

**IILM Graduate School of Management**

**Student Handbook 2019-21**



**16, Knowledge Park, Greater Noida (UP)**

**India 201 306**

<b>Contents</b>	<b>Page No</b>
About the Institute	3-4
PGDM Program	5
Academic Calendar	6
Credit sheet	7-8
Core Courses	9-13
Proposed Electives	14-16
Graduation Requirements	17
Program Expectations	18 -19
Examination Norms	20-23

## **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.

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

**IILM's Vision 2022: IILM will educate and develop innovative, entrepreneurial and responsible business leaders.**

#### **Our Mission:**

- We will offer with wider access, and in an inclusive and responsible manner
- An academically rigorous, practice and research supported, management education based on principled and ethical values, which maximizes the value add from entry to exit.

- An inspirational learning environment which fosters the understanding of disruptive, technological changes; challenges current assumptions, and encourages continuous innovation and learning.
- An outstanding practice based and work related learning experience which focuses on the application of knowledge and skills and is globally relevant.
- Personal mentoring which respects individuality and inspires students to become responsive and responsible business leaders.
- We will facilitate business and management research that leads to the creation of actionable knowledge, improves the understanding of management practices and provides inspiration for entrepreneurship and innovation.

**Values:**

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

**Key Themes**

- Commitment to an exceptional student experience
- Proactive alumni engagement
- International linkages that promote understanding and sensitivity to diverse markets and culture
- Safe environment and enabling infrastructure
- Transparent and seamless communication with students and parents, faculty and staff, alumni, and employers

## **2. The PGDM 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 2019-2021 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 –

### **Program Learning Goals**

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

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

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

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

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

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

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

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

## Academic Calendar 2019-21

Orientation	02 – 05 July 2019
Crossing Over	06 – 12 July 2019
Term I classes	15 July – 24 September 2019
Examinations for Term I	25 September – 30 September 2019
Term II classes	1 October – 04 January 2020
Deepawali Break	26 October – 03 November 2019
Winter Break	22 December 2019 – 01 January 2020
Examinations for Term II	06 January – 10 January 2020
Term III classes	13 January 2020 – 21 March 2020
Examinations for Term III	23 March – 31 March 2020
Summer Internship	April – June 2020
Foreign Immersion	July 2020
Registration and Orientation to Year II	03 August 2020
Term IV classes	04 August – 10 October 2020
Assessment for Trimester IV	12 – 17 October 2020
Term V classes	19 October – December 26 2020
Assessment for Trimester V	28 December 2020 – 05 January 2021
Term VI classes	06 January – 27 <sup>th</sup> February 2021
Presentation of Dissertation and Viva	01 March 2021- 15 March 2021

## Credit sheet PGDM 2019-21

### IILM GN Credit Sheet 2019-2021

		Credits	Hours
<b>Term 1 ( 15 July to 30 September 2019)</b>			
501	Economics 1	3	30
503	Organizational Behavior	4	40
505	Accounting for Managers	4	40
508	Marketing 1	3	30
511	Quantitative Techniques and Data Analysis	4	40
	Career course	2	
	Placement workshop	2	
	Career Trek 1		
	<b>Total</b>	<b>22</b>	<b>180</b>
<b>Term 2 ( 01 October 2019 to 10 January 2020)</b>			
502	Economics 2	3	30
504	Human Resources Management	4	40
506	Finance 1	3	30
509	Marketing 2	3	30
510	Operations	4	40
	Career course	2	
	Placement workshop	2	
	Career Trek 2		
	Online Course	2	
	<b>Total</b>	<b>23</b>	<b>170</b>
<b>Term 3 ( 13 January 2020 to 31st March 2020)</b>			
507	Finance 2	3	30
513	Entrepreneurship, Innovation and Sustainability	4	40
512	Strategic Management	4	40
	Business Research Methods	2	20
E	3 Electives	9	90
	Placement workshop	2	
	Career course	2	
	Online Course	2	
	<b>Total</b>	<b>28</b>	<b>220</b>
	<b>Year 1 Total</b>	<b>73</b>	<b>570</b>
Summer	Summer Internship	6	
	Faculty Interaction, Group Discussion, Self Assessment	3	
GS	Global Study / International Trek / Term Paper based on Indian Experience	6	

