

IILM Institute for Higher Education

Lodhi Road

Student Handbook 2021-23

Contents	Page No
About the Institute	3-4
PGDM Program	5-8
Core Courses	9-26
Proposed Electives	27-28
Graduation Requirements	29
Program Expectations	30-32
Examination Norms	33-37
Online course delivery, un-proctored exams and quizzes	38

1. About the Institute

IILM Institute for Higher Education was established in October 1993 with the mandate of providing management education of the highest quality and to become a center of excellence in value-based management, training, research and consultancy. Since then the Institute has been developing business leaders through integrated learning and industry-academic partnerships.

IILM believes in the holistic development of the students and their participation in an education programme, which instills in them professionalism, ability to work hard, take decisions and develop higher level thinking. The institute also exposes the students to all aspects of the economy and to its various facets like environment, societal values, social responsibility and human value system. The approach is to look beyond immediate employment as managers and work towards shaping individuals to be responsible business leaders of tomorrow. Through skills of lifetime relevance we aim at developing students to their true potential.

Professionalism, critical thinking and good communication skills have become synonymous with IILM graduates. Holistic education cannot be complete without a healthy study environment and therefore, IILM offers exceptional infrastructure. State of the art modern facilities assist in conducting the various academic programs along with a high degree of interactivity both within and outside the campus. Our campus is ideally situated with ample greenery and open spaces. Facilities such as outdoor activity courts, auditoria, cafeteria and parking spaces add to the convenience encouraging the focus on education and learning. Air conditioned classrooms with sophisticated audio visual systems helps create a conducive learning experience. Group discussions and conventional lecture formats are further enhanced through a highly developed internet platform. The intranet enables students to access all information pertaining to their course along with submission of assignments and other services. All these facilities contribute to the holistic development of our students.

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.

Values:

- A people's policy that allows flexibility, understands individual needs, promotes respect, values integrity and team work, 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 value 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

2. The PGDM Programme

The Post Graduate Diploma in Management (PGDM) programme was launched in the year 1993 to cater to the demands of management professionals and prepare its graduating students for a challenging career through an intensive and rigorous curriculum. The programme endeavors for holistic development of its students, thereby making them intellectually, socially, physically, and spiritually balanced human beings. We believe in an education system that looks beyond employment by imparting “Life Skills” and enhancing life time opportunities.

The Batch of 2021-2023 undergoing the Post Graduate Diploma in Management (PGDM) at IILM Institute for Higher Education is governed by the information, rules and regulations contained in this Handbook. The institute 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 –

Program Learning Goals

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, all the PGDM 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 PGDM 2021-23	
PGDM 2021-23	Term 1
Pre-Engagement Plan	10 th May, 2021
Foundation Courses	08 th June, 2021 to 30 th June, 2021 (Proposed)
Duration	1 st July to 30 th September, 2021
Orientation	Tue 29 Jun and Wed 30 Jun
Commencement of Classes	Thus 01 July (<i>Late Batch to start 10 August</i>)
Last Teaching Day	23 rd September, 2021
Examination Week	25 th September to 30 th September, 2021 (5 Days)
PGDM 2021-23	Term 2
Duration	1 st October, 2021 to 24 th December, 2021
Commencement of Classes	1 st October, 2021
Last Teaching Day	18 th December, 2021
Examination Week	20 th December to 24 th December, 2021 (5 Days)
Winter Break	25 th December 2021-2 nd January, 2022
PGDM 2021-23	Term 3
Duration	3 rd January to 8 th April, 2022
Commencement of Classes	3 rd January, 2022
Last Teaching Day	1 st April 2022
Examination Week	4 th April to 8 th April, 2022 (5 Days)
Summer Internship	11 th April and 30 th July, 2022
PGDM 2021-23	Term 4
Duration	1 st August to 21 st October, 2022
Commencement of Classes	1 st August, 2022
Last Teaching Day	15 th October 2022
Examination Week	17 th October to 21 st October, 2022 (5 Days)
PGDM 2021-23	Term 5
Duration	27 th October 2022 to 20 th January 2023
Commencement of Classes	27 th October, 2022
Last Teaching Day	13 th January 2023
Examination Week	16 th January to 20 th January 2023 (5 Days)
Winter Breaks	25 th – 31 st December 2023
PGDM 2021-23	Term 6 (Dissertation Term)
Duration	23 rd January 2023 to 31 st March 2023
Commencement of Classes	23 rd January 2023
Last Teaching Day	27 th March 2023
Examination Week	28 th March to 31 st March 2023 (4 Days)

IILM Credit Sheet PGDM 2021-2023

Pre-Term (Proposed June 08-28, 2021)

Course codes	Term 1 (01 July 2021 - 30 September)	Credits	Hours
PGDM 501	Micro Economics	3	30
PGDM 505	Financial Accounting	2	20
PGDM 511	Quantitative Methods	3	30
PGDM 551	Design Thinking and Creativity for Business	3	30
PGDM 514	Legal Aspect of Business	2	20
PGDM 508	Marketing	3	30
PGDM 503	Organizational Behavior and Change	2	20
PGDM 561	Excel for Business	2	20
PGDM 531	Personal Leadership Programme (with Purpose)	3	30
	Total	23	230

Term 2 (1 October 2021- 31 December 2021)

PGDM 502	Macroeconomics	3	30
PGDM 506	Corporate Finance	3	30
PGDM 510	Operations Management	3	30
PGDM 512	Competitive Strategy	3	30
PGDM 509	Management Accounting	2	20
PGDM 504	Human Resource management	3	30
PGDM 532	Personal Leadership Programme (with Purpose)	3	30
	Total	20	200

Term 3 (1 January 2022 to 15 April 2022)

