

IILM: Graduate School of Management
16, Knowledge Park, Greater Noida 201 306
Student Handbook 2017-19



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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 educate and develop innovative, entrepreneurial and responsible business leaders.

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

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 values of global social responsibility and sustainability putting larger interests above our own
- An appreciation of the cultural heritage and socio-economic diversity of India

Key Themes:

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

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 2017-2019 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 understanding of appropriate management techniques to allow investigation into business and management issues

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

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

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

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

L7-Be able to effectively communicate and negotiate.

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

L9-Be cognizant of the impact of their individual and corporate actions on society, recognize responsible and inclusive business practices and be sensitive to the social, economic and environmental responsibilities of business.

In accordance with the above, 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 2017-2018, ILM, PGDM

Trimester I			
Week	1	3-Jul-17	to 8-Jul-17
Week	2	10-Jul-17	to 15-Jul-17
Week	3	17-Jul-17	to 22-Jul-17
Week	4	24-Jul-17	to 29-Jul-17
Week	5	31-Jul-17	to 5-Aug-17
Week	6	7-Aug-17	to 12-Aug-17
Week	7	14-Aug-17	to 19-Aug-17
Week	8	21-Aug-17	to 26-Aug-17
Week	9	28-Aug-17	to 2-Sep-17
Week	10	4-Sep-17	to 9-Sep-17
Week	11	11-Sep-17	to 16-Sep-17
Week	12	18-Sep-17	to 23-Sep-17
Week	13	25-Sep-17	to 30-Sep-17

Examination Week (25th to 29th September)

Trimester II			
Week	1	3-Oct-17	to 7-Oct-17
Week	2	9-Oct-17	to 14-Oct-17
Week	3	16-Oct-17	to 21-Oct-17
Autumn Break (16-22 October 2017)			
Week	4	23-Oct-17	to 28-Oct-17
Week	5	30-Oct-17	to 4-Nov-17
Week	6	6-Nov-17	to 11-Nov-17
Week	7	13-Nov-17	to 18-Nov-17
Week	8	20-Nov-17	to 25-Nov-17
Week	9	27-Nov-17	to 2-Dec-17
Week	10	4-Dec-17	to 9-Dec-17
Week	11	11-Dec-17	to 16-Dec-17
Week	12	18-Dec-17	to 23-Dec-17
Week	13	25-Dec-17	to 30-Dec-17

Winter Break (25 Dec -1st January 2017)

Week	14	1-Jan-18	to 6-Jan-18
Week	15	8-Jan-18	to 13-Jan-18

Examination Week (8th to 13th January)

Trimester IV			
Week	1	8-Aug-17	to 12-Aug-17
Week	2	14-Aug-17	to 19-Aug-17
Week	3	21-Aug-17	to 26-Aug-17
Week	4	28-Aug-17	to 2-Sep-17
Week	5	4-Sep-17	to 9-Sep-17
Week	6	11-Sep-17	to 16-Sep-17
Week	7	18-Sep-17	to 23-Sep-17
Week	8	25-Sep-17	to 30-Sep-17

Examination Week (25th to 29th September)

Trimester V			
Week	1	3-Oct-17	to 7-Oct-17
Week	2	9-Oct-17	to 14-Oct-17
Week	3	16-Oct-17	to 21-Oct-17
Autumn Break (16-22 October 2017)			
Week	4	23-Oct-17	to 28-Oct-17
Week	5	30-Oct-17	to 4-Nov-17
Week	6	6-Nov-17	to 11-Nov-17
Week	7	13-Nov-17	to 18-Nov-17
Week	8	20-Nov-17	to 25-Nov-17
Week	9	27-Nov-17	to 2-Dec-17
Week	10	4-Dec-17	to 9-Dec-17
Week	11	11-Dec-17	to 16-Dec-17
Week	12	18-Dec-17	to 23-Dec-17
Week	13	25-Dec-17	to 30-Dec-17

Winter Break (25 Dec -1st January 2017)

Week	14	1-Jan-18	to 6-Jan-18
Week	15	8-Jan-18	to 13-Jan-18

Examination Week (8th to 14th January)

