



**THIAGARAJAR**  
SCHOOL OF MANAGEMENT  
Autonomous Institution  
(Affiliated to Madurai Kamaraj University)



**THIAGARAJAR**  
SCHOOL OF BUSINESS  
Accredited by NBA

(C/O: Thiagarajar School of Management)

## **POLICY ON THE FINANCIAL SUPPORT EXTENDED BY THE INSTITUTION TOWARDS FACULTY (REGULAR) DEVELOPMENT**

**(With effect from 1<sup>st</sup> June, 2023)**

**SCOPE:** To facilitate the faculty members to attend development programmes like Conferences / Workshops / Refresher Courses / Orientation Courses / Faculty Development Programmes, etc.

**OBJECTIVES:** To encourage and support faculty members towards academic growth and career advancement.

**POLICY:** Our Institution encourages participation of faculty members in national and international seminars / workshops conducted by the HEIs, research institutes / organizations etc. The operative guidelines of this policy are described here under:

### **FACULTY DEVELOPMENT PROGRAM – IIMs**

A faculty member may be deputed once in a year for attending the FDP at IIM (Ahmedabad / Bangalore) based on his / her interest as per the institutional norms. The institute will reimburse Lodging, Boarding and delegate fee for attending the program. Other expenses shall have to be borne by the faculty member.

Academic leave will be granted for the duration of the program and the travel time.

### **PARTICIPATION IN NATIONAL AND INTERNATIONAL CONFERENCES / WORKSHOPS**

Faculty member shall be supported for presenting his / her paper in conference / workshops at national or international level in institution of repute.

The institute will reimburse the participation fee, accommodation, train / air fare (actual or entitled whichever is less) of any such participation with the maximum limit of Rs 25000/- per faculty per annum in India / Abroad. Additional expenses shall be borne by the faculty member. The amount can also be compounded across two consecutive years. Faculty members can therefore carry forward the balance amount across two consecutive academic years.

Academic leave will be granted for the duration of the program and the travel time.

### ***Procedure of Availing the financial assistance***

- In the case of national conferences/seminars, applications in the prescribed template (Annexure:1) should be sent to the Director / Principal at least 10 days in advance.
- For international events, the application must be submitted to the Director / Principal at least 30 days in advance, with an alternate plan of teaching commitments as agreed by the respective



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Programme Chair. The faculty member shall ensure that academic commitments are not affected or compromised in any ways.

### ***Reports/Outcome Recording of such events.***

- Within a week of event completion, the faculty member shall submit a detailed report along with the bills for reimbursement and a copy of conference / workshop certificate to the Admin Office (Ms. Sasikala)
- Copies of participation certificates, best paper awards, and other relevant certificates need to be handed over to the Admin Office. (Ms. Sasikala)
- Original copies of air travel tickets, visa, boarding passes, attendance/participation certificates, statement of expenditures, and a brief report on the Seminar/Conference/Workshop / Proceedings shall be submitted to the administrative officer for the reimbursement procedures.
- In the case of any training programme attended by the faculty, the details of the programme / learning experience shall be presented to the faculty council within ten days of the program completion.
- Faculty members who attend an international seminar or conference shall work eventually on publishing their work in reputed international journal.



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### **Annexure1**

Application for participation in International /National/ State Conference/ Workshop/ Symposia/Training

Name of the faculty	
Name of the Event proposed to participate with details of dates and organizers	
Role of the applicant in the Event	Participation / Presentation
Duration of the Event	
Financial assistance already availed during the current year from 1 <sup>st</sup> June of the year till date	(Please mention the amount already claimed )
Number of events attended during the current year from 1 <sup>st</sup> June of the year till date	(Please mention the number of events attended)
Alternate arrangements of academic commitments:	
If Advance Amount is claimed currently, please submit:  (i) Copies of acceptance letter from the organizers of the event	

Forwarded by Principal

Approved by Director



# **THIAGARAJAR SCHOOL OF MANAGEMENT** (Autonomous) MADURAI, TAMIL NADU REACCREDITED BY NAAC WITH 'A+' GRADE

## **Policy for Promotion of Research**

### **Introduction**

Research is integral to teaching in premier institutions. Education is a dynamic process requiring constant updating, achievable through a robust research ecosystem. Research fosters innovation, knowledge creation, and insights, enhancing both its extension activities and teaching. The PhD Programme at Thiagarajar School of Management is a recognized research centre of Alagappa University, emphasizing high standards of research output, which is a key criterion for faculty recruitment and promotion.

### **Research Centre and Administration**

TSM has established a Research Centre to manage all research projects and related activities, including conferences, collaborations, and networking with other institutions globally. The Head of Research position ensures streamlined administrative processes and decentralized procurement procedures, supporting researchers effectively. The Head of Research acts as a single point of contact for all activities related to the operations of the research centre and acts as a liaison between TSM, Alagappa University and all collaborating institutions in terms of research. Along with the Head of Research, the Research Ethics committee will also play an integral part in promoting ethical conduct of research activities in TSM. A duly constituted Departmental Research Advisory Committee, consisting of all the recognized research supervisors will act as the decision-making authority, overseen by the Head of Research.

### **Research Ethics Committee**

Thiagarajar School of Management has established a dedicated committee for overseeing the ethical conduct of research activities in the institution. This committee is an independent body with the core objective of overseeing all research activities. The members of this committee are headed by the head of research centre, with members including, a representative from the University, an External member, and a member from an International University. Specific formats for approval from the ethics committee will always be available with the research centre.

### **International Research Advisory Committee**

A duly constituted international research advisory committee acts as a overseeing body for the conduct of research activities in TSM. This committee will meet two times in a year to review and make recommendations in the process of conducting research in TSM. This committee will work collaboratively with, the Research Centre and the Research Ethics Committee.

### **Funding and Support**

Faculty members are encouraged to apply for research projects from various funding agencies, including international, national, local bodies, industries, and other genuine sources. The research centre will provide all assistance for the faculty members for necessary application process and for any other support in terms of resources for the faculty members. TSM mandates that, any faculty member applying for funding should get prior approval from the Research Ethics Committee.

### **Recognition as a Research Supervisor**

Eligible faculty are encouraged to guide PhD research scholars in accordance with Alagappa University regulations. Application for recognition as a research supervisor to be submitted to the University through the Head of Research Centre. The research centre will help the supervisors in obtaining any resources (Publication databases, Plagiarism testing software, Patent Filing, etc.) from the University.

### **Networking and Collaboration**

Faculty members are encouraged to establish networks with other universities, domestically and internationally, and pursue Memorandums of Understanding (MoUs) to

benefit research activities. Research centre will provide necessary assistance wherever necessary for all collaborative research activities. The Research Ethics committee will also play a key role in close monitoring of collaborative research activities.

### **Global Partnerships**

TSM is committed to forming strategic partnerships with leading global universities and research institutions. These partnerships aim to foster joint research projects, academic exchanges, and collaborative publications, enhancing the global impact of TSM's research.

#### **1. International Exchange Programs:**

Faculty, scholars and students are encouraged to participate in international exchange programs. These exchange programs provide opportunities to work with renowned researchers, access advanced research facilities, and gain exposure to diverse academic environments. TSM supports such initiatives through funding and administrative assistance.

#### **2. Joint Research Initiatives:**

TSM actively pursues joint research initiatives with international partners. These initiatives focus on addressing global challenges, leveraging the strengths and expertise of diverse research teams. Collaborative projects are aimed at producing high-impact research outcomes and securing international research grants. TSM hosts visiting scholars from around the world, fostering an environment of academic exchange and collaboration. Visiting scholars contribute to TSM's research ecosystem through lectures, seminars, and joint research projects, enriching the academic community.

#### **3. International Conferences and Workshops:**

TSM regularly organizes and participates in international conferences, seminars, and workshops. These events facilitate knowledge sharing, networking, and the dissemination of research findings on a global platform. Faculty are encouraged to present their research at prestigious international forums. Any proposals to present, conduct, representation of the institution in an international forum should, 1) be through the Head of Research and 2) should get prior approval from the Research Ethics Committee.

#### **4. Publication in International Journals:**

Faculty are supported and incentivized to publish their research in high-impact international journals. Faculty members, research scholars and students must obtain the

consent from the Research Ethics committee before the commencement of research work. Any experimental, empirical, opinion or any form of research work involving human subjects should obtain prior consent from the Research Ethics Committee. TSM Research Centre helps with manuscript preparation, peer review, and compliance with publication standards, ensuring that research outputs meet global benchmarks.

#### 5. Cross-Cultural Research:

TSM promotes research that addresses cross-cultural issues and global perspectives. Researchers are encouraged to explore topics that have international relevance and to collaborate with scholars from different cultural backgrounds to enrich their research. Research Ethics committee oversees the conduct of this specific type of research work.

#### 6. International Research Funding:

TSM Research assists faculty in identifying and applying for global research funding opportunities. This includes grants from international bodies such as the European Union, World Bank, and various international foundations. The Research Centre provides support in proposal writing, budgeting, and compliance with funding requirements. Prior approval from the Research Ethics Committee is mandatory before the submission of the proposal to any funding bodies.

#### Conclusion

The Departmental Research Advisory Committee will act as a decision-making body in all aspects of research, within the boundaries of the International Research Advisory Committee, Research Ethics Committee and the Research centre. All these committee members will meet at fixed intervals every year to review and make recommendations to the conduct of research activities in Thiagarajar School of Management.

Director

**Dr. Murali Sambasivan**  
Director  
Thiagarajar School of Management  
Madurai 625 004

Head of Research

**Dr. K. RATHNATHAN, M.E., Ph.D.**  
Associate Professor  
Head of Research Center  
Thiagarajar School of Management  
Pambanswamy Nagar  
MADURAI-625-006



# Thiagarajar School of Management

## THIAGARAJAR SCHOOL OF MANAGEMENT/BUSINESS ACADEMIC STAFF CONTRIBUTION GUIDELINES

This document describes duties that are expected of academic professionals at TSM/TSB, as well as their position-specific duties with total contribution computed as per the expectations set by the Director/Principal. These may change with each year, through discussions between the staff and the Director, Principal, and Deans. All staff contribution will be reviewed and evaluated annually on the basis of how well he/she performs these duties.

The faculty members are expected to get engaged in a variety of academic, administrative, and institution building activities in addition to the minimum teaching load.

The responsibilities for a full-time academic staff member will include some or all of the following:

- A. Teaching/Teaching related duties
- B. Student consultation & advising
- C. Research
- D. MDP/EDP/Consultancy
- E. Professional development and/or scholarly activities
- F. Administrative duties

The guidelines below outline the responsibilities appropriate to each type of academic activity. These responsibilities may include involvement in off-campus, evening and weekend duties, as well as student recruitment, retention and placement efforts.

The system introduced is a credit-point based performance evaluation system wherein a faculty member is expected to earn a minimum of **300 credit-points in a year**, of which a **minimum of 100 points is expected in teaching**.

All arrangements must be made with the Deans to free up one day in a week (subject to timetable constraint) for the staff concerned to undertake uninterrupted research work. The following conditions must be adhered before the staff can apply for this reduction in hours:

1. **Staff doing research/consultancy:** At the end of the pre-defined period, there must be a research outcome in the form of at least one refereed article in a national or international journal every year or present a refereed research paper at a national or international conference where the paper is published in the proceedings with ISBN/ISSN numbered.



2. **Staff undertaking higher degree by research (PhD):** Staff concerned must provide periodic progress report on the study to the Principal/Director, at least once a year.

**Refer to Appendix for details.**

#### **A. TEACHING**

**Teaching responsibilities include:**

1. Time spent in the classroom, computer laboratory, and in immediate preparation for them;
2. Maintaining and improving competence in subjects being taught;
3. Preparing teaching materials and conferring with students on course materials;
4. Directing individual and group studies;
5. Conducting tutorial sessions;
6. Reviewing written examinations and papers;
7. Evaluating presentations; and
8. Supervising independent study projects.

#### **B. TEACHING RELATED DUTIES**

A ratio of 1:1 is adopted for teaching related duties, that is, for every one hour of teaching, one more hour of preparation is required. **Each faculty is expected to teach at least 12 - 15 credits per year.** Teaching related duties/ responsibilities include:

1. Setting of assignments, projects, exam papers, and marking and grading them accordingly;
2. Invigilation of examination for both oral and written; and
3. Other administrative duties assigned in relation to teaching.

#### **C. STUDENT CONSULTATION & ADVISING**

Work includes the following:

1. Student consultation & advising includes time spent meeting with students regarding academic, curricular and career matters.
2. Student supervision includes dissertation and thesis, if applicable.

#### **D. RESEARCH AND MDP/EDP/CONSULTANCY**

Research & MDP/EDP/Consultancy includes:

1. Work conducted to create and add to knowledge in a field, including the advancement of new theories and principles.
2. Expansion and interpretation of existing ideas, theories, and principles.
3. Improvement and application of knowledge, especially in new settings.
4. All items (1), (2) and (3) arising from higher education by research (PhD), awarding of research grant and contracted consultancy work.
5. Faculty provides expert advice in a particular area of expertise for a fee.
6. Faculty conducts sessions for the MDP/EDP programs

**E. PROFESSIONAL DEVELOPMENT & SCHOLARLY ACTIVITIES**

Lecturers are academic professionals who are engaged in the teaching mission of TSM. As a necessary part of their teaching responsibilities, they are expected to demonstrate continuing professional development. Professional development activity will conform to standards appropriate to the field in which the academic professional works.

Professional development does not include staffs who are upgrading their qualification (PhD). Because of the varying needs of departments and units, the specific responsibilities of lecturers may vary. Scholarly activity refers to the application of systematic approaches to the development of knowledge through intellectual inquiry and scholarly communication.

This may include involvement in professional bodies and committee, involved in editorial work, reviewing academic work and publications, recognitions as external examiners, invited to conduct guest lectures, keynote papers and forum paper, moderating a conference session or forum, etc.

**F. ADMINISTRATIVE DUTIES**

Administrative responsibilities include service assignments within a programme, department or college, such as acting as a department head or associate dean, signing off on expenses, member of various internal committees, i.e., Teaching & Learning, Academic Board etc.