**Term 4 (03 August 2020 - 10 October 2020)**

E	6 Electives	18	180
	Placement workshop	2	
	Career course	2	
	Online Course	2	
	Total Credits	24	180

**Term 5 (19 October 2020 to 26 December 2020)**

E	5 Electives	15	150
	Placement workshop	2	
	2 Career course	4	
	Online Course	2	
	Total Credits	23	150

**Term 6 ( 06 January 2021 to 15 Mach 2021)**

	Dissertation	9	
	2 Online Course	2	
	Total Credits	11	
	Year 2 Total	73	330
	Total Taught credits ( 48 core + 42 Electives)	90	900
	Total - Outside class Room ( 10 online + 9 SIP + 9 Dissertation + 6 Global Study/Int Trek/Term Paper + 10 placement workshop +12 career course	56	
	Cumulative credits	146	900



### 3. Core Courses

**Economics 1:** Microeconomics is the foundation of much of what you study in the first-year core curriculum in a business school. This base-level course provides you with the essential frameworks and concepts to study market equilibrium, firm and consumer behavior, and competitive interactions through the lens of microeconomic theory. The objective of this course is to develop the capacity to analyze the economic environment in which business entities operate and understand how managerial decisions can vary under different constraints. Major topics covered are cost and production functions, elasticity, pricing strategies analyzing the functioning of markets, the economic behavior of firms and other economic agents.

**Organization Behavior:** This module is a core paper for all PGDM students. This course helps to understand behavior at both individual and team level in organizational settings. Building on the discipline of social psychology, this course helps students to cultivate mind-sets and build skills to understand the ways in which organizations and their members affect each other. Student will learn frameworks for diagnosing and resolving problems in organizational settings at individual, team and organization level. The course aligns the Individual, the group and the organization system for better organizational effectiveness in dynamic era. On completion it is expected that participants will have acquired an understanding of factors affecting individual and group behaviors in organization settings, Critical thinking skills to analyze self and apply acquired skills appropriately in decision making, The capacity to identify individual role in team decision making, cohesiveness and organizational effectiveness, Effectively address the issues of stress and apply tools to cope with resistance in context of organizational change and People skills necessary for working in teams to align with group needs to achieve organizational goals.

**Accounting for Managers:** Accounting is the process of identifying, recording, and summarizing of economic information and reporting the same to the end users. The end users are a varied group. It includes prospective and existing investors, tax administration authorities, company managers and even the Board of Directors of the company concerned. Each group has their own distinct need and it is the decision making process of the users that dictates the type of accounting information they require; for instance financial accounting information are required for the purpose of reporting and compliance while cost related information are required by company managers for the purpose of pricing, cost allocation and efficiency analysis. This accounting course has the general objective of developing students' understanding of the nature, scope, and limitations of accounting information and its use in decision making for all stakeholders. This is a core paper of accounting in Trimester I, Year 1, and is fundamental to the understanding of all the finance and accounting courses that follow. Even if a student decides to go into other specialization such as human resources, marketing or operations, this paper remains equally important, because anywhere in an organization an employee will be required to understand the implications of her/his decisions on the financial health of the firm.

**Marketing 1 & 2:** Marketing is an essential and fundamental requirement that managers in business houses/organizations are expected to master in today's competitive marketplace - whether it is a product /services/solution. This course is about understanding Marketing in a New Perspective. It elaborately deals with the fundamentals of Marketing and Marketing Mix and focuses on how companies create and capture value from products, customers, and why some products/customers are more valuable than others. Covered as Marketing Management – 1 and 2 these two core courses will enable a student of management will be exposed to the fundamentals of marketing management (Marketing Mix, STP, PLC, Brand Management, Marketing Strategy, Marketing Decision, Channel Management, Promotion Management, 360 Marketing, Social Marketing) as well as learn about aspects that are relevant for executing and delivering on the lines of strategic objectives of the organization/shareholders. The two modules of marketing management will give a comprehensive understanding of what makes products or companies successful, sustainable and deliver value to customers. It will help the student to evolve their

understanding and prepare to make a transition into being a successful marketer in their organizations of choice. This course will provide an understanding of Marketing 4.0. as companies continue their transition to Industry 4.0.

