

**IILM: Graduate School of Management**  
**16, Knowledge Park, Greater Noida 201 306**



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## **IILM Graduate School of Management**

### **1. About the Institute**

IILM Graduate School of Management 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. IILM has been developing business leaders through integrated learning and industry-academic partnerships. As an institute, IILM stands committed to retaining flexibility and responsiveness to management needs.

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 high 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.

IILM realizes the need for holistic development in comparison to fragmented education which has been previously the norm, and looks beyond employment as managers and works towards shaping individuals to be great managers. Through skills of lifetime relevance we aim at developing students to their true potential. Modules such as image management, languages, public relations and personality development hold an integral part of the overall curriculum.

Professionalism, critical thinking and good communication skills have become synonyms 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 with 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 make for 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.

#### **Vision:**

IILM will be a leader in values based management education and business focused research

#### **Mission:**

- To develop tomorrow's business leaders, entrepreneurs and managers through:
  - An education based on ethical values resulting in knowledge and skills valued by employers and leading to graduate employability
  - Application oriented research relevant to business and management that flows into the teaching-learning process.
  - Inspirational and creative teaching which encourages students to assimilate and apply relevant knowledge.

- An outstanding work based and work related learning experience

**Values:**

- A culture of continuous improvement and total quality that encourages creativity and innovation
- A human resource strategy that values people and teamwork and is committed to employee development and training
- A deep commitment to sustainable development and a green environment
- An appreciation of the cultural heritage and socio-economic diversity of India
- International linkages that promote cross-cultural learning
- Mutually Beneficial and sustained employer engagement.

**Key Themes:**

- Improving the student experience
- Maximizing the learning value-add to students from entry to exit
- Proactive employer engagement in the region

**Enablers:**

- People Strategy & Operational effectiveness
- Infrastructure and ICT
- Raising the IILM profile
- Communicating transparently and seamlessly to all stakeholders

## 2. The PGDM Program

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 2016-2018 undergoing the Post Graduate Diploma in Management (PGDM) at IILM GSM 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 –

- L1- An understanding of organizations, their external context and their management
- L2- An awareness of current issues in business and management which is informed by research and practice in the field
- L3- An understanding of appropriate techniques sufficient to allow investigation into relevant business and management issues
- L4- The ability to acquire and analyze data and information
- L5- The ability to apply relevant knowledge to practical situations
- L6- The ability to work and lead effectively in a team based environment
- L7- An improvement in both oral and written communication
- L8- Be cognizant of the impact of their individual and corporate actions on society and recognize responsible business practices.
- L9- Be sensitive 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 2016-2017, IILM, PGDM**

PGDM:	Trimester I	18 July 2016	31 October 2016
	Trimester IV	01 August 2016	31 October 2016
	Trimester II/V	01 November 2016	31 January 2017
	Trimester III/VI	01 February 2017	29 April 2017/08 April 2017

<b>Week</b>	<b>Dates</b>	<b>Comments</b>
<b>Orientation Foundation Program</b>	June 20 <sup>th</sup> 2016	
	<b>Trimester I</b>	<b>Trimester IV</b>
Week 1	18 July-23 July	01 August – 06 August
Week 2	25 July – 30 July	08 August – 13 August
Week 3	01 August – 06 August	15 August – 20 August
Week 4	08 August – 13 August	22 August – 27 August
Week 5	15 August – 20 August	29 August – 03 September
Week 6	22 August – 27 August	05 September – 10 September
Week 7	29 August – 03 September	12 September – 17 September
Week 8	05 September – 10 September	19 September – 24 September
Week 9	12 September – 17 September	26 September – 01 October
Week 10	19 September – 24 September	03 October – 08 October
Week 11	26 September – 01 October	10 October – 15 October
Week 12	03 October – 08 October	17 October – 22 October
Week 13	10 October – 15 October	24 October – 29 October (Examinations Week)
Week 14	17 October – 22 October	
Week 15	24 October – 29 October (Examinations Week)	
Week 16	31 October	
	<b>Trimester II</b>	<b>Trimester V</b>
Week 1	01 November – 05 November	01 November – 05 November

Week 2	07 November – 12 November	07 November – 12 November
Week 3	14 November – 19 November	14 November – 19 November
Week 4	21 November – 26 November	21 November – 26 November
Week 5	28 November – 03 December	28 November – 03 December
Week 6	05 December – 10 December	05 December – 10 December
Week 7	12 December – 17 December	12 December – 17 December
Week 8	19 December – 24 December	19 December – 24 December
Week 9	26 December – 31 December	26 December – 31 December
Week 10	02 January – 07 January	02 January – 07 January
Week 11	09 January – 14 January	09 January – 14 January
Week 12	16 January – 21 January	16 January – 21 January
Week 13	23 January – 28 January	23 January – 28 January
Week 14	30 January – 31 January	30 January – 31 January
	<b>Trimester III</b>	<b>Trimester VI</b>
Week 1	01 February - 04 February	01 February - 04 February
Week 2	06 February – 11 February	06 February – 11 February
Week 3	13 February – 18 February	13 February – 18 February
Week 4	20 February – 25 February	20 February – 25 February
Week 5	27 February – 04 March	27 February – 04 March
Week 6	06 March – 11 March	06 March – 11 March
Week 7	13 March – 18 March	13 March – 18 March
Week 8	20 March - 25 March	20 March - 25 March
Week 9	27 March – 01 April	27 March – 01 April (Examination week)
Week 10	03 April – 08 April	03 April – 08 April (Examination week)
Week 11	10 April – 15 April	
Week 12	17 April – 22 April	
Week 13	24 April – 30 April (Examination week)	

**PGDM 2016-18 Credit Sheet**

<b>Module</b>	<b>Credits</b>	<b>Hours</b>
490- 499 Foundation Modules Crossing Over		
500- 509 Global Study	6	60

**Term 1 (Aug 2016 - Oct 2016)**

511 Managing Groups and Teams	3	30
512 Basics of Accounting	2	20
513 Probability Modeling and Statistics	2	20
514 Basics of Economics	2	20
515 Modeling Managerial Decisions	3	30
516 Introduction to Negotiation and Negotiation Extension	1	10
710 Global Virtual Teams	2	20
541 Introduction to Marketing	1	10
531A FIELD1 (Field Immersion Experiences for Leadership Development)	1	10
560 WAC	3	30
570- 589 Placement Workshop	2	20
Total Credits/Hours	<b>22</b>	<b>220</b>

**T2 (Nov 2016 - Jan 2017)**

520 Employee	2	20
521 Operations Engine	2	20
522 Customer	2	20
523 Competitor	2	20
524 Innovator	2	20
525 Investor	2	20
526 Global Macro Economy	2	20
528 Sourcing and Managing Funds	2	20
532A Career Trek	1	10
561 SBC	3	30
570- 589 Placement Workshop	2	20
Total Credits/Hours	<b>22</b>	<b>220</b>

**T3 A ( 1 Feb 17 - 15 Mar 17)**

527 State and Society	2	20
711 Big Data Analytics	2	20
712 Leadership Fundamentals	1	10
713 Power and Politics	2	20

532B	Career Trek	2	20
570-589	Placement Workshop	1	10
543	Business Research Methods	2	20
	Total Credits/Hours	<b>12</b>	<b>100</b>

**T3 B (16 Mar 2017- 30 Apr 2017)**

531B	FIELD2 (Field Immersion Experiences for Leadership Development)	1	10
	Electives (4 in number)	8	80
	Total Credits/Hours	<b>9</b>	<b>90</b>

First Year Total Credits/Hours **65 630**

Summer Internship **6**  
Faculty Interaction **6**

**T4 (Aug 2017 - Oct 2017)**

	Electives (8 in number)	16	160
531C	FIELD3 (Field Immersion Experiences for Leadership Development)	2	20
562	WAC/SBC	2	20
714	Leadership and Corporate Accountability	2	20
570-589	Placement Workshop	1	10
	Total Credits/Hours	<b>23</b>	<b>230</b>

**T5 (Nov 2017 - Jan 2018)**

	Electives (4 in number)	8	80
715	Executive	2	20
742	Business Law	2	20
533	Classroom to Community	1	10
	Total Credits/Hours	<b>13</b>	<b>130</b>

**T6 (Feb 2018 - Apr 2018)**

	Electives (2 in number)	4	40
	Total Credits/Hours	<b>4</b>	<b>40</b>

Second Year Total Credits/Hours **52 400**  
First and second year Credits/Hours **117 1030**  
Total **123 1090**



### 3. Core Courses

#### 511. 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. When individuals come together to work in a group or in a team, there is a need for leadership as well as facilitating and overseeing group/team working, and managing conflicts.

The focus of the course is on the interpersonal processes and structural characteristics that influence the effectiveness of groups' and teams' efficiency and the dynamics of intra/inter team relationships. Through this course on Managing Groups & Teams, students will get an exposure on how and why managers should invest in groups/teams; adopt a team leadership style and actively engage group members to help leaders in decision making.