PGDM 552	Business Research Methods	2	20
PGDM 562	Business Analytics	3	30
PGDM 507	Simulation	3	30
PGDM 600-690	Innovation and Technology Management/Services Operations	3	30
PGDM 600-690	Negotiations/Leadership, Influence and Power	3	30
PGDM 600-690	Consumer Behavior and Technology/Marketing Strategy	3	30
PGDM 600-690	Ecommerce/Investment Management	3	30
PGDM 533	Personal Leadership Programme (with Purpose)	3	30
	Total	23	230
	Year 1 Total	66	660

Summer Internship

PGDM	598	Faculty Interaction, Group Discussion, Self Assessment	6	
PGDM	599	Social immersion	3	
Term 4 (1 July 2022 - 30th September 2022)				
PGDM	600-690	4 Electives	12	120
PGDM	800-899	1 Elective (Swayam)	3	30
PGDM	694	Dissertation Workshop	3	30
PGDM	534	Personal Leadership Programme (with Purpose)	3	30
		Total	21	210
Term 5 (01 October 2022 to 31 December 2022)				
PGDM	600-690	4 Electives	12	120
PGDM	535	Personal Leadership Programme (with Purpose)	3	30
		Total	15	150
Term 6 (1 January 2023 to 15 April 2023)				
PGDM	695	Dissertation	6	60
PGDM	800-899	Online (SWAYAM) course	3	30
		Total	9	90
		Year 2 Total	54	450
		Total Credits	120	1200

3. Core Courses

501 – Microeconomics

Term- I

Credit -3

Introduction to Course: Microeconomics is a core module in the MBA/ PGDM program. It is taught in year one, as the first module out of the two economics module. The area of economics is considered a mother science or a fundamental discipline from which most of management theories and practices have evolved. The area of economics encompasses various ideas and tools from certain core discipline of mathematics, statistics, physics, psychology, sociology and planning.

Course Objective: The discipline of microeconomics is the foundation of economics which to a large extent forms the fundamental basis of management studies. As markets become integrated or fragmented, with new players emerging regularly and integration leading to oligopolistic practices, economies and businesses are facing new challenges. Through this core course in economics, students are expected to familiarize themselves with some of the basic microeconomic tools that will help them make sense of these old and new trends in specific market and non-market interactions. This base level economics course provides students 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 microeconomic techniques will also be emphasized in order to assist the students to apply them to solve business problems. This course will equip students with the firm's cost and production functions, elasticity, pricing strategies and market structures.

Learning Outcome: After completion of this course, it is expected that the students would:

- Acquire analytical tools for tackling economic problems.
- Understand the economic nature (basis) of managerial decision-making
- Understand market- equilibrium dynamics and implications for pricing
- Understand the importance of government interactions and externalities in business decision-making.

Main Text (only one):

The basic textbook for Economics 1 is 'Principles of Microeconomics' or 'Principles of Economics' by Gregory Mankiw, South-Western, Cengage Learning, 4th Indian Edition

Other References:

Microeconomics' by Pindyck And Rubinfeld, 8th Edition, Pearson Publications

Why I am Paying More: Price Theory and Market Structures Made Simple by Satish Deodhar, Random Book House

505 – Financial Accounting

Term-I

Credit -2

Introduction to Course: This course familiarizes students with the financial accounting concepts and its applications in managerial decision-making. Objective of this course is to help students develop as an informed user of financial statement information. Emphasis is placed on the interpretation and use of accounting information rather than its creation and accumulation of data. Thus, the course does not target to train students to become an accountant.

Course Objective: The overall objective of this course is to develop the capacity to create, analyze and interpret financial information of a company for business decisions. Using accounting information in decision making provide students with a conceptual understanding of financial accounting and the skills required in applying knowledge for decision-making.

Course Focus:

Following the above, our focus will be on:

- Understanding the financial reporting structure of an organization
- Establishing association of business transactions and generation of accounting data
- Developing the capacity to analyze and interpret the financial information of a company
- Using accounting information in decision making

Learning Outcome: At the end of the course, it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas:

- Comprehend the association of business transactions and generation of accounting data
- Understand the structure that maps transactions into accounting numbers
- Analyze and Interpret financial health of an organization using accounting information

Main Text:

Introduction to Financial Accounting by Henry Dauderis & David Annand, Lyryx Learning Team, Version 2019 – Revision B.

https://lifa1.lyryx.com/textbooks/ANNAND_1/marketing/DauderisAnnand-IntroFinAcct-2019B.pdf

References: “Financial Accounting – An Introduction to Concepts, Methods and Users” by Roman L. Weil, et al., South Western Cengage Learning, Fourteenth Edition 14 (e)
[file:///E:/Books/Financial%20Accounting_%20An%20Introduction%20to%20Concepts,%20Methods%20and%20Uses%20\(%20PDFDrive.com%20\).pdf](file:///E:/Books/Financial%20Accounting_%20An%20Introduction%20to%20Concepts,%20Methods%20and%20Uses%20(%20PDFDrive.com%20).pdf)

511– Quantitative Methods

Term–I

Credit -3

Introduction to Course: The information age has given companies access to unprecedented amount of data about everyone with whom the company interacts. This data is generated in the normal course of business transactions. Businesses, big or small, all depend on the generated data to take decisions. This course is about data, and unlocking information in data through analysis that enables better decision making. By analyzing data, we generate information, information that others may not have. This information may be about market trends, consumer mindset, training and development need, production planning, forecasting inventory orreceivables.