**ACADEMIC STAFF ANNUAL CONTRIBUTION TEMPLATE**

<b>Name:</b>	
<b>Position:</b>	
<b>Academic Year</b>	

<b>Term</b>	<b>Course</b>	<b>Credits</b>	<b>No. of Students</b>	<b>Students X credits</b>
		<b>TOTAL</b>		

**B. TEACHING RELATED DUTIES**

Activities		Students X credits = Z	Points per year (Z/900)*100
1.	Teaching related duties		
<b>TOTAL</b>			

**C. STUDENT CONSULTATION & ADVISING**

Activities		Points
1.	Supervision PhD (main – 50 points; co-supervisor – 25 points for each student)	
<b>TOTAL</b>		

**D. RESEARCH**

Activities		Points
<b>TOTAL</b>		

**E. PROFESSIONAL DEVELOPMENT & SCHOLARLY ACTIVITIES**

Activities		Points
<b>TOTAL</b>		

**F. ADMINISTRATIVE DUTIES**

Activities		Points
<b>TOTAL</b>		

<b>G. EDP/MDP/Consultancy</b>		
<b>Activities</b>		<b>Points</b>
	<b>TOTAL</b>	

**Grand total**

<b>SNo</b>	<b>Activity</b>	<b>Points</b>
1	Teaching	
2	Student consultation and advising	
3	Research	
4	Professional Development and Scholarly activities	
5	Administrative duties	
6	EDP/MDP Consultancy	

\_\_\_\_\_  
Academic Staff /Date

\_\_\_\_\_  
Director /Date

## APPENDIX

### Teaching

	Students x credits	Points
1	900 (15 credits x 60 students)	100 -- standard

### Research publications

	Category of publication	Points
	<b>Journal</b>	
	ABDC A* / ABS 4*	100
	ABDC A /Case Study (HBR) /ABS 3* or 4	80
	ABDC B /Case study (Ivey) / ABS 3 or 2	60
	ABDC C / ABS 1	40
	Scopus/Case Study (Other publishers)	30
	Non-indexed/conference proceeding	20
	<b>Book</b>	
	International publisher	100
	National	60
	<b>Chapter in a book</b>	
	International	40
	National	20

### EDP/MDP/Consultancy Programs

	Activity	Points
1	Initiate a EDP/MDP/Consultancy programs	50
2	Manage/Handle a EDP/MDP/Consultancy programs	40
3	Conduct a EDP/MDP session	10
4	Consultancy, Conf funding (eg., ICSSR) -- Based on income generated – for each INR 5000 – 1 point	(Income generated/5000)

### Administrative activities

	Role	Points
1	Principal	150
2	Deans	120
3	COE/Placement/Admission Coordinator	100
4	Coordinator IT / EDP&MDP / Research (Center)	80
5	Coordinator SIP / Alumni / Admission Co-coordinator/COE Co-coordinator/International Outbound program / accreditation (NAAC & NBA)	60
6	Coordinator for ranking / ISO / International Collaboration/Domestic Outbound program	50
7	Area Coordinator / Principal Coordinator Yukti / Funded Projects	30
8	Supporting club Activities (HR / Operations / Marketing / Finance / Cultural / Wecare / Website coordination)/ISO-related activities/Other admin-related activities (specify)/NAAC/NBA/Sub-coordinator – Funded Projects	20
9	Member of admission interview/viva team	20
10	Student mentor – for each student / Exam duty	5

### Professional development/scholarly activities

	<b>Activity</b>	<b>Points</b>
1	Editor of an indexed journal	50 per journal
2	Editor of non-indexed journal	40 per journal
3	Editorial board member	20 per journal
4	Key note speaker/Conf chair/Conf Coordinator – international conference / Best published paper for the year – announced by the journal – for example, Emerald Publishers	30 per conference / best published paper
5	Key note speaker/Conf chair – national conference	20 per conference
6	Thesis Reviewer/External examiner – Other institutions	20 per review / examination
7	Award winner -- conference	20 per award
8	Moderator – conference/Paper presenter - conference	10 per conference
9	Resource Person – Other institutions (Ex., giving a talk)	10 per institution
10	<b>Review of articles submitted to Journals</b>	<b>10 per review</b>
11	Author of Newspaper articles / Giving interviews in TV Channels	10 per article/interview

Dated this 23 day of January, 2020

BETWEEN

SAITO UNIVERSITY COLLEGE SDN. BHD. (Company No.: 171155-T)

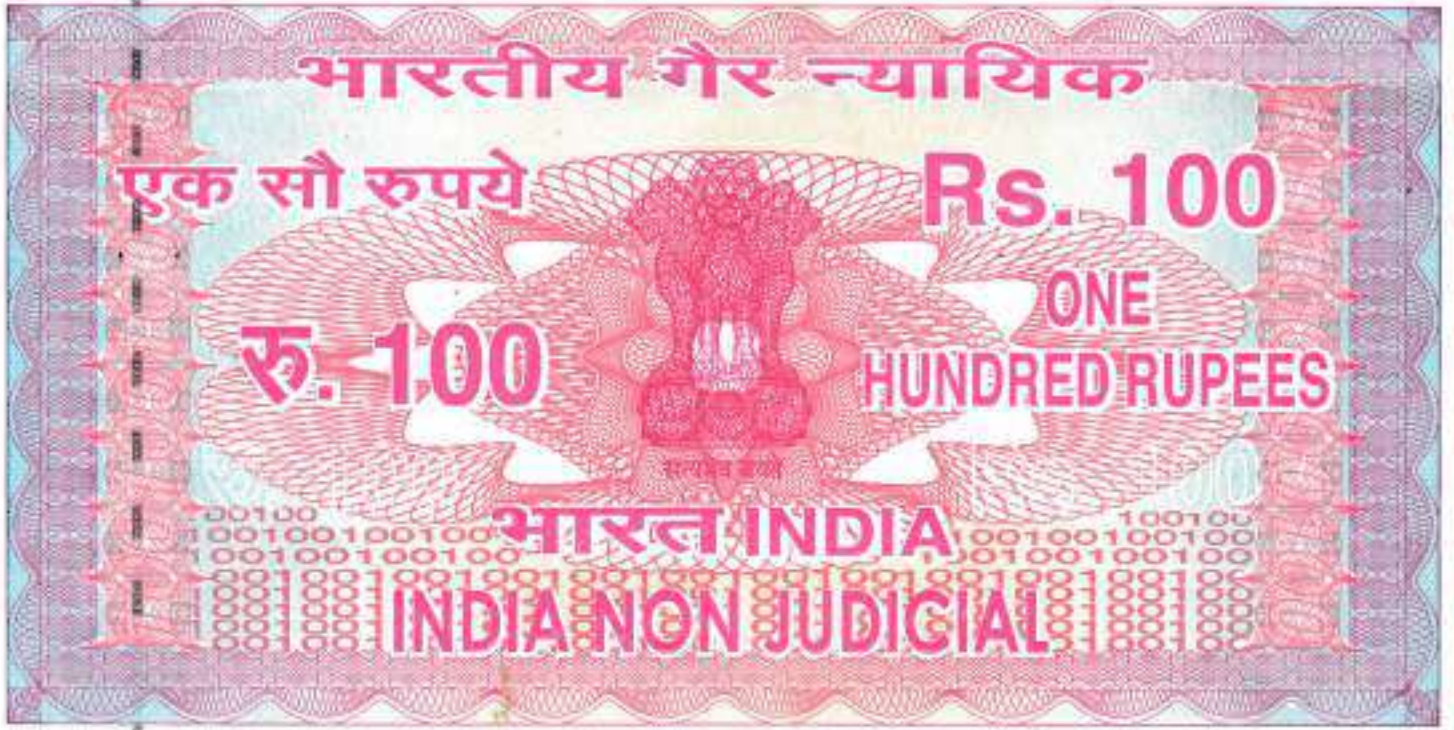
AND

THIAGARAJAR SCHOOL OF MANAGEMENT, MADURAI, TAMILNADU,  
INDIA.

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MEMORANDUM OF UNDERSTANDING

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தமிழ்நாடு தமில்நாடு TAMILNADU

CB 350240

  
கரிசலாச்சாரி  
கரிசலாச்சாரி நிர்வாகவாரியம்  
69, குடியாத்தம் வீதி,  
குடியாத்தம் (தமிழ்நாடு)  
தொலைபேசி: 0437228228

THIAGARAJAR SCHOOL OF  
MANAGEMENT,  
MADURAI-5.

2019

22/1/2020

MEMORANDUM OF UNDERSTANDING

This MEMORANDUM OF UNDERSTANDING (hereinafter referred to as "MoU") is made and entered into this 23 day of January 2020

BETWEEN

SAITO UNIVERSITY COLLEGE SDN. BHD. (Company no. 171155 - T), of No. 18, Jalan Tengah, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia (hereinafter referred to collectively as "SAITO UC") of the first part and shall include its lawful representatives and permitted assigns of the other part;

AND

THIAGARAJAR SCHOOL OF MANAGEMENT managed by  
MANICKAVASAGAM CHARITABLE FOUNDATION,





a trust constituted as a Public Charitable Trust in India having its registered address at Pamhan Swami Nagar, Thirupparankundram, Madurai-625005 (hereinafter referred to as "TSM"), and shall include its lawful representatives and permitted assigns of the other part;

(Saito UC and TSM shall hereinafter be referred to singularly as "**the Party**" and collectively as "**the Parties**").

## **WHEREAS**

1. SAITO UC and TSM wish to develop a structured progression pathway for TSM students, develop academic exchanges and cooperation in reaching and research in furtherance of the advancement and dissemination of learning.
2. Both Parties desire to cooperate with a view to the achievement of their common aims, in particular with regard to the promotion of activities related to the development and expansion of knowledge the disciplines agreed, on the basis of equality and mutual benefit.
3. The Parties are desirous of entering into this MoU to declare their respective intentions and to establish a basis of co-operation and collaboration between the Parties upon the terms as contained herein.

**HAVE REACHED AN UNDERSTANDING** as follows:

## **ARTICLE I**

### **OBJECTIVE**

The Parties, subject to the terms of this MoU and the laws, rules, regulations and national policies from time to time in force in each Party's country, will endeavour to strengthen, promote and develop co-operation between the Parties on the basis of equality and mutual benefit.

## **ARTICLE II**

### **AREAS OF CO-OPERATION**

1. Each Party will, subject to the laws, rules, regulations and national policies from time to time in force, governing the subject matter in their respective countries, endeavour to take necessary steps to encourage and promote co-operation in the following areas:
  - (a) academic programmes;
  - (b) executive and professional programmes;
  - (c) franchise programmes;
  - (d) research and development;
  - (e) student and faculty exchange
  - (f) Corporate Social Responsibility; and
  - (g) any other areas of co-operation to be mutually agreed upon by the Parties.

2. For the purpose of implementing the co-operation in respect of any areas stated in paragraph 1, this MoU will be superseded by a legally binding agreement subject to terms and conditions as mutually agreed upon by the Parties including clauses on "confidentiality", "suspension", "protection of intellectual property rights" and "settlement of dispute" as contained in Annexure A of this MoU.

### **ARTICLE III**

#### **FINANCIAL ARRANGEMENTS**

1. This MoU will not give rise to any financial obligation by one Party to other.
2. Each Party will bear its own cost and expenses in relation to this MoU.

### **ARTICLE IV**

#### **EFFECT OF MEMORANDUM OF UNDERSTANDING**

This MoU serves only as a record of the Parties' intentions and does not constitute or create, and is not intended to constitute or create obligations under domestic or international law and will not give rise to any legal process and will not be deemed to constitute or create any legally binding or enforceable obligations, express or implied.

### **ARTICLE V**

#### **NO AGENCY**

Nothing contained herein is to be construed so as to constitute a joint venture partnership or formal business organization of any kind between the Parties or so to constitute either Party as the agent of the other.

### **ARTICLE VI**

#### **ENTRY INTO EFFECT AND DURATION**

1. This MoU will come into effect on the date of signing and will remain in effect for a period of **THREE (3)** years.
2. This MoU may be extended for a further period as may be agreed in writing by the Parties.
3. Notwithstanding clause 1 and 2 above, either party may, by giving three (3) months' prior notice to the other party (the "Notice Period"), terminate this MoU without having to give any reason whatsoever, and upon expiry of the said notice, this MoU shall be deemed to have been terminated and shall have no further effect whatsoever.

## ARTICLE VII

### NOTICES

Any communication under this MoU will be in writing in the English language and delivered by registered mail to the address or sent to the electronic mail address, shown below or to such other address or electronic mail address or facsimile number as either Party may have notified the sender and shall, unless otherwise provided herein, be deemed to be duly given or made when delivered to the recipient at such address or electronic mail address or facsimile number which is duly acknowledged:

**For SAITO UC:**

Mr. Zahar Ali

Director of Operation and Special Projects

Saito University College

No. 18, Jalan Tengah, 46200 Petaling Jaya, Selangor, Malaysia

**For TSM:**

Director

THIAGARAJAR SCHOOL OF MANAGEMENT

Pamban Swami Nagar, Thirupparankundram, Madurai-625005

The foregoing record represents the understandings reached between SAITO UC and TSM upon the matters referred to therein.

***[THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK]***

IN WITNESS WHEREOF, the undersigned, being duly authorised by their respective organisations, sign this MoU on the date as above written at Madurai.

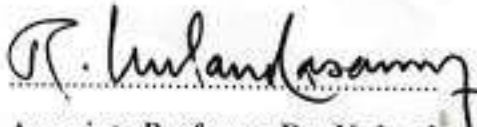
Signed by  
For and on behalf of  
**SAITO-UC**  
**Malaysia**

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]  
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**Professor. Dr. Vinitha Guptan**  
Deputy Vice Chancellor

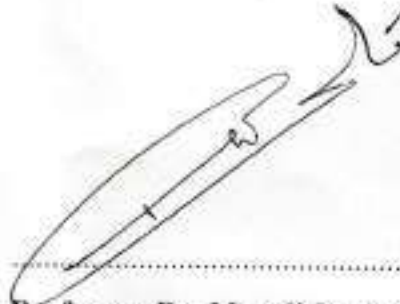
In the presence of



.....  
**Associate Professor Dr. Kulandasamy Raja Gopal**  
Registrar

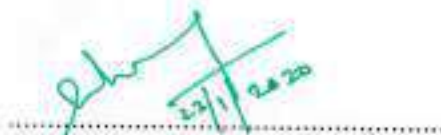
Signed by  
For and on behalf of  
**TSM**

]  
]  
]



.....  
**Professor. Dr. Murali Sambasivan**  
Director, Thiagarajar School of Management  
Pamban Swami Nagar, Thirupparankundram, Madurai-625005

In the presence of



.....  
**Dr. M. Selvalakshmi**  
Principal

PROTECTION OF INTELLECTUAL PROPERTY RIGHTS

1. The protection of intellectual property rights shall be enforced in conformity with the respective national laws, rules and regulations of the Parties and with other international agreements signed by both Parties.
2. The use of the name, logo and/or official emblem of any of the Parties on any publication, document and/or paper is prohibited without the prior written approval of either Party.
3. Notwithstanding anything in paragraph 1 above, the intellectual property rights in respect of any technological development, and any products and services development, carried out –
  - (i) Jointly by the Parties or research results obtained through the joint activity effort of the Parties, shall be jointly owned by the Parties in accordance with the terms to be mutually agreed upon; and
  - (ii) Solely and separately by the Party or the research results obtained through the sole and separate effort of the Party, shall be solely owned by the Party concerned.

CONFIDENTIALITY

1. Each Party shall undertake to observe the confidentiality and secrecy of documents, information and other data received from or supplied to, the other Party during the period of the implementation of this Memorandum of Agreement or any other agreements made pursuant to this Memorandum of Agreement.
2. For purposes of paragraph 1 above, such documents, information and data include any document, information and data which is disclosed by a Party (the Disclosing party) to the other Party (the Receiving party) prior to, or after, the execution of this Memorandum of Agreement, involving technical, business, marketing, policy, know-how, planning, project management and other documents, information, data and/or solutions in any form, including but not limited to any document, information or data which is designated in writing to be confidential or by its nature intended to be for the knowledge of the Receiving party or if orally given, is given in the circumstances of confidence.
3. Both Parties agree that the provisions of this Article shall continue to be binding between the Parties notwithstanding the termination of this Memorandum of Agreement.