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

- Learn essential concepts in-order to analyze, evaluate, and manage groups and teams for successful work behavior within organization.
- Apply tools and techniques for diagnosing, developing solutions for potential barriers to enhance group's/team's effectiveness.
- Enhance communication and interpersonal skills by having an opportunity to work in a group/team

#### Module Overview

- Team Building
- Creating Trusting Relationships
- Dynamics of Synergy: Hot Groups (Cohesion and Performance)
- Developing Structures and Norms to produce Synergy and avoid process loss
- Group Decision Making
- Group Decision: Managing Conflict
- Dynamics of Synergy: Social Influence, Persuasion
- Discussion on Movie Ek Ruka Hua Faisla; Understanding Application of Structure, Norms, Group Decision Making and Conflict
- Case Discussion: Internal Competition - A Curse for Team Performance (HBSP Case)
- Exercise: Belbin Team Roles
- Organizational Hierarchies and Intergroup Dynamics: Power
- Leadership and Decision Making
- Leadership in Teams: Orpheus Chamber Orchestra
- Team Building Activity
- Intergroup Relations: Necessary Art of Persuasion

Readings: The below mentioned text will be helpful to the students.

- Forsyth Donelson R, Group Processes, Cengage Learning

- Robbins Stephen P, Organizational Behavior, Pearson

### **512. Basics of Accounting**

The course will help you read and interpret the language of accounts and assess the financial health of any company. The course intends to provide you with a detailed examination of an organization's financial statements and an understanding of the different elements therein. The need for full disclosure of information in order to assess the financial health of the organization would be stressed upon. The course intends to equip you with the ability to analyze the final accounts and identify the hidden information from the audited accounts.

The course would be taught to you through the Annual Reports of 2 companies, which would enhance your understanding and help to integrate the information provided therein.

In a nutshell we are aiming to learn:

- The basic financial reporting structure of an organization.
- Different elements of Annual Financial Reports of both manufacturing and service sector industries.
- Analyze and Interpret the Final Accounts of an organization in different ways.
- The course will help you to take informed decision and formulate their strategy on the basis of the knowledge gained in this course.

#### Module Overview

- Introduction to Accounting & Economic Decisions
- Processing of Transactions - Accounting Equation
- Need for Financial Statements
- Measurement of Income - An Overview
- Measurement of Revenues and Costs
- Current Assets - Cash , Receivables and inventory
- Fixed Assets - An Overview
- Fixed Assets - Accounting for Depreciation
- Accounting for Intangible Assets
- Goodwill - Treatment and Valuation
- Liabilities- introduction and components.
- Shareholder's Equity - An Overview
- The Income Statement and Balance Sheet
- The Cash Flow Statement-an overview
- The Cash Flow Statement-details
- Stakeholders - Need for Financial Information
- Analysis of Financial Statements - An Overview
- Analysis of Financial Statements - Liquidity Ratios
- Analysis of Financial Statements - Solvency & Profitability Ratios
- New Developments in Accounting

## Readings

- “Financial Accounting - A Managerial Perspective” by R Narayanswamy
- “Financial Accounting for Business Managers” by A K Bhattacharya

### **513. Probability Modeling and Statistics**

Decision-making is an integral part of every manager’s daily routine. Infact decision-making is an important part of every individual’s everyday life. Starting from basic decisions regarding what to wear and what to eat, to a little more complex ones like which portfolio to invest in, we all face the task of making decisions; and these decisions always effect our lives in one way or the other. When running a business too, making the right decisions can lead to success, while making the wrongs can result in failure.

You, as managers, will continuously face situations which require sound decision-making. Be it a recruitment and selection process, a decision on the marketing campaign strategies, or to decide between debt and equity investment, a thorough, complete and sound decision-making is inevitable for long-term success. Making decisions is everything and the role of sound decision-making cannot be over-emphasized. What with the ever-increasing role of decision-making in a manger’s life, it's important that thoughtful consideration is put into each one that needs to be made.

Presently, overwhelming data is deemed to be a key source of intelligence and competitive advantage for business organizations. With the explosion of electronic data available to organizations and the demand for better and faster decisions, the role of data driven intelligence is becoming central in organizations. Whether one wants to arrive at some marketing decisions or fine-tune new product launch strategy, data analysis is the key to all the problems. But merely analyzing data isn't sufficient from the point of view of making a decision. It has to be backed by judicious interpretation too. Thus, data analysis is not a decision making system, but a decision supporting system. For a future manager, the ability to manage, analyze and interpret data is extremely important, and this forms the main crux of the module Probability Modeling and Statistics.

#### Module Objectives:

On completion of the module, students would learn:

- Concepts of probability, various probability distributions, decision analysis, confidence intervals, hypothesis testing, correlation and regression analysis.
- Concepts of probability and statistics and their practical applications in business.
- To use MS Excel to solve varied business problems, involving probability and statistics

#### Topics

- Understanding Probability and Statistics
- Understanding and choosing the correct distributions

- Application of Binomial Distribution and Poisson Distribution
- Normal Distribution
- Sampling
- Application of Estimation
- Hypothesis Testing
- Testing Hypothesis for single population and for two population
- Hypothesis testing using chi-square test
- Analysis of Variance technique for hypothesis testing
- Correlation and Regression
- Application of Correlation and Regression
- Forecasting using Regression
- Multiple Regression
- Multiple Regression Application

#### Module Readings

- Course pack on Probability Modeling & Statistics (from Harvard Business School)
- Videos from khanacademy.org (the links have been provided in the course manual)
- Richard Levin & David Rubin, Pearson Education, Latest Edition, Statistics for Management

#### References

- Glyn Davis & Branko Pecar(GD& BP), Oxford, First Indian Edition, Business statistics using Excel.
- Ken Black(KB), Wiley, Fourth Edition, Business Statistics For Contemporary Decision Making

### **514. Basics of Economics**

This course will help you in understanding the role of market processes in determining the challenges and opportunities being faced by the individuals and business firms. The course bridges the gap between traditional economic theory and real business practices in two ways. Firstly, it provides number of tools and techniques to enable the manager to become more competent to take decisions in real and practical situation. Secondly, it serves as an integrating course to show the interaction between various areas in which the firm operates. The course is concerned with the application of business principles and methodologies to the decision making process within the firm or organization under the conditions of uncertainty. It seeks to establish rules and principles to facilitate the attainment of the desired economic aim of management. These economic aims relate to costs, revenue and profits and are important within both business and non business institutions.

Thus, the techniques, concepts, and results would help you in a wide range of courses in finances, accounting, marketing, operations, and competitive strategy. This course will provide you the analytical skills and economic insights to analyze managerial problems. It covers the broad principles of marginal analysis - from cost analysis to pricing. These principles shape managerial decisions in all other functional areas of business and accounting.

This course is a problem oriented course. Thus, you will be able to use the tools for taking optimal decisions. You would also be able to identify and analyze economic problems as applicable to a manager in the context of business and organization.

#### Module Overview

- Demand –Supply Dynamics
- Elasticity & its application
- Theory of Consumer choice)
- Costs of Production and the Organization of the Firm
- Production Theory
- Decision-Making for Business Managers: The Break Even Analysis
- Comprehensive Case on Demand-Supply Dynamics, Elasticity and Cost -Profit Considerations
- Competitive Markets and Profit Maximization
- Market Power and its Business Implications: Impact on Pricing Strategy
- Pricing Decisions in Segmented Markets: Price Discrimination
- Oligopoly: Impact on Pricing Strategy (Co-teaching with strategy area )
- Game Theory and Pricing Strategies
- Game Theory and Pricing Strategies
- The Economics of Information
- Behavioural Economics
- Simulation

#### Suggested Books

- Mankiw: Principles of Microeconomics, Fourth Edition, Cengage Learning
- Dominick Salvatore: Managerial Economics, Sixth Edition, Oxford University Press.
- Robert S. Pindyck and Daniel L. Rubinfeld, ISBN: 978-0-13-20823-1.Wrap up and Revision

### **515. Modeling Managerial Decisions**

One of the most important roles of managers is to take decisions. These decisions can be routine in nature or more advanced like selecting a strategy to achieve company's mission. Decision Making is not just about selecting an option; it is about analyzing and interpreting its results in the best interests of the company. Thus, all business decision requires the ability to think critically, not only to evaluate all available options, but to find new options based on the information at hand. This course will focus on the Decision Making as Management Science, and thus, focus on the quantitative aspects of the subject.

The first step of this course is to Frame a problem. 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 correctly, we will focus on identifying the tools that can be used for solving the problem, solve the problem, and finally analyze and interpret the results for effective decision making. These three steps: Framing, Solving, and Analysis form the basic, yet vital, steps of decision making process.

Once we have learned the art of framing the problem and science of solving and analyzing the results; we will move forward to more complex situations involving multiple dimensions of business. This course will then focus on aggregating information from a group of people representing different business functions about the same problem, and to create new information in light of different lenses. We will also learn about the risks involved and the pitfalls in Decision Making process to improve our decision making habits. Apart from risks, there exists uncertainty about various business parameters which makes it difficult to decide on applicability of various available options. We will study tools like Decision Trees to make such decisions.

