

**Programme Handbook 2019-2021**

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## **IILM University**

### **About the Business School: School of Management**

Established in 2004, IILM, Gurgaon is one of the leading business schools in India offering undergraduate and postgraduate programmes in business & management. It has one of the most modern campus facilities in the country with a focus on imparting world class management education.

IILM is a result of the vision, leadership, exceptional achievements, and human qualities of the founder of the IILM Group. It offers industry relevant curriculum which is developed by taking inputs from industry experts and corporates in order to bring corporate perspectives into the teaching and learning process. Learning material from benchmarked institutes/universities worldwide is provided to students in the form of cases, articles, online foundational courses, simulations and background notes on concepts to enrich them about the best practices in the corporate world. It provides unique opportunities to students with an aim to provide excellent global exposure, widening their domain of thoughts. International exposure is a key component in preparing IILM graduates for the challenge they will face in global marketplace.

As a global initiative, IILM has entered into academic partnerships and tie ups with some of the leading universities, to name a few, ISM Germany, Montpellier France, Burgundy School of Business France, Cologne University of Applied Sciences Germany. This is offered to all students as an option who are interested in global exposure and international immersion. The last date to register for the global study programme/global trek is 31<sup>st</sup> August, 2019. A student can opt out of global trek/study by 31<sup>st</sup> October, 2019 without any financial implications. However, if a student opts out after this date then the unspent global study amount would be adjusted in the forthcoming fee installment taking in account the utilized amount.

IILM Gurgaon also offers 2 to 4 weeks residential programmes for the international students. International programme offers a combination of theoretical concepts blended with practical experience. These programmes offer modules with credits and excellent exposure to Indian culture and economy.

IILM has initiated special scholarship for students from North East and Jammu and Kashmir in their attempt to reach the extreme boundaries of India. In the year 2014-2015, the scholarships were extended to the students from West Bengal as well as special scholarships for all girls,

wards of martyrs, defence personnels and sports persons. Merit cum means scholarship is also offered to economically weaker sections of the society.

As a part of the admission strategy, various modes of online marketing, such as – Google Ad Words, Facebook, Linked-In, Instagram and Twitter, to target the potential students across India.

IILM offers two years Management Programme to build responsible business leaders. The programme incorporates intensive 8-12 months of summer internship and practical learning in corporate sector. IILM Gurgaon offers excellent hostel facilities to its students ensuring the safety and security measures for them.

The overall development of students has been one of the prime focus of the School of Management. A number of clubs and societies have been established and is led by active participation of students. It represents student interest and helps to incubate student talent. The objective of these bodies is to organize events, lectures, debates, dramas, educational film shows, competitions and quizzes etc. for the development of students. All these bodies function under the guidance of respective faculty members in-charge. It is mandatory for every student to be a member of at least two societies or clubs. They come out of their comfort zones to learn how to work in teams and handle difficult situations.

The University has also started its Doctorate Programme from 2019 with the aim not just to disseminate knowledge but also to create knowledge. The areas where scholars are pursuing research include Artificial Intelligence, Internet of Things, Retailing, Psychology, Human Resource Management, Microfinance etc.

The Start Up Lab at the University serves as a platform for nurturing all the entrepreneurial measures. It provides best of the facilities, assistance, practical business skills, access to coaches to offer guidance, mentors to share their experiences, professional services to build strong businesses, exposure to networks, finance and investment opportunities.

Management Development Programmes are conducted for corporate such as PHDCCI, YMCA, IBM, Concentrix, BHEL, Engineers India, Pullman Hotels, Convergys, Power Grid, Sutlej Jal Vidhut Nigam, HP Ltd to name a few.

The school of management has been ranked in top 100 B-schools (Business Today Ranking-56<sup>th</sup> Rank, NHRDN Ranking 38<sup>th</sup> Rank) in the country in terms of criteria such as Learning Experience, Living Experience, Placement Performance, Selection Process, Alumni Connectedness, Leadership, Governance, Accreditations and Future Orientation.

### **IILM's Vision 2022**

IILM will educate and develop innovative, entrepreneurial and responsible business leaders.

### **Our Mission:**

We will offer with wider access, and in an inclusive and responsible manner

-An academically rigorous, practice and research supported, management education based on principled and ethical values, which maximizes the value add from entry to exit

- An inspirational learning environment which fosters the understanding of disruptive, technological changes; challenges current assumptions, and encourages continuous innovation and learning.
- An outstanding practice based and work related learning experience which focuses on the application of knowledge and skills and is globally relevant.
- Personal mentoring which respects individuality and inspires students to become responsive and responsible business leaders.

We will facilitate business and management research that leads to the creation of actionable knowledge, improves the understanding of management practices and provides inspiration for entrepreneurship and innovation.

### **Our Values:**

- A people's policy that allows flexibility, understands individual needs, promotes respect, values integrity and teamwork, and is committed to employee development.
- A culture of continuous improvement and total quality that encourages creativity and innovation through collaboration and trust.
- A deep commitment to the values of global social responsibility and sustainability putting larger interests above our own.
- An appreciation of the cultural heritage and socio-economic diversity of India.

### **Key Themes:**

- Commitment to an exceptional student experience
- Proactive alumni engagement

- International linkages that promote understanding and sensitivity to diverse markets and culture
- Safe environment and enabling infrastructure
- Transparent and seamless communication with students and parents, faculty and staff, alumni, and employers.