### SUSPENSION

Each Party reserves the right for reasons of national security, national interest, public order or public health to suspend temporarily, either in whole or in part, the implementation of this Memorandum of Agreement which suspension shall take effect immediately after notification has been given to the other Party through diplomatic channels.

### SETTLEMENT OF DISPUTES

Any difference or dispute between the Parties concerning the interpretation and/or implementation and/or application of any of the provisions of this Memorandum of Agreement shall be settled amicably through mutual consultation and/or negotiations between the Parties through arbitration & territorial jurisdiction, without reference to any third party or international tribunal.



**Memorandum of Understanding  
between  
University of Peradeniya, Sri Lanka  
and  
Thiagarajar School of Management, Madurai, India**



This Memorandum of Understanding entered into this 2 September 2019 between University of Peradeniya and the Thiagarajar School of Management, Madurai is to foster international cooperation in education and research.

**I.**

The agreements between University of Peradeniya and the Thiagarajar School of Management, Madurai may include but not be limited to the areas:

- Professional development
- Joint research activities
- Joint scholarly and teaching activities
- Exchange of faculty members
- Exchange of students
- Joint supervision of research candidates

**II.**

This MOU will be identified as the parent document of any abovementioned future agreement(s) executed between the parties. Future agreements concerning any program will provide details concerning the specific commitments made by each party and will not become effective until they have been reduced to writing and executed by the duly authorized representatives of both parties. The scope of the activities under this MOU and any under any specific agreements executed between the parties shall be determined by the funds regularly available at both institutions for the types of collaboration undertaken. Except as may be stipulated in any specific agreement, each institution shall be responsible for expenses incurred by its employees under this MOU and any other agreements executed between the parties.

**III.**

University of Peradeniya and the Thiagarajar School of Management agree to designate the following individuals or such other persons notified by that party to oversee and facilitate implementation of this MOU.

**Thiagarajar School of Management**

Dr. Murali Sambasivan  
Director, Thiagarajar School of Management

**University of Peradeniya**

Prof. Upul B. Dissanayake  
Vice Chancellor

The parties agree to ensure that the above-named will:

- promote academic collaboration at faculty levels for research and study
- act as principal contacts and coordinate all activities within their institutions
- distribute to each institution information about the faculty, facilities, research, publications, library materials and educational resources of the other institution, and
- periodically review and evaluate past activities and to explore new ideas for future agreements
- To promote student exchanges between the two institutions

**IV.**

Upon signature by each institution, this MOU shall remain in effect for three years from final signature or until terminated by either institution. Such termination by one institution shall be effected by giving the other institution at least six (6) months advance written notice of its intention to terminate. Such termination shall



**Memorandum of Understanding  
between  
University of Peradeniya, Sri Lanka  
and**



**Thiagarajar School of Management, Madurai, India**

not affect the activities that commenced before such notice of termination. Termination shall be without penalty. If this MOU is validly terminated, neither institution shall be liable to reimburse each other for any monetary or other losses that may result.

The two contracting parties shall lend assistance by exchanging scientific publications and literature between their libraries, also by the exchange of audio-visual materials, informatics and others. These exchanges will be the subject of specific programme agreements.

This MOU is not a contract creating legal and financial relationship between the parties. It is specifically intended to facilitate and develop a genuine, mutual beneficial educational exchange process of documentation, faculty staff and/or students.

Separate licensing agreements on mutually acceptable terms will be executed in the event the research collaborations leading to intellectual property rights.

All such exchange of materials should be done within the prevailing rules and regulations of each University.

Since this is a MOU, any breach of the terms and conditions of the MOU by either party shall not impose any obligation on the other party.


The amendments to the present MOU shall be agreed in writing between the institutions.

The intention of the parties is that the terms of this MOU are not enforceable in a court of law. Further, nothing in this MOU binds either of the parties to enter into any future agreements in relation to its subject matter, if they consider that entering into such agreements would be detrimental to their interests. Any dispute arising between parties shall be resolved amicably.

Nothing in this MOU constitutes the parties as partners, agents or employees of the other and they expressly deny the existence of such a relationship.

**FOR UNIVERSITY OF PERADENIYA**

**FOR THE THIAGARAJAR SCHOOL OF MANAGEMENT**

  
Prof. Upul B. Diasnayaka  
Vice Chancellor

**Vice - Chancellor  
University of Peradeniya  
Peradeniya  
Sri Lanka.**

  
Dr. Murad Sambasivan  
Director

Date:.....

Date:.....

**Contact Persons:**

Dr. Dilini Hemchandra  
Faculty of Agriculture

Dr. Manjula Nagarajan  
Thiagarajar School of Management



**Master of Science Program Agreement**  
**Between**  
**The Regents of The University of Michigan**  
**On behalf of**  
**The University of Michigan-Dearborn College of Business**  
**And**  
**Thiagarajar School Of Management (TSM)**

This Master of Science Program Agreement ("Agreement") is made between the Regents of the University of Michigan, a Michigan Constitutional corporation, on behalf of the University of Michigan-Dearborn College of Business ("UM-D"), located in Dearborn, Michigan, United States of America, and Thiagarajar School of Management ("TSM"), located in Madurai, Tamil Nadu, India, to set forth the parties' respective administrative responsibilities in connection with the collaborative education initiative described and established herein. The following terms and conditions of this Agreement shall be observed.

**1. Master of Science Program**

- A. UM-D has developed courses and materials for Master of Science ("MS") degree programs in Business Analytics, Finance, Information Systems, and Supply Chain Management. Each degree program consists of thirty (30) credit hours of approved graduate coursework as prescribed in their respective curricula. Some programs may also have prerequisites that need to be satisfied.
- B. UM-D will accept applications from a cohort of TSM students into the MS degree programs. Students must have satisfactorily completed an undergraduate degree program and at least four (4) years of postsecondary education, and will follow UM-D's normal admissions procedures to these programs. UM-D reserves the right to require TSM student candidates to complete standard admission forms/applications and provide any other necessary documents. UM-D shall provide assistance with enrollment and information on courses of study. This Agreement does not guarantee TSM students acceptance into UM-D; TSM students will be considered for admission on an equal basis with all other applicants provided that they meet the prerequisites and requirements for admission to UM-D. UM-D reserves the right of final approval on the admission of a TSM student.
- C. TSM students are not required to submit TOEFL scores for admission to MS programs at UM-D.
- D. TSM students will be required by UM-D to take either the Graduate Management Admission Test ("GMAT") or the Graduate Records Examination Test ("GRE") and earn a total GMAT score of at least 550 (or equivalent GRE score). However, applicants who satisfy any of the following conditions are not required to submit GMAT or GRE scores:
  - (1) Earned an undergraduate degree from TSM within the previous five (5) years with a 3.0 cumulative or post-60 GPA on a 4-point, US-equivalent scale, or 7.5 on TSM's 10-point scale.
  - (2) Completed at least twenty-four (24) graduate hours at TSM within the previous five (5) years with a 3.0 graduate GPA on a 4-point, US-equivalent scale, or 7.5 on TSM's 10-point scale.
  - (3) Met one (1) of the other GMAT/GRE waiver conditions currently recognized in COB (see "Requirements" at <http://umdearborn.edu/cob/graduate-programs/admission>).

Notwithstanding any of the above conditions, UM-D reserves the right to require the GMAT or GRE of any graduate applicant. UM-D will consider all GMAT and GRE scores submitted to UM-D, even if the TSM student qualifies for a waiver.

- E. UM-D will admit a yearly cohort of a minimum of fifteen (15) TSM students (total over all degree programs). UM-D and TSM will establish the maximum size of the cohort on a case-by-case basis.
- F. For TSM students admitted enrolled in UM-D under this Agreement, the following special conditions apply:
- (1) The degree programs will run each year for twelve (12) consecutive months commencing in September and consisting of the following terms: a Fall term from September through December; a Winter term from January through April; a Summer term ("Summer A") in May and June, and a second Summer term ("Summer B") in July and August. It is expected that TSM students will complete their MS degree by August (i.e., within twelve [12] months of initial enrolment). Under special conditions, initial enrolment in July (i.e., "Summer B" term of the preceding year) may be allowed.
  - (2) Completed applications (including official transcripts and all official test scores) must be submitted to and received by UM-D by March 31 each year to facilitate the cohort starting their MS program that year.
  - (3) TSM students will be required by UM-D to be physically present on campus at UM-D during the Fall and Winter terms, and be enrolled in at least nine (9) credit hours of approved graduate coursework during each term, i.e., a total of a minimum of eighteen (18) credit hours over the two (2) terms. The maximum allowed credit hours in either term is twelve (12).
  - (4) Any remaining credit hours needed for the UM-D MS degree can be completed during either or both of the Summer terms via approved graduate course work either physically at UM-D's campus, or via distance education, or via a hybrid model.
  - (5) In selected cases, UM-D will review and consider credit transfers for appropriate graduate level courses not taken at UM-D. UM-D's normal credit transfer policies will apply. A minimum grade of "B," or 3.0 on a 4-point, US-equivalent scale, or 7.5 on TSM's 10-point scale, is required for each transferred course.
  - (6) All TSM student tuition and fees for studies at UM-D will be established and collected by UM-D. TSM shall have no claim to these monies, and waives all rights to commission of TSM student fees paid to UM-D.
  - (7) For each TSM student admitted to a UM-D MS program under this Agreement, UM-D will provide a scholarship equal to eighty percent (80%) of the difference between the resident (in-state) and non-resident (out-of-state) tuition and fees.
    - (a) TSM students will be required by UM-D to maintain a minimum GPA of 3.0 (on a 4.0 scale; calculated based only on courses taken at UM-D) while enrolled at UM-D to retain their eligibility for the scholarship.
    - (b) The scholarship will be valid for the duration of the TSM student's UM-D MS degree program as specified in Section F(1) of this Agreement. The scholarship may be renewed by UM-D, in its sole discretion, for an additional Fall term if

needed by the TSM student to complete the UM-D MS degree for which he/she is enrolled.

- (8) All other costs/expenses (e.g., travel, housing, meals, health insurance, transportation, etc.) are the responsibility of each TSM student. Neither TSM nor UM-D will be responsible for such costs/expenses.
- (9) TSM students can sign up for University of Michigan-Dearborn on-campus housing and student meal plans, subject to availability.

## 2. **Visa/Immigration Requirements**

TSM students are responsible for complying with all visa/immigration requirements, laws, and regulations of the United States of America, including obtaining and maintaining the appropriate visa and/or permits needed for participation in their UM-D MS program during the entire term of their program. TSM students will be issued the necessary immigration documents by UM-D to obtain the appropriate visa. UM-D shall bear no responsibility for those TSM students who fail to obtain and maintain any visas and/or permits or who fail to comply with the visa/immigration requirements, laws, and regulations of the United States of America for any reason whatsoever. Each TSM student must keep UM-D informed of any changes in his/her immigration status. TSM students are responsible to pay any fees or amounts required to maintain valid legal status in the United States of America, including, but not limited to, required visa application, permit, and/or associated immigration fees.

## 3. **Medical Costs**

UM-D will assume no obligations for payment of medical insurance and medical or dental treatment costs of TSM students. TSM students will be required to carry adequate international health insurance and provide proof to UM-D that their insurance will cover the costs of health care during the period of their UM-D MS program. If necessary, UM-D will assist in obtaining appropriate insurance, but such assistance does not include financial assistance. TSM students who enter the United States of America on immigration documents issued by UM-D will be required to have insurance that meets the specific standards described at <https://internationalcenter.umich.edu/resources/healthins/waiver#standards> or to purchase the University of Michigan's health insurance plan for international students and scholars.

## 4. **Rules and Regulations**

Each TSM student will be required to comply with the laws of the United States of America as well as the rules and regulations and of UM-D and TSM. Any breach of UM-D rules and regulations will be dealt with in accordance with the established policies and procedures of UM-D in consultation with TSM.

## 5. **Withdrawal**

UM-D shall have the right to require a participating TSM student to withdraw from their UM-D MS program and UM-D at any time if the TSM student's work or behavior has not met the requirements of UM-D. This right will not be exercised without UM-D's prior consultation with TSM. For suspension and reinstatement of study, TSM students must follow the applicable regulations of both parties.

## 6. **Education Records**

The parties acknowledge and agree that UM-D is subject to—and many student records and other personally identifiable information regarding students ("Education Records") are protected by—the U.S. Family Educational Rights and Privacy Act (FERPA) and its implementing regulations. The parties further acknowledge and agree that UM-D will comply with all applicable statutes, rules, and regulations

respecting the maintenance of and release of information from such Education Records. TSM agrees it will not release information contained in these Education Records and reports, but shall instead refer all requests for information respecting such Education Records to UM-D.

**7. Intellectual Property**

The parties agree that TSM students participating in a MS program at UM-D shall be responsible for complying with intellectual property, privacy, and export laws and regulations of the United States of America and the State of Michigan.

**8. Non-Discrimination**

Both parties subscribe to a policy of equal opportunity and do not discriminate on the basis of gender, age, race, ethnicity, national origin, or religion. Both parties shall abide by these principles in the administration of this Agreement and any Collaborative Education Program under this Agreement, and neither party shall impose criteria for TSM student participation in any of the MS programs that would violate the principles of non-discrimination. In addition, UM-D accepts students without regard for sexual orientation (including gender identity and gender expression) in accordance with the policies of the Regents of the University of Michigan.

**9. Insurance; Indemnification**

A. Each party will maintain, at its own cost and expense, appropriate and/or legally-required levels of professional liability insurance or self-insurance, commercial general liability insurance or self-insurance, and worker's compensation insurance to cover its operations, facilities, employees, and students (including TSM students, as applicable) under this Agreement. Evidence of such insurance will be provided by each party to the other party upon request.

B. Compliance with the foregoing requirements as to carrying insurance and furnishing evidence of such will not relieve either party of its liabilities and obligations under this Agreement.

C. TSM shall defend, indemnify and hold harmless UM-D, its board members, officers, employees, agents, and students from and against any costs, losses, damages, liabilities, expenses, demands and judgments, including court costs and attorney fees, which may arise out of TSM's acts or omissions under this Agreement.

**10. Financial Obligations; Limitation of Resources Committed**

Neither party shall assume any financial obligations under this Agreement except as specifically provided for. This Agreement does not create an obligation for either party to provide resources necessary to carry out any part of the Agreement except as approved by the party responsible for providing those resources.

**11. Relationship of Parties**

This Agreement shall not be construed to create any agency, partnership, joint venture, or employment relationship between the parties. In the performance of their respective duties and obligations under this Agreement, each party is acting as an independent contractor and each is responsible only for its own conduct.

**12. Use of Names, Marks, Logos**

Neither party will use the other party's names, marks, or logos in any advertising, promotional or sales literature/material, press release, publication, public announcement, or through any other media.

written, oral, or otherwise, without first obtaining the express written consent of the other party. Prior written consent will not be required for use of the other party's name in the context of factual or descriptive statements regarding the subject matter of this Agreement.

**13. Assignment/Transfer**

This Agreement shall not be assigned or transferred by either party without the written approval of the other party.

**14. Non-Exclusive Agreement**

This Agreement should not be construed as an exclusive contract and the parties, at their option, may enter into similar agreements with other institutions.