Course Objective: The principal focus of this course is to equip future managers with the necessary methods, tools and techniques that would enable them to take evidence and fact- based decisions in improving business performance in an increasingly data-driven world. In this course, you will learn how to unlock the value of data to create and grow an organization. You will gain the analytical tools and techniques necessary to confidently describe the current state of areas critical to your business, predict the likelihood of an event occurring, compare two or more approaches to a business challenge, and determine if a phenomenon you are seeing is coincidence or a genuine insight. By the end of this course, you know how to make data-driven decisions to find advantages and stay competitive.

Learning Outcome: After completion of this course, students are expected to:

- The ability to structure, describe and visualize data.
- The ability to understand the nature of a variable and its distribution
- The ability to infer/draw conclusion from data through structured analysis.

Main Text (only one):

Statistics for Management, Richard Levin, David S. Rubin, Pearson Education, 7e.

References:

- Business Statistics for Contemporary Decision Making, Ken Black, Wiley,4e.
- Statistical Methods, Rudolf J. Freund, William J. Wilson, Donna L. Mohr, Elsevier, 2011, London.

551 – Design Thinking & Creativity for Business

Term-I

Credit -3

Introduction to Course: Today innovation has become integral to everyone's business. Whether you are a manager in a global corporation, an entrepreneur starting up, in a government role, or a teacher in an elementary school, everyone is expected to get lean – to do better with less. This is where Design thinking becomes very important. The course will look at how individuals and organizations use creativity and design thinking skills to identify and choose opportunities that enable innovation.

Creative problem solving skills are developed and enhanced through a range of real world activities. An overview of design thinking tools is provided to help students understand design thinking as a problem solving approach. Ideas developed using these tools will be applied to a customer discovery approach to understand their value in the market place. Design thinking provides the tools that are required for being an innovative thinker so as to identify creative opportunities for the organization's growth. Learning will be supported through lectures, discussions, readings, cases, in-class exercises, and design reviews to gather required insights. Students will experience the entire process through Action Learning Project.

Course Objective: The course focus is to familiarize with the nature of human creativity and innovation and how creativity and design thinking help businesses to solve complex problems. The course will try to bring out the link between Creativity, Design Thinking and Innovation. We will understand the role of lateral thinking in Creativity, process for Creativity and how to build organizations that support creative and innovative thinking. We shall experience the five steps that are involved in Design Thinking.

Learning Outcome: After completion of this course, students will have :

- The ability to understand the concept and background of Design Thinking.
- The knowledge about design and creative thinking skills
- The ability to understand the role of Design thinking in effective innovation.
- The ability to understand the stages, tools and methods used by Design thinkers.

Main Text -The Design of Business, Roger Martin: Harvard Business Press

References :

- Design Thinking Handbook By Eli Woolery
- Gavin Ambrose and Paul Harris: Design Thinking,
- Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske, The Designing for Growth Field Book: A Step-by-Step Project Guide (Columbia University Press,2014

514 Legal aspects of Business

Term1

Credit2

Rules of law govern many aspects of business. An understanding of legal rules and ethical constraints provides a framework for making sound business decisions, facilitates commercial transactions, and promotes order in the marketplace. This course focuses on the organization and operation of the Indian legal system, legal rules and ethical constraints that impact business, and the practical application of these rules and constraints to real-world situations.

Introduction: Business law is constantly evolving and adjusting in order to remain effective with the needs and requirements of the rapidly changing business dynamics. The Business Law module attempts to acquaint management students with the various complexities of legal provisions/formalities to be applied in a highly diversified business environment. The course intends to familiarize students about the fundamental concepts of business law coupled with connecting theoretical foundations with practical business implications. Analysis of various dispute resolution mechanisms will be an integral component of the course. The primary focus will be Indian business law and its application in contemporary business scenario. The overall objective is to equip students with working knowledge of various legal perspectives that businesses have to deal with on a sustainable basis.

Learning Outcomes: The module strives to:

- To enable students to familiarize with the complexities of legal formalities while doing business in an era of globalization, especially in a premier emerging economy such as India.
- To enable students to analyze the application part of various legal provisions in conformity to existing regulatory framework.
- When the module is finished students should be able to understand and interpret perspectives of business law in order to implement them in real life business scenario.

At the end of this course, students would be able to:

- 1) Recognize legal and ethical issues when making business decisions.
- 2) Gain an improved understanding of legal rules and ethical constraint.
- 3) Apply knowledge and skills to deal with and manage impending crisis before they become actual, problems.

Main text: Avatar Singh – Business Law -10th Edition Eastern Book Company

References: S.S Gulshan, Business Law, 4th Edition, Excel Books

Maheshwari & Maheshwari –A manual of Business laws Himalaya Publishing House Prof P

K Goel –Business Law for Managers -Biztantra

Gulshan & Kapoor, Business Law,17th edition New Age Publishers

508 Marketing Management

Term- I

Credit -3

Introduction to Course: In this comprehensive and practical introduction to the subject marketing management both in PGDM General and EFB, students would improve on their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Course topics include market-oriented strategic planning, marketing research and information systems, consumer buyer behavior, target market selection, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions.

Learning Outcome: After completion of this course, students are expected to:

- Appreciate the complexities of doing business in the era of globalization, especially in the areas of investment, foreign exchange and trade flows in the world economy.
- To be able to analyze the impact of domestic macroeconomic policy variables (fiscal and monetary), long-run economic growth, technological change, & business cycles on the business environment.
- Possess the ability to prepare a comprehensive macroeconomic environment analysis.
- Understand the structural & demographic composition of the Indian economy.