On completion of this module, you will be able to:

- Identify, collect and structure complex pieces of information to write the problem statement
- Formulate the problem using a mathematical model
- Solve the problem and analyze and interpret the results
- Learn how to view through multiple lenses and think across disciplines to clarify and define the problems and to extract information from a complex situation.

Topic covered

- Human vs. Statistical Decision Making
- Introduction to Quantitative Modeling in Spreadsheets: NPV calculations
- Linear programming basic concepts and graphical solution
- Introduction to solver for solving LPP
- Applications of LPP
- Understanding Sensitivity, Duality and shadow prices
- Interpreting sensitivity and limit report and analyzing shadow prices
- Case study: Red brand canners
- How to approach complexity
- How to aggregate Information from a group of people and How to use Information
- Decision Tree for Risk-neutral, Risk-Averse decision making
- Backward Induction
- Introduction to Precision Tree using excel
- Improving our habits in risky Decisions
- Decision making process for product line extension; sensitivity analysis of assumptions for exploring outcome scenarios

Readings: There is no text book recommended for the course. A lot of the information and material for class room discussions will be provided to you in soft copies. If a candidate wants to have a reference text for materials covered in the course the books mentioned below will be helpful.

- Introduction to Management Science with Spreadsheets by William & Ozgur; TMH
- Management Science: Modeling with by Albright and Winston; Cengage learning
- Operations Research, J.K Sharma

## 516. Introduction to Negotiation and Negotiation Extension

Negotiation is a universal human activity as we all engage in bargaining at one level or another on a pretty regular basis. While we all need good negotiation skills in business these skills are valuable in our personal lives as well. The course therefore enhances the professional skills as a negotiator and the personal impact of it as an additional benefit. The main objective of this course is to learn a conceptual framework for analyzing and shaping negotiation processes and outcomes. Negotiation can be broken down into three basic activities: assessing value, creating value and capturing value. Creating value is about making the pie bigger, while capturing value is about getting the largest possible slice for the negotiators. The course will present strategies for achieving both of these objectives.

The course discusses the negotiation paradigms and specific tools and techniques to approach the process of negotiation. A detailed review of the idea of interests and Best Alternative to a Negotiated Agreement (BATNA) – two things which all the negotiators need to understand.

Conflict is an inseparable part of our personal and professional lives. Conflict must be resolved. The course therefore also attempts to introduce different styles and intervention method for managing it. Through the use of lecture presentations, case simulations, role play and discussion, the course provide students with a strategic framework for negotiating. The course will enable students to see beneath the surface of apparent conflicts to uncover important underlying interests. By the end of the course, students should be better able to interpret, and predict, the behaviour of individuals and groups whom they face in competitive situations.

In brief, the module intends to help you:

- Understanding the negotiation skills, tools and techniques
- Strategies and tactics for dealing with negotiation
- Managing conflict and avoiding barriers in negotiation

Topic

- Competitive versus Collaborative decision making, Understanding negotiations
- Investigating your interests, Dealing with positional bargainers
- Four key concepts in Negotiation
- Getting ready with negotiation
- Strategizing negotiation- Multiphase and multiparty negotiation
- Hong Kong property deal – a negotiation simulation (HBSP)
- Negotiation strategies and tactics, Reading-Types of negotiation (HBSP)
- Role of power and communication in negotiation
- Nine steps to a deal – Negotiation process. Reading – Setting up the right negotiation (HBSP)
- Influence of culture and gender on negotiations
- A case study on tripartite negotiation
- Emotions in negotiations
- Barriers to agreement, mental errors
- Ethics, trust and fairness in negotiation

- Closing the deal, Reading – Closing the deal in Negotiation (HBSP)
- Skills of effective negotiating: Seven pillars of Negotiation wisdom.

### **710. Global Virtual Teams**

In today's dynamically changing business environment, it is common to work in geographically distributed teams. Such teams work in different time zones, different political, social and cultural environment. Globally, the business environment is manifesting ever increasing volatility, uncertainty, complexity, and ambiguity. To collaborate and successfully deliver a project, team members have to overcome space, time and cultural barriers in a virtual environment.

This course will give a deeper insight into the social psychology of these teams and how to leverage latest research to make these teams successful, as a member or leader. This course aims at providing a good understanding of how virtual teams work for better outcomes. This course focuses on features and SWOT analysis of global virtual teams as well as information and communication technology (ICT) tools used for facilitating virtual coordination between the team members. This course uses tools of virtual communication (such as WebEx, Skype, Whatsapp) for effective delivery of project milestones.

In a nutshell, following are the three primary objectives of this course:

- to reinforce the conceptual frameworks introduced in the Managing Groups and Teams module for analyzing group dynamics, diagnosing performance problems, and designing appropriate interventions.
- to reinforce and build on your practical skills for building effective groups and teams by extending your skill-set to diverse, distributed groups.
- to launch you into the global virtual team in which you will complete the Littlefield assignment in the Operations Engine I course.

#### Module Sessions

- The Global Virtual Teams : Five Generations of Work
- Establishing the Foundation : Shared Understanding, Integration and Trust
- Building a Winning Virtual Team : KSAs , Selection , Training and Evaluation
- Meeting the Performance Challenge - Calculating Return on Investment , Pay systems for Virtual Teams
- Types of Virtual Teams : People and Context
- Diversity, Innovation and Cross Cultural Competence
- Virtual Collaboration: Evolution of Technology use
- Emerging Team Structures in Virtual Teams
- Managing Global Virtual Teams: Greg James at Sun Microsystems, Inc.
- Case Study - 2009
- Virtual Teams vs. Face-to-Face Teams
- SWOT Analysis of Virtual Teams
- Conflict Resolution: Negotiation in Virtual Environment



- The Challenges of Distributed Decision-Making: Influence and political processes, Barriers to Information sharing, Time gap
- ICT Tools for Global Virtual Teams
- The Global Virtual Team Launch : Practical session on WebEx, Skype
- Summary and Latest Trends in Virtual Environments

Suggested Reading:

Zofi, Y. (2012), A Manager's Guide to Virtual Teams, American Management Association, New York, NY

### **541. Introduction to Marketing (online Course)**

This foundation course in marketing helps the student to learn the fundamentals of marketing by getting to the root of customer decision-making. Taught by three of Wharton's top faculty in the marketing department, consistently ranked as the #1 marketing department in the world, this course covers three core topics in customer loyalty: branding, customer centricity, and practical, go-to-market strategies. This course will be a pre-requisite to the Customer module of Term 2 which will go deep into customer relationships, marketing mix strategy, Customer Lifetime value and Market Potential Assessment. Introduction to Marketing covers not only the key principles of effective marketing, but also the vocabulary used to describe them. After successfully completing this course, students will be able to read and understand the basic marketing terminologies which will be used in Customer module.

Key principles to be learned:

- Branding: brand equity is one of the key elements of keeping customers in a dynamic world in which new startups are emerging constantly.
- Customer centricity: not synonymous with customer service, customer centricity starts with customer focus and need-gathering.
- Go-to-market strategies: understand the drivers that influence customers and see how these are implemented prior to making an investment.

Course Overview

Over four weeks, this course will blend perspectives of three of the major core marketing themes taught by three professors, and will include the following sub-topics:

- Branding
  - Marketing Strategy and Brand Positioning
  - Repositioning Strategies
- Customer Centricity

- The Limits of Product-Centric Thinking
- The Opportunities and Challenges of Customer Centricity
- Go to Market Strategies
- Online-Offline Interaction
- Finding Lead Users and Facilitating Influence and Contagion
- Pricing to Value

### **531 A, B & C. FIELD 1, 2 & 3**

This core course will provide you with meaningful opportunities to act like leaders, translating your ideas into practice.

In FIELD-1- Communication, Voice and Self Awareness -- you will engage with each other in small teams to understand how your performance in a team can affect the behavior of that team, for better or for worse. The learning outcomes of FIELD-1 are:

- To understand your personality better and deepen emotional intelligence
- To help better understand your relationship with self and with others
- To help understand behaviour traits of good leadership and have a growing awareness of your own leadership style.
- To learn the art of giving and receiving feedback

In FIELD-2 – Global Intelligence – you will be required to develop a new product or service concept for a sponsoring organization. Through this team-based project work, you will get to apply relevant knowledge from the core modules to real-life business situations. Depending upon the organization you choose (which has to be pre-arranged in term-2 by the team members and the mentor), this course will equip you to either contribute to overcoming operational challenges faced by an organization, or to apply principles of design-thinking – customer observation, in order to recommend a new product/ service to an organization. The learning outcomes of FIELD-2 are:

- To build skills of integrative, multidisciplinary problem-solving necessary for management in general and to address societal challenges
- To apply principle of design thinking, to develop a new product/ service
- To put to practice the ability of working in teams, not necessarily of their making.
- To demonstrate presentation skills when findings of the project are presented to the organization and a faculty panel.

