

**MANUAL OF POLICIES  
FOR THE STUDENTS  
PGDM (Full-Time)**

**“Students, in the course of their formation, must let the gritty reality of this world into their lives, so they can learn to feel it, think about it critically, respond to its suffering and engage with it constructively. They should learn to perceive, think, judge, choose and act for the rights of others, especially the disadvantaged and the oppressed.”**

**- Fr. Peter Hans Kolvenbach, S.J.  
Former Superior General of the Society of Jesus**



**In Pursuit of Excellence and Ethics**

**LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION  
LOYOLA CAMPUS, CHENNAI - 600 034.**

**(FOR PRIVATE CIRCULATION ONLY)**

**2018 - 2019**

**“Human beings, by changing the inner attitudes of their minds, can change the outer objects of their lives.”**

**- William James**

**“Keep the joy of loving God in your heart and share this joy with all you meet especially your family. Like Jesus we belong to the world living not for ourselves but for others. The joy of the Lord is our strength. Keep close to Him.”**

**- Mother Teresa**

## **Enforcement**

The Manual of Policies for PGDM students 2018-19 comes into effect from June 04, 2018. The rules/policies prescribed in the Manual are applicable without prejudice to any special rules framed or to be framed in regard to placement, library, computer centre, etc.

Every student must secure a copy of the Manual of Policies 2018-19 and carefully go through the prescribed rules and policies. Onus of ignorance will be on the student and will not be a ground for consideration.

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**“Every Catholic university, as a university, is an academic community which, in a rigorous and critical fashion, assists in the protection and advancement of human dignity and of a cultural heritage through research, teaching, and various services offered to the local, national, and international communities”**

**- Pope John Paul II, Ex Corde Ecclesiae**

**“In Jesuit education, the depth of learning and imagination encompasses and integrates intellectual rigor with reflection on the experience of reality together with the creative imagination to work toward constructing a more humane, just, sustainable, and faith-filled world. The experience of reality includes the broken world, especially the world of the poor, waiting for healing. With this depth, we are also able to recognize God as already at work in our world.”**

**- Rev. Fr. Adolfo Nicholas, S.J.,  
Superior General of the Society of Jesus**

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## 1. LIBA: Identity, Mission and Values

**Dr. Fatima Vasanth,**  
Deputy Principal, Loyola College.

### 1.1 Identity

Loyola Institute of Business Administration (LIBA) had a humble beginning in 1979 with a three-year part-time PGDBA programme, mainly to assist those already employed to develop their managerial competency and enhance their knowledge and skills. In 1995, responding to the acute need for top class management professionals in the globalised economy, LIBA started offering a two-year full-time PGDBA programme (currently PGDM). LIBA, committed to excellence and ethics, is a Jesuit minority institution, owned by the Loyola College Society, Chennai.

### 1.2 Vision

LIBA to be a premier management school focusing on excellence and ethics.

### 1.3 Mission

- ✓ LIBA aims to provide quality and ethical management education, consultancy and research services to include holistic formation, forming men and women for others.
- ✓ LIBA works systematically to build world class resources (men, materials and facilities) to enable its students and research scholars to excel in their areas of work.

## 29.5 Committee for SC/ST (Prevention of Atrocities) Act 1989

**Chairperson:** **Dr. M. Victor Louis Anthuvan,**  
Dean - Research.

**Members:** **Dr. G. Revathi,**  
Dean - Academics.  
**Dr. S. Maria Wenisch, S.J.**  
Dean - Administration.

**Mr. P. Thamarai Kannan, IPS**  
 Inspector General of Police.  
 Representative of Police Dept. & Parents  
**Ms. Beena Priscilla (N.G.O)**  
**Mr. R. Michael Sunder,**  
 Administrator, LIBA.  
**Non-Teaching Staff**  
**Ms. Elizabeth Philip (2nd Year Student)**  
**Ms./Mr. First Year Student Representative\***

### 29.3 Anti-ragging Squad at LIBA

**Members:** **Dr. S. Maria Wenisch, S.J.**  
 Dean - Administration.  
**Dr. P. C. Lakshminarayanan,**  
 Associate Dean - Academics.  
**Dr. Jayshree Suresh,**  
 Professor.  
**Dr. B. Aiswarya,**  
 Associate Professor of Human Resources.