## **Management Programme**

The two year management programme is benchmarked against the best in the world, and it goes beyond Finance, Marketing, OB-HR, and Operations. After close interaction and inputs from the Indian industry, our integrated and experiential management curriculum puts together the best of leading global B-Schools' experiences. The course curriculum embeds Business Simulation, blended learning material in its core delivery method. The programme is designed to offer inbuilt flexibility advantages to students in cognizance of varying learning needs/capabilities and also their professional involvement in commercial workspace. With nearly 25 years of experience in training future entrepreneurs and managers, IILM is proud to have 9000+ well placed alumni in top companies across India and abroad.

The Batch of 2019-2021 undergoing Management Programme is governed by the information, rules and regulations contained in this Handbook. The School of Management reserves the right to amend/ modify/ alter these rules and regulations time to time without any advance notice. The curriculum is planned keeping in mind the programme level outcomes which in turn are derived from the mission statement.

The MBA programme has set the following as the seven programme level goals which it aims to achieve across different modules in these two years –

L1 - An understanding of organizations and management techniques to allow investigation into business and management issues

L2 - An ability to acquire, analyze and understand data and information for managerial decisions

L3 - Critical thinking and informed judgment leading to problem solving, decision-making and negotiating skills

L4 - Cognitive flexibility which enables adaptability to uncertainty in a rapidly changing business environment

L5 - An understanding of disruptive and technological change and the ability to seek innovative and entrepreneurial solutions

L6 - Emotional intelligence and people's skills in communicating, working in teams and with

people

L7 - Being cognizant of the impact of individual and corporate actions on society, recognizing responsible and inclusive business practices and sensitivity to the social, economic and environmental responsibilities of business.

In accordance with the above, Management Program is a well thought out mix of classroom study and experiential/practical training. It is a fully residential program of two years duration. The programs involve learning through classroom sessions, simulations, discussions and exercises, project assignments with organizations, and field based course specific project work.

The detailed calendar of MBA programme is placed on the next page:

| <b>Term 1</b>           |  |
|-------------------------|--|
| Duration                | 2 <sup>nd</sup> July 2019 to 30 <sup>th</sup> September 2019   |
| Orientation             | 2 <sup>nd</sup> July to 5 <sup>th</sup> July, 2019   |
| Outbound Training       | 8 <sup>th</sup> to 13 <sup>th</sup> July   |
| Commencement of Classes | 15 <sup>th</sup> July 2019   |
| Total Available Days    | 80   |
| Teaching Days           | 71   |
| Sectoral Week           | 5 <sup>th</sup> to 7 <sup>th</sup> September, 2019   |
| Last Teaching Day       | 21 <sup>st</sup> September 2019  |
| Examination Week        | 23 <sup>rd</sup> -30 <sup>th</sup> September, 2019   |
| Holidays                | 15 <sup>th</sup> August, 2019, Id-Uz-Zuha (Bakrid) -12 <sup>th</sup> August<br>2 <sup>nd</sup> and 4 <sup>th</sup> Saturdays, Sundays  |
| <b>Term 2</b>           |  |
| Duration                | 3rd October 2019 to 15 <sup>th</sup> January 2020  |
| Commencement of Classes | 3rd October 2019   |
| Total Available Days    | 86 Days  |
| Teaching Days           | 75 Days  |
| Placement Week          | 7 <sup>th</sup> to 11 <sup>th</sup> October ,2019  |
| Last Teaching Day       | 15 <sup>th</sup> January, 2019   |
| Examination Week        | 16 <sup>th</sup> January to 21 <sup>st</sup> January, 2019   |
| Holidays                | 2 <sup>nd</sup> Oct-Gandhi Jayanti, 8 <sup>th</sup> October 19-Dussehra,<br>27 <sup>th</sup> -29 <sup>th</sup> October-Diwali and Bhai Dooj, 12 <sup>th</sup><br>November 2019-Guru Nanak Birthday, 25-31 <sup>st</sup><br>January 2018 -Christmas Break |
| <b>Term 3</b>           |  |
| Duration                | 27th January 2020- 15 <sup>th</sup> April 2020   |
| Commencement of Classes | 22 <sup>nd</sup> January 2020  |
| Total Available Days    | 90 Days  |
| Teaching Days           | 85 Days  |
| Last Teaching Day       | 15 <sup>th</sup> April 2020  |
| Examination Week        | 16 <sup>th</sup> April, 2020 to 22 <sup>nd</sup> April, 2020   |
| Placement Week          | 10 <sup>th</sup> February to 14 <sup>th</sup> February, 2020   |
| Holidays                | 26 <sup>th</sup> January- Republic Day, 9 <sup>th</sup> and 10 <sup>th</sup> March –<br>Holi<br>2 <sup>nd</sup> and 4 <sup>th</sup> Saturdays, Sundays   |
| <b>Term 4</b>           |  |
| Duration                | 3 <sup>rd</sup> August to 31 <sup>st</sup> October, 2020   |
| Commencement of Classes | 3 <sup>rd</sup> August, 2020   |
| Total Available Days    | 69 Days  |
| Teaching Days           | 63 Days  |
| Last Teaching Day       | 23 <sup>rd</sup> October, 2020   |