In FIELD-3 - Integrative Intelligence - you will be thrust into experiencing the real-world roles of entrepreneur, analyst, marketer, and investor. The objective of FIELD-3 is to ignite your entrepreneurial spirit by applying and integrating the knowledge, skills, and tools acquired in the first-year curriculum. By working in a team, you will develop a business plan of related to the business line of the organization you associated with during FIELD-2. The learning outcomes of FIELD-3 are:

- To understand the process of developing an entrepreneurial idea
- To understand the decisions/actions required to convert an idea to an opportunity
- To prepare a formal business plan

Faculty mentors work closely with their groups in order to advise/ guide them and also to keep track of both individual contributions being made (or not made, as the case may be) and of progress being made by the group as a whole. The few classroom sessions will provide foundational knowledge and approaches.

#### Module Overview

##### FIELD-1

- Field-1 module introduction, mentor-wise group formation
- Brief about activity #1: Market Entry strategy
- In-class activity-1
- Brief about activity # 2: Digital Marketing campaign design
- In-class activity # 2
- In-class activity # 3: Guesstimates
- In-class activity # 4: Open an NGO for abandoned elderly people
- Art of Giving and Receiving Feedback

##### FIELD-2

- Field-2 module introduction, project kick-off meeting
- 2 to 14 Work on allocated projects
- 15 & 16 Project Presentation

##### FIELD-3: Integrative Intelligence

- Introduction to a Business Plan and Idea Generation
- Industry Analysis and Estimating the Market Size
- Planning – Marketing
- Planning - Finance & HR
- Assessment: Presentations

### **560. Written Analysis and Communication**

Communication is a prerequisite to all jobs, be it marketing, human resource management or finance. All organizations desire to recruit staff basis their ability to communicate and require them to be articulate speakers and writers. In every organization, verbal, non- verbal or written communication is the way people get their point of view across, get work done and get their contribution recognized. Written Analysis and Communication course uses the premise that modern businesses need professionals who, not only just speak and write well, but present it with precision and finesse. Organizations can become ineffective and inefficient if communication does not percolate down from the leadership to the grass root level.

The Written Analysis and Communication embraces a wide array of topics. This course focuses on the fundamental writing skills, essential for future leaders.

The course deals with written communication. Starting with the importance and basics of the communication model, analyzing a communication situation, organizing a message, knowing and understanding audience, employability communication and writing for social media, it takes up various topics. This module specifically, addresses effective business writing.

This specific module on Written Analysis in Communication, will prepare the students to handle the written form of communication better.

At the end of the course, student would be able to:

- Develop logical rigor in thinking, organizing ideas, and classify information using creativity and skill in forming communication argument.
- Ensure they can effectively communicate the operational issues, write meaningful reports and cater to various communication needs of an organization.
- Develop skills for specific communication requirements like –preparing a CV and a cover letter, making an article, inferring ideas from factual reports, referencing to support an academic piece of writing etc.
- Understand the organization, their context and management practices through an analysis of a given case using relevant knowledge and its application in a practical situation

Module Overview:

- Overview of the course, Components of Communication and Written Corporate Communication
- Writing process.-Organizing, Thinking, Composing, Analysis
- Persuasive Communication
- Persuasive Communication - Marketing/ Promotional Communication (Practice session)
- Informative Writing-Case Analysis and Writing Decision Reports
- Informative Writing (Practice Session)
- Meetings: Writing Agendas and Invites for Meetings, Writing Minutes of Meeting , Summarizing Meetings ,Writing Action Plans
- Writing for Social Media (Netiquettes, Instant Messaging, texts etc.)
- Writing Emails
- Writing routine letters
- Preparing bad news/good news/ letter of regret
- Preparing bad news/good news/ letter of regret (Practice session)
- Long Form communication (primarily reports)-Report, Memos, Notices
- Writing Summer Internship Reports
- Briefing
- Writing strengths and weaknesses
- Employability skilling: Preparing Cover Letter and C.V. writing
- Profiling on LinkedIn
- Facts and Opinion Formation

- Preparing Notice & inter office memo
- Writing an Article (social sensitive issues and technical/scientific writing)
- Plagiarism
- Referencing and Citation
- Summary writing

## 520. Employee

A person who has agreed by contract to perform specified services for another, in exchange for money is an Employee - Employees on a daily basis are confronted with innumerable decisions, each of which represents an opportunity to take (or not take) actions that support the organization's goals and objectives. How an organization's employees act when confronted with these decisions will depend in part on who they are as individuals — their values, beliefs, and capabilities. It will also depend on various aspects of the context, such as rewards and incentives, and the degree of connection between employees' actions and outcomes they personally regard as meaningful. Finally, it will depend on their relationship with you as a manager — whether they accept your authority as legitimate, find you credible, and come to internalize your objectives and values as their own.

We will focus on each of these factors across three different subsections of the course:

- Establishing Employment Relationships
- Managing Employment Relationships
- Transforming Employment Relationships

### Topic

- Introduction to Employment Relationships
- Transition of HRM to Strategic HRM
- Employee Planning and Recruiting
- Job Analysis and doing effective Job Analysis for the dream job: Hands on Learning
- Job evaluation and exercise
- Employee Testing and selection
- Recruitment of A Star - Case
- Employee Orientation
- Training and developing employees
- Talent Management & Employee Engagement
- Work-life balance
- Employee's extrinsic and intrinsic motivation: Concepts
- Employee Compensation and Reward Practices
- Employee benefits
- Employee Performance Evaluation – Concept
- Giving Performance feedback

- Performance management at vitality health enterprises, inc.- HBS CASE / Managing Performance at Haier
- The changing context: its need and challenges
- Managing change
- Factors influencing ethical and unethical behaviour
- Influencing ethical and unethical behavior: Role Play
- Employee Relations : Grievance Handling, Safety and Health Issues

#### Main Texts/ Readings

- Human Resource Management by Gary Dessler & Biju Varkkey, Pearson Education (2012)
- Compensation by George T Mikovich, Jerry M Newman, Tata Mc Graw Hiil, 9th Edition
- HBSP Cases and Articles in Course Pack

### **521. Operation Engine**

This course has been designed to introduce the students to issues related to strategic decision making, design, planning and operational control in the domain of operations management. 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. The scientific principal of operations management will enable the manager to take decisions. This module also talks about various aspects of operations management followed in world class companies for achieving competitive edge.

At the end of the module we aim to make you able to

- Understand how to measure process performances and evaluate improvement options.
- Identify the key trade-offs in making operational decisions.
- Construct simple quantitative models that help bring managerial insights.
- Make informed decisions by applying the quantitative methods introduced in the course.

#### Module Overview

- Introduction and Changing role of operations
- Operation strategies in a global economy
- Process Analysis
- Process Diagnostic and improvement
- Variability in process
- Analysis of waiting line
- Matching supply with uncertain demand
- Inventory management

- Lean operations
- Operations Management Simulation : Process Analysis
- Operations enabled business model
- Reactive capacity
- Mass customization and Make to order

### **Readings:**

- Designing & Managing the Supply Chain by Simchi-Levi, Philip Kaminsky, Published by Tata Mcgraw Hill.
- Operations Management by Norman Gaither and Greg Frazier, 9th edition, Thomson
- Operations Management: Theory & Practices by B. Mahadevan, 2nd edition, Pearson

## **522. Customer**

Marketing concept evolved in the mid 1950's when business organizations were focusing on their products with a make and sell philosophy. But in 1990's, the businesses shifted their emphasis to customer adopting a sense and respond philosophy. The marketers also changed their approach to market and looked for right product for customers rather than right customer for their product. This customer driven approach led to realigning organization with the customer needs to deliver and communicate superior value.

This module is geared towards providing an understanding of the rationale for marketing strategies from a customer perspective and to create a customer centric organization that delivers superior value proposition to its target customers. The course takes the viewpoint that the best way to create and keep a customer is to develop a deep understanding of customer behavior, integrate that understanding across the organization, and align the organizational structure to both satisfy current customer needs and adapt to changes in customer needs better than competitors. To be truly customer-focused and market-driven, a company (profit or nonprofit) should develop the capability to sense and respond to the changing needs of customers in the market. An important element of the course is the idea that customer focus must extend to the entire organization across all its major functions for it to be successful.

Through lectures and cases, the course will illustrate how to create a customer aligned company that responds to changes in the marketplace. The course will have two major components: (1) The first component, Customer Analysis and Strategy, will focus on a marketing analysis framework to understand customer needs and create superior value propositions to target customers. (2) The second component, Creating and Maintaining a Customer Aligned Organization, will focus on the alignment of an organizational structure that is consistent with the chosen customer strategy of the firm.

By the end of the course, you will understand how customer environment influences marketing decisions of a company. The course is multi-disciplinary and taught by professors from Marketing, Operations and Finance. Faculty from the relevant areas will co-teach the classes along with marketing faculty to reflect and reinforce the integration required to develop an organization whose functions are aligned with the

creation and extraction of customer value. Harvard Cases and Articles will form the major part of the course pack. Each student has the option of scheduling classes with the instructors during tutorial sessions to discuss his or her individual concerns and opportunities. The course carries 2 credits.