### 29.4 Committee for Preventing Sexual Harassment of Women at Workplace: Internal Complaints Committee (ICC)

**Chairperson: Dr. G. Revathi,**  
 Dean - Academics.

**Members:** **Dr. P. C. Lakshminarayanan,**  
 Associate Dean - Academics.  
**Dr. Vandana Zachariah,**  
 Chairperson - Alumni Affairs.

- ✓ LIBA builds its international linkages with institutions of academic and moral excellence, to form world class leaders.
- ✓ LIBA, keeping the Jesuit spirit of service to society, provides access to managerial knowledge and skills to all sections of the learning community through tailor-made programmes, thus meeting the social need for access to learning for all.
- ✓ LIBA recognises those who contribute to the cause of managerial excellence, corporate social responsibility, sustainable development and ethics, through nationally/internationally acclaimed awards, thereby inspiring others in the corporate world to achieve excellence ethically.
- ✓ LIBA strives to promote social and business entrepreneurship with a spirit of innovation and inquiry in close interface with industry.

## 1.4 Values

LIBA, as a Jesuit institution managed by the Loyola College Society, is committed to the core values of honesty, integrity, excellence and service to society.

Its management, while maintaining these values, will constantly strive to uphold respect for individuals without compromising on core values; it will conduct itself as a trustee of the faith and direction of Jesuit Values.

Its faculty is committed to acquiring and imparting to the students, the best and latest knowledge and skills in management principles and practices. While dealing with the students fairly and justly,

the faculty will foster in the minds of the students the spirit of inquiry, innovation and scientific temper.

Its students are expected to be committed to learn, in a spirit of inquiry and humility, the latest managerial knowledge, develop highest levels of professional skills and develop an attitude of positive thinking, leading to *Magis* (excellence in everything), high ethical values and service to society.

## 2. The Academic Calendar

The academic year consists of three terms, each of approximately three months' duration. The term structure will be as follows:

TERM I & IV	:	June to September
TERM II & V	:	September to December
TERM III & VI	:	January to March

## 3. Fees Payment

3.1 Students are required to pay annual fees on or before the last date communicated. Fees are to be paid by DD (payable at Chennai) / NEFT in favour of LIBA, Chennai.

3.2 At the time of joining, the student must submit a copy each of the following certificates.

\* Degree certificate (In case the original certificate is not available at the time of registration, the provisional certificate)

## 29. Special Committees at LIBA

### 29.1 Grievance Redressal Committee

**Chairperson:** Dr. G. Revathi,  
Dean - Academics.

**Members:** Dr. P. C. Lakshminarayanan,  
Associate Dean - Academics.  
Dr. I. Thiagarajan,  
Chairperson - Part-Time Programmes.  
Dr. S. Chellaiah,  
Professor of Systems.  
Dr. Shanthi Venkatesh,  
Associate Professor of Marketing.

### 29.2 Anti-ragging Committee at LIBA

**Chairperson:** Dr. P. Maria Joseph Christie, S.J.,  
Director.

**Members:** Dr. G. Revathi,  
Dean - Academics.  
Dr. M. Victor Louis Anthuvan,  
Dean - Research.  
Dr. Vandana Zachariah,  
Chairperson - Alumni Affairs.  
Dr. P. Chandiran,  
Associate Professor of Operations.  
Dr. M. Ramasubramaniam,  
Associate Professor of Operations.  
Mr. P. Janardhanan,  
Media.



- (b) Caution deposits will be released after obtaining clearance regarding the following: i) tuition fees; ii) hostel fees; iii) mess dues; iv) sports; v) library; vi) general breakage; vii) room key and/or viii) any other.
- (c) Clearance certificate form can be obtained from the Accounts office.

