

IILM University
1 Knowledge Center, Golf Course Road, 71, Sector 53, Gurgaon – 122003

Programme Handbook 2018-2020

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IILM University

About the Business School

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. IILM offers industry relevant curriculum which is developed by taking inputs from industry experts and corporate in order to bring corporate perspectives into the teaching and learning process. Learning material from benchmarked institutes 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, the Institute 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. IILM Gurgaon 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. 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 Business. 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.

IILM offers Executive Programme which is designed for middle and senior working professionals, and entrepreneurs. The Programme enhances the participants' managerial and functional competencies by enabling them to develop frameworks to comprehend contemporary management practices/recent developments across domains. The institute has a customized six months programmes for Band 5 IBM employees and Concentrix executives.

IILM had launched a Fellow Programme in Management (FPM) in the year 2013. This is a minimum four year Full time /Part time programme offering specializations in areas of Finance, Marketing, Organizational Behaviour and Human Resource Management, Operations Management, International Business, and Strategic Management. The objective of this programme is to train and develop high quality teaching, research, and consultancy talent in different areas of business and management.

The Start Up lab at the Institute 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.

IILM Gurgaon secured a position in emerging B school category. The school is ranked along with IIM Ranchi Great Lakes Chennai , and IIM Kashipur.

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 focusses 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 2018-2020 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 institute has set the following as the programme level goals –

L1- An understanding of organizations, their external context and their management.

L2-An understanding of appropriate management techniques to allow investigation into business and management issues.

L3-The ability to acquire, analyze and understand data and information.

L4-Critical thinking and informed judgement leading to problem solving and decision making skills.

L5- Cognitive flexibility which enables adaptability to uncertainty in a rapidly changing world.

L6- An understanding of disruptive and technological change and the ability to seek innovative and entrepreneurial solutions.

L7- Be able to effectively communicate and negotiate.

L8- Demonstrate emotional intelligence and people's skills in working in teams and with people.

L9- Be cognizant of the impact of their individual and corporate actions on society, recognize responsible and inclusive business practices and be sensitive 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, discussions and exercises, project assignments with organizations, and field based course specific project work.

ACADEMIC CALENDAR 2018-2019, ILM Management Program

Trimester I (July - September 2018)

Week 1	3-Jul-18	To	7-Jul-18
Week 2	9-Jul-18	To	14-Jul-18
Week 3	16-Jul-18	To	21-Jul-18
Week 4	23-Jul-18	To	28-Jul-18
Week 5	30-Jul-18	To	4-Aug-18
Week 6	6-Aug-18	To	11-Aug-18
Week 7	13-Aug-18	To	18-Aug-18
Week 8	20-Aug-18	To	25-Aug-18
Week 9	27-Aug-18	To	1-Sep-18
Week 10	3-Sep-18	To	8-Sep-18
Week 11	10-Sep-18	To	15-Sep-18
Week 12	17-Sep-18	To	22-Sep-18
Week 13	24-Sep-18	To	29-Sep-18

Examination Week (24th to 29th September)

Trimester II (October - January 31, 2019)

Week 1	1-Oct-18	To	6-Oct-18
Week 2	8-Oct-18	To	13-Oct-18
Week 3	15-Oct-18	To	20-Oct-18
Week 4	22-Oct-18	To	27-Oct-18
Week 5	29-Oct-18	To	3-Nov-18
Week 6	5-Nov-18	To	10-Nov-18

Autumn Break (04 Nov - 11 Nov 18)

Week 7	12-Nov-18	To	17-Nov-18
Week 8	19-Nov-18	To	24-Nov-18
Week 9	26-Nov-18	To	1-Dec-18
Week 10	3-Dec-18	To	8-Dec-18
Week 11	10-Dec-18	To	15-Dec-18
Week 12	17-Dec-18	To	22-Dec-18
Week 13	24-Dec-18	To	29-Dec-18

Winter Break (23 Dec -1st January 2018)

Week 14	31-Dec-18	To	5-Jan-19
Week 15	7-Jan-19	To	12-Jan-19
Week 16	15-Jan-19	To	19-Jan-19
Week 17	21-Jan-19	To	26-Jan-19
Week 18	28-Jan-19	To	31-Jan-19