**15. Term and Termination**

- A. This Agreement commences as of the date the last signature by the parties and will be in effect for a period of five (5) years.
- B. This Agreement may be terminated by either party by providing the other party with at least six (6) months' prior written notice.
- C. In the event of termination or expiration of this Agreement, the parties shall cooperate and use their reasonable efforts to let current TSM students complete their MS already in progress at UM-D pursuant to this Agreement.

**16. Governing Law, Construction; Dispute Resolution**

- A. This Agreement shall be governed by and construed under the laws of the State of Michigan without regard for principles of choice of law.
- B. The parties will attempt to settle any claim or controversy arising from this Agreement through consultation and negotiation in good faith and a spirit of mutual cooperation. The dispute will be escalated to appropriate higher-level managers of the parties, if necessary.

**17. Notices**

Any notices required to be given under this Exchange Agreement shall be directed and sent to:

UM-D:	Attn:	Dr. Michael Kamen
	Address:	Director of Graduate Programs College of Business University of Michigan-Dearborn
	Telephone:	+1 (313) 593-6469
	Email:	mkamen@umich.edu
TSM:	Attn:	Dr. Nachiketas Nandakumar
	Address:	Coordinator, International Programs Thiagarajar School of Management
	Telephone:	+91 7397141086
	Email:	nachiketas@tsm.ac.in

**18. Force Majeure**

Neither TSM nor UM-D shall be liable for failure to perform its respective obligations under the Agreement when failure is caused by fire, explosion, water, act of God, civil disorder or disturbances, strikes, vandalism, war, riot, sabotage, weather and energy related closings, pandemic or epidemic, or like causes beyond the reasonable control of the party ("Force Majeure Event"). In the event that either party ceases to perform its obligations under this Agreement due to the occurrence of a Force Majeure Event, the party shall: (a) as soon as practicable notify the other party in writing of the Force Majeure Event and its expected duration; (b) take all reasonable steps to recommence performance of its obligations under this Agreement as soon as possible, including, as applicable, abiding by the disaster plan in place for UM-D. In the event that any Force Majeure Event delays a party's performance for more than thirty (30) calendar days following notice by the delaying party pursuant to this Agreement, the other party may terminate this Agreement immediately upon written notice.

**19. Entire Agreement; Amendment**

This Agreement represents the whole, full, and complete agreement by and between the parties regarding the subject matter and supersedes all other agreements between the parties regarding the subject matter. No amendments, changes, additions, deletions, or modifications to or of this Agreement, including this provision, shall be valid unless reduced to writing and signed by authorized representative of the parties.

**THE REGENTS OF THE  
UNIVERSITY OF MICHIGAN**



Domenico Grasso  
Chancellor  
The University of Michigan-Dearborn  
July 26, 2021

Date

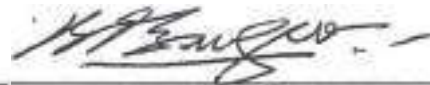
Acknowledged by:  
**THE UNIVERSITY OF MICHIGAN-DEARBORN  
COLLEGE OF BUSINESS**



N. Raju Balakrishnan  
Dean

Date July 23, 2021

**THIAGARAJAR SCHOOL OF MANAGEMENT (TSM)**



B. T. Bangera  
Chairman, Board of Governors  
Thiagarajar School of Management

Date 23 July 2021

Acknowledged by:  
**THIAGARAJAR SCHOOL OF MANAGEMENT**



Dr. Murali Sambasivan  
Professor and Director, TSM

Date 23 JULY 2021

# MASTER'S DEGREE AGREEMENT

Between

Thiagarajar School of Management

And

The Board of Regents of The University of Wisconsin System on behalf of  
The University of Wisconsin-Milwaukee

In consideration of the promotion of educational cooperation and educational exchanges, and of the cultural relationships between the parties, this agreement ("*Agreement*") has been executed between Thiagarajar School of Management, whose address is at Pamban Swamy Nagar, Madurai District, Thiruparankundram, Tamil Nadu 625005, India ("*TSM*") and the Board of Regents of the University of Wisconsin System on behalf of the University of Wisconsin-Milwaukee, whose address is at 3202 N. Maryland Avenue, Milwaukee, WI 53211, ("*UWM*") and is effective as of November 15, 2021.

WHEREAS, UWM agrees to accept qualified Post Graduate Certificate in Management students from the Thiagarajar School of Management, to pursue a Master of Science degree in Accounting (MSA), Information Technology Management (MS-ITM) or Marketing (MSM) ("*the Programs*") offered by the Sheldon B. Lubar School of Business ("*LSB*"), enabling participating TSM students to earn two degrees. Students will be awarded a separate degree from each institution upon completion of the respective institution's graduation requirements.

WHEREAS, this Agreement contains the broad details that define the Programs, as well as the general responsibilities, duties, obligations, and capacities of each party.

Now, THEREFORE, the parties hereby agree to the terms and conditions set forth below:

**1. Admission Requirements:** TSM students' credential evaluation for admission to the Programs will be completed by UWM. A minimum cumulative undergraduate grade point average (GPA) of 2.75 on a 4.0 scale, or an equivalent measure on a grading system that does not use a 4.0 scale from a regionally accredited institution.

Submission of a GRE or GMAT score is required unless the applicant meets one of the following criteria:

1. Has an undergraduate degree from an AACSB or ABET accredited institution with a 2.75 GPA or higher with at least three (3) years of relevant work experience, OR
2. Has an undergraduate degree from a regionally accredited institution with a:
  - 3.20 GPA and two years of work experience or
  - 3.00 GPA and five years of work experience or

- 3.00 GPA and grade of "B" or better in two quantitative college-level courses;  
OR
- 3. Completion of a graduate degree with a minimum 3.00 GPA; OR
- 4. Completion of a professional certificate (i.e., CFA, CPA, Six Sigma, etc.).

All TSM students applying to the Programs must meet the current minimum English proficiency requirements for regular admission, as posted on the UWM website.

Admission decisions are made by UWM after the evaluation of all materials submitted as part of the admissions packet (See Section 3).

**2. Credit Requirements:** The total number of credits for completing the Master of Science degree in Accounting, Information Technology Management or Marketing is 30 (See Appendix A). In addition, students could require additional foundation courses (see Appendix A). TSM students may apply a maximum of 6 credits towards the completion of the courses in the Programs (See Appendix B). These credits must have been taken no more than five years prior to the date of matriculation at UWM. The applied credits may not have been used to attain a previously earned degree.

**3. Application Process:** TSM will forward electronic copies of resume, transcripts, and other supporting documents to LSB for all students interested in the Programs. Unofficial documents will be acceptable at this stage. Once LSB prequalifies students for the Programs, they then need to complete UWM's online application, upload all documents and pay the UWM application fee no later than July 15th for the fall semester and no later than December 1st for the spring semester. UWM and LSB will evaluate each application using the appropriate standards for admission. UWM will inform TSM regarding the disposition of each applicant.

All qualified students must submit the following in order to be fully admitted to UWM:

- UWM admission application
- Official copies of transcripts and degree certificates from all postsecondary institutions attended
- Official GMAT or GRE scores must be sent directly from Pearson VUE or ETS
- Updated resume
- Statement of purpose
- One or two letter(s) of recommendation, preferred but not required
- English proficiency test scores, if required (see UWM website for current English proficiency requirements)

**4. Tuition and Fees:** TSM students will be charged UWM tuition/fees at the standard non-resident rate per credit hour for the Programs in effect during the relevant semester.

**5. Scholarships:** TSM students enrolled in the Programs will receive a \$6500 scholarship from the LSB credited over two semesters, i.e., \$3250 in semester one and \$3250 in semester two, to not exceed \$6500 per student, provided: 1) they are not claimed by any recruitment agents, 2)



they pay UWM's non-resident tuition rate, and 3) they are in good academic standing (maintain UWM GPA of 3.0/4.0 while enrolled in the Programs).

**6. Marketing and Student Recruitment:** TSM will be responsible for marketing the Programs to their students. TSM will bear the entire expense related to marketing and student recruitment activities in India. UWM will provide limited quantities of brochures, logos, and other marketing material. All marketing material used by TSM would need to be approved by UWM. Neither party shall use the other party's trademarks, trade names, service marks, service names, brand names, domain names, URLs or logos or any other licensed mark or intellectual property in any manner without the prior written consent from the other party.

**7. Student Academic Advising:** LSB academic advisors will provide the required training and study plan templates to TSM academic advisors.

**8. Academic Standards:** In accordance with UWM policy, TSM students will need to maintain a cumulative GPA of 3.0/4.0 while enrolled in the Program to avoid academic warning or possible academic dismissal.

**9. Withdrawal:** In the event a TSM student withdraws or is canceled for any reason from the program of study prior to completion, the withdrawal and refund policies of UWM shall apply to the student.

**10. Non-Competition:** To ensure that the LSB MS programs are clearly identified in the marketplace, TSM will not offer any dual degree Master's programs in Accounting, Information Technology Management and Marketing with other international institutions.

**11. Legal Compliance and Liability:** TSM is solely responsible for ensuring that the provisions of this Agreement and any actions taken consist with this Agreement are not in violation of Indian law and are compliant with any relevant Indian laws and regulations. TSM will underwrite the full cost of taxes and other regulatory requirements imposed by the local, state and the national governments in India on UWM or its employees and agents. Further TSM agrees to indemnify, defend, and hold UWM harmless from any and all liability and responsibility arising from any failure to comply with this Section 12, whether known or unknown at the time this Agreement is executed.

UWM and TSM agree to comply with all relevant laws and to refrain from taking any actions that will knowingly result in either partner's non-compliance with any applicable laws.

**12. Non-Discrimination and Legal Compliance:** In all aspects of this agreement, including and not limited to the selection of student participants, neither UWM nor TSM shall discriminate against any student or potential student on the basis of age, ancestry, race, religion, color, handicap, sex, physical condition, developmental disability, sexual orientation, national origin, or any other protected characteristic.

13. **Jurisdiction:** This Agreement, and the application or interpretation hereof, shall be governed exclusively by its terms and by the laws of the State of Wisconsin.

14. **Term:** This agreement will be valid and binding for a term of five years and thereafter, will renew automatically for additional terms of one year, unless otherwise terminated pursuant to Section 15.

15. **Termination of Agreement:** Either party may terminate this Agreement with no less than 90-days written notice to the other party prior to the start of UWM's fall or spring semesters in any given year. In the event this Agreement is terminated, the parties will allow any students who are enrolled at UWM to complete the Programs.

16. **Entire Agreement:** This Agreement represents the entire understanding of the parties with reference to the matters set forth herein. This Agreement supersedes all prior negotiations, discussions, correspondence, communications, and prior Agreements among the parties relating to the subject matter herein.

17. **Invalidity and Severability:** If any provision of this Agreement shall be found by any court or administrative body of competent jurisdiction to be invalid or unenforceable, the invalidity or unenforceability of such provision shall not affect the other provisions of this Agreement and all provisions not affected by such invalidity or unenforceability shall remain in full force and effect.

18. **Force Majeure:** (i) If either Party to this Agreement is temporarily unable by reason of *Force Majeure* or the relevant laws or regulations to meet any of its obligations under this Agreement, and if such Party gives to the other Party written notice of the event within fourteen (14) days after such occurrence the obligations of the Party that it is unable to perform by reason of the event, shall be suspended for as long as the disabling situation continues. If *Force Majeure* event prevents either Party from performing its obligations for a period of thirty (30) days, either Party may terminate this Agreement. Neither Party shall be liable to the other Party for the loss and/or damages sustained by such other Party arising from any events referred to in this clause or delays arising from such event.

(ii) The term "*Force Majeure*" as employed herein shall mean acts of God, strikes, lockouts or other industrial disturbances, wars, insurrection, pandemics, epidemics, landslides, earthquakes, storm, lightning, floods, civil disturbances, explosions, and any other similar event not within the control of either Party and which by the exercise of due diligence neither Party is able to overcome.

19. **Notices:** Any communication under this Agreement shall be in writing in the English language and delivered by registered mail to the address or sent to the electronic mail address or facsimile number of TSM or UWM, as the case may be, shown below or to such other address or electronic mail address or facsimile number as either Party may have notified the sender and shall, unless otherwise provided herein, be deemed to be duly given or made when delivered to the recipient at such address or electronic mail address or facsimile number which is duly acknowledged:

To : **THIAGARAJAR SCHOOL OF MANAGEMENT**  
Address : Pamban Swamy Nagar, Madurai District,  
Thiruparankundram, Tamil Nadu- 625005, India  
Attn. To : Director, Thiagarajar School of Management  
Tel. No. : +91-0452-2484099 / 2485014  
E-mail : [director@tsm.ac.in](mailto:director@tsm.ac.in)

To : **UNIVERSITY OF WISCONSIN-MILWAUKEE**  
Address : 3202 N. Maryland Avenue, Milwaukee, WI 53211  
Attn. To : Dr. Kaushal Chari, Dean of the Lubar School of Business  
Tel. No. : +1-414-229-6256  
E-mail : [kchari@uwm.edu](mailto:kchari@uwm.edu)

It shall be the duty of the Parties to notify the other if there is a change of address or entity by giving a written notice within fourteen (14) days.

*The rest of this page is intentionally left blank*

20. **Time:** Time whenever mentioned shall be of the essence of this Agreement.

By signing below each party acknowledges its agreement with the terms and conditions of this Agreement and each signatory represents and warrants that he/she is authorized to sign on behalf of and to bind his/her Party to all of the terms and conditions of this Agreement.

For the Board of Regents of the University  
of Wisconsin System on behalf of the  
University of Wisconsin-Milwaukee:

  
\_\_\_\_\_  
Johannes Britz  
Provost

For Thiagarajar School of Management:

  
\_\_\_\_\_  
B.T. Bangera  
Chairman, Board of Governors  
Thiagarajar School of Management

In the presence of:

  
\_\_\_\_\_  
Kaushal Chari  
Dean, UWM Lubar School of Business

  
\_\_\_\_\_  
Dr. Murali Sambasivan  
Professor and Director,  
Thiagarajar School of Management



## Appendix A

### MS-Accounting, ITM and Marketing Curricula

Master of Science degree in Accounting, Information Technology Management or Marketing (30 Credits each)

#### MSA (30 Credits)

##### Foundation Courses (0-19 credits)<sup>1</sup>

- BUS ADM 201 (BUS ADM 703) Financial Accounting (B or better grade required)
- BUS ADM 301 (BUS ADM 721) Intermediate Accounting (B or better grade required)
- BUS ADM 350 (BUS MGMT 705) Corporate Finance
- BUS ADM 391 Business Law I
- BUS ADM 405 Income Tax Accounting I
- ECON 103 Principles of Microeconomics

<sup>1</sup>Courses can be waived with prior coursework that is equivalent to UWM. If the courses are not waived with prior coursework, students could discuss opportunities to satisfy the course requirements with an advisor.