## 28. Student Committees

- 28.1 Students' Committees are formed for key affairs such as: (a) Admissions (b) Public Relations (c) Placements (d) Guest Lectures/Industry Institute Interaction (e) Alumni (f) Student Affairs (g) Extra and Co-curricular Activities (h) Conferences/Seminars (i) Clubs based on functional areas.
- 28.2 The composition of such committees can change in number, scope and structure as and when the need arises.
- 28.3 Issues relating to individual students are specifically excluded from the purview of these committees.
- 28.4 A student who, having been nominated as an office-bearer or a member of the Executive committee of any of the student bodies illustrated above, obtains any grade less than "C" in one or more courses during the period he is so holding the said office, shall forthwith stand automatically retired from the position.
- 28.5 A student who defaults under clause 23 (Discipline) is not eligible to be part of any committee.

- \* Transfer certificate from the institution last attended and Conduct certificate
- \* Mark sheets to establish a minimum of 60% in the aggregate

- 3.3 If the candidate is still awaiting results, he/she should produce all these certificates before September 30, 2018. If he/she fails to do so, the name will be removed from the rolls of the Institute and the person will forfeit the fees paid. The admission is also cancelled if the eligibility condition of minimum of 60% aggregate marks in the undergraduate course is not fulfilled as per the mark-sheet submitted later after securing admission. The qualifying undergraduate examination must be completed before June 2018. A student is not permitted to appear for any examination after the inauguration of the academic year.
- 3.4 Those who fail to pay the fees after joining the programme on the specified date will be deemed to have left the Institute unless prior permission is obtained from the Dean. If the Dean permits, a student can pay the fee plus a fine of Rs.50/- per day after the due date, subject to a total maximum fine of Rs.500/- The late fine is payable irrespective of the reason of delay.

## 4. Faculty Mentor

Every student admitted to the Institute will be assigned a Faculty Mentor who will assist the student in the induction process, and monitor his or her progress during his or her continuance in the Institute. Students are advised to discuss with their Faculty Mentor the problems they may encounter concerning academic requirements and regulations. By cultivating social relationships with the students, the Faculty Mentor promotes a feeling of

solidarity and a sense of commitment to the Institute's objectives and a greater participation in the Institute's activities.

## 5. Course Design

- 5.1 The Faculty's primary objective is to assist students to develop those skills, qualities and values that make for effective leadership in organisations. Since this involves more than the knowledge of specific theories and models, different learning methods appropriate to the desired skills, such as problem analysis, case studies, simulated games, small group seminars and 'laboratory' exercise are used.

Hence the student's attendance and participation in EVERY class is essential. While classroom interaction aims at developing a wide knowledge base, the student is encouraged to analyse, anticipate, innovate and otherwise prepare himself or herself for a challenging professional career.

The courses are designed taking into account the requirements of employers and the abilities of the students to reach the highest standards. At the beginning of a course, the faculty will give the students in writing the course outline, information about the learning objectives to be achieved, session plan, and how student performance will be evaluated and graded.

For the purpose of facilitating better interaction in the batch and improving the class dynamics, the sections may be shuffled in each term of the first year.

- 5.2 The revamped PGDM programme consists of a minimum of 126 credits, including summer project.

obtained on payment of Rs.1,000 after satisfying the required legal formalities.

- 27.7 Fee for Extra Copies of the Official Transcript: Extra copies of official duplicate mark sheets, during or after successful completion of the programme, can be obtained on payment of Rs.500 per copy. An additional amount will be charged if the documents are to be dispatched by Speed Post or Courier within India. All amounts should be paid by way of Demand Draft drawn in favour of LIBA, payable at Chennai.

- 27.8 The fees/charges stipulated in the clause may be revised by the Institute without notice.

### 27.9 Default in Payment of Fees:

- (a) A student will not be allowed to take the end-term exams, if the student has not paid the Institute's fees and the mess dues payable at that time; or if taken, the results will not be released until all the dues are fully paid.
- (b) A student will not be awarded the Diploma, if all dues and fines are not cleared, even if all academic requirements are fulfilled.

### 27.10 Refund of Fees and Caution Deposits:

- (a) No fee paid to the Institute, other than caution deposit, is refundable. This applies in case of dismissal from the Institute, as well as to any kind of withdrawal (voluntary or otherwise) from the Institute's rolls.

25.2 Financial aid or scholarship may be withdrawn or denied to a student, if the student's conduct/performance in the programme warrants such an action.

## **26. Loans**

Study loans are available from banks and other agencies. Information can be obtained from the Office of the Dean-Administration.