|                         |   |
|-------------------------|---|
| Examination Week        | 26 <sup>th</sup> October to 31 <sup>st</sup> October, 2020  |
| Holidays                | 3 August-Raksha Bandhan, 15 <sup>th</sup> August, 31 July-Bakrid, 2 <sup>nd</sup> October- Gandhi jayanti, 26 October-Dussehra, 13 <sup>th</sup> -16 <sup>th</sup> October Diwali and Bhai Dooj, 2nd and 4th Saturdays, Sundays |
| <b>Term 5</b>           |   |
| Duration                | 2 <sup>nd</sup> November 2020 to 30 <sup>th</sup> January, 2021   |
| Commencement of Classes | 2 <sup>nd</sup> November, 2020  |
| Total Available Days    | 73 Days   |
| Teaching Days           | 53 Days   |
| Last Teaching Day       | 22 <sup>nd</sup> January, 2021  |
| Examination Week        | 25 <sup>th</sup> January to 30 <sup>th</sup> January, 2021  |
| Holidays                | 30th November 2020-Guru Nanak Birthday, 25-31st January 2020 -Christmas Break, 26 <sup>th</sup> January, 2021   |
| <b>Term 6</b>           |   |
| Duration                | 1 <sup>st</sup> February to 23 <sup>rd</sup> April, 2021  |
| Commencement of Classes | 1st February  |
| Total Available Days    | 64  |
| Teaching Days           | 59  |
| Last Teaching Day       | 16 <sup>th</sup> April, 2021  |
| Examination Week        | 19 <sup>th</sup> April to 23 <sup>rd</sup> April, 2021  |
| Holidays                | 29 <sup>th</sup> March, 2021 –Holi, 2nd and 4th Saturdays, Sundays  |

| <b>Credit Sheet 2019-21 Proposed</b>                     | <b>1 Credit</b> | <b>10</b>    |
|--|-----------------|--------------|
| Foundation Courses-- Quantitative Techniques, Accounting | <b>Credits</b>  | <b>Hours</b> |
| <b>Term 1 (July to September)</b>                        |                 |              |
| Quantitative Techniques                                  | 4               | 40           |
| Accounting   | 4               | 40           |
| Organization Behaviour                                   | 4               | 40           |
| Marketing I  | 4               | 40           |
| Economics I  | 3               | 30           |
| Placement Workshop                                       | 2               | 0            |
| Placement Week 1   |                 |              |
| Total  | 21              | 190          |
| <b>Term 2 (October to 31 January)</b>                    |                 |              |

|   |           |            |
|---|-----------|------------|
| Finance I   | 3         | 30         |
| Human Resource Management   | 4         | 40         |
| Operations  | 4         | 40         |
| Marketing II  | 4         | 30         |
| Economics II  | 3         | 30         |
| Innovation, Entrepreneurship and Sustainability                         | 3         | 30         |
| Placement Workshop  | 2         | 0          |
| 1 MOOC ( SWAYAM/IIMBx)  | 2         | 0          |
| Placement Week 2  |           |            |
| <b>Total</b>  | <b>25</b> | <b>200</b> |
| <b>Term 3 (February to 15 April)</b>                                    |           |            |
| Strategy, Management and Governance                                     | 3         | 30         |
| Finance II  | 3         | 30         |
| Research Methods  | 2         | 20         |
| 1 MOOCs-( SWAYAM/IIMBx)   | 2         | 0          |
| Electives 3 (3 credits each)  | 9         | 90         |
| Placement Workshop  | 2         | 0          |
| <b>Total</b>  | <b>21</b> | <b>170</b> |
| <b>Year 1 Total</b>   | <b>67</b> | <b>560</b> |
| Summer Internship ( Grade)  | 6         | 0          |
| Faculty Interaction and Presentation                                    | 3         | 0          |
|   |           | 0          |
| Global Study/ InternationalTrek / Term Paper based on Indian Experience | 6         | 0          |
| <b>Term 4 (August 2019 - September 2019)</b>                            |           |            |
| Placement Workshop  | 2         | 0          |
| Electives 5 (3 credits each)  | 15        | 150        |
| <b>Total</b>  | <b>17</b> | <b>150</b> |
| <b>Term 5 (October 2019 to 31January 2020)</b>                          |           |            |
| Placement Workshop  | 2         | 0          |
| Electives 6 (3 credits each)  | 18        | 180        |
| <b>Total</b>  | <b>20</b> | <b>180</b> |

|  |           |            |
|--|-----------|------------|
| Term 6 (February 2020 to 15 April 2020)  |           |            |
| Dissertation 9 Credits   | 9         | 0          |
| <b>Year 2 Total</b>  | <b>37</b> | <b>330</b> |
| Total Taught credits ( 48 core+42 Electives)   | 90        | 890        |
| Total(Outside class Room (6 online+9 SIP + 9<br>Dissertation+6Global Study/Int. Trek/Term Plan+10<br>Placement Workshop) | 25        | 250        |
| Total Taught+ Outside class credits  | 115       | 1140       |

## **Core Courses**

### **Accounting**

The objective of the course is to learn to read, understand, and analyze financial statements. The course is intended for students with no previous exposure to financial accounting. The course adopts a decision-maker perspective of accounting by emphasizing the relation between accounting data and the underlying economic events that generated them. The course focuses initially on how to record economic events in the accounting records (i.e., bookkeeping and accrual accounting) and how to prepare and interpret the primary financial statements that summarize a firm's economic transactions (i.e., the balance sheet, the income statement, and the statement of cash flows). Accounting has often been described as the language of business and a working knowledge of that language assumes natural importance in a management curriculum. This course looks at accounting both Management & Cost Accounting from a predominantly management point of view. It attempts to sharpen the participant's ability to understand and analyze accounting information. The purpose of this course is to provide students with a conceptual understanding of cost and managerial accounting and with the skills for applying the knowledge to decision making. Emphasis is placed on the interpretation and use of accounting information rather than its creation and accumulation. This course is an essential complement to financial accounting, where most of the notions and tools used in management accounting come from.