#### Learning Outcomes

- Will be able to understand the difference between product oriented and a customer oriented approach to marketing.
- How to divide a market into small homogenous groups based on various variables and select the most viable target segment.
- Assess market potential using forecasting tools especially the most widely used chain ratio method.
- To decipher whether social marketing is using standard commercial marketing practices to achieve non-commercial goals or its primary aim is "social good" and customers get impacted due to such measures by the firms.
- Learning how to define, build, and manage brands using Kevin Keller's Customer Based Brand Equity (CBBE) framework, a widely brand building framework in industry.
- ARC Framework for creating a Customer Aligned Organisation
- Learn to use Conjoint Analysis to determine the trade offs in product attribute based on consumer preferences leading to varied product offerings
- To know the various pricing methods which are available with the marketer while setting the price and finally how is price adjusted to market conditions
- Learn to tailor loyalty strategies to customers based on their profitability and loyalty profiles.
- Use of Social Media and Big Data to get Customer insights.

#### Topic covered

- Introduction and Framework for Marketing Analysis (3Cs-STPs-4Ps)
- Segmentation and targeting
- Customer Analysis Frameworks: Consumer Behavior and CRM
- Customer Analysis Frameworks in Social Marketing
- Positioning and Branding
- Framework for Creating a Customer Aligned Organization (ARC)
- Customer Preference Measurement-Conjoint Analysis
- Marketing Simulation: Using Conjoint Analysis for Business Decisions
- Creating and Extracting Customer Value: Pricing
- Customer Feedback Systems: Satisfaction and Loyalty
- Improving Service and Operations using Customer Feedback
- Learning by Doing: Help a CMO Solve a Branding and Positioning Problem
- Social Media and Big Data

### **523. Competitor**



The business environment is increasingly getting very competitive. The disruptive force of competition is originating globally and with changes in technology and better way of doing business. The very survival of business organizations depends on understanding competition and creating a roadmap to fight competition effectively. The changes in market structure, technological innovation and cross border trade are leading new ways of competition which both small and big companies have to contend with. Availability and accessibility of information at a much lower cost is changing the rules of the game.

The course explicitly recognizes that relevant players in the environment include government and nonprofit organizations as well as corporations, and that these players act both cooperatively and competitively toward one another. Thus, an important premise of this course is that the environment within which organizations compete is complex, encompassing not only the market but political, cultural and legal dimensions. Finally, the course explicitly draws attention to the fact that objectives and constraints arise not only from the external faces of the environment but from internal features of the organization. Over the twenty sessions, the course will draw from the disciplines of economics, accounting, marketing, organizational behavior, and politics.

This course enables you to be better managers by equipping you with tools and techniques to:

- Identify key players in the environment both from a competition and a corporation perspective.
- Identify the objectives and constraints of those players given the environment in which a manager's own organization and competing organizations are embedded.
- Anticipate the likely actions that competitors will take given their objectives and constraints.
- Recognize and generate strategies to manage the feedback among one's own actions and the actions of other agents.

#### Session Topics

- Understanding competitor perspective
- Understanding Industry Structure
- Case study on Apple Inc in 2015
- Oligopoly in Action 1: The Bertrand Framework/The Hotelling Framework
- Oligopoly in Action 2: Choosing a Differentiation Position
- Oligopoly in Action 3: Repeated Interactions
- Case study Coffee Wars in India: Café Coffee Day Takes on the Global Brands
- Competing and Cooperating
- The complexities of forming an alliance; Case Study on Indus Towers: Collaborating with Competitors on Infrastructure, HBSP
- Transfer Pricing, Double Marginalization and Franchising
- Antitrust
- Using Accounting Data to Understand Competitors Strategies;
- Social Objectives in a For Profit Company
- Competitive Advantage: The India Way
- Platform Wars : Simulating the battle for Video Game Supremacy

Readings: There is no specific text book recommended for the course. We would be using various text books for topics in this course. A lot of the information and material for class room discussions are provided in soft copies to participants. If a candidate wants to have a reference text for materials covered in the course the books mentioned below will be helpful.

- Microeconomics by Pindyck and Rubinfeld
- The Economics of Strategy by Besanko, Dranove, Shanley and Schaefer (BDSS), 5th ed.
- Co-opetition, Adam Brandenburger and Barry Nalebuff (BN)
- Game theory as strategy: Adam Brandenburger and Barry Nalebuff

### **524. Innovator**

The business landscape is drastically changing worldwide and the competition in global markets in virtually every product, service, and industry and market segment is fierce. In such a scenario innovation is absolutely fundamental for the organization. An organization that fails to innovate continuously is doomed to be overrun by others that do. Today innovation is an adaptive competence that is necessary for survival and sustained competitive advantage.

This course is multi-disciplinary and multi-approach. A mix of exercises, cases, lectures, and discussions will be used. The module gives students an insight into fostering and sustaining innovations in organizations. It seeks to provide them with a deeper understanding of the dynamics of and barriers to innovation and bringing ideas to execution so that, regardless of the profession students embark on, they may become a more effective conduit for the innovation that all organizations require to survive.

In brief, the module intends to help you:

- Understand how innovation leads to competitive advantage
- Understand the enablers and inhibitors of bringing out innovation .
- Understand the factors and challenges in effective implementation of innovation
- Understand the relation between sustainability and innovation

Session Topics:

- Innovation-What is it and why it matters?
- Innovation as a Process
- Models of Innovation
- Innovator's DNA
- Building Culture of Experimentation and Innovation
- Open Innovation
- Intra- Organizational Network
- Phenomenon of Reverse Innovation
- Barriers to Innovation
- Diffusion of Innovation
- Making Innovation Happen

- Innovator's dilemma

## 525. Investor

Managers should focus on external and internal stakeholders in order to be successful. Investors are one such external group. This course talks about how investors think, behave and invest. The investor module talks about the role of institutional investor in the market. How he invests in the market based on the risk and return expectations. The course starts with the overview of the financial markets and instruments and their prices. It also deals with the construction of two asset portfolio- a risk free and a risky asset and two risky assets and portfolio diversification.

This course will help you understand the role that investors play in an organization. Investors here has put their financial resources at the disposal of the company with an aim in mind. Hence these investors are the owners of the company (often referred to as principal). The company and its financial resources however are managed by people (read company managers, also referred to as agents) who are expected to uphold and further the interest of the owners (principal). Hence as a representative of the organization concerned (manager), you will need to understand what investors do, how they behave and what they are concerned about.

For doing the same you will need to understand the causal link between organizational objectives vis-à-vis the objectives of the investor and dovetail the two for creating a win-win situation for stakeholders in general and the investor in particular.

However, both the investor and the organization operate in a context. Here you may understand the context as an economic system where institutions and markets facilitate transaction and allocation of resource, with an elaborate set of checks and balances to protect the rights of stakeholders as well as expects fulfillment of certain duties/obligations on them. Hence the context is also equally important.

In a nutshell, we are aiming to learn

- the role and criticality of an investor in an organization
- the alternative avenues (instruments) through which an investor may build (financial) stake in an organization
- factors that influences the value of these instruments
- how to analyze these instruments in terms of their risk-reward potential both as stand-alone investments and as portfolio of assets
- how institutions are integral to stakeholders

Module Overview

- Who is our Investor?
- The Objective of the Firm: Alternative Perspectives
- Primary Market: Red herring prospectus and IPO: Book Building Process, Green Shoe Option, Role of Merchant Bankers, Rights issue, FPO.
- Types of equity shares and their rational for issue, Post IPO & the role of Secondary Market

- Money market instruments
- Stock Trading Simulation
- Defining Risk and Return: Definition, computation and interpretation
- Asset Allocation 1 – One Risky Asset
- Asset Allocation 2 – Two Risky Assets
- Pricing Risk: The Capital Asset Pricing Model
- Bond Valuations and Yields
- Fundamentals Based Investing: an Introduction-Guest Session

Books:

- Investment Analysis and Portfolio Management, Reilly and Brown, 8e, Cengage Learning
- Modern Portfolio Theory and Investment Analysis, Elton and Gruber, Wiley
- Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill Publication

### **526. Global Macro Economy**

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 economic events. Subsequently by the end of the course students should be able to read and understand the business section of a newspaper and comprehend the impact of domestic macroeconomic policy variables (fiscal and monetary) on the business environment.

The course begins by defining basic national accounting identities and using these identities to compare countries' economic structure and performance over time. This is a necessary background for understanding the historic power shifts that are underway with the relative decline of the US economy and the rise of emerging countries that are fast becoming the engines of global economic growth.

The rest of the course considers constructs in which the choices of private and public agents interact to produce aggregate outcomes in response to policy or economic shocks. In developing and using these constructs, the course draws on numerous historical and contemporary examples, paying particular attention to current events.

The biggest take away for the students from this course is 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. They would also analyse the latest policies adopted by the Government of India.

Topic

- Measurement
- Productivity
- Saving (consumption, saving and investment)
- Money

- Interest Rate Transmission Mechanism
- Explaining Unemployment-
- Aggregate Supply and Demand
- Explaining Unemployment-
- Aggregate Supply and Demand
- ISLM
- Open Economy Macroeconomics
- Fiscal Policy & Keynesianism
- International trade
- Comprehensive case
- Indian Economy- The Road Ahead- a discussion

#### Reference Books:

- Principles of Macroeconomics by N. Gregory Mankiw
- Macroeconomics by Rudiger Dornbusch, Stanley Fischer, Richard Startz
- 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.