##### Required Courses (30 Credits)

- BUS ADM 406G Income Tax Accounting II
- BUS ADM 408G Accounting Information Systems
- BUS ADM 722 Advanced Financial Accounting Theory
- BUS ADM 724 Business Combinations and Governmental Accounting
- BUS ADM 725 Strategic Cost Management I
- BUS ADM 728 Auditing Theory and Applications
- BUS ADM 753 Advanced Business Law
- BUS ADM 840 Current Issues in Financial Reporting
- BUS ADM 844 Auditing: Professional Standards and Practices
- BUS ADM 846 Data Analytics in Accounting

### **MS-ITM (30 Credits)**

Students are assumed to have basic proficiency in word processing, spreadsheet, and database software for computers; credits taken to acquire these skills do not apply toward the degree. Students admitted to the MS in ITM program without sufficient background may need to complete additional courses.

#### Required Courses (15 Credits)

- BUS ADM 743 Information Privacy, Security & Continuity
- BUS ADM 744 Information Technology Strategy & Management
- BUS ADM 747 Service-Oriented Analysis and Design
- BUS ADM 749 Data and Information Management
- BUS ADM 810 Development of Web-Based Solutions

#### Elective Courses (15 Credits; Choose five courses from the following)

- BUS ADM 741 Web Mining and Analytics<sup>2</sup>
- BUS ADM 742 Big Data in Business<sup>2</sup>
- BUS ADM 745 Artificial Intelligence for Business<sup>2</sup>
- BUS ADM 746 Topics in Information Technology Management (current topics)
- BUS ADM 748 Managing Information Technology Projects
- BUS ADM 811 Process and Work-Flow Management<sup>3</sup>
- BUS ADM 812 Machine Learning for Business<sup>2</sup>
- BUS ADM 813 Social Media Analytics for Business<sup>2</sup>
- BUS ADM 814 Enterprise Knowledge and Semantic Management
- BUS ADM 816 Business Intelligent Technologies and Solutions<sup>2,3</sup>
- BUS ADM 817 Infrastructure for Information Systems
- BUS ADM 818 Information Systems Practicum
- BUS ADM 819 Information Technology Management Internship
- BUS MGMT 732 Enterprise Resource Planning<sup>3</sup>
- BUS MGMT 733 Enterprise Simulation Game<sup>3</sup>

<sup>2</sup> Students completing five of these six courses will have a concentration in Artificial Intelligence and Data Analytics.

<sup>3</sup> Students completing four of these courses along with the following additional course: BUS MGMT 734 Enterprise Resource Planning Certification, could earn a graduate certificate in enterprise resource planning.

## MSM (30 Credits)

### Required Courses (21 Credits)

- BUS ADM 762 Marketing Research
- BUS ADM 764 Buyer Behavior and Marketing Communications
- BUS ADM 765 Strategic Product and Brand Management
- BUS ADM 795 Seminar-in-Management: Ideas & Applications of Data Science in Different Fields
- BUS ADM 806 International Marketing
- BUS MGMT 708 Marketing Strategy: Concepts and Practice
- BUS MGMT 709 Predictive Analytics for Managers<sup>4</sup>

### Elective Courses (Choose three courses)

- BUS ADM 544 New Product Development<sup>4</sup>
- BUS ADM 761 Seminar in Marketing (current topics)
- BUS ADM 763 Marketing Analytics<sup>4</sup>
- BUS ADM 766 Marketing for Nonprofit Organizations
- BUS ADM 769 Database Marketing<sup>4</sup>
- BUS ADM 894 Internet Marketing
- BUS ADM 899 Management Research Thesis/Project
- BUS MGMT 713 Entrepreneurship: Venture Creation and Management

<sup>4</sup> Students completing these three courses along with any two additional courses from the list below could earn a graduate certificate in business analytics:

*BUS ADM 713 Business Forecasting Methods*

*BUS ADM 741 Web Mining and Analytics*

*BUS ADM 816 Business Intelligence Technologies & Solutions*

*BUS MGMT 744 R Programming for Business Analytics*



## Appendix B

Transfer of Courses from TSM provided students earn a grade of B or better (B- is not acceptable)<sup>5</sup>

### MS Marketing

- Any one of the following TSM courses: [20MMB53 Marketing Analytics, 20PMB53 Marketing Analytics] could substitute for UWM course: BUS ADM 763 Marketing Analytics.
- Any one of the following TSM courses: [20MM54 Strategic Brand Management, 20PM54 Strategic Brand Management] could substitute for UWM course: BUS ADM 765 Strategic Product and Brand Management.

### MS ITM

- Any one of the following TSM courses: [ 20MS42 Artificial Intelligence and Machine Learning, 20PS42 Artificial Intelligence and Machine Learning] could substitute for UWM course: BUS ADM 812 Machine Learning for Business.
- Any one of the following TSM courses: [ 20MS52 Deep Learning and Neural Networks with Python, 20PS52 Deep Learning and Neural Networks with Python] could substitute for UWM course: BUS ADM 745: Artificial Intelligence for Business.

### MS Accounting

- Any one of the following TSM courses: [ 20MT25 Managerial Cost Accounting, 20PT25 Managerial Cost Accounting] together with the following TSM course: 20MF54 Strategic Cost Management could substitute for UWM course: BUS ADM 725 Strategic Cost Management 1.
- Any one of the following TSM courses: [ 20MF45 Company and Business Valuation, 20PF45 Company and Business Valuation] together with the following TSM course: 20MF43 Advanced Financial Analysis could substitute for UWM course: BUS ADM 841 Financial Statement Analysis.

<sup>5</sup> The course mappings in Appendix B are subject to changes.

## MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING ("MoU") is made on the 25/08/2020 current date of signing ("Effective Date").



### BETWEEN

**UNIVERSITI TELEKOM SDN BHD** (Company No. 199701021324 (436821-T)), a company duly incorporated under the Malaysian Companies Act 1965 (which has been repealed and superseded by the Malaysian Companies Act 2016) and remains validly incorporated under the Malaysian Companies Act 2016 and having its registered office at Level 51, North Wing, Menara TM, Jalan Panai Baharu, 50672 Kuala Lumpur (hereinafter referred to as "UTSB") of the one part;

### AND

**THIAGARAJAR SCHOOL OF MANAGEMENT**, an educational institution managed by **MANICKAVASAGAM CHARITABLE FOUNDATION**, a trust constituted as a Public Charitable Trust in India incorporated under the laws of India, whose registered office is at Pamban Swami Nagar, Tirupparankundram, Madurai-625005 (hereinafter referred to as the "Company/Educational Institution") of the other part.

UTSB and Company/Educational Institution shall collectively be referred to as the "**Parties**" and individually as the "**Party**".

### WHEREAS:-

- A. UTSB is the registered owner of Multimedia University ("MMU"), a private university registered under the Malaysian Private Higher Educational Institutions Act 1996, which offers tertiary level education and training in the areas, amongst others, multimedia technology, engineering, information technology, creative multimedia & business management and has the expertise and the capability to provide management, research and development, consultancy services and advancement of technology in the education industry. Reference to "UTSB" and "MMU" shall be used interchangeably, wherever appropriate.
- B. Company/Educational Institution is an higher learning institution.
- C. The Parties hereto wish to explore potential academic collaboration opportunities as further described in Paragraph 2 below ("**Project**").
- D. The Parties acknowledge that as a first step in understanding the opportunities available for the Project, the Parties wish to record their current basic understandings, principles and terms in this MoU.

**NOW THEREFORE**, the Parties agree to describe herein the mutual intent and understandings of the Parties in pursuit of the objectives for the Project, as follows: -

### 1. DURATION

This MoU shall become effective as of the Effective Date and shall continue in effect until:

- (a) the definitive agreement ("Definitive Agreement") is finalized and signed by the Parties; or
- (b) a period of **twenty-four (24) months** from the Effective Date; or
- (c) such time when any Party exercise its right as provided under Paragraph 7 (Withdrawal), namely upon the lapse of fourteen (14) working days from the date of the written notice to withdraw from this MoU,

whichever is earlier; save for those obligations expressed herein to survive the termination and/or expiration of this MoU.

## 2. INTENTION OF THE PARTIES

Parties intend to discuss and enter into a Definitive Agreement, amongst others, for the following matters:

- (a) work together in good faith to examine and determine the feasibility of pursuing the Project in relation to the following areas:
  - (i) academic programmes;
  - (ii) executive and professional programmes;
  - (iii) franchise programmes;
  - (iv) research and development;
  - (v) student and faculty exchange
  - (vi) Corporate Social Responsibility; and
  - (vii) exchange of publications, academic materials and other information
  - (viii) any other areas of co-operation to be mutually agreed upon by the Parties
- (b) to establish a joint working team, if necessary, to effectively and efficiently examine the feasibility of the Project.

## 3. NON BINDING OBLIGATIONS

This MoU is intended to be a summary of the current intentions and understandings of the Parties with respect to the intended Project and it is expressly understood that:-

- (a) The terms and conditions in Paragraphs 3 (Non-Binding Obligations), 6 (Confidentiality), 7 (Withdrawal) and 9 (General Provisions) of this MoU constitute a legally binding obligations, duties and/or agreement between the Parties
- (b) This MoU is not intended to, and does not, constitute a legally binding obligation or an agreement to enter into any financial or other arrangement or any agreement.
- (c) Save and except for Paragraphs 1 (Duration), 3 (Non-Binding Obligations), 4 (Obtaining Approvals and Licenses), 5 (Agreement Principles), 6 (Confidentiality), 7 (Withdrawal) and 9 (General Provisions) of this MoU, which shall be binding on the Parties hereto, other provisions of this MoU are mutually non-binding.
- (d) Save and except expressly provided herein, and to the extent it is expressly set out thereto, **nothing in this MoU** shall be construed in any manner whatsoever as:

- (i) Parties have reached finality in arranging all the terms of the subject matter in discussion of this MoU and/or the Definitive Agreement, or Parties intend to be immediately bound to the performance of those terms; and/or
  - (ii) Parties have completely agreed upon all the terms of the subject matter in discussion of this MoU and/or the Definitive Agreement and intend no departure from or addition to, what were discussed or about to discuss, the terms, express or implied.
- (c) Save and except for the terms expressly provided in Paragraph 3(c) and to the extent it is expressly set out in the clauses referred to in Paragraph 3(c) hereto, it is unconditionally and irrevocably agreed that the intention of the Parties is not to make a concluded bargain at all in respect of the subject matter in discussion under this MoU and the intended Definitive Agreement, unless and until Parties sign and execute the Definitive Agreement. For the avoidance of doubt, it is expressly agreed, understood and acknowledged that:
- (i) Parties have not reached finality in arranging all the terms of the Definitive Agreement, and there is no concluded binding contract until and unless the Definitive Agreement is duly signed and executed by both the Parties;
  - (ii) Parties do not intend to be immediately bound to the performance of those terms until the fuller and more precise terms in the Definitive Agreement have been duly agreed AND both Parties have duly signed and executed the Definitive Agreement; and
  - (iii) Parties have not completely agreed upon all the terms of the Definitive Agreement, whether express or implied, irrespective of any performance thereof until and unless Parties duly sign and execute the Definitive Agreement.

#### **4. OBTAINING APPROVALS AND LICENSES**

Save and except for the rights and obligations as set out in Paragraphs 3 (Non-Binding Obligations), 6 (Confidentiality), 7 (Withdrawal) and 9 (General Provisions), which bind the Parties herein, the implementation by the Parties of this MoU and the discussion and negotiation of the terms of the Definitive Agreement is contingent upon obtaining and the continuance of such approvals, consents, authorizations, licenses and permits from the appropriate governments, statutory and regulatory authorities, as well as the internal corporate approvals, as may be required or deemed to be necessary by the Parties and as may be satisfactory to them. The Parties shall use all reasonable efforts to obtain and to have continued in effect approvals, consents, authorizations, licenses, permits and other requirements.

#### **5. AGREEMENT PRINCIPLES**

- 5.1. Without prejudice to Parties' right as set out under Paragraph 7 (Withdrawal), and subject always to Paragraph 7 (Withdrawal), the objective of the Parties is to discuss and produce the Definitive Agreement containing such terms and conditions governing the intended Project which are mutually agreeable to the Parties.
- 5.2. Each Party will be responsible for its own expenses during the discussions in connection with this MoU, and all discussions shall be done in good faith for the mutual benefit of both Parties involved. Any action taken in reliance on the understanding expressed in this MoU shall be at the Parties' own risk.

**6. CONFIDENTIALITY**

- 6.1 Both Parties hereby agree to treat all information, documents and personal data (if any) provided under this MoU as confidential and to maintain the secrecy of the said information without divulging it to any unauthorised third party and not to use the said information for any other purposes as mentioned herein.
- 6.2. If both Parties had executed any Non-Disclosure Agreement ("NDA") in relation to the purposes or intentions mentioned in this MoU, the said NDA will bind the confidentiality obligations of the Parties

**7. WITHDRAWAL**

Notwithstanding the generality of the provisions stipulated herein, any Party may withdraw from this MoU at any time by giving fourteen (14) working days' written notice to the other Party without assigning any reasons, PROVIDED ALWAYS THAT the withdrawing Party shall be bound by the provisions as set forth in Paragraph 6 (Confidentiality) herein. Parties shall not be liable to each other for any damages whatsoever including, without limitation, direct, indirect, speculative, incidental, special or consequential damages in connection with the exercise of their rights under this Paragraph

**8. FURTHER UNDERTAKINGS**

Without prejudice to Parties' right as set out under Paragraph 7 (Withdrawal), and subject always to Paragraphs 1 (Duration) and 7 (Withdrawal), each Party hereby covenants and undertakes to perform their respective obligations and to act at all times in good faith in implementing this MoU.

**9. GENERAL PROVISIONS**

**9.1. GOVERNING LAW AND JURISDICTION**

This MoU will be governed by and construed in accordance with the laws of Malaysia and the Parties irrevocably submit to the exclusive jurisdiction of the Courts of Malaysia.

**9.2. DISPUTE RESOLUTION**

- 9.2.1. Any difference or dispute between the Parties concerning the interpretation and/or implementation of any of the provisions of this MoU shall be settled amicably through mutual consultation and/or negotiations between the Parties
- 9.2.2. If the dispute or difference is failed to be resolved amicably, it shall be settled through court process. For this purpose, the Parties agree that the Courts in Malaysia shall have exclusive jurisdiction.

**9.3. NOTICES**

- 9.3.1. All communications hereunder shall be given or made in writing, in English and may be delivered either by hand, email, ordinary mail, registered mail, air mail or facsimile to the other Party and shall be addressed to the other Party at its address specified herein and/or such other addresses as notified from time to time.

9.3.2. Any notice required to be given hereunder shall be deemed to have been received: -

- (i) in the case of delivery in person – when delivered;
- (ii) in the case of service by registered post or air mail – within four (4) to six (6) working days; or
- (iii) if sent by facsimile or other electronic means of communication – within twenty-four (24) working hours subject to the proof of successful transmission.

**For Company/Educational Institution:**

Address: (THLAKARAJAR SCHOOL OF MANAGEMENT, Panaban Swami  
Nagar, Thirupparenkundram, Madurai-625005

Attention: Professor Dr. Mursh Sambasivan, Director

Email Address: director@tsm.ac.in

**For UTSB:**

Address: Faculty of Management, Multimedia University, Persiaran  
Multimedia, 63100 Cyberjaya, Selangor, Malaysia

Attention: To Dr. Magiswary Dorasamy

Email Address: magiswary.dorasamy@mmu.edu.my

#### **9.4. INTELLECTUAL PROPERTY RIGHTS**

All existing intellectual property rights of any Party, including any development, adaptation, modification or derivative rights shall belong and remain with such Party. Nothing in this MoU is intended to transfer or assign or grant any intellectual property rights to each other.