Trimester III				Trimester VI					
Week	1	16-Jan-18	to	20-Jan-18	Week	1	16-Jan-18	to	20-Jan-18
Week	2	22-Jan-18	to	27-Jan-18	Week	2	22-Jan-18	to	27-Jan-18
Week	3	29-Jan-18	to	3-Feb-18	Week	3	29-Jan-18	to	3-Feb-18
Week	4	5-Feb-18	to	10-Feb-18	Week	4	5-Feb-18	to	10-Feb-18
Week	5	12-Feb-18	to	17-Feb-18	Week	5	12-Feb-18	to	17-Feb-18
Week	6	19-Feb-18	to	24-Feb-18	Week	6	19-Feb-18	to	24-Feb-18
Week	7	26-Feb-18	to	3-Mar-18	Week	7	26-Feb-18	to	3-Mar-18
Week	8	5-Mar-18	to	10-Mar-18	Week	8	5-Mar-18	to	10-Mar-18
Week	9	12-Mar-18	to	17-Mar-18	Week	9	12-Mar-18	to	17-Mar-18
Week	10	19-Mar-18	to	24-Mar-18	Week	10	19-Mar-18	to	24-Mar-18
Week	11	26-Mar-18	to	31-Mar-18	Week	11	26-Mar-18	to	31-Mar-18
Week	12	2-Apr-18	to	7-Apr-18	Week	12	2-Apr-18	to	7-Apr-18
Week	13	9-Apr-18	to	14-Apr-18	Week	13	9-Apr-18	to	14-Apr-18
Examination Week (9th to 15th April)					Examination Week (9th to 15th April)				

Credit Sheet 2017-2019

		Credits	Hours
	Term 1 (July to September)		
	Crossing Over (1 Day)		
504	Managerial Skills	2	20
505	Managing Groups and Teams	2	20
	Excel Workshop		
	ELS Workshop (UoB)		
502	Financial Accounting	3	30
503	Leadership Labs	2	20
506	Optimization and Simulation Modeling	3	30
507	OB	2	20
516	Marketing	3	30
517	Microeconomics	2	20
	FIELD 1 (Field Immersion Experiences for Leadership Development)	1	10
	Career Trek 1	1	10
	Total	21	210
	Term 2 (October to 15 January)		
508	Strategic Leadership	3	30
509	Corporate Finance	2	20
511	Finance	2	20
512	HRM	2	20
513	Information Management	2	20
514	Macroeconomics	2	20

518	Operations	3	30
535 W	Career Trek 2	2	20
	Spoken Business Communications	2	20
	Total	20	200
	Term 3 (15 January to 15 April)		
501	Ethics in Management	2	20
510	Data Analysis and Decision Making	2	20
515	Managerial Accounting	3	30
519	Strategy Beyond Markets	2	20
	Legal Aspects of Business	1	10
	Business Research Methods	2	20
	FIELD 2	1	10
	Written Analysis and Communications (WAC)	2	20
600-690	Electives 2	6	60
	Total	21	210
	Year 1 Total	62	620
	Year 2		
	Summer Internship	6	
	Faculty Interaction, Group Discussion, Self Assessment	3	
700-750	Global Study (3 electives)	9	90
	Term 4 (August 2017 - September 2017)		
533 HBS	FIELD 3	2	20
	Government System and Processes	2	20
600-690	Electives 5	15	150
		19	190
	Term 5 (October 2017 to 15 January 2018)		
600-690	Electives 7	21	210
	Term 6 (15 January 2018 to 15 April 2018)		
	Dissertation 9 Credits		
	(All repeat papers and credits)		
	Year 2 Total	58	490
		120	1110

Core Courses

504 Managerial Skills

In this course we will examine a number of common managerial challenges faced by executives in leadership positions. We will explore these topics using 4 case examples, each asking students to evaluate a series of situations, develop alternatives for their resolution, and ultimately recommend and implement a course of action from the point of view of the company's owner/manager. We have selected small to midsized businesses as the context for these discussions in order to highlight the impact that key decisions and their implementation can have on the broader organization.

To provide a starting point for preparation for class discussions, suggested study questions are going to be included with each assignment. Preparation for class should encompass not only analysis and conclusions, but also specific recommendations as to implementation. Students should come to class prepared to role-play important conversations between management and other key individuals. Regular participation in a study group is strongly encouraged. Each Study group will have mentor

505 Managing Groups and Teams

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

502 Financial Accounting

The objective of the course is to learn to read, understand, and analyze financial statements. The course is intended for students with no previous exposure to financial accounting. The course adopts a decision-maker perspective of accounting by emphasizing the relation between accounting data and the underlying economic events that generated them. The course focuses initially on how to record economic events in the accounting records (i.e., bookkeeping and accrual accounting) and how to prepare and interpret the primary financial statements that summarize a firm's economic transactions (i.e., the balance sheet, the income statement, and the statement of cash flows).