Examination Week(24th January-31st January)

Trimester IV (23rd July- September 2018)

SIP
Viva(23rd
to 31st
July)

Week 1	1-Aug-18	to	4-Aug-18
Week 2	6-Aug-18	to	11-Aug-18
Week 3	13-Aug-18	to	18-Aug-18
Week 4	20-Aug-18	to	25-Aug-18
Week 5	27-Aug-18	to	1-Sep-18
Week 6	3-Sep-18	to	8-Sep-18
Week 7	10-Sep-18	to	15-Sep-18
Week 8	17-Sep-18	to	22-Sep-18
Week 9	24-Sep-18	to	29-Sep-18

Trimester V (October - January 15, 2019)

Week 1	1-Oct-18	to	6-Oct-18
Week 2	8-Oct-18	to	13-Oct-18
Week 3	15-Oct-18	to	20-Oct-18
Week 4	22-Oct-18	to	27-Oct-18
Week 5	29-Oct-18	to	3-Nov-18
Week 6	5-Nov-18	to	10-Nov-18

Autumn Break (04 Nov - 11 Nov 18)

Week 7	12-Nov-18	to	17-Nov-18
Week 8	19-Nov-18	to	24-Nov-18
Week 9	26-Nov-18	to	1-Dec-18
Week 10	3-Dec-18	to	8-Dec-18
Week 11	10-Dec-18	to	15-Dec-18
Week 12	17-Dec-18	to	22-Dec-18
Week 13	24-Dec-18	to	29-Dec-18

Winter Break (23 Dec -1st January 2018)

Week 14	31-Dec-18	to	5-Jan-19
Week 15	7-Jan-19	to	12-Jan-19

Trimester VI (15 January - 15 April 2019)

Week 1	15-Jan-19	to	19-Jan-19
Week 2	21-Jan-19	to	26-Jan-19
Week 3	28-Jan-19	to	2-Feb-19

Trimester III (February - April 2019)

Week 1	4-Feb-19	To	9-Feb-19	Week 4	4-Feb-19	to	9-Feb-19
Week 2	11-Feb-19	To	16-Feb-19	Week 5	11-Feb-19	to	16-Feb-19
Week 3	18-Feb-19	To	23-Feb-19	Week 6	18-Feb-19	to	23-Feb-19
Week 4	25-Feb-19	To	2-Mar-19	Week 7	25-Feb-19	to	2-Mar-19
Week 5	4-Mar-19	To	9-Mar-19	Week 8	4-Mar-19	to	9-Mar-19
Week 6	11-Mar-19	To	16-Mar-19	Week 9	11-Mar-19	to	16-Mar-19
Week 7	18-Mar-19	To	23-Mar-19	Week 10	18-Mar-19	to	23-Mar-19
Week 8	25-Mar-19	To	30-Mar-19	Week 11	25-Mar-19	to	30-Mar-19
Week 9	1-Apr-19	To	6-Apr-19	Week 12	1-Apr-19	to	6-Apr-19
Week 10	8-Apr-19	To	13-Apr-19	Week 13	8-Apr-19	to	13-Apr-19
Week 11	15-Apr-19	To	20-Apr-19	Week 14	15-Apr-19		
Week 12	22-Apr-19		24-Apr-19				

Examination Week (25th to 30th April)

Credit Sheet 2018-20

		Credits	Hours
Term 1 (July to September)			
501	Ethics in Management	2	16
504	Managerial Skills	2	16
505	Managing Groups and Teams	2	16
502	Financial Accounting	3	24
503	Leadership Labs	2	16
507	OB	2	16
516	Marketing	3	24
517	Microeconomics	3	24
	MicroMasters Online	2	16
	2 Career Courses	4	32
	Excel Workshop		
	Placement Week 1		
	Total	25	200
Term 2 (October to 31January)			
506	Optimisation and Simulation Modeling	3	24
508	Strategic Leadership	3	24
509	Corporate Finance	2	16