### **528. Sourcing and Managing Funds**

The theory of the firm starts with the objective of maximizing the market value of the firm or wealth of shareholders by choosing the correct investment and financing decision. Shareholders are made better off by any decision which increases the value of their stake in the firm. It revolves around four functions of finance viz. - Investment, Financing, Working Capital Management & Dividend decisions. The module throws light on how funds can be utilized in the best proper manner and comparing the same with the industry.

Sourcing & Managing Funds (SMF) is the core Module that describes the perspective of groups within the firm tasked to create firm value by a) deciding how much capital to raise and the best mix of different sources of capital, and b) managing those funds and generating relevant financial information, which includes describing future plans (budgets), evaluating new projects (capital budgeting), and evaluating the performance of divisions, managers and products.

Through this Module on SMF, students would learn:

- The concept of and application of Time value of Money with the help of Excel so that it can analyze the external environment and its impact on the business.
- To forecast the cash flows of a project under conditions of risk & uncertainty and to create awareness of current issues in management this is further informed by research and practice in the field.
- The ability to acquire and analyze data and information and usage of techniques such as Net Present Value, IRR, MIRR, PI, Payback period etc while evaluating capital Investment projects.

- The ability to apply relevant knowledge to practical situations and the relevance of Cost of capital & its impact upon decision making.
- The impact of corporate actions such as dividends on society and recognize responsible business practices.
- To understand that how companies manage their working capital requirements

#### Module Overview

- Key Concepts and Course Administration
- Develop Projected Financial Statements (Excel Based)
- Cost of Capital: HBSP Case Analysis – Midland Energy Resources, Inc.: Cost of Capital (Brief Case), 2009.
- Capital Budgeting Management-New Heritage Doll Company 4212-PDF-ENG, Sep 15, 2010
- Terminal Values, Multiples and Competitive Advantage-Estimation of Project Cash flows.
- Evaluating investments including synergies from M&A.
- Leverage: Excel Based Problem Solving
- Capital Structure: Blaine Kitchenware, Inc. Capital Structure, 4040-PDF-ENG, October 8, 2009
- Working Capital Management
- Receivables, Cash & Inventory
- Dividend Theory & Policy – Indian Perspective
- Alternative Measures of Value Creation & the concept of Economic Income
- IPO Valuations & Investor Relations

#### Reference Books

- Financial Management & Policy, Jame C. Van Horne, Prentice – Hall of India Pvt. Ltd., 12th Edition
- Fundamentals of Financial Management, Jame C. Van Horne, John M. Warchowicz(Jr.), Prentice – Hall of India Pvt. Ltd., 11th Edition
- Corporate Finance, Aswath Damodaran, Wiley, 3rd Edition
- Corporate Finance, Ross, Westerfield, Jaffe and Kakni, Tata McGraw Hill, 8th Edition
- Principles of Corporate Finance, Richard A Breyley, Stewart C. Meyers, Franklin Allen, Pitbas Mohanty, Tata McGraw Hill, 8th Edition

### **532A, 532B. Career Trek**

Students and their mentors, assisted by IILM Career Development Centre (CDC), organizes Career Treks within Delhi/NCR. Students ‘travel’ to the interact with officials of prominent organizations, for a series of group informational interviews with prominent companies. These interactions will be based on student interest and will include approx 20-25 industry sectors, such as FMCG, Consumer Durables, Banking, Financial Services, Retail, E-tailing, Automobile, Aviation, Biotech, Pharmaceutical, Venture Capital/Private Equity, Technology, Real Estate, Biotech/Health Care, and Media and Entertainment.

The learning objectives are:

- To provide a structured understanding of career opportunities in different industries to the students.
- To build get know about industry and companies through experiential learning.
- To offer students opportunities to interact with HR and understand knowledge and skills needed to make a good career in a particular industry.
- To help the students face personal interviews at various platforms in the industry.

#### Learning Outcomes

By the end of this module students should be able to:

- To get clarity about the expectations of companies in particular industry from management trainees
- Acquire a broad understanding of linking individual strengths and requirement of companies in particular industry for functional and general profiles.

#### Module Overview

Career Treks are going to be organized in the last term of the first year PG programme.

Student groups will be formed, of 4-5 members having common interest in an industry sector. For this, students will be asked to declare their 1st and 2nd preference of industry. Faculty members will become faculty-guide to two such groups, and will work as an integral member of the group. Care will be taken that only one group (across all three campuses) visits a company.

Each group will first research their assigned industry sector (in term-2), and visit two leading organizations from that sector (in term-3A). Prior to the visit to the organization, the group will prepare a list of questions (say, 10-15), on the basis of which they can have meaningful conversations, about the industry and the company, with HR and other members of management team of the company being visited.

The group will prepare an “industry-sector report” (1500 words), and will prepare a placement-related dossier about the two organizations visited.

The groups will present their findings to their class-mates and faculty guides.

The college will ensure that only one group of students visit one company and the reports are available to every student.

The faculty guides will ensure smooth progress and fulfillment of the objectives of the module. They would further help the students in coordinating with the companies and guide them on meetings with the companies.

### **561. Spoken Business Communication**

This course is a continuous course in Year I and II. Communication is an inherent part of one’s life, both formal and informal communication is crucial for efficient businesses practices as well. Business communication is pervasive and all operations are channelized through communication through regular

flow of information. Research shows that miscommunications are frequent in organizations and the biggest downfalls are because of the same.

The paper hence is aimed at enhancing the communication skills and competence of the individuals so as to necessitate succinct and appropriate communication techniques, processes and modes.

This paper however does not need any prior knowledge of technicalities of communication and is basically skill development advance module for post graduates.

Module Overview:

- Introduction to Spoken Business Communication and relevance in Business
- Creating a Positive Impact through Communication – Elevator Speech
- Organizing the Spoken message: Preparing the Plan: Constructing an Argument or Presentation.
- Barriers/Obstacles in Spoken Business Communication and Presentations
- Verbal and Non Verbal Communication
- Listening skills
- Making Effective Presentations and Practice Presentations on Given Topic (Individual Presentations)
- Developing Empathy and sensitivity to communicate across borders / cultures.
- Applying the Art of Persuasion (Guest Lecture)
- Displaying Commercial Awareness and Practice Speeches on Commercial Awareness (Individual Feedback)
- Final Assessed Delivery of Elevator Speech and Individual Commercial Awareness Speech (Video Recorded)
- Conducting and Running Business meetings
- Employability skills : Interview Skills
- Employability skills : Group discussion and Assessed Group Discussions with Feedback
- Telephone /Conference Call essentials
- Assertive conversation: Difficult Discussions, Giving and receiving feedback and Practice Role Plays
- Applying the art of Persuasion in Presenting Business Ideas: Practice and Delivery of Prepared Presentation on Business Idea
- Final Assessed Group Presentation of Business Idea (Video Recorded)
- Recap and Replay of Videos of Speeches and Presentations to be played for feedback

Suggested Readings:

- Contemporary Business communication, Fifth edition, Scot Ober
- Business Communication, Building Critical Skills, O Locker & Stephen Kyo Kaczmarek, Special Indian Edition McGraw Hill Publications
- Contemporary Business communication, Fifth edition, Scot Ober
- Basic Business Communication - Lesikar and Flatley

## **711. Big data Analytics**



The literal meaning of ‘Big Data’ seems to have developed a myopic understanding in the minds of aspiring big data enthusiasts. When asked people about Big Data, all they know is, ‘It is referred to as massive collection of data which cannot be used for computations unless supplied operated with some unconventional ways’.

Big Data, is not just about, storing and extracting data, but much more than that. Big Data, itself comprises of so many technologies that it is difficult to recall which one to start learning with. No really! Some of the technologies big data consists of is Hadoop, MapReduce, Apache, Pig, Hive, Flume, Sqoop, Zookeeper, Oozie, Spark, Cassandra, Mongo DB and what not!

Companies are desperately in search of skilled big data analysts. Considering the fact, that data is being collected and stored at a velocity faster than ever, the urgency of such skilled professionals increases further. Before delving into big data, I’d suggest you capture a complete understanding of this topic i.e. the full syllabus of big data. So, that next time when you take up any course, you are confident that you’ve read every essential topic in big data. This becomes important when there are large numbers of training providers in the market and you don’t know, which one has covered the maximum of syllabus.