#### **9.5. AMENDMENTS AND VARIATIONS**

Wherever it becomes necessary, this MoU may be varied or amended by mutual agreement in writing by the Parties and such variations or amendments shall be part of this MoU.

#### **9.6. RELATIONSHIP**

Nothing contained herein shall be construed to imply a partnership, joint venture, principal/agent or an employer/employee relationship between the Parties and neither Party shall have any right, power or authority to create any obligation, express or implied on behalf of the other.

#### **9.7. COUNTERPARTS**

This MoU may be executed in several counterparts, each of which shall be deemed an original and all of which shall constitute one and the same instrument, and shall become effective when counterparts have been signed by each of the Parties and delivered to the other Party; it being understood that all Parties need not sign the same counterparts.

#### **9.8. LIMITATION OF LIABILITY**

In no event shall either Party be liable to the other for any damages whatsoever including, without limitation, direct, indirect, speculative, incidental, special or consequential damages in connection with performance under this MoU.

**9.9. LANGUAGE**

Should this MoU be translated into any language other than English, the English version shall prevail on any question of interpretation, conflict between the translated MoU and/or otherwise.

*(The remainder of this page is intentionally left blank)*

IN WITNESS WHEREOF, the Parties hereto have caused this MoU to be duly executed on the day and year first above mentioned.

SIGNED by  
for and on behalf of  
**UNIVERSITI TELEKOM SDN. BHD.**  
(registered owner of MULTIMEDIA  
UNIVERSITY)

)  
)  
)  
.....  
**PROF. HO CHIN KUAN**  
Designation: Acting President

in the presence of:-



.....  
Name: Dr. Mohd Fairuz Ahd Razim  
Designation: Dean

**PROF DR. HO CHIN KUAN**  
Vice President  
(Academic & Internationalisation)  
Multimedia University  
Persiaran Multimedia, 63100 Cyberjaya  
Selangor Darul Ehsan, Malaysia

SIGNED by  
for and on behalf of  
(Company/Educational Institution)  
(Registration No. )

)  
)  
)  
)  
.....  
Name: Professor Dr. Murali Sambasivan  
Designation: Director

in the presence of:-



.....  
Name: Professor Dr. Murali Sambasivan  
Designation: Director



Name: Professor Dr. M. Selvalakshmi  
Designation: Principal



## MOU

### **The University Technology, Brunei**

- The Universiti Teknologi Brunei, is an Engineering and Technology University in Brunei.
- Specialization areas are Engineering, Business School, Computing, Applied Sciences & Mathematics, and Design.
- Quacquarelli Symonds World University Ranking 379 out of 4763 institutions
- QS Asia University Rank – 137



## **MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**UNIVERSITI TEKNOLOGI BRUNEI (UTB)**

**AND**

**THIAGARAJAR SCHOOL OF MANAGEMENT  
(TSM)**

For and on behalf of <b>UNIVERSITI TEKNOLOGI BRUNEI</b>	For and on behalf of <b>THIAGARAJAR SCHOOL OF MANAGEMENT</b>
	
PROFESSOR DR. DAYANG HAJAH ZOHRAH BINTI HAJI SULAIMAN Vice-Chancellor	B.T. BANGERA Chairman, Board of Governors
29 March 2022	21/03/2022
Date: 	Date: 
Witnessed by: UTB School of Business	Witnessed by: Thiagarajar School of Management
	
DR. MOHAMED SALEEM NAZMUDEEN Deans, UTB School of Business	DR. MURALI SAMBASIVAN Professor and Director,
29/3/2022	21 MARCH 2022
Date: 	Date: 

- MOU Finalized on 29<sup>th</sup> March 2022
- Activities under MOU
- Ph.D. Supervisor Exchanges as per Expertise
- Faculty exchange for teaching – Activity Initiated
- Research Scholar Exchange
- MBA & PGDM students Exchange program
- Research Visit – Short Term
- Organizing joint workshop and conferences
- Joint Research publications
- Support for Research publications in terms of Mentoring

**MEMORANDUM OF UNDERSTANDING (MoU)**

**BETWEEN**

**Thiagarajar School of Management, Madurai**  
**AND**  
**Makers Cart (The yellow bag), Madurai**

This Memorandum of Understanding (hereinafter called as the 'MoU') is entered into on this the 17<sup>th</sup> day of September Month 2021 by and between.

**Thiagarajar School of Management**, the First Party represented herein by its Principal of the Institution **Thiagarajar School of Management** and **Makers Cart (The yellow bag)**, the Second party represented herein by its Managing Director – Mr. Gomani Rajan

WHEREAS:

- A) First Party is a Higher Educational Institution named: **Thiagarajar School of Management**
- B) First Party & Second Party believe that collaboration and co-operation between themselves will promote more effective use of each of their resources and provide each of them with enhanced opportunities.
- C) The Parties intent to cooperate and focus their efforts on cooperation within area of Skill Based Training, Education, Placement, Industrial Visit, Expert Lecture.
- D) **Makers Cart (The yellow bag)** - the Second Party is engaged in clothing and bags manufacturing industries

NOW THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS MOU, THE PARTIES HERETO AGREE AS FOLLOWS:

**CLAUSE 1 CO-OPERATION**

- 1.1 Both Parties are united by common interests and objectives, and they shall establish co-operation.
- 1.2 First Party and Second Party co-operation will facilitate effective utilization of the intellectual capabilities.
- 1.3 The parties shall co-operate with each other and shall as promptly as is responsibly practical, relevant agreement.

**CLAUSE 2 SCOPE OF THE MoU**

2.1 Industrial Training & Visits: Industry and Institution interaction will provide an insight into the latest developments / requirements of the industries; the Second Party to permit the Faculty and Students of the First Party to visit its group companies and also involve in Industrial Training Programs for the First Party. This will provide confidence & smooth transition for students work. Also the Second party may register on the AICTE Internship Portal for the benefit of students.

2.2 Guest Lectures: Second Party to extend the necessary support to deliver guest lecturers to the students of the First Party on the technology trends and in house requirements.

2.3 Placement of trained students: second party will actively engage to help the delivery of the training and placement of the students of the first party on the technology trends and in house requirements.

2.4 There is no financial commitment on the part of the **Thiagarajar School of Management**, the first party to take up any program mention in MoU. If there is any financial consideration, it will be dealt separately.

2.5 Both Parties to obtain all internal approvals, consents, permissions, and licenses of whatsoever nature required.

### CLAUSE 3

### VALIDITY

3.1 This Agreement will be valid until it is expressly terminated by either Party on mutually agreed terms, during which period, the Second Part.

### CLAUSE 4

### RELATIONSHIP BETWEEN THE PARTIES

5.1 It is expressly agreed that First Party and Second Party are acting under this MOU as independent contractors, and the relationship established under this MOU shall not be construed as a partnership.

First Party



Second Party

**MAKERS CART**  
Centre Head  
#3-B, Madichiyam Middle Street  
Madichiyam, Madurai-625 020  
Cell No: 73392 52770

**MEMORANDUM OF UNDERSTANDING (MoU)**

**BETWEEN**

**Thiagarajar School of Management, Madurai  
AND  
RG Food Products, Madurai**

This Memorandum of Understanding (hereinafter called as the 'MoU') is entered into on this the 18<sup>th</sup> day of September, 2021, by and between.

**Thiagarajar School of Management, Madurai** the First Party represented herein by its **Principal** and **RG Food Products, Madurai** the Second party, and represented herein by its Proprietor – Mr A.V.B Krishnakanth

WHEREAS:

A) First Party is a Higher Educational Institution named: **Thiagarajar School of Management, Madurai**

B) First Party & Second Party believe that collaboration and co-operation between themselves will promote more effective use of each of their resources, and provide each of them with enhanced opportunities.

C) The Parties intent to cooperate and focus their efforts on cooperation within area of Skill Based Training, Education, Placement, Industrial Visit, Expert Lecture.

D) **RG Food Products**, - the Second Party is engaged in Manufacture and Sale of Edible Oil and Dairy Products

NOW THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS MOU, THE PARTIES HERETO AGREE AS FOLLOWS:

**CLAUSE 1**

**CO-OPERATION**

- 1.1 Both Parties are united by common interests and objectives, and they shall establish co-operation.
- 1.2 First Party and Second Party co-operation will facilitate effective utilization of the intellectual capabilities.
- 1.3 The parties shall co-operate with each other and shall as promptly as is responsibly practical, relevant agreement.

**CLAUSE 2**

**SCOPE OF THE MoU**

2.1 Industrial Training & Visits: Industry and Institution interaction will provide an insight into the latest developments / requirements of the industries; the Second Party to permit the Faculty and Students of the First Party to visit its group companies and also involve in Industrial Training Programs for the First

Party. This will provide confidence & smooth transition for students work. Also, the Second party may register on the AICTE Internship Portal for the benefit of students.

2.2 Guest Lectures: Second Party to extend the necessary support to deliver guest lecturers to the students of the First Party on the technology trends and in house requirements.

2.3 Placement of trained students: second party will actively engage to help the delivery of the training and placement of the students of the first party on the technology trends and in house requirements.

2.4 There is no financial commitment on the part of the **Thiagarajar School of Management, Madurai**, the first party to take up any program mention in MoU. If there is any financial consideration, it will be dealt separately.

2.5 Both Parties to obtain all internal approvals, consents, permissions, and licenses of whatsoever nature required.

### CLAUSE 3

### VALIDITY

3.1 This Agreement will be valid until it is expressly terminated by either Party on mutually agreed terms, during which period, the Second Part.

### CLAUSE 4

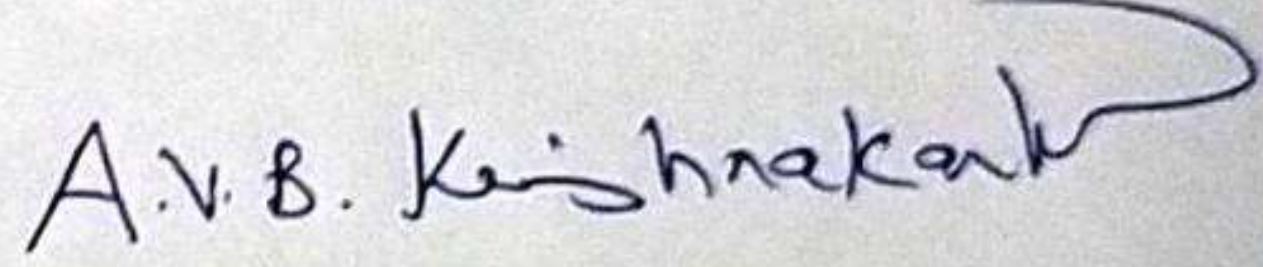
### RELATIONSHIP BETWEEN THE PARTIES

5.1 It is expressly agreed that First Party and Second Party are acting under this MOU as independent contractors, and the relationship established under this MOU shall not be construed as a partnership.

  
First Party

PRINCIPAL  
THIYAGARAJAR SCHOOL OF MANAGEMENT  
MADURAI-625 005

Second Party

  
A.V.B. Krishnakant

Proprietor

**For RG FOOD PRODUCTS**

Proprietrix

**MEMORANDUM OF UNDERSTANDING (MoU)**

**BETWEEN**

**Thiagarajar School of Management, Madurai**  
**AND**  
**Ruby Food Products Pvt Ltd, Madurai**

This Memorandum of Understanding (hereinafter called as the 'MoU') is entered into on this the 17<sup>th</sup> day of September Month 2021 by and between.

**Thiagarajar School of Management**, the First Party represented herein by its Principal of the Institution **Thiagarajar School of Management** and **Ruby Food Products Pvt Ltd**, the Second party represented herein by its Managing Director – Mr. Aswath Sampath  
**WHEREAS:**

- A) First Party is a Higher Educational Institution named: **Thiagarajar School of Management**
- B) First Party & Second Party believe that collaboration and co-operation between themselves will promote more effective use of each of their resources and provide each of them with enhanced opportunities.
- C) The Parties intent to cooperate and focus their efforts on cooperation within area of Skill Based Training, Education, Placement, Industrial Visit, Expert Lecture.
- D) **Ruby Food Products Pvt Ltd** - the Second Party is engaged in Food processing industries

NOW THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS MOU, THE PARTIES HERETO AGREE AS FOLLOWS:

**CLAUSE 1**

**CO-OPERATION**

- 1.1 Both Parties are united by common interests and objectives, and they shall establish co-operation.
- 1.2 First Party and Second Party co-operation will facilitate effective utilization of the intellectual capabilities.
- 1.3 The parties shall co-operate with each other and shall as promptly as is responsibly practical, relevant agreement.

**CLAUSE 2**

**SCOPE OF THE MoU**

2.1 Industrial Training & Visits: Industry and Institution interaction will provide an insight into the latest developments / requirements of the industries; the Second Party to permit the Faculty and Students of the First Party to visit its group companies and also involve in Industrial Training Programs for the First Party. This will provide confidence & smooth transition for students work. Also the Second party may register on the AICTE Internship Portal for the benefit of students.

2.2 Guest Lectures: Second Party to extend the necessary support to deliver guest lecturers to the students of the First Party on the technology trends and in house requirements.

2.3 Placement of trained students: second party will actively engage to help the delivery of the training and placement of the students of the first party on the technology trends and in house requirements.

2.4 There is no financial commitment on the part of the **Thiagarajar School of Management**, the first party to take up any program mention in MoU. If there is any financial consideration, it will be dealt separately.

2.5 Both Parties to obtain all internal approvals, consents, permissions, and licenses of whatsoever nature required.

**CLAUSE 3** **VALIDITY**

3.1 This Agreement will be valid until it is expressly terminated by either Party on mutually agreed terms, during which period, the Second Part.

**CLAUSE 4** **RELATIONSHIP BETWEEN THE PARTIES**

5.1 It is expressly agreed that First Party and Second Party are acting under this MOU as independent contractors, and the relationship established under this MOU shall not be construed as a partnership.

First Party



Second Party





**MEMORANDUM OF UNDERSTANDING (MoU)**

**BETWEEN**

**Thiagarajar School of Management, Madurai**  
**AND**  
**Shapers Studios, Madurai**

This Memorandum of Understanding (hereinafter called as the 'MoU') is entered into on this the 17<sup>th</sup> day of September Month 2021 by and between.

**Thiagarajar School of Management**, the First Party represented herein by its Principal of the Institution **Thiagarajar School of Management** and **Shapers Studios**, the Second party represented herein by its Managing Director – Mr. Aswin kumar  
**WHEREAS:**

- A) First Party is a Higher Educational Institution named: **Thiagarajar School of Management**
- B) First Party & Second Party believe that collaboration and co-operation between themselves will promote more effective use of each of their resources and provide each of them with enhanced opportunities.
- C) The Parties intent to cooperate and focus their efforts on cooperation within area of Skill Based Training, Education, Placement, Industrial Visit, Expert Lecture.
- D) **Shapers Studios** - the Second Party is engaged in packaging industries

NOW THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS MOU, THE PARTIES HERETO AGREE AS FOLLOWS:

**CLAUSE 1** **CO-OPERATION**

- 1.1 Both Parties are united by common interests and objectives, and they shall establish co-operation.
- 1.2 First Party and Second Party co-operation will facilitate effective utilization of the intellectual capabilities.
- 1.3 The parties shall co-operate with each other and shall as promptly as is responsibly practical, relevant agreement.