511	Finance	2	16
512	HRM	2	16
513	Information Management	2	16
514	Macroeconomics	2	16
518	Operations	3	24
	MicroMasters Online	2	16
	2 Career Courses	4	32
	Spoken Business Communications Workshop		
	Placement Week 2		
	Total	25	200
Term 3 (February to 15 April)			
510	Data Analysis and Decision Making	2	16
515	Managerial Accounting	3	24
519	Strategy Beyond Markets	2	16
	MicroMasters Online	2	16
	2 Career Courses	4	32
600-690	Electives 4 (3 credits each)	12	96
	Written Analysis and Communications (WAC) Workshop		
	Total	25	200
Year 1 Total		75	600
Summer Internship		Grade	
Faculty Interaction, Group Discussion, Self-Assessment			
700-750	Global Study (2 electives- 3 credits each)	6	48
Term 4 (August 2019 - September 2019)			
	MicroMasters Online	2	16
	2 Career Courses	4	32
600-690	Electives 5 (3 credits each)	15	120

		21	168
Term 5 (October 2019 to 31 January 2020)			
	MicroMasters Online	2	16
	2 Career Courses	4	32
600-690	Electives 5 (3 credits each)	15	120
		21	168
Term 6 (February 2020 to 15 April 2020)			
	Dissertation 9 Credits (All repeat papers and credits)	9	72
Year 2 Total		57	456
		132	1056

Core Courses

Ethics in Management

With leadership comes responsibility. This course explores the numerous ethical duties faced by managers and organizations. It combines analytical frameworks with the latest findings on human behavior to inform a wide range of ethical decisions and strategies. Readings include case studies, insights from experimental psychology and economics, and excerpts from or about major works of moral philosophy. Through online and in-class exercises, discussions, and personal reflection, you will reveal and assess your ethical intuitions, compare them with more explicit modes of ethical thought, and learn how to use ethics in business settings. A diverse set of ethical viewpoints will be considered with an emphasis on not only their implications for ethical behavior but also on the social and cognitive pitfalls that undermine the ability of business leaders to fulfill their ethical duties.

Managerial Skills

In this course we will examine a number of common managerial challenges faced by executives in leadership positions. We will explore these topics using 4 case examples, each asking students to evaluate a series of situations, develop alternatives for their resolution, and ultimately recommend and implement a course of action from the point of view of the company's owner/manager. We have selected small to midsized businesses as the context for these discussions in order to highlight the impact that key decisions and their implementation can have on the broader organization. To provide a starting point for preparation for class discussions, suggested study questions are going to be included with each assignment. Preparation for class should encompass not only analysis and conclusions, but also specific recommendations as to implementation. Students should come to class prepared to role-play important conversations between management and other key individuals. Regular participation in a study group is strongly encouraged. Each Study group will have mentor.

Managing Groups and Teams

Working in teams is an integral part of modern businesses and organizational life. Being able to work with people so to achieve organizational objectives is a core management skill. Managing people effectively is one of the biggest challenges. This course introduces you to the structures and processes that affect group performance and highlights some of the common pitfalls associated with working in teams. Topics include team culture, fostering creativity and coordination, making group decisions, and dealing with a variety of personalities. The students will participate in a number of group exercises to illustrate principles of teamwork and to give you practice not only diagnosing team problems but also taking action to improve total team performance.

Financial 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).

Leadership Labs

Leadership Labs foster deep self-reflection about what behaviors we choose to use, the consequences of those behaviors, and given choices, how we might be even more productive. Each Lab session includes progressively more difficult business simulations facilitated by faculty, and then finally, the most challenging cases are facilitated by experienced senior IILM alumni in our final exam — the Executive Challenge.

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.

Micro 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.

Optimization and Simulation Modeling

It is often said that a good solution to a well-posed decision problem is almost always a smarter choice than an excellent solution to a poorly posed one. Therefore, as managers it is important to be able to frame a problem correctly. Once a problem has been framed appropriately, the focus shifts to identifying the tools that can be used for solving the problem. The final step is to analyze and interpret the results for effective decision making.

The course will survey a variety of management decision problems arising in finance, marketing, human resource management, sales and distribution management, microeconomics, healthcare, finance, supply chain management, revenue and yield optimization etc.

The course aims to familiarize students with the main steps in an analytical approach to business decision making, constructing an abstract model for a relevant business problem and formulating it in a spreadsheet environment, and using the tools of optimization, Monte Carlo simulation and sensitivity analysis to generate and interpret recommendations. The class will be taught in a lab style, with short in-class exercises done in small teams.