## **27. Fees**

27.1 Fees payable to the Institute are announced in the annual prospectus.

27.2 All fees are to be paid by NEFT or Demand Draft payable at Chennai in favour of LIBA.

27.3 All fees must be paid on time. A late payment fee, as decided by the Financial Controller, will be charged in case of payments made after the due date.

27.4 Extra Credits Course Fee: A fee of Rs.2,000 per extra-Credits course is to be paid by students.

27.5 A fee of Rs. 10,000 will be charged extra for the Outbound Learning. The students should pay this amount along with their first year fees.

27.6 Duplicate copy of Diploma: In case of loss of the original Diploma, a duplicate copy of the Diploma/Transcripts can be

5.3 A course which carries one credit extends to ten clock hours of class sessions. It is expected that class preparation and assignments will account for at least another thirty clock hours of work.

5.4 Students are advised as per norms of the AICTE to concentrate in two areas, as far as possible, to equip themselves well for placement. In order to concentrate in an area, a student is required to take certain minimum number of credits in that area. Students are permitted to register for a maximum of 24 credits (including core courses) in any term.

The minimum number of electives including specialization core papers across the three terms is 45.

## **6. Courses**

6.1 The first year of the course presents a comprehensive view of the management discipline. A broad perspective of the industrial environment is presented and a sound foundation is laid for preparing students for advanced learning in the subsequent year.

All the courses offered during the first year are core courses, and every student is required to take them. Most of the core courses carry 3 credits each, with a few carrying less.

In each term, the core courses will carry 21 to 24 credits.

6.2 There will be one or two core courses in each of the terms in the second year.

Besides the core courses, students will choose each term electives for minimum 15 credits.

## LIST OF CORE COURSES (TERMS 1 to 6)

Business and Corporate Laws  
Business Communication 1  
Business Communication 2  
Business Ethics 1  
Business Ethics 2  
Computer Applications  
Corporate Finance  
Cost Management  
Economic Environment of Business  
Entrepreneurship  
Financial Reporting and Analysis  
Foundations of Organizations and Management  
Human Resource Management  
International Business  
Introduction to Business Analytics  
Introduction to Financial Markets  
Logic  
Management Information Systems  
Management Science  
Managerial Economics  
Managing Operations  
Marketing Management 1  
Marketing Management 2  
Multivariate Analysis  
People and Organizations 1  
People and Organizations 2  
Research Methodology  
Social Environment of Business  
Statistics for Business  
Strategic Management

judgment of the faculty, has satisfactorily fulfilled all the conditions and requirements for the award and has paid all the dues. The Diploma is conferred at the Institute's Annual Convocation, which is normally held within a reasonable time after the completion of the post-graduate programme. All students who qualify for the Diploma are expected to attend the Convocation.

### 24. Award of Medals

Medals are awarded at the Annual Convocation as per the citation given by the donor to the students who, in the judgement of the faculty, have satisfactorily fulfilled all the conditions and requirements for the award. In case of serious violation of discipline, a student can forfeit a medal.

Besides honouring students' extraordinary contribution to growth and development of the institute through various clubs, the institute is keen on recognizing the best student of the graduating group each year. The best student is chosen after getting feedback from the faculty and/or students. He or she must have been academically excellent while contributing his/her mite in co-curricular activities, as well as of sound character and conduct.

### 25. Scholarships

- 25.1 There are 3 types of scholarships - based on need, merit-cum-need and merit. Merit scholarships are awarded on the basis of academic performance only. A student is eligible to get only one scholarship in a year. Applications for scholarships should be submitted to the Dean within the time stipulated in the notification issued for this purpose.

student may appeal to the Director. The decision of the Director thereon shall be final.

22.6 The following breaches of discipline are considered serious and will attract the penalty of immediate expulsion from the Institute:

- (a) A proven case of gross misconduct such as violence, riotous or disorderly behaviour, fraud, misappropriation of funds, moral turpitude directed on a fellow-student or a faculty or any other employee of the Institute, etc.;
- (b) Any form of malpractice during an examination, or assignment such as copying, plagiarism and the like;
- (c) Proven cases of reporting of fictitious data in an empirical study.
- (d) Proven cases of ragging

22.7 Unless otherwise specified by the Faculty, collaboration in any way with others in the writing of home assignments is treated as malpractice. In other words, the answers as presented to the Faculty should be the independent work of each student. Students are advised that they should not, in their own interest, communicate their written analysis or answers in a take-home assignment to other students.