Main Text: Marketing Management, Philip Kotler, 15th edition, Tata McGraw Hill

References :

1. Marketing Management, second edition by Greg W. Marshall and Mark W. Johnston, ISBN-13: 978-0-07-802886-1, McGraw Hill Education.
2. “The Art Of War”, by Sun Tzu, publisher Simon &Schuster.
3. “Blue Ocean Strategy”, by Chan Kim & Renée Mauborgne, publisher Harvard Business Review Press; 1st edition (February 3,2005)

503 Organizational Behaviour and Change

Term-I

Credit-2

Introduction to the Course: Leadership requires effective management of people and a clear understanding of human behaviour and social processes. Leaders need to have a good understanding both of themselves and of those whom they will lead. Leaders need to know why people behave as they do in relation to their job, work group, and organization. This module is a core paper and designed to fulfill the requirement of an effective leader for all management students.

Course Objective: The main objective of this course is to help students understand behavior at both individual and team level in organizational settings. Building on the discipline of social psychology, this course will help the students to cultivate mind-sets and build skills to understand the ways in which organizations and their members affect each other. Student will learn frameworks for diagnosing and resolving problems in organizational settings at individual, team and organization level. This course will help students prepare for their managerial career, providing them frameworks for diagnosing and dealing with problems and opportunities that typically arise in organizational settings. This course will provide tools that can help students successfully lead individuals, groups and organizations. In essence, it serves as a practical guide to managing workplace behavior- your own and that of your coworkers. The main objective is creating a combination of academic perspective and personal engagement generating a powerful learning experience.

Module Learning Outcomes: On completion it is expected that participants will have acquired:

- An understanding of factors affecting individual and group behaviors in organization settings.
- Critical thinking skills to analyze self and apply acquired skills appropriately in judgment
- The capacity to identify individual role in team formation and decision making.
- People skills to align group goals with organizational goals
- Skills to effectively address potential Changes in the work environment

Main Texts: Organizational Behavior by Robbins and Judge (15th Edition) (Freely available and downloadable from the internet)

References:

Organizational Behavior by Luthans (12th Edition) <https://www.pdfdrive.com/organizational-behavior-an-evidence-based-approach-twelfth-edition-d162653051.html>

561 Excel for Business

Term-I

Credit -2

Introduction to Course: This course aims to familiarize you with the Excel formulas and features for enhancing productivity and providing a competitive advantage at workplace. Excel is one of the most important tools that help managers achieve the desired outcomes effectively, quickly and efficiently. In this course you will learn the basic features of Excel that will help you demonstrate your potential skills using the tool.

Course Objectives: This course not only improves your Excel knowledge but also helps you to apply these 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 these techniques and features to real life business situations.

Learning Outcome: Upon completion of this course, it is expected that you will have acquired:

- Participants will become aware of the tools and techniques of Excel
- Participants will be skilled in the application and use of MS Excel in business decision making.

Main Text: Step by Step, Excel 2010,

<https://doc.lagout.org/operating%20system%20/Windows/Excel/Microsoft%20Excel%202010%20Step%20by%20Step.pdf>

References: How to used MS Excel,

<https://www.saylor.org/site/textbooks/How%20to%20Use%20Microsoft%20Excel.pdf>

Using Statistics in Excel,

<https://intranet.birmingham.ac.uk/as/libraryservices/library/skills/digitaltechnologyskills/documents/public/excel5.pdf>

531-535- Personal Leadership Program

Term - 1 through to 5

Credit – 15 (3 in each term)

Introduction to Course: The Personal Leadership Programme (PLP) is an extraordinary journey to complement the MBA/ PGDM programme at IILM. PLP module is designed to help IILM PGDM/MBA students to develop personal and interpersonal skill development through practice and reflection, to take actionable steps to overcome shortcomings, to promote effective working with others, develop sound leadership skills and peer based feedback through coaching to enhance self-awareness and awareness of others. The aim is to help the students to develop the conversation which they will have with themselves, inner dialogue and conversations which they will have with others through individual and group coaching. During the coaching sessions, students will be working with their assigned Coach and the role of coach would be to join in partnership with students to serve their developmental agenda.

Course Objective: The main purpose of the PLP is to help students to make sense of the myriad of experiences available to them across the different courses they will take, the group and social pressures they will encounter and how they then put this learning into action in the live environment of the PGDM/MBA. Students will be invited to pay attention and make sense of the choices they make and the behaviors in which they engage which are often strong signals of deeper often unsaid intent. In order to make the most of this opportunity, students are expected to bring their experiences from the past in addition to fears and aspirations for the future to their PLP coaching experience and importantly share responsibility for the content and the experience of these sessions.

Learning Outcome: After completion of this course, students are expected to:

- Create a developmental agenda within the group and with the coach.
- Identify blind spots and work on the areas of improvement through individual coaching and group meetings with team members and with coaches
- Share developmental goals, creating an action plan to achieve them and develop behavioural and leadership skills
- Learn how to influence, engage, drive for shared goals and work more effectively with others in spite of individual differences (e.g., personality, culture, experience etc)

Bibliography

Texts, links and resources for all things leadership and development will be posted on IILM LMS.

502– Macroeconomics

Term-II

Credit -3

Introduction to Course: This is a survey course in macroeconomics. This course gives students the back- ground they need to understand the broad movements in the global economy. Key topics include long-run economic growth, technological change, booms and recessions, inflation, interest rates, monetary and fiscal policy, wage inequality, international trade, and exchange rates. This course develops a framework for understanding the causes and consequences of macroeconomic events in real time, a useful input to the management of any enterprise.

As the course progresses the students will be able to differentiate between different viewpoints expressed about latest national and global economic events. The course covers various national income concepts and their relevance for managerial decision making, the theoretical frameworks discussed in the course largely the Keynesian short-run macroeconomic framework with a focus on contra-cyclical fiscal policy and the closed and open economy ISLM model; Monetary Policy, Interest Rate Transmission Mechanism and the long-run relationship between economic growth and productivity. Further the course introduces the basics of the structural & demographic composition of the Indian economy. And the course also provide students glimpse of the dynamics of International macroeconomics, especially, global trading regime, international finance, global poverty, BRICS & emerging economies.