Strategic Leadership

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.

Corporate Finance

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.

Finance

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.

Information Management

Information Management Systems are a must in any organization. Managers who don't understand fundamentals of control techniques and their underlying technologies will be at a strategic disadvantage. Increasingly management control is about technology management. Effective management information systems are vital for every organization today; both the system designers and managers responsible for their operation need sound knowledge rooted both in concept and experience. It covers vital theoretical insights, while emphasizing the practical issues in management control and the provision of computer assisted systems. The focus throughout is on managerial aspects, rather than on detailed computer techniques.

This course enables you to approach and manage information systems from an information management & control perspective both in a practice setting and in the context of projects. This course mainly focuses on the nature of management control problems that arise in organizations that rely on information systems.

Macro Economics

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.

Data Analysis and Decision Models

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.

Managerial Accounting

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 analyse 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.

Strategy Beyond Markets

The performance of business is determined by more than interactions with customers and competitors in the marketplace. Equally important to firm performance are factors beyond the market environment. These factors can be thought of as forming the "rules of the game" for market competition. The purpose of this class is to gain an understanding and appreciation for what goes on beyond the market and to develop tools and frameworks with which to analyze it.

Spoken Business Communication

Spoken Business Communication is an applied course that aims to equip the students to communicate clearly and concisely in a professional manner in the context of a business milieu. It focuses on speaking and listening skills and aims to stimulate the students to enhance their spoken communication and presentation skills. The course aims to assist students to enhance their confidence by improving their articulation and fluency. This course focuses on understanding and practice of employability skills relevant to the students of management program.

Excel Workshop

In this course you will learn the basic Features of Excel that will help you demonstrate your potential skills using the tool, taking the right Excel training can not only improve your Excel knowledge, but also help you to apply those skills to a wide range of practical situations and problems. Rather than just learning what Excel is able to do, you will learn how to use those Excel techniques and features to make a real difference within your organization or your personal life.

To start up for the classes there is no prerequisite that needs to be practiced except that the students regular participation in the class is strongly encouraged and continuous practice of the sessions thereafter is recommended for a long time learning.

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
- Financial Statement Analysis and Business Valuation
- Corporate Tax Planning
- Introduction to Fintech
- Investment Analysis and Portfolio Management
- Futures, Options and Risk Management
- Management Control Systems
- Venture Capital and Finance of Innovation
- Financial Modelling
- Corporate Restructuring
- Strategic Financial Management
- Wealth Management and Personal Tax Planning
- Social Banking and Microfinance

Economics, International Business and Government

- Modern Financial Macroeconomics
- Strategy Beyond Markets
- Public Policy
- International Trade Theory and Policy
- Institutions , Macroeconomics & the Global Economy
- State and Society

Managing Organizations, OB and HR

- Human Resource Planning & Acquisition
- Learning & Development
- Personnel & Industrial Relation

- People Operation from Start up to Scale up
- Performance Management & Reward
- HR Analytics
- Power & Influence
- Cross Cultural Management
- Talent Management Strategy
- Managing change & Transformation
- Negotiation

Management

- Innovation and Design Thinking
- The Executive
- Business Startup
- Entrepreneurship and New Ventures
- Your first 100 days

Marketing

- Consumer Behaviour
- Strategic Brand Management
- Marketing Channel Strategies
- Business to Business marketing
- Managing customer value
- Dynamic marketing strategy
- Advertising and Sales promotion
- Digital marketing
- Search engine marketing and Google Ad words
- Retailing
- Business at the base of the pyramid
- Market research and analytics
- Entrepreneurial marketing
- Marketing and Ecommerce

- Biomedical marketing

Operations and Logistics

- Project Management
- Introduction To Programming For Data Analysis
- Big Data Analytics /Business Intelligence From Big Data
- Enabling Technologies
- Electronic Business and Online Marketplaces
- Making Data Relevant
- Service Operations
- Human and Machine Intelligence
- Problem Framing
- Operations Strategy
- Quality And Productivity / Total Quality Management and Lean Production
- Supply Chain Management
- Blockchain

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 2019. 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 institute. 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 the Post Graduate Diploma in Management programme of IILM 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. The Institute 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 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.