22.8 In matters of academic discipline, the decision of the Dean/Committee will be final. In matters of sufficient gravity, a student may appeal to the Director, whose decision thereon is final.

## 23. Award of Diploma

The Postgraduate Diploma in Management will be awarded after the completion of the programme to the student who, in the

## 7. Summer Project

7.1 In the summer after the first year, students are required to spend eight to ten weeks in an industrial organisation doing a project on a significant aspect or problem of organisational management. The aim of the summer project is to provide students an opportunity to observe closely an organisation in operation and to relate what they have learnt in class to actual practice. This facilitates the selection of electives in the second year.

7.2 The summer project is compulsory for all students and will carry six credits.

7.3 The summer project report must be typed and bound and submitted to the Dean's office by the date specified.

7.4 Only the summer projects authorized by the Institute will be recognized for entry into the student's transcript.

7.5 The Placement Office, headed by the Placement Coordinator, will assist students to find suitable summer assignments.

7.6 Before the end of the third term, every student should consult the faculty member assigned and carefully plan their summer project with the help of the faculty before leaving the campus for the summer.

7.7 Students who do not complete an approved summer project will not be promoted to the second year. The summer project is completed only when the student's faculty guide accepts the project report.

## 8. Area(s) of Specialization

8.1 Students are required to choose from the following functional areas, their area(s) of concentration:

Human Resource  
Finance  
Marketing  
Operations  
Business Analytics  
Systems

8.2 The criteria for admission of students to an area of specialization or to any of the courses of that area are determined by the area Faculty and approved by the Dean. The criteria will be communicated to the students at the beginning of the academic year.

8.3 Once a student has made a decision about his or her area of specialization and communicated to the Dean, no change would be permitted.

## 9. Choice of Electives

9.1 A student will be required to complete specific minimum number of credits as electives from each chosen area of specialization, which may vary across specializations. This minimum of number of credits for each specialization will be conveyed before the second year. Additionally, a student can choose more electives in his or her area of specialization, selected in a way that ensures a wider perspective of management.

- (q) Doing, or causing to do, any act, which is likely to adversely affect the relations of the Institute with its customers, i.e., industrial organisations;
- (r) Indulging in any act which is subversive of general discipline (the word “discipline” being used here in its generic sense and in its widest amplitude), inside or outside the campus, and/or is detrimental to the reputation, image or standing of the Institute;
- (s) Ragging of any kind.
- (t) Sending anonymous derogatory or defamatory letters or e-mails, or writing such blogs.

22.3 A student, who is alleged to have committed an act of misconduct as aforesaid will be directed to show cause against disciplinary action and will be given an opportunity to present his case. The Dean may, after giving a hearing to the student and after conducting such investigation as is deemed fit and proper in the circumstances, impose such punishment as is deemed fit and proper.

22.4 Punishments include warning or imposition of fines or down-gradation up to grade “F”, or denial of scholarship if due, or withholding of Diploma or expulsion from the Institute. While imposing punishment, the Dean will take into account the nature and gravity of misconduct, the surrounding circumstances, and the impact of the misconduct on the general discipline inside the campus or on the reputation of the Institute and the history of misconduct, if any.

22.5 Where the Dean has imposed the punishment of (a) down-gradation to “F”, or (b) denial of scholarship, or (c) withholding of Diploma or (d) expulsion from the Institute, the aggrieved

22.2 Without prejudice to the generality of the foregoing, the following commissions and/or omissions on the part of students will constitute breach of discipline or, say, acts of misconduct.