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

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

**Economics 2:** Macroeconomics gives students the back-ground to understand the broad movements in the global economy. The 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. Key topics include long-run economic growth, technological change, booms and recessions, inflation, interest rates, monetary and fiscal policy, wage inequality, international trade, and exchange rates. The objective of the course is to enable the student to comprehend the impact of domestic macroeconomic policy variables on the business environment and appreciate the complexities of doing business in a global world, especially in the areas of investment, foreign exchange and trade flows.

**Human Resource Management:** The human resources of an organization are the most valuable assets of the organization, and are also most difficult to manage. Human resource management (HRM) is of strategic importance today. In the competitive business environment of the 21st century, human resources (HR) have become key resources for change, innovation, and value generation. One of the most important differentiating factors of successful companies is their employees. With other factors like technology, infrastructure, opportunities, threats and a market being almost the same for all companies, the real differentiator is the human capital within each company. This course explores the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, mentoring and career management. This module draws on the disciplines of economics, social psychology, and organizational sociology and gives a framework that help manage organizational personnel.

**Finance 1:** The theory of the firm starts with the objective of maximizing the market value of the firm or wealth of shareholders. Broadly this requires the firm to make choices; choices that are both short term and long term in nature. These choices are related to the sources of financing (the left hand side of a T-form balance sheet), the allocation of resources (the right hand side of the T form balance sheet), and choices relating to the distribution of profits with equity shareholders or owners of the firm. In order to effectively understand and appreciate the above, each one of us will have to understand the context in which the firm operates and master the tools that will enable us to analyze a decision making situation effectively. These and certain short term financial decisions will be the focus of this paper. Finance 2 will focus exclusively on the long term financial decisions. This paper will be broadly divided into three parts: Part I will focus on the objective of the firm and the context in which the firm operates. We will discuss the role of information and the market in great detail in Part I. In Part II we will discuss the role of interest

rate and its different dimensions. In Part III we will discuss short term financing decisions that a firm faces, namely, working capital management.

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

**Finance 2:** The goal of Finance 2 is to develop insights into the process by which firms can create value for shareholders by designing the right financing mix, choosing the right investment opportunities and deciding on the value maximizing pay out policy. The course aims to impart the necessary analytical skills for making corporate investment decisions, financing decisions and dividend decisions by examining theories and referring to existing corporate practices. Additionally the course examines these decisions in the international context, including exchange rate/interest rate risk analysis, and issues of corporate governance and control. In essence, we will explore the very patterns of corporate finance that has shaped the familiar yet complex terrain of today's global economy. An equally important component of this course is its emphasis on developing your critical auditory and erudite writing skills to a level that is commensurate with the standards expected of post graduate students. The course teaching methodologies will be composed of lectures, homework assignments and a group project.

**Entrepreneurship, Innovation and Sustainability:** This course will introduce variety of approaches to entrepreneurship by using theory and case studies and will also cover the relationship between entrepreneurship, innovation and sustainable business. It will be a mix of theory and practical field work, whereby students will get the chance to take their ideas to the field and test it. They will also get the chance to create a business plan and thus experience entrepreneurship as a practice. This course is very useful for students wanting to start their own entrepreneurial venture or a startup company. This course will facilitate the student into discovering what it means to be enterprising as well as develop functional skills necessary for creation and sustainability. The focus will be on generating new innovative strategies, initiatives and ideas, taking into consideration sustainability. After the course is complete, the student is expected to understand entrepreneurship and its importance, Comprehend the traits that make a successful entrepreneur, Identify and evaluate opportunities for entrepreneurial activity, Different methods that can be used to minimize uncertainties at different stages of the entrepreneurial process, Dynamics of various functional areas within a business, Discuss the relationship between innovation and sustainable business , Explain the different motivations for sustainable business, Understand the role of entrepreneurship in sustainable business, discuss what is meant by providing value to customers and how this concept applies to sustainability practices.

**Strategic Management:** The business world today is considerably different and more complex than it was in the previous years. Both the challenges and opportunities facing organizations of all sizes today are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision making abilities of students, especially in relation to understanding the employability of various strategies in different situations. Upon Completion of the course the students will be able to (a) describe the practical and integrative model of strategic management process that defines basic activities in strategic management, (b) demonstrate the knowledge and abilities in formulating strategies and strategic plans, (c) analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement, and (d)

evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences

**Business Research Methods:** This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. In this process, the students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem. They will develop critical core competencies and skills required to carry out such an enquiry. These competencies and skills include: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; as well as the importance of ethical conduct in conducting research in both a domestic and in international business contexts.