Learning Outcomes

- To enable the student to appreciate the complexities of doing business in the era of globalization, especially in the areas of investment, foreign exchange and trade flows in the world economy.
- To enable the student to analyze the impact of domestic macroeconomic policy variables (fiscal and monetary), long-run economic growth, technological change, & business cycles on the business environment.
- To enable the student to prepare a comprehensive macroeconomic environment analysis.
- Understand the structural & demographic composition of the Indian economy

By the end of the module students should be able to read and interpret the business section or economic commentary of a financial newspaper like Economic Times, Financial Express or Financial Times

Main Text (only one):

Macroeconomics' by Rudiger Dornbusch, Stanley Fischer and Richard Startz, Tata McGraw Hill 10th Indian Edition.

References: Principles of Macroeconomics by N. Gregory Mankiw

- Principles of Macroeconomics by Soumyen Sikdar
- Indian Economy 2014-15: Performance and Policies by Uma Kapila.
- Fault Lines- How Hidden Fractures Still threaten the World Economy by Raghuram Rajan

506 – Corporate Finance

Term- II

Credit -3

Introduction to Course: This course is an introductory course in financial management. It stresses the modern fundamentals of corporate financial decision making with special reference to investment, financing and dividend distribution. This course builds upon the introductory courses in accounting, economics and quantitative analysis completed in the previous trimester and develops distinctive conceptual frameworks and specialised tools for decision making and problem solving at the corporate level. The course is a blend of theory and practice. While diligent practice will make you competent in financial techniques, a good grasp of theory will help you think systematically about ways to solve a problem for which no existing technique is suitable or available. Please note, we will frequently refer to the learning from (501) Micro Economics and (505) Financial Accounting, and draw extensively from the paper on (511) Quantitative Methods insofar as tools for analysis are concerned.

Course Objective: This course is designed to introduce essential aspects of financial decision-making in business. It aims to provide basic techniques which cover investment decisions, financing decisions and dividend decisions. This course is a core requirement for those who aspire to work in the area of corporate finance or in the financial services sector.

Learning Outcome: After completion of this course, students are expected to:

- Analyze the firm from the perspective of a finance manager and the context in which the firm operates
- Apply skills in evaluating capital budgeting projects by using different methods of project evaluation;
- Understand capital structure and outline the main factors that financial managers should consider when determining a company's financing strategy;
- Understand the various ways in which firms compensate their shareholders and the rationale behind their use.
- Understand and appreciate the trade-offs involved in working capital management of firms

Main Text: Brealey R. A., *et al* (2011), Principles of Corporate Finance, McGraw Hill Education, 10 e, (Freely available and downloadable from the internet)

References:

- Corporate Finance, Stephen Ross, Randolph Westerfield, Jeffrey Jaffe, McGraw Hill, 10e <https://gettextbook.download/Engineering%20111/Stephen%20Ross,%20Randolph%20Westerfield,%20Jeffrey%20Jaffe%20Corporate%20Finance.pdf>
- Applied Corporate Finance, A Domadaran <http://people.stern.nyu.edu/adamodar/pdfiles/acf4E/acf4Ebook.pdf>

510 Operations Management

Term-II

Credit –3

Introduction to Course: This course introduces students to the concepts of Production & Operations Management. The area of POM has seen a lot of changes from the days of Henry Ford's mass production systems. These days – it is more about mass customization. This course introduces the student to both the conventional topics in Operations like Layout, Location and Scheduling as well as to more recent topics of JIT, Flexible Manufacturing systems, Supply Chain Management etc. It also seeks to incorporate examples from the Indian context so that students have a better understanding of the environment in which they are existing. It also attempts to look at impact of volatility on Operations especially in the aftermath of Covid.

CourseObjective:

The course would be divided into three parts. The first part looks at the basic concepts of Operations as a discipline. Various concepts like Layout, Location, Scheduling, MRP etc. will be discussed. These are the building blocks of the subject. The second part will look at some of the strategic decisions in Operations like Capacity, Managing of Networks, Process Technology and Process Improvements. The last part will talk about the concept of Quality and the whole subject of TQM and Lean Management. In the last part, we will also look at how volatility impacts Operations. This will be done with specific reference to the Covid impact.

Learning Outcome: After completion of this course, students are expected to:

- Understand the transformation process in Operations and extend to a variety of Industries.
- Applications of Operations Management Science and techniques to Manufacturing and Service industries.
- Understand the role of technology and collaboration in redesigning Operations as a function.
- Understand the concept of “Agility” in Operations.

Main Text: Operations Management by Nigel Slack, Alistair Brandon-Jones, Robert Johnston. Pearson 8th Edition

References :

- Production and Operation Management Systems by Sushil Gupta, Martin Starr, CRC Press
- Modern Production Management, Elwood S. Buffa. Wiley /Hamilton Publication

512 – Competitive Strategy

Term-I

Credit -3

Introduction to Course: The course is about the concepts of business strategy, corporate strategy and challenges managers face in implementation of strategy. Starting from Industry analysis to Resource based view of strategy, the concept of core competence and competitive advantage, it encapsulates the major concepts and models and tools for competitive analysis. The course will further expand on corporate level strategies and avenues for growth through Mergers and Acquisitions, International expansion, vertical and horizontal integration. The course will further look at the challenges of leadership, implementation and organizational design. The concepts are majorly going to be taught through Case-lets and case studies. Unstructured problems will be part of class room activity for discussions. Developing strategic leadership perspective remains the biggest aim of the course.