**CLAUSE 2** **SCOPE OF THE MoU**

- 2.1 Industrial Training & Visits: Industry and Institution interaction will provide an insight into the latest developments / requirements of the industries; the Second Party to permit the Faculty and Students of the First Party to visit its group companies and also involve in Industrial Training Programs for the First Party, This will provide confidence & smooth transition for students work. Also the Second party may register on the AICTE Internship Portal for the benefit of students.
- 2.2 Guest Lectures: Second Party to extend the necessary support to deliver guest lecturers to the students of the First Party on the technology trends and in house requirements.

2.3 Placement of trained students: second party will actively engage to help the delivery of the training and placement of the students of the first party on the technology trends and in house requirements.

2.4 There is no financial commitment on the part of the **Thiagarajar School of Management**, the first party to take up any program mention in MoU. If there is any financial consideration, it will be dealt separately.

2.5 Both Parties to obtain all internal approvals, consents, permissions, and licenses of whatsoever nature required.

### CLAUSE 3

### VALIDITY

3.1 This Agreement will be valid until it is expressly terminated by either Party on mutually agreed terms, during which period, the Second Part.

### CLAUSE 4

### RELATIONSHIP BETWEEN THE PARTIES

5.1 It is expressly agreed that First Party and Second Party are acting under this MOU as independent contractors, and the relationship established under this MOU shall not be construed as a partnership.

First Party



Second Party

  
**Shapers Digital Media**  
3-B, Yellowbag Complex  
Middle Street  
Madichiyam, Madurai-625 020  
Mobile:- 63848 69638

**MEMORANDUM OF UNDERSTANDING (MoU)**

**BETWEEN**

**Thiagarajar School of Management, Madurai  
AND  
SVS Foods, Madurai**

This Memorandum of Understanding (hereinafter called as the 'MoU') is entered into on this the 18<sup>th</sup> day of September Month 2021 by and between,

**Thiagarajar School of Management**, the First Party represented herein by its Principal of the Institution **Thiagarajar School of Management** and **SVS Foods**, the Second party represented herein by its Managing Partner – Mr. V. Suraj Sundara Shankar

**WHEREAS:**

A) First Party is a Higher Educational Institution named: **Thiagarajar School of Management**

B) First Party & Second Party believe that collaboration and co-operation between themselves will promote more effective use of each of their resources and provide each of them with enhanced opportunities.

C) The Parties intent to cooperate and focus their efforts on cooperation within area of Skill Based Training, Education, Placement, Industrial Visit, Expert Lecture.

D) **SVS Foods** - the Second Party is engaged in Food processing industries

NOW THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS MOU, THE PARTIES HERETO AGREE AS FOLLOWS:

**CLAUSE 1**

**CO-OPERATION**

- 1.1 Both Parties are united by common interests and objectives, and they shall establish co-operation.
- 1.2 First Party and Second Party co-operation will facilitate effective utilization of the intellectual capabilities.
- 1.3 The parties shall co-operate with each other and shall as promptly as is responsibly practical, relevant agreement.

**CLAUSE 2**

**SCOPE OF THE MoU**

2.1 Industrial Training & Visits: Industry and Institution interaction will provide an insight into the latest developments / requirements of the industries; the Second Party to permit the Faculty and Students of the First Party to visit its group companies and also involve in Industrial Training Programs for the First Party. This will provide confidence & smooth transition for students work. Also the Second party may register on the AICTE Internship Portal for the benefit of students.

2.2 Guest Lectures: Second Party to extend the necessary support to deliver guest lecturers to the students of the First Party on the technology trends and in house requirements.

2.3 Placement of trained students: second party will actively engage to help the delivery of the training and placement of the students of the first party on the technology trends and in house requirements.

2.4 There is no financial commitment on the part of the **Thiagarajar School of Management**, the first party to take up any program mention in MoU. If there is any financial consideration, it will be dealt separately.

2.5 Both Parties to obtain all internal approvals, consents, permissions, and licenses of whatsoever nature required.

### CLAUSE 3

### VALIDITY

3.1 This Agreement will be valid until it is expressly terminated by either Party on mutually agreed terms, during which period, the Second Part.

### CLAUSE 4

### RELATIONSHIP BETWEEN THE PARTIES

5.1 It is expressly agreed that First Party and Second Party are acting under this MOU as independent contractors, and the relationship established under this MOU shall not be construed as a partnership.

  
First Party

  
Second Party

Centre Head

**S.V. SANKARALINGA NADAR**

No. 151, Kamarajar Road

Near Teppakulam

MADURAI-625 009, Tamilnadu



**MEMORANDUM OF UNDERSTANDING (MoU)**

**BETWEEN**

**Thiagarajar School of Management, Madurai  
AND  
Yaadhum, Madurai**

This Memorandum of Understanding (hereinafter called as the 'MoU') is entered into on this the 17<sup>th</sup> day of September Month 2021 by and between.

**Thiagarajar School of Management**, the First Party represented herein by its Principal of the Institution **Thiagarajar School of Management and Yaadhum**, the Second party represented herein by its Managing Director – Mr. Rama Jeyam  
WHEREAS:

- A) First Party is a Higher Educational Institution named: **Thiagarajar School of Management**
- B) First Party & Second Party believe that collaboration and co-operation between themselves will promote more effective use of each of their resources and provide each of them with enhanced opportunities.
- C) The Parties intent to cooperate and focus their efforts on cooperation within area of Skill Based Training, Education, Placement, Industrial Visit, Expert Lecture.
- D) **Yaadhum** - the Second Party is engaged in Food processing industries

NOW THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS MOU, THE PARTIES HERETO AGREE AS FOLLOWS:

**CLAUSE 1 CO-OPERATION**

- 1.1 Both Parties are united by common interests and objectives, and they shall establish co-operation.
- 1.2 First Party and Second Party co-operation will facilitate effective utilization of the intellectual capabilities.
- 1.3 The parties shall co-operate with each other and shall as promptly as is responsibly practical, relevant agreement.

**CLAUSE 2 SCOPE OF THE MoU**

2.1 Industrial Training & Visits: Industry and Institution interaction will provide an insight into the latest developments / requirements of the industries; the Second Party to permit the Faculty and Students of the First Party to visit its group companies and also involve in Industrial Training Programs for the First Party. This will provide confidence & smooth transition for students work. Also the Second party may register on the AICTE Internship Portal for the benefit of students.

2.2 Guest Lectures: Second Party to extend the necessary support to deliver guest lecturers to the students of the First Party on the technology trends and in house requirements.

2.3 Placement of trained students: second party will actively engage to help the delivery of the training and placement of the students of the first party on the technology trends and in house requirements.

2.4 There is no financial commitment on the part of the **Thiagarajar School of Management**, the first party to take up any program mention in MoU. If there is any financial consideration, it will be dealt separately.

2.5 Both Parties to obtain all internal approvals, consents, permissions, and licenses of whatsoever nature required.

### CLAUSE 3

### VALIDITY

3.1 This Agreement will be valid until it is expressly terminated by either Party on mutually agreed terms, during which period, the Second Part.

### CLAUSE 4

### RELATIONSHIP BETWEEN THE PARTIES

5.1 It is expressly agreed that First Party and Second Party are acting under this MOU as independent contractors, and the relationship established under this MOU shall not be construed as a partnership.



Second Party

**YAADHUM**  
3-B, Yellowbag Complex  
Middle Street, Madichiyam  
MADURAI-625 020  
Mobile:- 63848 69639



தமிழ்நாடு தமிழ்நாடு TAMILNADU

CG 744293

*Handwritten signature*  
THIAGARAJAR SCHOOL OF MANAGEMENT  
MADURAI-5

*Handwritten signature*  
சென்னை  
69, Guindy வீதி,  
சென்னை (தமிழ்நாடு)  
சென்னை



MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is drawn on this 4<sup>th</sup> day of August 2021 between M/s. Southern Petrochemical Industries Corporation Limited, a company incorporated under the companies act 1956 having its Registered office at SPIC Limited, SPIC House, 88, Mount Road, Guindy, Chennai 6000032, hereinafter referred to as "SPIC" through its authorized signatory Mr. S R RamaKrishnan Whole Time Director, SPIC Limited on the first part, including its successors

And

Thiagarajar School of Management, an institution managed by Manickavasagam Charitable Foundation (MCF) and having its registered office at Pamban Swamy Nagar, Thirupparankundram, Madurai-625005, hereinafter referred to as "TSM", through its authorized signatory Mr.B.T Bangera, Chairman, TSM Governing Board, including its successors and affiliates on the second part



WHEREAS:

- A. SPIC is desirous of strengthening its employee training and development programmes as part of its vision of emerging and remaining as a high-performance organisation through effective and efficient utilisation of resources with highly committed and self-motivated employees,
- B. SPIC is committed to nurture high quality leadership at various levels in the organisation to effectively lead and manage the company and its associate entities and their constituent units in the current and emerging economic environment through appropriate training and leadership development programmes on an ongoing basis,
- C. TSM is a leading Centre of management education offering highly successful post graduate academic programmes for aspiring young managers, and management and executive education programmes for midcareer executives and entrepreneurs, anchored by its highly qualified and experienced faculty with multidisciplinary expertise,
- D. At the invitation of SPIC and with detailed inputs from SPIC on the training needs, its existing training practices and resources , TSM has jointly designed and delivered a series of Customised Executive Education Programmes (CEEP) for SPIC executives during the year 2019-20 with successful outcomes. The programme had also capitalized on the rich industry experience of SPIC's veterans on the field. While TSM brought its rich expertise in management training by course formularisation and delivery of core management & leadership area , SPIC's valuable contribution towards industry specific inputs by providing content and expertise to deliver had the unique blend for success .
- E. SPIC and TSM now desire that they enter into a multi-year training and development collaborative arrangement by strengthening the CEEP design and delivery process, facilitating more systematic planning and long term resource commitment by both parties,
- F. In pursuance of the aforesaid, the parties, SPIC and TSM, enter into this Memorandum of Understanding (hereinafter referred to as MOU) for collaboration for the design and delivery of Customised Executive Education Programmes (CEEP)/Management Development Programmes on a multi-year basis to SPIC executives.





NOW THEREFORE THE PARTIES AGREE AS UNDER:

1. THE PURPOSE AND SCOPE OF COLLABORATION UNDER THE MOU

1.1 PURPOSE OF THE MOU

SPIC and TSM propose to collaborate for the purpose of organisation development of SPIC through effective training and development and upskilling of SPIC executives in the broad areas of management-spanning operations, marketing, finance and accounting, human resources, leadership development, strategic management, analytical skills etc. The proposed collaboration is aimed at, but not limited to, achieving the following objectives: -

- a) To develop predominantly technical executives/professionals into well-rounded management professionals and effective leaders through imparting stronger business orientation and developing in them holistic and integrated business perspective.
- b) To focus on nurturing the soft skills of the SPIC professionals by helping them to understand their strengths and their areas of improvement and further lay emphasis on developing the skills essential at different levels of their management roles and responsibilities.
- c) To enhance the analytical, problem-solving and decision-making skills of SPIC executives by identifying, generating, classifying, analysing and interpreting relevant information and data for the problem at hand.
- d) To help develop cohesive, empowered high-performance teams of employees with a flexible approach to fashion organisation's effective and speedy response to the demands of dynamic business and operating conditions.
- e) To inculcate a change management with an objective to foresee a diversified business horizon in the future by developing innovative product mix and be successful in a competitive market.



- f) To help SPIC build a leadership pipeline to meet emerging and future leadership and senior management needs.
- g) To facilitate development by TSM of useful and relevant academic materials such as case studies, teaching and technical notes etc. by documenting and encapsulating SPIC's experiences, best practices and processes for use in the classroom teaching and training sessions and help SPIC develop institutional memory.

## 1.2 SCOPE OF THE MOU

1.2.1 The MOU seeks to spell out the broad contours of the proposed "Collaboration for Management Development (CFMD)" covering the following.

- a) Objectives of the CFMD as highlighted in clause 1.1 hereinabove.
- b) Indicative list of the Customised Executive Education Programmes (CEEPs) that are proposed, with the relevant details such as the target group, programme objectives, duration, pedagogy etc.
- c) The role and responsibility of the parties, SPIC and TSM, in the effective design and delivery of the various CEEPs consistent with MOU goals.
- d) Commercial and administrative arrangements
- e) Duration of the MOU

1.2.2 SPIC and TSM have identified the following CEEPs for design and delivery on a priority basis.

- a) Career development Program (CDP) targeted at participants from SPIC Employee Grades M15-M13
- b) Young Managers' Programme (YMP) targeted at participants from Grades M12-M9
- c) Senior Management Programme (SMP) with participants from grade M9A-M8-M7-M6-M5 (Heads of the Departments)
- d) Advanced Leadership Programme (ALP) for functional heads.
- e) Strategy Workshop for top management
- f) Short-duration focused functional or skill-based programmes (SDFP).
- g) Long-term Career Linked Learning Programme (CLLP)
- h) Short duration program for Women employees (SDWEP)



1.2.3 In addition, SPIC and TSM will also discuss and study the feasibility of TSM launching long-duration academic programme such as Diploma/Certificate Programmes in Management along the lines of Executive MBA for participation by aspiring SPIC, Green star and TFL executives.

1.2.4 The details regarding these programmes such as programmes' objectives, duration etc are spelt out in Annexure 1 forming part of this MOU. The parties to the MOU, SPIC and TSM, recognise that the details of the programmes given in Annexure 1 are indicative at this point and the said list and other details may be suitably amended/modified based on felt need for changes based on experience and emerging trends.

## 2. DESIGN AND DELIVERY OF THE PROGRAMMES

2.1 TSM shall take conscious efforts to understand the training requirement at various levels of management roles through a structured survey which will be analysed using scientific tools to arrive at the modules desired to be delivered at each level. SPIC, may share the training knowledge, its structural approach and training expertise nurtured across years in finetuning the modules designed. The various programmes as spelt out hereinabove thus will be custom designed by TSM in consultation with, and with inputs from SPIC management. SPIC may also facilitate interaction by TSM faculty with a group of target participants as well as Senior Executives for their inputs and suggestions as considered appropriate.

2.2 TSM will incorporate in the design and structure of the various programmes fertiliser-industry-specific and company-specific inputs through sessions to be handled by senior SPIC executives and/or other industry experts. The programme will be delivered by the resource persons from TSM/ SPIC/ other Industry experts based on the module objective.

2.3 It is intended that the programmes are to be generally delivered in physical face-to-face mode by TSM and other faculty at the suitable well-equipped class-room(s) of SPIC and hosted by SPIC at its factory/office premises at Tuticorin. SPIC and TSM recognise that some of the sessions may, if required, be held on TSM Campus, Madurai as may be mutually agreed upon. It is also understood that the programmes at SPIC premises would be fully residential.