**Career Courses:** These courses are meant to help you get the job you want. Career courses will focus on topics like emotional intelligence, advances in technology and their application in business, critical thinking skills, problem framing and solving, purposeful work and life choices. Each of these courses will carry 2 credits and attendance will be compulsory for all. Qualifying these courses are a graduation requirement.

**Placement Workshop:** Placement workshops are intended to enhance skills that have a direct bearing on your performance in placement season starting Trimester IV of Year II. Workshops will be conducted on topics like Intentional Networking, Effective Communication, Logical Reasoning (Aptitude Test), Grooming and Etiquette, Group Discussion, CV and Interview and Storytelling. Each of these workshops will carry 2 credits and attendance will be compulsory for all. Qualifying these workshops is a graduation requirement.

**Career Trek:** Career Trek provides a structured understanding of career opportunities in different industries to the students. Students get to know about industry and companies through the company visits and opportunities to interact with HR and other functional heads . They understand the required knowledge and skills needed to make a good career in a particular industry. These interactions will be based on student interest in a particular sector. It will include various industry sectors, such as FMCG, Banking, Financial Services, E-commerce, Automobile, Health Management, Research and Consulting, Manufacturing, Venture Capital/Private Equity, Hospitality, Real Estate, IT/ITES , Media and Entertainment. Students will be asked to declare their 1st and 2nd preference of the industry. Each group will first research their assigned industry sector, and visit minimum four leading organizations from that sector. The groups will present their findings to their class-mates and faculty guides.

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

It intends to:

- Put into practice theories and concepts learned on the programme.
- Provide an opportunity to study a particular topic in depth.
- Show evidence of independent investigation.
- Combine relevant theories and suggest alternatives.

- Enable interaction with practitioners (where appropriate to the chosen topic).
- Show evidence of ability to plan and manage a project within deadlines.

Working on the thesis is expected to commence by the beginning of Trimester IV and all submissions will have to be made by the second month of Trimester VI.

#### **4. Proposed Electives, Year II (PGDM 2019-21)\***

##### **Accounting and Finance (Credits)**

- Business Analysis & Valuation Using Financial Statements (3)
- Investment Management (3)
- Financial Planning and Wealth Management (3)
- Corporate Restructuring (3)
- Mobile and Digital Payment Systems (2)
- Alternative Investments and Hedge Funds (3)
- Risk Modeling and Management (3)
- Financial Services for Low-Income Households and Family Businesses (2)
- Financial Derivatives (3)
- Credit Risk Analysis & Management (3)
- Managing and Innovating in Financial Services (2)
- Corporate Tax Planning (3)
- Asset Securitization (3)

##### **Economics, International Business and Public Policy (Credits)**

- Economics & Management in Developing Countries (2)
- Strategy Beyond Markets (2)
- Public Policy (2)
- International Business (3)
- Institutions , Macroeconomics & the Global Economy (2)
- Behavioral Economics & Decision Making (2)

##### **Innovation and Strategy (Credits)**

- Innovation and Design Thinking (2)
- Entrepreneurship and New Ventures (2)
- Managing Change & Transformation (2)

##### **Marketing (Credits)**

- Sales and Distribution (3)
- Marketing Concepts in The Digital World (3)
- Dynamic Marketing Strategy (2)

- Rural Marketing (2)
- Marketing of Services (3)
- Brand Management (2)
- Market Research & Analytics (2)
- Luxury Marketing (2)
- Consumer Behaviour (3)
- Managing Customer Value (2)
- Retailing (3)
- Sports and Entertainment Marketing (2)
- Integrated Marketing Communication (3)
- Marketing and Innovation (2)

### **Managing Organisations, OB & HR (Credits)**

- Talent Acquisition (3)
- Performance Management & Appraisal System (2)
- Managing change & Transformation (2)
- HR Audit (2)
- Learning & Development (3)
- HR Analytics (2)
- Power & Influence (2)
- People Operation from Start up to Scale up (1)
- Cross Cultural Leadership (2) Compensation Management (2)
- Employee Relation & Compliance (2)
- Negotiation (2) Talent Management Strategy (2)
- International HRM (2)