Course Objective: The overall objective of this course is to develop the capacity to analyze industry structure and Strategic options available for companies. Strategy is about visualizing a future and deciding on actions to maximize the results by adapting to the emerging trends. In a competitive global environment, understanding strategic principles, tools for analysis and techniques for implementation are of great importance to managers which help them enhance firm performance.

Course Focus: Following the above, our focus will be on: Business Strategy, Corporate Strategy, Strategic implementation and leadership

Learning Outcome: At the end of the course, it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas:

- Participants will become aware of the process of strategic decision making and strategy formulation using strategic management models and concepts
- Participants will acquire critical thinking skills to analyze the problem and come up with most practical solutions by integrating different processes and systems
- Students will understand the issues of leadership, organizational design in order to implement strategy
- Students will apply theoretical concepts to solve unstructured business problems

Main Text: Strategic Management: An Integrated Approach, Hill Charles W & Jones GerathR. 9thEdition ,Cengage

References:

- Ghemawat, Pankaj, Strategy and Business Landscape, Cengage
- Rumelt Richard, Good Strategy Bad Strategy
- Hitt, Ireland, Hoskinsson & Manikutty, Strategic Management, 6th edition, Cengage Learning

509 – Management Accounting

Term-II

Credit-2

Introduction to Course: The Objective of this course is to equip participants with a systematic and rigorous knowledge of management accounting practices that can be strategically applied across various functions of an organization to improve its' performance. This course helps participants to describe fundamental concepts of managerial accounting and to apply the financial perspective of accounting for costs. Emphasis is placed on Identification of both problems associated with relying on accounting information for internal decision making.

Course Objective: This course emphasizes on the development and use of management accounting information for internal decision in business management. Aim of this course is to equip participants with a systematic and rigorous knowledge of management accounting practices that can be strategically applied across various functions of an organization to improve its' performance. The course also reviews contemporary developments in cost and management accounting for strategic decision-making. This course is recommended for students who will be using accounting information for managing manufacturing & service operations; controlling costs and making strategic decisions; as well as those going into general consulting or thinking of starting their own businesses. A variety of case studies in different industries and decision contexts are used to examine the application of managerial accounting concepts.

Learning Outcome: At the end of the course, it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas:

- To understand and analyze cost information for managerial decisions.
- To develop understanding of managerial accounting tools.
- To understand the need and relevance of application of cost management and control in managerial decision making.
- On the interpretation and use of cost information for decision making.

Main Text (only one): Managerial and Cost Accounting – Lary M Walther; Christopher J Skousen - "Ebooks and textbooks from Bookboon.com" -

<https://library.ku.ac.ke/wpcontent/downloads/2011/08/Bookboon/Accounting/managerial-and-cost-a>

References:

Principles and Practice of Cost Accounting by Ashish K. Bhattacharyya, Prentice Hall of India, Third Edition

Management and Cost Accounting by Colin Drury, International Thomson Business Press, fifth Edition.

504 – Human Resource Management

Term - II

Credits - 3

Introduction to Course: This module is a core paper for all management students. The human resources of an organization are considered as the most valuable assets of the organization, and the assets that are most difficult to manage. Every organization has its own objectives and its strategy for achieving organizational success. Utilizing the strengths and talents of an organization's human resources is the key to making this process work. This is an important course to understand the nuances of the Human Resource Management in an organization and its link to strategy. A key objective of this course is to show that HR management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance. Moreover, across the world, work and the workplace have been significantly impacted by the COVID-19 pandemic, presenting new issues and opportunities for learning and practicing HRM. The course seeks to leverage the opportunities these contemporary issues, events and changes provide.

Course Objective: This course is designed to introduce essential aspects of Human Resource Management. It aims to provide basic concepts related to recruitment, selection, training and development, performance management, compensation, industrial relations, labour laws and employee welfare. This course is a core module, and its understanding is essential for all students who aspire to join the corporate world or manage their own businesses.

Module Learning Outcomes: Upon successful completion of this paper, you should be able to:

- Understand the evolution of HR and the changing nature of HRM as a Strategic Partner.
- Understand the relevance of job analysis and job design.
- Identify and study the importance of HR planning, sourcing, acquiring and inducting talent to aid performance and delivery.
- Study the Learning and Development process and its importance for a competitive advantage.
- Gain knowledge about the performance appraisal system and the compensation, incentives, services and benefits for the employees
- Gain insight on contemporary employee wellness programs and work life balance initiatives in modern day organizations

Main Text: Gary, Dessler & Biju, Varkkey. Human Resource Management. Pearson Education 15th Edition, 2019

References:

- Mathis, Robert L. & Jackson, John H.; Human Resource Management, South-Western College Publishing: Thomson Learning, 13th edition.
- Armstrong, Michael; Armstrong's Handbook of Human Resource Management Practice. Kogan Page, 11th Edition.

552 Business Research Methods

Term III

Credit –2

Introduction to Course: 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. 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.

Course Objective: 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 apply them to business problems; interpret quantitative and statistical analysis. This course will familiarize students with the assumptions underlying various statistical techniques and assist in identifying their appropriateness in a variety of situations. Students should be able to perform statistical analysis and interpret results in a meaningful way. Students are expected to relate results of such analyses to become information-based decision makers.

Learning Outcomes: Upon completion of this course, it is expected that students will:

- Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.
- Be able to formulate research problem and develop a sufficiently coherent research design.
- Have a basic awareness of data analysis, including descriptive & inferential measures.
- Be able to write & develop independent thinking for critically analyzing research reports.