Overview:

- Overview of Big Data
- Using Big Data in Businesses
- Technologies for Handling Big Data
- Understanding Hadoop Ecosystem
- Dig Deep to understand the fundamental of MapReduce and HBase
- Understanding Big Data Technology Foundations
- Databases and Data Warehouses
- Using Hadoop to store data
- Learn to Process Data using Map Reduce
- Testing and Debugging Map Reduce Applications
- Learn Hadoop YARN Architecture
- Exploring Hive
- Exploring Pig
- Exploring Oozie
- Learn NoSQL Data Management
- Integrating R and Hadoop and Understanding Hive in Detail

## **527. State and Society**

Business decision making is just not about costs, returns, and whether the shareholders will be happy in the short term. In an economy like ours which is fast emerging and rapidly multiplying its global links, long-term results can hinge on the unique political, legal, and business dynamics of each market. This course on State and Society (SS) is devoted to studying and understanding these crucial constituencies. In SS, you would be exposed to a variety of scenarios designed to force you to grapple with the real-world

legal, political, and societal issues that confront companies today. Companies encounter the relationship between the firm and government, between the firm and the culture, and between the firm and society. The best managers have to understand this and know how to interact with all three.

SS intends to sensitize you on the fact that managers working in competitive circumstances should be aware and be informed of the various external factors that influence business practices so that you are able to assimilate the effects of such influence and make businesses more relevant for the social good, a common interest for all the three stakeholders in any commercial venture – the State, the society and the business.

In brief, the module intends to help you:

- To develop a set of value laden attitudes.
- Adopt a more proactive approach towards compliance with regulatory processes.
- Enhance your ability to exercise informed judgment when managing the statutory and socio-political aspects of the business.
- Comprehend the symbiotic relationship between business and society and develop the ability to maintain a perspective of the social nature of business, while envisioning new business models.

Schedule Overview

- Business and Global Politics
- Collaborative Partnership in a Three Sector World: Business, Govt. and Society
- Management Failure in State and Society Settings Far From Home
- When You Shouldn't Go Global : Ill-fated Ventures
- Government Intervention in the Private Market
- Business & Govt. Relations: Relevance of Public Policy
- Role of Institutions
- Institutions and Economic Performance
- Playing in the Political Arena
- The Framework of a State: From Politics to regulation
- Local Politics & Land Use Regulation
- Development Projects & Land Acquisition :Under Indian Context
- SEZs in India: Constitutional or Unconstitutional Economic Policy?- Case Discussion- Special economic zone in India- : Public purpose and private property (A)
- Raising Capital
- Regulatory Framework for Companies to Raise Capital
- Govt. Protection of Stakeholders Interest
- Realizing the Value of the Firms Resources
- Firm's Knowledge Assets: What & Why?
- In a Bind: Peak Sealing Technologies' Product Line Extension Dilemma
- Avoiding the Resource Curse
- Ecology, Sustainable Development and Managing Environmental Issues in Global Business
- Politics in Global Market Place

- Cyber World : Role of Business and Government
- Internet Governance: Influence of Politics on Business
- Case Discussion: Google in China.

## **712. Leadership Fundamentals**

The purpose of this course is to strengthen IILM students as individuals—this course is about leading yourself. Content will be drawn from the fields of applied social psychology and organizational behavior. Self-development, self-regulation, and goal setting comprise a major design element and focus of the course. The goals of the course include helping you to define leadership, to your satisfaction, in a sophisticated and practical manner. Using this definition you will work to reflect on life events that have led to your development and leadership capacity while building your understanding of the dynamics of feedback, so that you are able to both give and receive feedback to high professional standards and within institutional feedback norms. The overarching goal of the course is to help you think about your short- and long-term leadership trajectory within and far beyond Collage.

Course Outline:

- Managing Oneself. Why you Lead . . . How Well You Lead
- Knowing Yourself: Assessments and Leadership
- Feedback Dynamics and Feedback Norms
- Goal-setting and Articulating Values in Leadership
- Self-Regulation and Personal Change
- Influence Without Authority
- The Future and Next Steps

## **713. Power and Politics**

Organizations are fundamentally political entities, and power and influence are keys to getting things done. This course is designed for individuals interested in learning more about the art and science of influence in organizations. For aspiring leaders, it is important to be able to diagnose organizational politics in order to form and implement new strategies. An astute leader knows how to navigate critical conversations, anticipate moves that others will make, block or avoid others' actions when they have undesirable consequences, and help those whose actions have beneficial outcomes.

After taking this course, you will be able to: (1) diagnose the true distribution of power in organizations, (2) implement skills that build cooperative networks, influence others, and expand your sources of power, (3) understand your unique leadership strengths and points of improvement, and (4) contend with the fundamental ethical challenges of leadership. The knowledge and skills you build in this course will be invaluable throughout your career.

The course is designed around six basic questions about power and politics:

- Why is power important?
- What makes me powerful?

- How do I become more powerful?
- Who can help me attain power?
- What if I fail?
- How do I deploy power ethically and effectively?

To develop answers for each of these questions we will use a two-step approach to learning. First, we will provide cutting-edge insights from basic and applied empirical research on power and politics in organizations and bring those insights to life with case studies that present common leadership dilemmas. Second, we will use experiential learning activities—interactive exercises, personal assessments, and simulations—to foster active learning of the skills and strategies necessary for attaining positions of power and for deploying that power ethically and effectively.

#### Detailed Outline of Class Sessions

- Why is power important?
- What makes me powerful?
- How do I become more powerful?
- Who can help me attain power?
- What if I fail?
- How do I deploy power ethically and effectively?

### **543. Business Research Methods**

This course will help you understand the importance of research in taking business decisions. Business research refers to a systematic inquiry that provides information to guide management decisions. This course will give the students an insight as to how research can be applied across all disciplines for the purpose of taking informed decisions.

In today's world, internet connectivity and the process of digitalization has made information more voluminous and readily available. This development makes it all the more necessary that we understand the importance of not such acquisition of information, but also how to sift through it, look for patterns and trends, analyze it and apply it towards achieving better decisions and in turn better results.

The business environment is dynamic and rapidly changing with new situations and high risks, business research can help in lowering the risks and provide an opportunity for the organizations to improve their performance.

In a nutshell, we are aiming to:

- Learn the concepts & practices that make up the field of research
- Understand how to design and implement a business research program
- Identify and use appropriate techniques for basic analysis of data
- To report research findings relevant to business decision making,
- Be well prepared for summer Internship

#### Module Overview

- Business Research- Definition, Process and Defining Research Problems
- Secondary Research: Process and Sources
- Session with Mentors to discuss Research Projects
- Research Design
- Sampling – Design & sampling errors
- Questionnaire Design: Measurement and Scaling, Design process
- Data Collection and preparation
- Hypothesis Testing and Data Interpretation
- Data Analysis - Parametric and Non Parametric Tests, t and z test, Chi square Test
- Data Analysis – Tests
- Research Project Presentations

Recommended reference books:

- Naresh .K. Malhotra & Satyabhushan Dash : Pearson Education (5th Edition) - Marketing Research - An Applied Orientation
- Rajendra Nargundkar, Tata McGraw-Hill New Delhi, 2nd Edition – Marketing Research – Text and Cases

#### **714. Leadership and Corporate Accountability**

This course is about the responsibilities of business leaders. It is based on the assumption that business, like law and medicine, is a profession whose practitioners carry out an important role in society. When individuals enter the profession, they take on a distinctive set of responsibilities that go with the role. The purpose of the course is to give you a realistic understanding of these responsibilities and to provide you with a set of practical tools to help you carry them out.

Of course, a business leader’s specific responsibilities vary from situation to situation. However, in general, they fall into three broad categories: economic, legal, and ethical. Economic responsibilities relate to resource allocation and wealth creation; legal responsibilities flow from formal laws and regulations; and ethical responsibilities have to do with basic principles and standards of conduct.

These categories are not mutually exclusive. Many economic and ethical responsibilities have been written into law; and responsibilities to create wealth and obey the law rest ultimately on an ethical base. Moreover, as society’s ethical standards evolve, the law itself often changes in response, and virtually any action can be evaluated from all three perspectives. Indeed, these perspectives are often intertwined. In many cases, an adequate understanding of any one perspective depends on an understanding of the other two.

This triad—economics, law, and ethics—describes the framework within which business leaders are expected to exercise the authority entrusted to them. Through a variety of mechanisms—in the boardroom, the courtroom, and the court of public opinion—they are held accountable for doing so. In practice, this means that business leaders and the companies they lead must make a continuous stream of

decisions that simultaneously meet all three sets of responsibilities. A growing body of research links success in doing so with the ability to create long-term sustainable value.

### Learning objectives

It is therefore crucial for you, as aspiring business leaders, to

- Know what your role-related responsibilities are;
- Know how to incorporate these responsibilities into your decision making;
- Know how to build organizations that can make good on these responsibilities; and
- Develop the personal strength and resources needed to recognize and carry out these responsibilities in ambiguous, stressful, and fast-changing situations.

These points outline the learning agenda for Leadership and Corporate Accountability (LCA). Although no single course can cover all these topics in full, LCA aims to give you a basic grounding in each.