### **Quantitative Techniques**

This course introduces the fundamental concepts, techniques and frameworks for analyzing one or more random variables with intent to infer its expected behavior and reaching objective decisions in an uncertain environment. Part I of the course focuses on probability and its application. Part II of the course examines statistical methods for interpreting and analyzing data including sampling concepts, regression analysis, and hypothesis testing. Applications include inventory management, demand analysis, portfolio analysis, surveys and opinion polls, testing significant differences between means and the role of analytics in business settings more generally.

The course emphasizes analytical techniques and concepts that are broadly applicable to business problems. The course will help students understand the techniques of selecting, collecting, organizing, presenting and analyzing data. They will also be introduced to the concept of probability density function of random variables and will learn how to derive the same and use these techniques to generate data from various distributions and make inference and apply them to business problems; interpret quantitative and statistical analysis.

### **Organizational Behavior**

Organizational Behavior (OB) is the study and application of knowledge about how people, individuals, and groups act in organizations. Its purpose is to build better relationships by achieving human objectives, organizational objectives, and social objectives. Building on the discipline of social psychology, this course helps to cultivate mindsets and build skills to understand the ways in which organizations and their members affect each other. A student will learn frameworks for diagnosing and resolving problems in organizational settings. The course relates theory and research to organizational problems by reviewing basic concepts such as individual motivation and behavior; decision making; interpersonal communication and influence; small group behavior; and dyadic, individual, and inter-group conflict and cooperation.

### **Marketing**

The Marketing Management module seeks to develop the student's basic analytical skills, conceptual abilities and substantive knowledge of marketing in a variety of real-life marketing situations. The module would expose students to have a broad overview of marketing as a discipline, the basic concepts, marketing practices and terminology as well as explore the relationship of marketing with other functions of the organization. The students would be able to understand the marketing environment, marketing information, basics of buyer behavior both in B2C and B2B situation, how value is created and delivered to the customer and enable to understand the tools and techniques for market analysis particularly competitor analysis. The module would further enable the students to get an overview of creating competitive advantage, understand the rural markets, also the global marketplace and global marketing environment and explore other contemporary issues in marketing.

## **Economics**

The discipline of microeconomics is the foundation of much of what you study in business school, as well as being a tool of analysis of specific market and non-market interactions. The base-level course provides you with the essential frameworks and concepts to study market equilibrium, firm and consumer behavior, and competitive interactions through the lens of microeconomics. The purpose of this course is to provide a foundation in managerial economics to enable the students to better understand the economic issues related to the firm and industry. The application of economic techniques will also be emphasized in order to assist the students to apply them to solve business problems. This course will equip you with the firm's cost and production functions, elasticity, pricing strategies and the market structure.

## **Finance I and II**

This Corporate Finance courses will develop and extend standard tools and techniques of financial analysis, valuation, and model-building, and apply these methods to a wide range of cases. Case topics will include capital structure, valuation, mergers and acquisitions, private equity and venture capital, international finance, hostile takeovers and leveraged buyouts, and financial distress. The theory of the firm starts with the objective of maximizing the market value of the firm or wealth of shareholders. From a financial perspective, this is best achieved by choosing the correct investment and financing decision. This course on Finance analyzes how investment and financing decisions interact to affect the value of the firm. With this intent the course introduces participants to the relevant techniques of financial analysis, and frameworks of decision making. The topics covered in this paper forms the basis of all elective finance courses.

## **Human Resource Management**

The human resources of an organization are the most valuable assets of the organization, and are also most difficult to manage. Human resource management (HRM) is of strategic importance today. In the competitive business environment of the 21st century, human resources (HR) have become key resources for change, innovation, and value generation. One of the most important differentiating factors of successful companies is their employees. With other factors like technology, infrastructure, opportunities, threats and a market being almost the same for all companies, the real differentiator is the human capital within each company. This course

explores the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, mentoring and career management. This module draws on the disciplines of economics, social psychology, and organizational sociology and gives a framework that help manage organizational personnel.

## **Economics II**

Why do some countries grow at a faster rate than others? Why are there inflation, unemployment and recessions? What are the sources of these aggregate economic fluctuations? What does the government do to counter and manage these fluctuations? How does it impact business decision making? While the questions are clearly simply stated, their importance to businesses and our lives cannot be overstated. This course provides a framework to start thinking about these questions. The course will introduce students to the definition and measurement of aggregate variables such as income and expenditure, inflation and unemployment, monetary policy interest rates, International Trade, Exchange Rates and International Finance/ By the end of the course, students should be able to read and understand the discussions of economic issues in The Economic Times and other Financial newspapers.