Main Text: Marketing Research: An Applied Orientation | Seventh Edition | By Naresh K. Malhotra and Satyabhusan Das

References:

- Kothari,C. R.(2016), Research Methodology- Methods & Techniques, New age international publishers, ISBN:978-93-86649-22-5.
- Gupta, S L & Gupta, H (2012), Business Research Methods, TMHE Pvt. Ltd, ISBN: 978-1-25-900503-9.
- Krishnaswamy, K N, Sivakumar, A I and Mathirajan, M (2011), Research Methodology, Pearson, ISBN:978-81-7758-563-6.
- Pannerselvam, R. (2016), Research Methodology, PHI Pvt. Ltd., New Delhi,ISBN:978- 81-203-4946-9.

562 Business Analytics

Term-III

Credit - 3

Introduction to Course: Analytics has been defined as the extensive use of data, statistical and quantitative analysis, explanatory and predictive models, and fact-based management to drive decisions and actions. Analytics is more than just analytical methodologies or techniques used in logical analysis. It is a process of transforming data into actions through analysis and insights in the context of organizational decision making and problem solving. Analytics includes a range of activities, including business intelligence, which is comprised of standard and ad hoc reports, queries and alerts; and quantitative methods, including statistical analysis, forecasting/ extrapolation, predictive modeling (such as data mining), optimization and simulation.

Course Objectives: This course is organized around the key conceptual and practical aspects of business analytics. It introduces students to the science of business analytics while casting a keen eye toward the artful use of numbers found in the digital space. The goal is to provide businesses and managers with the foundation needed to apply data analytics to real-world challenges they confront daily in their professional lives. Students will learn to identify the ideal analytic tool for their specific needs; understand valid and reliable ways to collect, analyze, and visualize data; and utilize data in decision making for their agencies, organizations or clients. To make the course interesting and efficient, a lot of real time problems will be discussed.

Learning Outcome: After completion of this course, students are expected to:

- To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- To become familiar with the processes needed to develop, report, and analyze business data.
- To learn how to use and apply Excel and Excel add-ins to solve business problems.

Main Text: Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer

References:

Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson EducationIndia

507 – Business Simulation (Carbon Fiber Bike Challenge)

Term- III

Credit -3

Introduction to Course: Carbon Bikes Challenge simulation covers the fundamentals of business with strategic decision making to provide you a bird view of all business functions. It hits upon the essence of each business discipline without getting bogged down in the details and stimulates your creative thinking. This Simulation helps in develop an understanding of business decisions by letting you apply business concepts in a simulated competitive and risk-free environment. The emphasis is on integrating all functional areas of the business strategy and tactics. This will give you a real taste running and managing a business and thrill you while handling the challenges.

Carbon Bikes Challenges simulation, you are provided with the seed capital to start up a business. You will have limited financial resources and complete accounting responsibility. Your team will build a factory, open sales offices, hire sales staff, and select a product portfolio and advertising budget. Team will prepare demand projections, set the production capacity and decide which brands to produce. As the simulation progresses, you can introduce improved products with new technology, expand their distribution and production capacity in order to maximize firm's performance.

Course Objective: The overall objective of this course is to develop your professional business skills through computer simulation. You will be placed into a very realistic international business setting where you will run a firm in the team of 4 to 5 students for one year in compressed time (four quarter rounds of decision-making). You will work closely with fellow students and divide the business responsibilities as per your own strengths and weakness, to manage a highly complex and integrated business. The goal of the simulation exercise is to develop your management skills by giving you an integrated perspective of the entire business operation.

Module Learning Outcomes: The successful completion of this course will help you to:

- Develop experience based strategic planning and execution skills in the rapidly changing international business environment.
- Promote better decision-making and helping you see how your decisions can affect the performance of others & organization as a whole.
- Analyze the challenges and rewards of running a new firm
- Experiential learning of handling various management functions in simulated business environment
- Encourage team spirit by learn working and coordinating with team member for smooth business functioning

Main Text: The Software will provide all the related content, readings and micro simulations

4. Proposed Electives, Year II (PGDM 2021-23)

Finance and Accounting

- Financial Markets
- Financial Derivatives
- Valuation
- Data Science For Finance
- Finance Of Buyouts & Acquisitions
- ESG: Investment and Evaluation
- Fin-tech
- Bitcoin and Cryptocurrency
- Investment Management

Marketing Management

- Marketing Analytics
- Sales and Distribution Management
- Digital Marketing
- Strategic Brand Management
- Retail Management
- Customer Relationship Management
- Pricing Strategy
- Advertising and Sales Promotion Management
- Consumer Behavior and Technology
- Marketing Strategy

Operations and Technology

- Quality and Productivity
- Production Planning and Control
- Technology and Operations Strategy
- Project Management
- Enabling Technologies
- Global Supply Chain Management.
- Logistics Management
- Introduction to AI and ML
- Innovation and Technology Management
- Services Operations
- Ecommerce

Organizational Effectiveness

- International HRM
- Learning and Development
- People Analytics
- Performance Management and Appraisal System
- Emotional Intelligence and Managerial Effectiveness

- Industrial Relations and Labour Laws
- Diversity and Inclusion
- Talent Management Strategy
- Negotiations
- Leadership, Influence and Power

General Management

- International Business Management
- Environmental Law: Management and Policy
- Organizational Design and Change
- Social Entrepreneurship

Data Analytics

- Social Media Analytics
- Data Visualization and Web Analytics
- Operations Analytics
- Tableau for Analytics

Entrepreneurship and Family Business

- Intellectual Property Strategy for Innovation Driven Enterprise
- Social Entrepreneurship
- Scaling Operations
- Creating Value Restructuring
- Consumer Behaviour
- New Product Management
- Valuation of New Venture
- Consumer Behaviour
- Professionalization of Family Business
- Building Lasting Family Business – Synergy in Vision, Values and Strategy
- Excellence in Family Business – Corporate and Family Governance
- Understanding Family Business – Managing Paradoxes

* The elective list is only indicative and may be revised by December 2021.