### Course Overview

- Introduction to LCA
- Responsibilities to Investors
- Hostile Takeovers
- Fiduciary Relationships
- Insider Trading
- Governing the Firm
- Corporate Boards
- Executive Compensation
- Managing Conflicts
- Product Integrity
- Customer Communication
- Product Design
- Product Safety
- Crisis Management
- Human Behavior
- Employee Responsibilities
- Employment At Will
- Evolving Labor Laws
- Managing Differences
- Global Diversity and Inclusion
- Employment Security
- Impacts of Layoffs
- International Labor Rights
- Corporate Citizenship
- Conflicting Duties and Rights
- Property Rights/Public Interest

- Accountable Capital
- Serving the Public Interest

### **715. Executive**

<to be shared later>

### **742. Business Law**

#### **Objective of the Course:**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the impact of environment on business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **Course Overview:**

##### Unit – I

Dynamics Of Business And Its Environment – Technological, Political, Social And Cultural Environment - Corporate Governance And Social Responsibility - Ethics In Business - Economic Systems And Management Structure - Family Management To Professionalism - Resource Base Of The Economy - Land, Forest, Water, Fisheries, Minerals-Environmental Issues.

##### Unit - II

Infrastructure - Economic- Social, Demographic Issues, Political Context - Productivity Factors, Human Elements And Issues For Improvement - Global Trends In Business And Management – MNCs Foreign Capital And Collaboration - Trends In Indian Industry – The Capital Market Scenario.

##### Unit - III

Law Of Contract - Agreement - Offer - Acceptance - Consideration- Capacity Of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies To Breach Of Contract - Partnership- Sale Of Goods - Law Of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder In Due Course – Holder In Value - Contract Of Agency.

##### Unit – IV

Company - Formation - Memorandum - Articles – Prospectus - Shares - Debentures -Directors - Appointment - Powers And Duties -Meetings - Proceedings – Management - Accounts - Audit – Oppression And Mismanagement - Winding Up.

##### Unit - V

Factory Act – Licensing And Registration Of Factories, Health, Safety And Welfare Measures - Industrial Disputes Act – Objects And Scope Of The Act, Effects Of Industrial Dispute, Administration Under The Act- Minimum Wages Act - Workmen Compensation Act.

### 533. Classroom to Community

This core course will provide you with meaningful opportunities to learn about global sustainability goals and get sensitized about the work being done in the social sector through CSR initiatives of corporate sector.

Community has been an important site of social work practice. The global economy is increasingly becoming integrated and interdependent; the relationship between business and community is becoming ever more complex. The globalization of business, the emergence of civil society institutions, government rules and regulations and international treaties and agreements have altered the job of managers and also the nature of strategic decision making within the firm. At no time has the business faced greater public scrutiny or demand to act in an ethically and socially responsible manner than present. The corporate scandals in India and abroad open a discussion on the sensitization of students on topics of ethics and responsible management practices as a part of the co-existence of business and society. There is a need to evolve alternate models of development that are pro-poor and also environment-friendly.

Sensitivity to the needs of community is a requirement that cuts across industry-sectors, domain-types (Marketing, Finance, Operations, OB/HR), and job-types.

Particularly, it will enable you to:

- develop an understanding of the centrality of community in the experience of society, economy and polity.
- facilitate your training to act as catalysts to bring about positive change in society and business
- familiarize you with the concept and relevance of responsible business and interpret the six Principles of Responsible Management Education.
- make you capable enough to understand the implementation of Corporate Social Responsibility in the present context.

#### Module Overview

Overview of Responsible Business and Importance of PRME, Sustainable development

Ecology and Sustainable Development in Global Business: Ecological Challenges, Sustainable Development, Global environmental issues-Ozone depletion, global warming, decline of biodiversity, Response of International Business Community

Understanding the Energy Scenario of the World: Energy needs, choices, possibilities, costs

PRME (Principles of Responsible Management Education) and UN Global Compact; Sustainable Development Goals

NVGs – Importance and Guidelines for reporting, Strategy for Indian Business Houses. Include discussion on the survey taken up by IILM on Responsible Business Practices

Ethical and Ethical Reasoning: Meaning, Ethical problems in business, core elements of ethical character-manager's value, virtue ethics, Analyzing ethical problems in business and whistle blowing.



#### 4. Proposed Electives, Year II (PGDM 2015-17)

##### Technology & Operations Management

Sl. No	Name
1	Supply Chain Management
2	Operations Strategy
3	Total Quality Management
4	Project Management
5	Data Analytics for Managerial Decisions
6	Managing Service Operations
7	Operations Analytics
8	Big Data and critical thinking
9	E-Commerce Business Models and Applications
10	E-Business Systems Development
11	Consulting tools And Framework
12	Managing Process Improvement
13	Enterprise Resource Planning
14	Make in India
15	Risk Analysis and Environmental Management
16	Design and Development of Web-Based Products and Services
17	Optimization Models for Industry
18	Business Data Mining & Decision Models

##### Economics and Strategy

Sl. No	Name
1	Competing Globally
2	International Trade Theory and Policy
4	Digital Strategy
5	Competitive Strategy
6	Designing Competitive Organisations
7	Making Sense of Strategy
8	Non Market Strategy- Management Beyond the market
9	Public Policy
10	Make In India -Microeconomics of Competitiveness- Firms, Clusters & Eco Development

##### Finance and Accounting Management

Sl. No	Name
1	Investment Strategies
2	Managing Financial Firm
3	Business Taxation
4	Compliance and Financial Services Regulations
5	Business Valuation and Analysis using Financial Statements
6	Corporate Finance Management
7	Working Capital Management

- 8 Costing and Control Systems
- 9 Corporate Tax Planning
- 10 Creating Value through Corporate Restructuring
- 11 International Finance
- 12 Private Equity and Venture Capital
- 13 Risk Management
- 14 Securitization in a global context
- 15 Corporate Accounting
- 16 Financial Modeling
- 17 Behavioral Finance & Value Investing
- 18 Mobile Banking and Digital Money
- 19 Financial Derivatives
- 20 Financial Planning & Wealth Management
- 21 Investing in Emerging Markets
- 22 Building Sustainable Cities and Infrastructure
- 23 Social Banking & Micro-finance
- 24 Business at the Base of the Pyramid

#### OB, HR, Leadership and Negotiations

- | Sl. No | Name                                     |
|--------|--|
| 1      | Human Recourse planning and Acquisition  |
| 2      | Employee training and development        |
| 3      | Performance Management and Appraisal     |
| 5      | Talent Management Strategy               |
| 6      | Compensation Management                  |
| 7      | Employee Relation and Labor Laws         |
| 8      | Human Resource Analytics                 |
| 10     | Managing Change                          |
| 11     | Re- Designing Work for Young Managers    |
| 12     | Interpersonal Dynamics                   |
| 13     | Human Resource Information System        |
| 14     | HR for Startups                          |
| 15     | Authentic Leadership Development         |
| 17     | Managing Social networks in organization |
| 18     | How star women Succeed                   |

#### Marketing

- | Sl. No | Name   |
|--------|--|
| 1      | Doing Business in Diverse Markets                            |
| 2      | Luxury Marketing   |
| 4      | Dynamic Marketing Strategy                                   |
| 5      | Business at the Base of the Pyramid                          |
| 6      | Brand Management   |
| 7      | Marketing Communication ( includes all communication points) |

8	Retailing
9	CRM
10	Marketing of Services
11	Sales & Distribution Management
12	Business Marketing & Sales
13	Big Data & Analytics in Marketing
14	Listening to Customer
15	Customer Insight
16	Design Thinking & Innovation
17	Online Economy: Strategy and Entrepreneurship
18	Sports Entertainment and Media Marketing
19	Entrepreneurial Marketing
20	Marketing for Social Impact
21	Pricing Strategy - Use of simulation
22	Creative Writing for Social Media
23	Sports Entertainment and Media Marketing
24	Marketing Communication
25	Understanding media by understanding Google
26	SEM and Google Adwords
27	Digital Analytics
28	Mobile and Location based marketing
29	Transforming Business Through Social Tools
30	Marketing Concepts in a Digital World

## 5. Graduation Requirements

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

- Student should pass all modules of Term 1 and Term 2 with minimum 40% marks. In case a student fails to clear all modules of Term 1 and Term 2 in the first attempt, two more chances will be given. The first supplementary exam will be held at the end of Term 3B (April/May). If a student still fails to clear the module, he/she 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. A student will not graduate if he fails to clear Term 1 and Term 2 modules through first, second or third attempt.
- For all the other modules (Term 3-Term 6) if a student fails to clear these in the first attempt, alternate assessment in the form of projects will be given.
- 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 PGDM 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 modules, the student will require an aggregate of 50% to graduate.

### In the Classroom

- Sit according to the seating chart provided
- 75% aggregate attendance is mandatory in every term to be eligible for writing examination. In case a student fails to secure the same, a minimum of 66% attendance in individual paper should be there for writing the respective paper's end term examination.
- No Electronic gadget except the I pad 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, Chair, 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 IILM faculty 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 IILM faculty coordinator. 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. In their own interests students are advised to follow the guideline and schedule for submission of project reports and assignments.

## **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 friends 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:** Incase student is not convinced about the decision of the Academic Committee Decision he 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.

## 6. 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 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. **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

1. Cancellation of the examination of the paper in respect of which he is found to have been guilty; and/or
2. Cancellation of the examination of the trimester examination for which he was a candidate and/or debaring from examination for future trimester(s).
3. 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

#### 4. 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.