503 Leadership Labs

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

506 Optimization and Simulation Modeling

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

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

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

507 Organizational Behavior

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

516 Marketing Management

The Marketing Management module seeks to develop the student's basic analytical skills, conceptual abilities and substantive knowledge of marketing in a variety of real-life marketing situations. The module would expose students to have a broad overview of marketing as a discipline, the basic concepts, marketing practices and terminology as well as explore the relationship of marketing with other functions of the organization. The students would be able to understand the marketing environment, marketing information, basics of buyer behavior both in B2c and B2B situation, how value is created and delivered to the customer and enable to understand the tools and techniques for market analysis particularly competitor analysis. The module would further enable the students to get an overview of creating competitive advantage, understand the rural markets, also the global marketplace and global marketing environment and explore other contemporary issues in marketing.

517 Micro Economics

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

FIELD (Field Immersion Experiences in Leadership Development)

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.

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 by the team members or through the outcome of the BRM course), 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.

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.

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. Faculty members will become faculty-guide to groups, and will work as an integral member of the group. Each group will first research their assigned industry sector, and visit minimum four leading organizations from that sector. 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) about the two organizations visited. The groups will present their findings to their class-mates and faculty guides. The institute will ensure that only one group of students visit one company to maximize the exposure to different companies.

508 Strategic Leadership

This course examines fundamental issues of general management and leadership within an organization. You will learn about setting an organization’s strategic direction, aligning structure to implement strategy, and leading individuals within the firm. You will study the interplay among formal structure, informal networks, and culture in shaping organizational performance.

509 Corporate Finance

This Corporate Finance courses will develop and extend standard tools and techniques of financial analysis, valuation, and model-building, and apply these methods to a wide range of cases. Case topics will include capital structure, valuation, mergers and acquisitions, private equity and venture capital, international finance, hostile takeovers and leveraged buyouts, and financial distress.

511 Finance

Course Objective: The theory of the firm starts with the objective of maximizing the market value of the firm or wealth of shareholders. From a financial perspective, this is best achieved by choosing the correct investment and financing decision. This course on Finance analyzes how investment and financing decisions interact to affect the value of the firm. With this intent the course introduces participants to the relevant techniques of financial analysis, and frameworks of decision making. The topics covered in this paper forms the basis of all elective finance courses.

512 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.

513 Information Management

<Will be shared>

514 Macro Economics

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

518 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.

SBC

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

501 Ethics in Management

<Will be shared>

510 Data Analysis and Decision Models

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

significant differences between means and the role of analytics in business settings more generally.

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

515 Managerial Accounting:

Accounting has often been described as the language of business and a working knowledge of that language assumes natural importance in a management curriculum. This course looks at accounting both Management & Cost Accounting from a predominantly management point of view. It attempts to sharpen the participant's ability to understand and analyse accounting information.

The purpose of this course is to provide students with a conceptual understanding of cost and managerial accounting and with the skills for applying the knowledge to decision making. Emphasis is placed on the interpretation and use of accounting information rather than its creation and accumulation.

This course is an essential complement to financial accounting, where most of the notions and tools used in management accounting come from.

519 Strategy Beyond Markets

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

Legal Aspects of Business

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

The objective of this course is to provide the students with practical legal knowledge of general business law issues, to become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, organize resources and handle risk, it is essential that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate. A sound knowledge of the law is a strategic asset which if timely and properly applied will provide the soon-to-be managers and their organizations, immediate and long-term benefits and the ability to avoid serious mistakes.

Managing Research Methods:

Business research method emphasis on applied problem solving, Students will develop skills needed to plan, organize and undertake a business research project. The course will include both quantitative and qualitative research methods. This course familiarizes the students with fundamental skills to undertake empirical, descriptive, and analytical research within the business context. The principles of ethics in research, research report writing and presentation skills are also included.

WAC

This module specifically addresses effective business writing. It aims to introduce students to the fundamentals of writing and develop communiqué skills through critical thinking, organizing ideas and rigorous practice. This course also focuses primarily on the formal writing tasks that management professionals are required to perform as a part of their jobs. It covers writing style for different situations, contexts and with different objectives along with basics of the communication model, organizing a message, knowing and understanding audience, employability communication, and writing for social media. It intends to prepare the students to handle written forms of communication in a better style and technique.

Government Systems and Processes

The course Government Systems and Processes attempts to comprehend how the government functions and to be able to anticipate and negotiate the policy or regulatory environment that businesses face. For this it's essential for the business manager to make sense of the policy process. This course adopts the perspective of managers who will have to engage with a policy environment, which is shaped significantly by the government as well as external societal actors. The course covers three broad topics, one, Introduction to Government, two, The Processes of Policy Making & three, Instruments for Government Action.