## **Operations**

Operations management is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages. Since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share, operations can be very helpful in this. This course provides an understanding of processes involving manufacturing and service firms and encompasses concepts of process analysis, bottlenecks, inventory planning, quality management and operations enabled business model.

## **Placement Workshop**

Placement Workshops are organized by the Career Development Centre to prepare them for internship and final placements. Mock interviews, Group Discussion, Grooming sessions, Aptitude tests, Logical reasoning, Guesstimates, Communication Skills form the content of these

workshops. Industry speakers and alumni are part of the panel which prepares them for corporate life.

### **Entrepreneurship, Innovation and Sustainability**

The course introduces the students to all the concepts of entrepreneurship, ensuring that she is start-up ready. Concepts like lean canvas, people management for a start-up or creating a business plan are discussed with the objective of improving the chances of success of an entrepreneurial venture. Further they are taught to be a ‘catalyst of innovation’ in one’s organization, thereby mastering three fundamental creative skills. One needs to uncover innovation opportunities by looking at problems and situations with a user-centric mindset; one needs to think differently to search for novel alternatives to the existing solution paths. Additionally one needs to embrace an experimental attitude to iteratively discover what is truly useful, feasible and viable. In fast paced and uncertain world of business, innovation in product and process can be major source of competitive advantage. This module provides students with the tools that allow them to respond to external or internal opportunities and use their creativity to introduce new ideas, processes or products. On the other hand, it introduces them to sustainability and the relevance of sustainable development goals and how providing innovation solutions that are aligned to SDGs can create strong business models

### **Strategy, Management and Governance**

This course examines fundamental issues of general management and leadership within an organization. You will learn about setting an organization’s strategic direction, aligning structure to implement strategy, and leading individuals within the firm. You will study the interplay among formal structure, informal networks, and culture in shaping organizational performance. The course involves a set of managerial decisions and actions that determines the long term performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, evaluation and control. The study of Strategy therefore, emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation’s strengths and weaknesses. It also focusses on designing the organization and leading and building a team. That’s where the course combines the behavioral insights of leadership to formal tools of strategy formulation and implementation.

### **MOOC Courses**

Online courses having introduced by the University in MBA programme to encourage the students to learn on their own pace outside the class. It will be help the students to explore the modules in greater depth with the help of technology.

### **Thesis Descriptor**

The Thesis/Dissertation is the final stage of the Management programme (in term VI) and provides the student with the opportunity to show that she has gained the necessary skills and knowledge in order to organize and conduct a research project. A thesis refers to a substantial research project. It is a written work in which a scholarly idea is developed in a systematic way or in which a certain point of view is defended. A thesis should draw an original conclusion based on information derived from research. The thesis must be personal, have clarity, be well balanced and be well developed.

### **Objective**

The thesis should demonstrate that you are skilled in identifying an area, or areas, suitable for research: setting research objectives; locating, organizing and critically analyzing the relevant secondary data and authoritative literature; devising an appropriate research methodology; analyzing the primary data selected and drawing on the literature in the field; drawing conclusions; and if appropriate making relevant recommendations and indications of areas for further research.

It intends to:

- put into practice theories and concepts learned on the programme;
- provide an opportunity to study a particular topic in depth;
- show evidence of independent investigation;
- combine relevant theories and suggest alternatives;
- enable interaction with practitioners (where appropriate to the chosen topic);
- show evidence of ability to plan and manage a project within deadlines

### **Suggested Topic (s) for Research**

The thesis topic should be ideally related to current businesses, its interactions with the different stakeholders, social impact of business actions, emerging and disruptive technologies and their

influence on current and future businesses, impact of recent business innovations, entrepreneurial interventions for inclusive growth etc.

### Suggested Outline of Thesis

- Cover Page
- Authentication of work
- Table of Contents
- List of Tables, Figures, Graphs and Plates
- Preface/foreword
- Executive Summary
- Introduction
- Objectives of the Study
- Literature Review
- Collection of primary research
- Intermediate analysis and conclusion
- Overall conclusion and recommendation
- Lessons learned/learning aspects
- Moral and ethical issues
- Glossary
- Bibliography
- Appendix

### Assessment -90 marks – 9 credits

- Research Proposal: (Topic identification and research proposal submission to be completed by 2nd month of term V) - 5 marks
- Research Methodology - choice and justification – 5 marks
- Literature Review - Coverage and identification of gaps- 10 marks
- Data Collection, Analysis & Presentation- 10 marks
- Conclusion & Recommendations – 10 marks
- Referencing and Citation - 5 marks Thesis writing and presentation – 45 marks  
( including application of frameworks and relating it to the business context)

Working on the thesis is expected to commence by the end of Trimester III and all submissions will have to be made by the second month of Trimester V.