### **Operations, Information, Data and Technology (Credits)**

- Supply Chain Management (3)
- Introduction To Programming For Data Analysis (2)
- Big Data Analytics (3)
- Enabling Technologies (IoT, Robotics , Cloud computing, 3 D designing and printing) (2)
- Electronic Business and Online Marketplaces (3)
- Making Data Relevant (3)

- Service Operations (3)
- Big Data and Hadoop Administrator(2)
- Artificial Intelligence (1)
- Operations Strategy (2)
- Total Quality Management (3)
- Machine Learning (1)
- Project Management (3)
- Blockchain (2)

#### **Entrepreneurial Management (Family Business) (Credits)**

- Execution and Managing Start-ups (2 credit)
- Advanced Entrepreneurship (2)
- Introduction to Intrapreneurship (2)
- Building Lasting Family Business – Synergy in Vision, Values and Strategy (2)

#### **General Management (Credits)**

- Social Entrepreneurship (2 credits)
- Corporate Governance (2 credits)

\* The elective list is only indicative and will be revised by December 2019.



## 5. Graduation Requirements

- A student should complete 146 credits to graduate.
- Students will have to pass all core modules of Term 1, 2 and 3 with minimum 40% marks in each subject.
- A Student is required to score an aggregate of at least 40% over two years
- In case a student fails to clear all modules in the first attempt, they can sit in the reappear examination.
- To be eligible to sit in the reappear examinations, a student needs to clear at least 50% of the core papers of Year I. In case a student fails to do the same, she/he will repeat the entire of Year I with the next batch students. In such cases, all previous scores of papers cleared will no longer be considered.
- The supplementary examination for all the core courses of year 1 will be held in the month of September in Year 2.
- Students may also reappear with the junior batch of students to clear core papers in the respective trimesters when they are held.
- If a student fails to qualify the minimum requirement within 5 years of registration to the program, she/he will have to leave the program.
- Student who clear core modules in the first attempt will be given a chance to improve her/his scores by attempting to reappear in repeat examination. In such cases the best of the two scores will be considered. However if the repeat examinations scores are better and incorporated in the mark sheet, the same shall carry 'R' as a super script to indicate the same.
- For all the elective modules (Term 3 - Term 6) if a student fails to clear these in the first attempt, the student will have to appear for alternate assessments or opt for other electives. However provisional mark sheets for Trimester IV and V will continue to carry grades for all examinations a student appears in and is graded. Replacement of grades for electives a student opts for in a later trimester in lieu of F grades in certain electives shall be carried out in the final grade sheet of the students.
- For obtaining the PGDM Diploma a student will have to meet all the requirements mentioned above and score an aggregate of at least 40% over two years.

## 6. Program Expectations

- **Group Assignments:** A significant amount of group work is required in this program. Individual students are expected to be full participants in, and contributors to, each group based project/assignment within the program coursework. Individual students who fail to meet this expectation, without documented extenuating circumstances may receive a failing grade in the project/assignment. Guidelines will be provided outlining the requirements of group work by individual faculty members. Expectations will vary among faculty and students are expected to ask questions if they are not clear.
- **Assignment Deadlines:** Assignments are due by the date and time specified in the Instructional Plan. Students who fail to meet the deadlines for submission of projects or assignments are not entitled to any credits assigned for the same. If a student fails to submit an assignment on time, she/he will be awarded a zero
- **In-class Assignments/Quizzes:** In-class assignments and/or quizzes may take place during certain classes. These evaluations must be completed during the assigned class time. The absence if any should be informed in advance to the concern faculty. Please refer to the individual course outline for guideline related to missing assignment or quiz.
- **Intellectual Honesty:** Students are responsible for personally maintaining control of their own work at all times, so that intellectual honesty can be maintained. Failure to maintain academic honesty will not be tolerated, and students found guilty in any way will be disciplined in accordance with the policy. A range of penalties may be applied based on whether it is a first or subsequent offence and on the severity from a grade deduction to suspension from the College.

