution; good communication, confidence and substance (minimum expectation)	X	
			Active participation and makes sensible and valuable contribution (desirable)		
10.2	PI	15 days	He/ She does not know		
			He/ She knows but can't express		
			He knows and can express/ explain		
			He knows, can explain and can apply with data or examples	X	
			He knows, can explain, give examples with data and also teach and demonstrates to others (desirable)		
10.3	Internals	15 days	Below average; < 50%		
			Average; 50 - 60 %		
			Above Average; 60 - 80% (minimum expectation)	X	
			Excellent; > 80% (desirable)		

10.4	External	End of each semester	Below average; < 50%		
			Average; 50 - 60 %		
			Above Average; 60 - 80% (minimum expectation)		
			Excellent; > 80% (desirable)	X	
10.5	Internship				
10.5.1	WIP/ SIP/ Live Project	As and when done; WIP – December to January; SIP – May to July	Below average; < 50%		Feedback from company - 10% Timely submission of report to internal mentor - 10% Quality of log book submission - 10% Final Report - 30% Final corporate presentation - 40%
			Average; 50 - 60 %		
			Above Average; 60 - 80% (minimum expectation)	X	
			Excellent; > 80% (desirable)		
11	Class Participation	Daily	Do not participate at all		
			Participate very less		
			Participate actively but lacks content		
			Always participate and with content	X	
12	Any other special remarks other than points covered above				

ANNEXTURE 6c (Filled Format)

Mentoring Log Book

MENTOR MENTEE ENGAGEMENT & PROGRESS MATRIX AND REPORT					
Name of Mentor:				Name of Mentee:	
Date:		Time:			
Sl. N.	Area/ Factor	Frequency	Scale		Status/ Remark of Mentor
1	Attendance and Punctuality	Daily	Fully Present (100 %)		** Extreme cases should be justified and mentors can take opinion of the functional head
			Partial Present * (50 – 100 %)		
			Absent (0%)	X	
2	Discipline and adhering to daily schedule	Daily	0 NC		
			1 NC		
			2 NC's	X	
			1 warning letter		
			2 warning letters		
			Suspension		
3	Attitude	Every Monday of the week (for regular faculties) and every Monday/ Tuesday/ Wednesday for adjunct faculties	Always positive (Desirable)		
			Most of the time +ve and sometimes -ve (70:30)		
			Sometime +ve and sometime -ve (50:50)		
			Always negative	X	
4	Subject/ Domain learning and application	Every 15 days	He/ She does not know		
			He/ She knows but can't express	X	
			He knows and can express/ explain		
			He knows, can explain and can apply with data or examples (minimum expectation)		
			He knows, can explain, give examples with data and also teach and demonstrates to others (Desirable)		
5	Communication and Confidence	Weekly	Confidence level is low - can't speak one complete sentence in English		
			Confidence level is okay but can't speak	X	
			Confidence level is okay and also speak few sentences in English correctly		
			Confidence level is good and can read, write and speak English correctly and can comprehend (minimum expectation)		
			High level of confidence and language proficiency - can speak freely with substance, example, application and comprehend fully (Desirable)		
	Business, Industry, General		No update, doesn't know anything what is happening around		
			Know few things but not adequate	X	

6	Awareness and Current Affairs (Indian Economy, Sports, Politics, etc.)	Weekly	Has adequate knowledge about current affairs (Minimum expectation)	
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7	Placements preparation and issues (GDPI, WIP, SIP, Final Placement, JD based training)	Weekly	Casual, lazy, weak in every subject		
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			Good in communication and aptitude, fairly good in domain knowledge with some application; confidence level is acceptable		
			Good in communication, aptitude and domain but cannot explain WIP and SIP with relevant data		
			Well prepared with domain knowledge and application, well versed with learning from WIP and SIP; always adhered to learning and development schedule; effective in aptitude and communication and high level of confidence; adheres to personal grooming standard of the institute (Desirable)		
8	Aptitude	Weekly	Level D; Marks < 12/ 50	X	
			Level C; Marks 12 - 25/ 50		
			Level B; Marks 25 - 40/ 50		
			Level A; Marks 40+/ 50		
9	Grooming	Daily	Never adhere to grooming standard		
			Sometimes adhering to grooming standard (50:50)	X	
			Most of the time adhering to grooming standard (70:30)		
			Always adhere to grooming standard and checklist defined by the institute (Desirable)		
10	Evaluation				
10.1	GD	Weekly	Never participates		
			Sometimes participate; most of the time "No"	X	
			Most of the time participate and make valuable contribution; good communication, confidence and substance (minimum expectation)		
			Active participation and makes sensible and valuable contribution (desirable)		
10.2	PI	15 days	He/ She does not know		
			He/ She knows but can't express	X	
			He knows and can express/ explain		
			He knows, can explain and can apply with data or examples		
			He knows, can explain, give examples with data and also teach and demonstrates to others (desirable)		
10.3	Internals	15 days	Below average; < 50%	X	
			Average; 50 - 60 %		
			Above Average; 60 - 80% (minimum expectation)		
			Excellent; > 80% (desirable)		

10.4	External	End of each semester	Below average; < 50%	X	
			Average; 50 - 60 %		
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			Average; 50 - 60 %		
			Above Average; 60 - 80% (minimum expectation)		
			Excellent; > 80% (desirable)		
11	Class Participation	Daily	Do not participate at all	X	
			Participate very less		
			Participate actively but lacks content		
			Always participate and with content		
12	Any other special remarks other than points covered above				