## **Proposed Electives, Year II**

### **Finance**

- Managing Financial Firms
- Financial Markets
- Corporate Tax Planning
- Fintech
- Investment Analysis and Portfolio Management
- Futures, Options and Risk Management
- Management Control Systems
- Venture Capital and Finance of Innovation
- Financial Modeling
- Corporate Restructuring and Business Valuation
- Wealth Management

### **Economics, International Business and Government**

- Public Policy
- Econometrics and Time Series Modeling
- International Trade Theory and Policy

### **Managing Organizations, OB and HR**

- Human Resource Planning & Acquisition
- Learning & Development
- Employee Relations and Compliance
- People Analytics

- Performance and Compensation Management
- Power & Influence
- Cross Cultural Management
- Talent Management Strategy
- Managing Change & Transformation
- Negotiation
- Managing Diversity in the Workplace

### **General Management**

- Innovator
- Design Thinking
- Leading Social Enterprises
- Luxury Approach

### **Marketing**

- Consumer Behaviour
- Strategic Brand Management
- Business Marketing
- Managing Customer Value
- Dynamic Marketing Strategies
- Advertising Management
- Digital Marketing & E-Commerce
- Sales & Distribution Management
- Retailing
- Rural Marketing
- Market Research and Analytics

### **Operations and Logistics**

- Project Management
- Introduction To Programming For Data Analysis
- Big Data Analytics
- Managing Service Operations

- Operations Strategy
- Quality Management
- Supply Chain Management
- E-commerce Business Management and Models (ECOM)
- Digital Innovation and Transformation (DIT)
- Artificial Intelligence for Business Strategy AI

### **Graduation Requirements**

A student should complete 120 credits to graduate with the following criteria:

- Students will have to pass all core modules of Term 1, 2 and 3 with minimum 40% marks in each subject. In case a student fails to clear all modules in the first attempt, two more chance will be given. The supplementary exam will be held on April 2020. If a student fails to clear core modules Term 1, 2 and 3 modules through first or second attempt, she/he will have to repeat the module with attendance along with the next batch and clear all assessments of the module afresh. Attendance requirement of the module is applicable to the repeat student. Waiver of attendance will be given by the module leader only after prior approval from the Academic committee.
- If a student fails to clear a core paper in three attempts, she/he will not be awarded the diploma. Such students may appear in examinations in the following year with the next batch of students and clear the graduating requirement. If a student fails to qualify the minimum requirement within 3 years of registration to the program, she/he will not be awarded the diploma.
- For all the other modules (Term 4 - Term 6) if a student fails to clear these in the first attempt, the student will have to appear for alternate assessments (not more than 5 projects/assignments) or opt for other electives.
- Student will be given a chance to improve his scores by attempting make-up examination.
- A student will progress to second year only if he/she earns an aggregate of 40% in first year.
- A student can complete two year program with an aggregate of 40%, if he/she passes all the modules in the very first attempt. If he/she fails in one or more elective modules, the student will require an aggregate of 50% to graduate.

### **In the Classroom**

- If a student misses three classes for 2 credit modules and five classes for 3 credit modules in the first three terms, they will be debarred from the module (both classes and assessments). The student will repeat the module with the next batch and clear all assessments to complete the credits.
- No Electronic gadget except laptop and the calculator is allowed in the classrooms.
- Any misbehavior with the faculty or fellow students shall be strictly punished.
- Students are requested to take care of the classroom furniture (Tables, Chairs, Ac's etc.).
- Leave the room in an orderly manner after the lecture /session gets over.
- All the rooms are installed with CCTV cameras and any damage to any college property, intentional / unintentional, will have to be borne by the person responsible for the same.
- Act responsibly & maturely. Don't scribble with your pens/ pencils on tables, chairs or walls.
- Switch off lights, AC's, fans etc. when leaving the classroom or not in use. Don't use the classrooms while any housekeeping or maintenance work is being carried out. Your cooperation will only help improve things.

### **Studying with our Partners**

- Participants are required to stay for the whole duration of the programme. Participants are expected to take part in all scheduled activities (classes, teamwork, company visits, meals, as well as all cultural and social activities). Only in special circumstances, and with the approval of the coordinator, may a participant miss a scheduled activity.
- Participants must obtain permission to leave the campus. Sign-out sheets will be used to record destination, time in and time out; this should be duly approved by the coordinator of the partner institutes/universities. Sign-out procedures will be explained during the orientation. Violation of sign-out procedures may cause dismissal from the programme.

### **Assessment Policy**

The assessment for MBA programme of IILM University may be in various forms as described in each module plan. It may consist of any one of the following, or any combination of following: Case Study Analysis, Project work, Presentations/Viva, Quiz, Class Participation, Course Work and End Term Examination. Students who fail to meet the deadlines for submission of projects or assignments are not entitled to any credits assigned for the same. If a student fails to submit an assignment on time, she/he will be awarded a zero. In their own

interests students are advised to follow the guideline and schedule for submission of project reports and assignments.

Absence in the end term examination will be marked as incomplete. If a student repeats an examination to secure the passing grade/improve scores, the grades will carry a superscript R to denote repeat in the final mark sheet. For all end term examination, the following guidelines will be followed:

- All examinations will be pre-decided and will be reflecting in the Time Table/Academic Schedule.
- Admit cards will be issued to those students who cleared fee dues. Students with fee dues will not be allowed to give examination until and unless the Director issues a conditional admit card to those students.
- All students should be seated according to the seating plan 10 minutes prior to the commencement of the examination. No student will be allowed once the invigilator announces the commencement of exam.
- Students must not carry Mobile phones, Laptops and any other material (until and unless allowed) inside the exam hall. An invigilator can cancel the exam of the student in case of possession of any material mentioned above.
- Students will not be permitted to leave the exam hall (water, washroom etc.) until and unless it is an emergency. In extreme emergency the student will be permitted only once for a limited period of time.