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

Finance

- Financial Statement Analysis
- Financial Modeling
- Accounting for Decision Making
- Financial Markets
- Venture Capital and the Finance of Innovation
- Management Control Systems
- Investment Analysis and Portfolio Management
- Corporate Tax & Business Strategy
- Mergers & Acquisitions
- Futures, Options & Risk Management
- Mobile Banking and Digital Money
- Business Valuation
- Management of Financial Firms

Economics, International Business and Government

- Growth and Stabilization in the Global Economy
- The International Economy
- The Economics of Internet Search
- Nations, Politics & Markets
- Business in the Global Political Environment
- Building Sustainable Cities & Infrastructure
- 12 Design ideas that changed the world
- Health Care Policy, Finance & Economics

Managing Organizations, OB and HR

- Human Resource Planning and Acquisition
- Performance Appraisal and capability building
- Talent Management Strategy
- Industrial Relations and Labor Laws
- Managing Change and Transformation
- Cross Cultural Management
- HR Analytics (outsourced)
- Negotiation
- Power and Influence
- Building High Performance Culture
- Redesigning work for 21st Century Managers
- Leadership and Corporate Accountability

Management

- Family Enterprise Management
- Power and Influence
- Entrepreneurship
- Managing Change and Transformation
- Venture Capital and Finance of Innovation
- Social Entrepreneurship
- Business at the base of the Pyramid
- Innovating in Health Care
- Create New Venture: from idea to launch
- International Business Strategy

Marketing

- Marketing & Electronics Commerce
- Marketing Channel strategies
- Retailing
- Dynamic Marketing Strategy
- Customer Insights
- Business at the Base of the Pyramid
- Market research and Analytics
- SEO & Google Adwords (GSM)
- Managing Customer Value
- Advertising
- Business Marketing
- Biomedical Marketing
- Business of smart connected products (IOT)
- Customer Acquisition for New Ventures
- Brand Management

Operations and Logistics

- Operations Strategy
- Enabling Technologies
- Quality Management
- Business Analytic
- Understanding Behavior with Big Data
- Supply Chain Management & Technology
- Managing Service Operations
- Data Mining and Business Intelligence
- Project management
- E commerce business models and Applications
- Digital innovations and transformations

4. Graduation Requirements

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

- Student should pass all core modules of Term 1 ,2 and 3 with minimum 40% marks. In case a student fails to clear all modules in the first attempt, one more chance will be given. The supplementary exam will be held on April 2019. A student will not graduate if he fails to clear core modules Term 1,2 and 3 modules through first or second attempt. In such case student 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.
- For all the other modules (Term 4-Term 6) if a student fails to clear these in the first attempt, the student will have to appear for alternate assessments or opt for other electives.
- Student will be given a chance to improve his scores by attempting make-up examination.
- A student will progress to second year only if he/she earns an aggregate of 40% in first year.
- A student can complete 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
- If a student misses three classes for 2 credit modules and five classes for 3 credit modules in the first three terms, they will be debarred from the module (both classes and assessments). The student will repeat the module with the next batch and clear all assessments to complete the credits.
- No Electronic gadget except laptop and the calculator is allowed in the classrooms.
- Any misbehavior with the faculty or fellow students shall be strictly punished.
- Students are requested to take care of the classroom furniture (Tables, Chairs, Ac's etc.).
- Leave the room in an orderly manner after the lecture /session gets over.
- All the rooms are installed with CCTV cameras and any damage to any college property, intentional / unintentional, will have to be borne by the person responsible for the same.

- Act responsibly & maturely. Don't scribble with your pens/ pencils on tables, chairs or walls.
- Switch off lights, AC's, fans etc. when leaving the classroom or not in use. Don't use the classrooms while any housekeeping or maintenance work is being carried out. Your cooperation will only help improve things.

Studying with our Partners

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

Assessment Policy

The assessment for the Post Graduate Diploma in Management programme of IILM may be in various forms as described in each module plan. It may consist of any one of the following, or any combination of following: Case Study Analysis, Project work, Presentations/Viva, Quiz, Class Participation, Course Work and End Term Examination. Students who fail to meet the deadlines for submission of projects or assignments are not entitled to any credits assigned for the same. In their own interests students are advised to follow the guideline and schedule for submission of project reports and assignments.

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.

For more details on our Assessment Policy please refer to: (will make corrections)

http://www.iilm.edu/download/Assessments_at_IILM.pdf

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: 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.

5. 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.