5. Graduation Requirements

- A student should complete 120 credits to graduate.
- Students will have to pass all core modules of Term 1, 2 and 3 with minimum 40% marks in each subject.
- Score an aggregate of at least 40% over two years
- In case a student fails to clear all modules in the first attempt, they can sit in the reappear examination.
- To be eligible to sit in the reappear examinations, a student needs to clear at least 50% of the core papers of Year I. In case a student fails to do the same, she/he will repeat the entire of Year I with the next batch students. In such cases, all previous scores of papers cleared will no longer be considered.
- The supplementary examination for all the core courses of year 1 will be held in the month of August/September in Year 2.
- Students may also reappear with the junior batch of students to clear core papers in the respective trimesters when they are held.
- If a student fails to qualify the minimum requirement within 5 years of registration to the program, she/he will have to leave the program.
- Student who clear core modules in the first attempt will be given a chance to improve her/his scores by attempting to reappear in repeat examination. In such cases the best of the two scores will be considered. However if the repeat examinations scores are better and incorporated in the mark sheet, the same shall carry 'R' as a super script to indicate the same.
- The maximum score in repeat examinations shall be capped at 55%.
- For all the elective modules (Term 3 - Term 6) if a student fails to clear these in the first attempt, the student will have to appear for alternate assessments or opt for other electives. However provisional mark sheets for Trimester IV and V will continue to carry grades for all examinations a student appears in and is graded. Replacement of grades for electives a student opts for in a later trimester in lieu of F grades in certain electives shall be carried out in the final grade sheet of the students.
- For obtaining the PGDM Diploma a student will have to meet all the requirements mentioned above and score an aggregate of at least 40% over two years.

6. Program Expectations

Group Assignments: A significant amount of group work is required in this program. Individual students are expected to be full participants in, and contributors to, each group based project/assignment within the program coursework. Individual students who fail to meet this expectation, without documented extenuating circumstances may receive a failing grade in the project/assignment. Guidelines will be provided outlining the requirements of group work by individual faculty members. Expectations will vary among faculty and students are expected to ask questions if they are not clear.

Assignment Deadlines: Assignments are due by the date and time specified in the Instructional Plan. 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-class Assignments/Quizzes: In-class assignments and/or quizzes may take place during certain classes. These evaluations must be completed during the assigned class time. The absence if any should be informed in advance to the concern faculty. Please refer to the individual course outline for guideline related to missing assignment or quiz.

Intellectual Honesty: Students are responsible for personally maintaining control of their own work at all times, so that intellectual honesty can be maintained. Failure to maintain academic honesty will not be tolerated, and students found guilty in any way will be disciplined in accordance with the policy. A range of penalties may be applied based on whether it is a first or subsequent offence and on the severity from a grade deduction to suspension from the College.

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.

Attendance Policy¹

- All students will have to ensure 75% attendance for all core papers.
- In case of medical emergency of the student, or illness or other extreme events concerning an immediate family member (parent/sibling), the concerned student may be allowed additional 10% relaxation in attendance requirements

In the Classroom

- Students are required to sit according to the seating chart provided in the classroom.

¹ This requirement is for face-to-face classes. For online classes the Institute shall follow regulations/requirements

- 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 (if applicable)

- 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.

7. Examination Norms²

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.

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.

End Term Examination norms for students of Post Graduate Diploma 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. **If a student mentions her/his name or creates any identification mark on the answer-sheet, the answer sheet will not be evaluated. The student shall be awarded an F grade in such papers.**
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 bags, books and study material must be left outside the examination venue. Carrying of bags, laptops are not allowed*

² These norms are related to face-to-face/class room based examinations.

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 unauthorized 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 unauthorized 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.

(i) 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,

a. 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.

(ii). If a candidate is found to have copied from or used the material caught,

a. 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.

(iii). 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.

(iv). 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.

(v). 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.

(vi). 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 examination 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.

(Other examination related rules and regulations will be shared with students at an appropriate time)

8. Expectations from Students during online course delivery, un-proctored exams and quizzes

Expectations from Students in Online classes

Online classes pose challenge of technology and communication at the same level. It requires discipline from students to make it more effective. There are certain expectations from students who attend online classes and meetings.

1. Students will always be on video mode. This looks professional. This is what is expected out of them in classes, meetings and interviews with companies.
2. Students will wear formal or semi formal dress to attend those classes or meetings
3. They will un-mute when they want to speak, rest of the time they will mute themselves. It gives a speaker better chance to speak and also there is no background noise.
4. Students are expected to write their comments or questions in chat box and also raise hand to ask questions.
5. Going through online material on MS teams is expected in all courses.
6. They can write their comments and questions on MS teams also.
7. Two -way communication remains essence of online classes. Class participation and asking questions will create a better learning experience for all.

Expectations from students in online un-proctored exams and quizzes

Online un-proctored examinations pose different challenges. Students are on their own but faculty members and Controller of examination will provide all possible help for the smooth conduct of examinations.

1. Follow the instructions issued to you prior to the commencement of examination to the last word.
2. Stick to the time line as given in the instruction
3. If in any case, you are not being able to stick to the timeline due to connectivity challenge, inform Controller of Examination and concerned subject faculty member. Please note the connectivity problem is the only instance when additional time will be allowed to students only for uploading answer files. Prior to evaluating late submissions an examiner may reject an answer sheet if the electronic properties of the file are found incongruent to the student's claim.
4. Plagiarism and cheating will not be rewarded in any way. Avoid sharing your answer to your batch mate; answer sheets found identical shall be summarily rejected.
5. Master technological aspect of uploading answer sheet or course work or quizzes as instructed by the faculty or Controller of Examination

(Other examination related rules and regulations will be shared with students at an appropriate time)