### **Plagiarism in Coursework**

Management education is concerned with learning and understanding as a basis for functioning effectively and developing and extending knowledge. The appropriate way of enhancing learning and understanding is to interpret information within your own knowledge base and in your own words. Each year cases of plagiarism are uncovered and dealt severely. To avoid anyone from copying your work, students are advised to keep the files password protected and delete from the net-book after copying the same to pen drive.

### **Policy for Plagiarism and Copying**

- Minor Cases or the inclusion of unacknowledged material accounting less than 20% of the assignment- This would result in a reduction of marks by 20%

- Moderate cases or the inclusion of unacknowledged material accounting for 20%-30% of the assignment-This would result in a reduction of marks by 50%.
- Severe Cases or the inclusion of unacknowledged material accounting for over 30% of the assignment- The student will be awarded a mark of zero.
- Even in no-copy-paste reports, the students have to mention the references/sources of the data.
- In the absence of the references, 10% marks will be deducted.
- Copying of answers/assignments/reports among batch mates will results in awarding zero to all similar copies.

### **Academic Misconduct and possible sanctions**

All cases of academic misconduct by students will be referred to the Academic Committee. This includes the inappropriate behavior by the student in the classroom and during assessments. The possible sanctions include

- Letter of Warning
- Cancellation of Assessment/Exam
- Suspension
- Expulsion

The academic Committee may consider the absence due to Major Personal Events or Medical reasons. A prior approval for leave is required in case of leaves due to personal events. In case the absence is on account of **medical reasons**, the following procedure is applicable:-

- A leave application for such a case stating your name, registration and reason for absence supported by certificate from the relevant doctor should be submitted to the mentor within 2 days after joining back.
- In case of absence for more than 3 days copies of medical reports have to be attached.
- The leave application should clearly state the number of sessions missed for each course.
- All leave applications to be approved by mentor and forwarded to concerned team members for necessary action.

**Appeal process:** In case student is not convinced about the decision of the Academic Committee Decision they can appeal to the Dean/Director within 5 days. The appeal must comprise of a Letter of Appeal setting out in writing the grounds for and the nature of the appeal.

## **Examination Norms**

Any violation of the norms of examination will be considered a serious offence and an act of misconduct. In such an event, the student will be liable for forfeiture of the answer book and expulsion from the examination hall at once. In the worst case, the student may be given an “F” Grade for the course.

End Term Examination norms for students in Management

1. Students should report at the examination venue at least 15 minutes before the scheduled time.
2. Students are expected to equip themselves with pen, pencil, ruler, calculator and all other relevant material the concerned faculty has informed the class prior to the examination. Scientific/programmable calculators are not allowed in the examination hall. Sharing of resources is not permitted in the examination hall.
3. On entering the examination venue, each student should collect the answer booklet from the invigilator. Students are required to take their seats as per instructions. Answer booklets are not exchangeable.
4. Students must fill the particulars on the cover page of answer booklet before proceeding to attempt any question. The same is the case with every additional booklet used. Your roll number is your registration number. Do not mention your name or any identification mark on the answer-sheet.
5. A student must not refer to any book, paper or other notes, unless it is an open book examination. Except for open-book examinations, all books and study material must be left outside the examination venue. Carrying of bags, laptops are not allowed in the examination venue. IILM will not be held responsible for the loss or theft of any material from within or outside the examination venue. Students are, therefore, advised to refrain

from carrying important books, papers, bags or other belongings to the examination venue to avoid the risk of losing them.

6. Mobile phones are not allowed in the examination hall.
7. Except for essential communication with the invigilator, a student is not permitted to communicate in any form with anyone else during the examination. Passing or receiving information in any form or peeping into the answer books of others during the examination constitutes misconduct and is strictly prohibited.
8. Any students found resorting to unfair means would lead to cancellation of the exam paper & would be given zero mark. Same applies in case a student is found to be misbehaving with the invigilator. Any student found looking here & there or peeping into neighbour's answer sheet would straight way lead to deduction of 10 marks & repeat of the same will lead to cancellation of paper.
9. Students must stop writing, as soon as the invigilator signals the end of the time allotted for the examination.
10. Students are not allowed to leave the examination venue during the examination, without the express permission of the invigilator. It is the sole responsibility of the student to ensure that his answer book is promptly handed over to the invigilator on completion or at the end of the allotted time for the paper.
11. It is mandatory for all students to carry their Identity Card. Student will not be permitted to write the exam without the Identity Card.
12. Examination where case study has been sent by exam cell earlier, a fresh copy of the same is to be brought in the exam hall with no scribbled material on it
13. A candidate is expected to write her/his name and roll number on the question paper as soon as she/he receives it. Nothing else is to be written on the question paper. All rough works are to be carried out in the last page of the answer sheet and should be clear and legibly written for use by the concerned examiner.
14. For papers with duration of 90 minutes or less, the invigilator need not allow a candidate to go out of the examination hall even once. For duration of more than 90 minutes: The student cannot leave the hall during the first half hour and last half hour of the examination.

### **Unfair Means**

No candidate (examinee) shall use unfair means or indulge in disorderly conduct at or in connection with examinations (midterm, end term, quizzes which are considered as part of assessment/evaluation by the instructor while awarding grades in a subject).