### Policy for Plagiarism and Copying

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

- **Academic Misconduct and possible sanctions**

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

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

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

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

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

- **Attendance Policy**

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

- **In the Classroom**

- Students are required to sit according to the seating chart provided in the classroom.
- Students are requested to take care of the classroom furniture (Tables, Chairs, Ac's etc.).
- Leave the room in an orderly manner after the lecture /session gets over.
- All the rooms are installed with CCTV cameras and any damage to any college property, intentional / unintentional, will have to be borne by the person responsible for the same.
- Act responsibly & maturely. Don't scribble with your pens/ pencils on tables, chairs or walls.
- Switch off lights, AC's, fans etc. when leaving the classroom or not in use. Don't use the classrooms while any housekeeping or maintenance work is being carried out. Your cooperation will only help improve things.

- **Studying with our Partners (if applicable)**

- Participants are required to stay for the whole duration of the programme. Participants are expected to take part in all scheduled activities (classes, teamwork, company visits, meals, as well as all cultural and social activities). Only in special circumstances, and with the approval of the coordinator, may a participant miss a scheduled activity.

- Participants must obtain permission to leave the campus. Sign-out sheets will be used to record destination, time in and time out; this should be duly approved by the coordinator of the partner institute. Sign-out procedures will be explained during the orientation. Violation of sign-out procedures may cause dismissal from the programme.

## 7. Examination 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.**

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

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

### **End Term Examination norms for students of Post Graduate Diploma in Management**

1. Students should report at the examination venue at least 15 minutes before the scheduled time.
2. Students are expected to equip themselves with pen, pencil, ruler, calculator and all other relevant material the concerned faculty has informed the class prior to the examination. Scientific/programmable calculators are not allowed in the examination hall. Sharing of resources is not permitted in the examination hall.
3. On entering the examination venue, each student should collect the answer booklet from the invigilator. Students are required to take their seats as per instructions. Answer booklets are not exchangeable.
4. Students must fill the particulars on the cover page of answer booklet before proceeding to attempt any question. The same is the case with every additional booklet used. Your roll number is your registration number. **If a student mentions her/his name or creates any identification mark on the answer-sheet, the answer sheet will not be evaluated. The student shall be awarded an F grade in such papers.**
5. A student must not refer to any book, paper or other notes, unless it is an open book examination. **Except for open-book examinations, all bags, books and study material must be left outside the examination venue. Carrying of bags, laptops are not allowed in the examination venue. The Institute will not be held responsible for the loss or theft of any material from within or outside the examination venue.** Students are, therefore, advised to refrain from carrying important books, papers, bags or other belongings to the examination venue to avoid the risk of losing them.
6. Mobile phones are not allowed in the examination hall.
7. Except for essential communication with the invigilator, a student is not permitted to communicate in any form with anyone else during the examination. Passing or receiving

information in any form or peeping into the answer books of others during the examination constitutes misconduct and is strictly prohibited.

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

### **Unfair Means**

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

Unfair means shall include the following:

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

- Impersonating any candidate or getting impersonated by any person for taking the examination.

## **Punishment**

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

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

## **Norms of Punishment**

The following norms for punishment are laid down.

(i) If the candidate is found having in his possession of any material relevant to the syllabus of the examination paper concerned but has not copied from or used it,

a. The punishment will be the cancellation of the examination of that particular paper and he/she will be awarded F grade in that paper with all the consequences to follow. However, if the material found in possession of the candidate is of insignificant nature the punishment may be relaxed to the extent that he/she will be given the chance to reappear in the examination.

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

a. The punishment will be the cancellation of the present trimester examination and he/she shall be awarded F grade in all the papers of that trimester with all the consequences to follow.

(iii). If the candidate is found talking to another candidate or to any unauthorized person inside or outside the examination hall during the examination hours without the permission of the invigilator his examination in that paper may be cancelled and F grade will be awarded in that paper with all the consequences to follow.

(iv). If the candidate is found reading or possess some incriminating material relevant to the syllabus of the paper in verandah, urinal etc his/her examination in that particular paper or his whole trimester examination depending on the gravity of the offence shall be cancelled.

(v). If the candidate is found giving or receiving assistance in answering the question papers to or from any other candidate/person in the examination hall or outside during the examination hours, his/her examination in that particular paper will be cancelled and F grade will be awarded in that paper with all the consequences to follow.

(vi). If the behavior of the candidate on being caught is unsatisfactory or the candidate uses resistance/violence against the invigilator or any person on examination duty or consistently refuses to obey the instructions, the above punishments may be enhanced according to the gravity of the offence as deemed fit by the Academic Committee

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

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