- 2.4 In view of the continuing uncertainty due to Covid-19 and possibility of further lock downs and/or other restrictions, both SPIC and TSM recognise that the plan to have face-to-face delivery at SPIC Tuticorin campus might have to be reviewed and modified in keeping with the government policies announced from time to time.

### 3. ROLE AND RESPONSIBILITY OF THE PARTIES TO MOU

#### 3.1 SPIC

- a) SPIC shall provide opportunities for TSM to study and understand the training requirements of SPIC executives at various management roles and responsibilities at regular intervals. SPIC shall participate in finetuning the program design and delivery by sharing its time-tested structured approach to training and development of its human resources, its rich training experience, knowledge, and expertise nurtured across years.
- b) The executives of SPIC shall interact with the TSM faculty to enable them to understand the Industry structure and practices thereby enabling them to customize the modules and examples to be more industry specific for the learners.
- c) SPIC shall facilitate the practical intervention of the training participants with the industry by arranging for plant visits, and project mapping and evaluation.
- d) SPIC shall organize the outbound programme aimed at providing an opportunity for experiential learning and development of leadership and team building skills for the learners in batches.
- e) The training centre to conduct the program is to be arranged by SPIC in their campus with appropriate audio-visual equipment and computers and internet connectivity.
- f) SPIC shall provide all premises, equipment and infrastructure support as required for the training programmes. TSM would send a list of equipment that might be needed in the classroom for effective delivery of the program and on mutual agreement the same shall be provided.
- g) SPIC will identify and select the participants for each programme based on its internal norms and assessment.
- h) SPIC is to ensure 100% attendance of the participants in all programs unless and otherwise absence is unavoidable and due to emergency.
- i) SPIC will make the necessary residential and boarding arrangements for the participants as the programmes are residential. Short duration programs which are less than 2 days, will be non-residential programmes.



- j) The master courseware and one set of reading materials for each programme are to be made available by TSM to SPIC at least 2 weeks before each programme commencement date. SPIC shall make sufficient copies and have them distributed in good time to the participants for the smooth conduct of the programme.
- k) The estimated cost towards master courseware and the fee for use of case studies such as from Harvard Business Publishing (HBP) will be included in the programme's financial budget for approval and payment by SPIC.
- l) SPIC is to make the necessary transport arrangements for the Madurai-Tuticorin-Madurai trips for TSM program faculty and air tickets (Normal class) for guest faculty wherever required or reimburse to TSM the actual expenses, if any, incurred by them in this regard.
- m) SPIC will provide appropriate hospitality involving arrangements for stay and food for TSM teaching faculty at Tuticorin.

### 3.2 TSM

TSM will be jointly responsible for design and effective delivery of each programme. More specifically TSM's role and responsibilities include:

- a) TSM will custom-design each programme offering taking into account the suggestions from SPIC, its faculty's own class-room experience and feedback inputs collected for each programme.
- b) TSM will use a mix of pedagogies such as lectures, participant-centric learning tools such as the case method, participant presentation, simulation, role plays etc. keeping in mind the objective to achieve high programme effectiveness.
- c) TSM will make available experienced/expert faculty in each domain to handle classes and sessions scheduled in the various programmes; it will also arrange domain experts as visiting/guest faculty wherever required to ensure the overall effectiveness of the programmes.
- d) TSM faculty will identify course materials for each session and obtain copyright permissions as required and share one set of master courseware with SPIC to enable SPIC to make copies available to the participants in good time.



- e) TSM faculty may, as part of evaluation, administer quizzes, conduct workshops, other assignments, individual/group projects etc. and carry out appropriate evaluation. The resultant scores will be shared with the participants and SPIC.
- f) TSM will administer a formal, multi-dimensional feedback/programme evaluation questionnaire to participants (and stakeholders, as necessary) at the end of each programme (and mid-term, if required) in association with SPIC. The feedback seeks to assess the effectiveness of the programmes in meeting their stated objectives and participants' learning outcomes.
- g) TSM will provide a participation-certificate to each participant at the end of each program.
- h) TSM will prepare a Program Completion Certificate (PCC) which will include the participants attendance, entry, exit scores (if any) and feedback on completion of each programme.

### 3.3 Joint Responsibilities of SPIC and TSM

- a) TSM may carry out an extensive training need mapping once in a few years, as may be proposed by SPIC, and based on the feedbacks of previous participants, SPIC management inputs and TSM's own assessment of the contemporary needs and trends TSM would develop draft programme design and content for each programme for further iteration. This mapping exercise itself is outside the scope of this MOU.
- b) Based on the inputs from SPIC on the overall training needs for the coming year and programme inputs for each target group of employees, TSM will prepare and share programme design and structure, the course content and indicative programme (CCIP) calendar to SPIC in line with the annual training needs of SPIC
- c) SPIC may suggest modification, if any, and approve the agreed CCEP calendar following further discussions between SPIC and TSM. This would become the Approved Calendar of Programmes (ACP) for both SPIC and TSM. SPIC may also identify the potential participants programme-wise and initiate advance planning for their release for the nominated programmes.



- d) SPIC and TSM would take efforts to finalise the ACP for financial year beginning 1 April by the 15<sup>th</sup> of the preceding February. SPIC and TSM may carry out a mid-year review and revise the ACP (if required) with regard to the programmes initially scheduled for the October-March period, by the 15<sup>th</sup> of preceding August.

#### 4. DEVELOPMENT OF ACADEMIC AND TRAINING MATERIALS

4.1 SPIC and TSM recognise the importance of developing industry and company based teaching and other academic materials for use in the proposed programmes. Gaining strength from the five-decade training expertise of SPIC, TSM shall strive to professionalize and institutionalize the training methodology and modules to enhance the human resource development at SPIC. As a means of achieving this goal, TSM would be happy to leverage its strength in developing customized teaching materials for SPIC. As indicated in Clause 1.1 (e) hereinabove, SPIC may encourage and facilitate development by TSM of academic materials such as case studies, teaching and technical notes, simulation and role play games etc. based on and relevant to fertiliser and agro-input industries and SPIC. The decades-long experience of SPIC in managing its business in changing industry dynamics, its key strategic initiatives and their implementation processes, notable interventions in operational spheres, its HR philosophy and policies etc. can be encapsulated and documented through a set of academic materials such as case studies. For SPIC, such case studies and teaching materials will provide valuable training inputs to the future generation of managers, besides help creating institutional memory for future reference. As regards TSM, development of relevant academic materials through firm-level research will be in furtherance of its commitment to knowledge creation, besides knowledge dissemination. Such materials would be developed by TSM faculty, with data and inputs from SPIC and may be published, but only with formal approval and authorisation from SPIC, as case studies or other research papers. Both the parties agree to discuss further and firm up a few specific proposals for material development within 4 months of commencement of this MOU.

4.2 Teaching material development will be done by TSM on a pro-bono basis. TSM will endeavour to get the approved materials registered/published in the name of the faculty author(s) along with participating co-author, if any, from SPIC with TSM as the copyright holder. While TSM would be using these materials in its various programmes,



SPIC will have the right to use these materials in its own training programmes and for internal distribution free of cost.

- 4.3 Both the parties agree that if so warranted, the data, information or situation required to be used in a case or academic material is sensitive, the same will be suitably disguised and identity completely masked.

## 5 ADMINISTRATIVE ARRANGEMENTS

- 5.1 SPIC and TSM will appoint an overall SPIC-TSM Programme Chair at their respective organisations as a single point contact to coordinate and facilitate orderly conduct of the various programme envisaged under the MOU.
- 5.2 Additionally, SPIC and TSM may appoint one or more coordinators at their respective organisations for each programme for its smooth conduct.
- 5.3 In keeping with the importance TSM accords to this collaboration and the long-term commitment of academic resources, TSM may set up a special SPIC-TSM Programme Office at TSM to handle the various aspects and to provide administrative, logistics, secretarial and research support for the design and delivery of the various programmes and academic material development. The Centre will be headed by the Programme Chair referred to 5.1 above and will be suitably staffed.

## 6 COMMERCIAL TERMS AND ARRANGEMENTS

- 6.1 SPIC and TSM will discuss and finalise TSM's professional charges for designing (one time) and delivery for each programme planned during a financial year, along with estimated out of pocket expenses involving course materials (including cost of authorisation for use of international cases and materials and software, if any), faculty travel (if any) and other miscellaneous expenses. Additionally, TSM will also include in its invoices applicable taxes such as GST at the prevailing rates.
- 6.2 TSM will furnish to SPIC by 1 March each year the estimated financial cost of delivering the planned/agreed programmes as per the ACP for the ensuing financial beginning 1 April.





- 6.3 TSM will raise invoice within 15 days of conclusion of each programme with details of TSM's professional/faculty charges, out of pocket expenses incurred with applicable taxes and submit the same to SPIC for payment. SPIC may make payment to TSM promptly by way of online banking transfer after deducting applicable taxes on receipt of the invoice. Payment will be made within 21 days from the date of receipt of invoice.
- 6.4 This MOU is limited to design and delivery of the programmes and academic materials development referred to earlier and other professional engagement, if any, between SPIC and TSM will be outside the scope of this MOU and is to be finalised separately.
- 6.5 Advance towards expenses: TSM does not propose to request separate advance payment from SPIC for each programme in view of the long-term, continuing nature of the collaboration involving multiple offering of programmes envisaged each year. However, TSM requests and SPIC agrees that TSM be paid an advance/deposit amount of ₹ 400,000/- towards expenses to be incurred in advance by TSM such as procurement of international cases etc. This amount will be adjusted against future invoices raised on or refunded to SPIC as per mutual agreement.

## 7 DURATION AND VALIDITY OF THIS MOU

- 7.1 The parties agree that this MOU will be valid for a period from 01 July 2021 till 31 March 2024 and may be extended. The parties also agree that the terms of the MOU may be modified as warranted by changed circumstances.
- 7.2 The parties agree to fulfil the terms of this MOU on a best-effort basis. In the event of unforeseen difficulties regarding hosting of any scheduled programme by SPIC or delivery thereof by TSM, the party concerned will inform the other party at least 6 weeks before the scheduled commencement date thereof based on which, after due deliberations by both the parties, the said programme may be rescheduled or cancelled by mutual consent. Any such decision regarding an individual programme will not affect the conduct of other scheduled programme or invalidate this MOU.
- 7.3 Notwithstanding anything contained elsewhere in this MOU, in the unlikely event of either party concluding that the circumstances no longer favour continuing with the MOU, it may notify the other party at least 4 months before the termination date of




discontinuance of MOU. The parties may thereafter jointly work to complete the remaining programmes to the extent feasible and terminate the MOU with due notice to each other.

## 8 Force Majeure

8.1 Force Majeure Condition means any condition or event beyond the control of the Party affected thereby, including, but not limited to, fire, explosion, or other casualty, act of God, war or civil disturbance, acts of public enemies, embargo, the performance or non-performance of third parties, acts of city, state, local or federal governments in their sovereign, regulatory, or contractual capacity, labour difficulties and strikes.

8.2 The parties to the MOU shall be excused from performance thereunder during the time and to the extent that they are prevented from obtaining, delivering, or performing during Force Majeure Condition.

In witness whereof the parties above named have signed the above at Madurai in the presence of the following witness

Signature: 

Name: S R Ramakrishnan

For: SPIC Limited



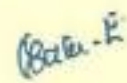
Signature: 

Name: B.T Bangera

For: TSM




Witness :

Signature: 

Name: E. BALU

Address: SPIC LIMITED, TUTICORIN  
628 005

Signature: 

Name:

Address:

## ANNEXURE 1

### BRIEF DETAILS ABOUT THE PROPOSED PROGRAMMES

(Annexure 1 are indicative at this point and the said list and other details may be suitably amended/modified based on felt need for changes based on experience and emerging trends.)

#### A1. Curriculum Mapping

TSM will align the curriculum design and delivery to the existing cadre classification followed at SPIC or as may be revised by SPIC. The indicative list of programmes intended to be covered by this MOU is given below

##### A1.1 Career Development Program (CDP):

a) Target Participants: From Grades M15-M13

b) Objectives:

- i. To improve understanding of how people behave within the context of an organization.
- ii. To learn how values, attitudes, team dynamics and human motivation shape an organization and facilitate its success.
- iii. To expose participants to basic financial aspects of business.

c) Duration: 5 days with one-day as Outbound training program.

##### A1.2 Young Managers' Programme (YMP)

a) Participants: From Grades M12-M9

b) Objectives:

- i. To provide basic, introductory managerial inputs, that will be useful for their current and future managerial assignments.
- ii. To prepare participants evolve from a dominant technical role to a broader managerial role.
- iii. To equip participants with basic analytical tool kit for managerial decisions.
- iv. To understand cross functional work flow process managed by their peers and synergize to achieve common goals

c) Duration: 2 weeks with one day as Outbound training program

##### A1.3 Senior Management Programme (SMP)

a) Participants: From grade M9A-M8-M7-M6 (Head of the Departments)

b) Objectives:



- i. To provide advanced managerial inputs in preparation for leadership roles, managing work teams, organizational growth, role of environment, strategy formulation and implementation and building cross-functional linkages.
  - ii. To provide international exposure by arranging visits to some leading companies in chosen countries
- c) Objectives: Duration 2 weeks split into 2 phases with one day outbound training program.

#### **A1.4 Advanced Leadership Programme (ALP)**

a) Participants: From grade M6-M5-M4 (Functional Heads)

b) Objectives:

- i. To provide participants with the opportunity to learn about relevant management concepts and techniques to formulate and implement strategies for operational and general management. Participants will be able to appreciate inter-relationships among various organizational facets and will be able to redraw functional boundaries. This program may potentially help participants to lead the organization's needs and be ready for the next level of responsibility.
- ii. To offer international exposure through international industry visits

c) Duration: 2 days

#### **A1.5 Strategy Workshop for Top Management:**

Under this program head TSM's scope will be limited to design and delivery of short duration programmes in focused areas such as Strategy, Value Creation, Corporate Governance and Sustainability

#### **A.1.6 Long-term Career Linked Learning Programme (CLLP)**

There is a growing trend among corporates to offer rigorous MBA equivalent inputs to non-management executives, similar to Executive MBA Programmes. This is done through long duration programmes spread over 18-24 months with in-class sessions in periodic intervals.

- a) Participants: Typically, executives in the age group of 28-40 years
- b) Objectives: To provide wide range of managerial input for all-round development of future ready managerial leaders who can undertake appropriate managerial assignments.



#### A1.7 Short Duration Focused (Theme-based) Programme: (SDFP)

Growing organization to meet the changing environment might need to equip its managers with specific skills and perspectives such as Data Analytics, Work Family Balance for Female Employees, Negotiation Skills etc. to meet a specific functional area or small group. This can be done through short duration program on chosen themes.

- a) Participants: Small teams working in a project or department teams
- b) Objective: To provide specific tools / inputs for meeting the growing challenge and to improve work efficiency.

#### A1.8 Short duration program for Women employees (SDWEP)

In today's working environment as more and more women serve organisation in various capacities, they could face challenges like gender equality, family and work balance etc. It's a dire need to focus specific training to mitigate their challenges. This can be done through short duration women's leadership development program.

- c) Participants: Any women member of the work force
- d) Objective: To provide specific tools / inputs for meeting the growing challenges a women would face and bring a better leadership, even could outperform even the competition.