Unfair means shall include the following:

- During examination time having in possession or access to
- Any paper, book, note or any other unauthorised material which has relevance to the syllabus of the examination paper concerned.
- Mobile Phones or any electronic gadget other than calculator, even in switch off mode, which can potentially be used for communication or copying.
- Anything written on any other instrument or any kind of furniture or any other substance which may have relevance to the syllabus of the examination paper concerned.
- Anything written or signs made on the body of the candidate or his/her clothes/garments, handkerchief etc which may have relevance to the syllabus of the examination paper concerned.
- Anything written on the question paper which may have relevance to the syllabus of the examination paper concerned.
- Giving or receiving assistance in answering the question papers to or from any other candidate/person in the examination hall or outside during the examination hours.
- Talking to another candidate or any unauthorised person inside or outside the examination room during the examination hours without the permission of the invigilating staff.
- Swallowing or attempting to swallow or destroying or attempting to destroy a note or paper or any other material.
- Impersonating any candidate or getting impersonated by any person for taking the examination.

### **Punishment**

A candidate found using unfair means or involved in disorderly conduct or disturbing other candidates, at or in connection with an examination shall be referred to Unfair means Committee. The committee after consideration of the case as referred to it by instructor/invigilator can award punishment. The punishment awarded by this committee will be in addition to the punishment that may have been already awarded by the course coordinator with one or more of the following

- Cancellation of the examination of the paper in respect of which he is found to have been guilty; and/or
- Cancellation of the examination of the trimester examination for which he was a candidate and/or debarring from examination for future trimester(s).
- Any other punishment deemed suitable by the committee.

### **Norms of Punishment**

The following norms for punishment are laid down.

- If the candidate is found having in his possession of any material relevant to the syllabus of the examination paper concerned but has not copied from or used it,
  - o The punishment will be the cancellation of the examination of that particular paper and he/she will be awarded F grade in that paper with all the consequences to follow. However, if the material found in possession of the candidate is of insignificant nature the punishment may be relaxed to the extent that he/she will be given the chance to reappear in the examination.
- If a candidate is found to have copied from or used the material caught,
  - o The punishment will be the cancellation of the present trimester examination and he/she shall be awarded F grade in all the papers of that trimester with all the consequences to follow.
- If the candidate is found talking to another candidate or to any unauthorized person inside or outside the examination hall during the examination hours without the permission of the invigilator his examination in that paper may be cancelled and F grade will be awarded in that paper with all the consequences to follow.
- If the candidate is found reading or possess some incriminating material relevant to the syllabus of the paper in verandah, urinal etc his/her examination in that particular paper or his whole trimester examination depending on the gravity of the offence shall be cancelled.
- If the candidate is found giving or receiving assistance in answering the question papers to or from any other candidate/person in the examination hall or outside during the examination hours, his/her examination in that particular paper will be cancelled and F grade will be awarded in that paper with all the consequences to follow.
- If the behavior of the candidate on being caught is unsatisfactory or the candidate uses resistance/violence against the invigilator or any person on examination duty or

consistently refuses to obey the instructions, the above punishments may be enhanced according to the gravity of the offence as deemed fit by the Academic Committee

### **Student do's and don'ts during examinations**

- Students are expected to reach the examination hall 15 minutes before the scheduled commencement of the examination.
- Under no circumstances will a candidate be allowed to enter an examination hall once the examination has commenced.
- Upon reaching the examination hall, students are required to be seated in the seat specified in the seating plan. If a candidate faces any problem in locating her/his seat in the hall, the invigilator may be referred to for assistance.
- Students are expected to carry their admit cards, pens, pencils erasers and scale to the examination hall. If the paper allows, non-programmable calculators will be allowed. Sharing of resources is strictly prohibited in the examination hall. Sharing of any resources
- Students are prohibited to carry or retain with oneself anything in printed form or hand written unless the examination explicitly allows the candidate to do so.
- For open book examinations text books will be allowed; however sharing of text books or other printed resources are prohibited. A candidates paper is liable to be cancelled if she/he is found to retain such matter in her/his body in the examination hall
- No student candidate is allowed to carry the cell phone during the conduct of examinations. A candidate's paper is liable to be cancelled if she/he is found to retain a cell phone in her/his body in the examination hall.
- Candidates are prohibited from talking or gesturing to fellow examinees during the conduct of the examination.
- Candidates are required to write their roll numbers upon receipt of the question paper. Marking, writing or highlighting any content of the question paper is strictly prohibited.
- Candidates are allowed to submit their answer sheets and leave the examination hall only after half the time allotted for the examination has elapsed.
- Candidates are allowed to leave the examination hall to use the rest room only once for examinations of duration 90 minutes and above. For examinations of lower duration washroom breaks are not permissible. Leaving the examinational hall in such cases is

allowed only under exceptional circumstances, including sicknesses, under express approval of the invigilator.

- Under no circumstances will wash room breaks exceed 4 minutes. The invigilator may debar a candidate from writing the paper in case the break is longer than 4 minutes and the candidate fails to provide an adequate justification for longer period of absence. All absences exceeding 4 minutes shall be reported to the Controller of Examinations.
- On completion of the stipulated time for the examination, the student shall stop writing and wait for the invigilator to collect her/his answer sheet. Answer sheets must not be passed on to fellow candidates to be submitted with the invigilator.