- (a) Absence without prior permission from the Dean and the Faculty;
- (b) Mass absence from classes;
- (c) Drunkenness;
- (d) Damage to the property of the Institute;
- (e) Riotous or violent or disorderly behaviour;
- (f) Reporting fictitious data for empirical study or in the dissertation or assignments;
- (g) Theft or fraud or dishonesty;
- (h) Copying in any form in the assignments, dissertation or in any examination;
- (i) Permitting, whether willfully or otherwise, a co-student to copy from one's own answer-book or document or material;
- (j) Smoking within the campus;
- (k) Communication of written analyses or answers, in any manner whatsoever, to other student(s) in respect of home assignments or projects of individual nature;
- (l) Whispering or communicating with one another by means of signs, symbols or gestures or in any other body language in the examination hall;
- (m) Impersonation or proxy submission of assignments, reports and other documents to the faculty;
- (n) Proxy attendance in class/Guest Lectures;
- (o) Sub-standard performance in the summer project, resulting in adverse feedback from the company guide;
- (p) Leveling false and baseless allegations against any faculty member or officer or employee of the Institute.

9.2 A student should finalise a list of electives he or she will take in consultation with his or her Faculty Mentor and the Dean.

9.3 An elective course chosen by the student may not be always available, either because the number of students opting for it is too few or because the number of students subscribing to that course is larger than the course can accommodate. In the latter case the admission to the course will be decided by such criteria as the Dean and the Area Faculty may decide.

9.4 The choice of an elective will be final when the student has attended the first session of the elective. No withdrawal or change of the status of elective will be permitted thereafter. Students will not be permitted to take an elective unless they attend the first session of the same.

9.5 In case a student opts for a 1.5 credit elective offered in any term, the student will have to take one more 1.5 credit elective.

9.6 If less than 15 students sign up for an elective course, the course will not be offered that year.

### **Registration for Elective Courses**

9.7 Registration for elective courses each term will be open 2 weeks before the term starts.

9.8 Based on the course outline given, students are required to register online for the elective courses they opt for before the term begins.

9.9 Once registered, students will not be allowed to add/drop/change status for any course.

9.10 The institution reserves the right to change the schedule if required, and its decision in such cases will be final.

## **10. LIST OF ELECTIVES (TERMS 4 TO 6)**

### **MARKETING**

B2B Sales in the Digital Era  
Business to Business Marketing  
Consumer Behaviour  
Customer Relationship Management  
Digital and Social Media Marketing  
Digital Marketing - Web Analytics  
Distribution Management  
Integrated Marketing Communication  
International Marketing  
Marketing for MSMEs and Start-ups  
Marketing of Financial Services  
Pricing  
Product and Brand Management  
Retail Analytics  
Retailing  
Rural Marketing  
Sales and Marketing Analytics  
Sales Management  
Services Marketing  
Societal Marketing – Best Practices  
Strategic Marketing Management  
Strategies for Emerging Markets

should in no way interfere with classes or with other academic work.

## **21. Participation in inter-college competitions**

21.1 Students are encouraged to participate in inter-college competitions. They should however, seek prior permission from the Dean.

21.2 The Dean will take into consideration both the number of students who wish to participate, as well as LIBA's own academic and co-curricular schedule. If the Dean does not deem it fit for a student to miss classes or other programmes of LIBA, permission for participation may be refused.

21.3 If participation is approved, students are eligible for reimbursement of travel expenses on actuals not exceeding III Class A.C. train fare. Registration fees, local conveyance, and accommodation expenses may also be reimbursed at the discretion of management.

## **22. Discipline**

22.1 The Institute attaches great importance to integrity, honesty and discipline. A sense of responsibility and a high degree of maturity are expected from all students inside or outside the campus as befit future managers.

Mobile Phones are strictly prohibited in the class as well as in the Examination Hall.



where he obtained “D/D+” or “F” and repeat it as a regular course as and when offered.

- (c) If, after repetition as above, the student still secures (1) two F or (2) one F and two D/D+ or (3) four D/D+, he will stand disqualified from pursuing the programme further, and accordingly, he will be directed to withdraw from the programme with no stigma attached.
- (d) The maximum time permitted to complete the programme is 3 continuous academic years from the date of admission including any repetition a student may undertake.

19.3 Grade “D” mentioned in this rule represents either “D” or “D+”

## **20. Placement**

20.1 The Placement Office, headed by the Placement Chairperson, will assist the first year students to find suitable summer assignments.

20.2 The Placement Chairperson will advise and assist the second year students to secure suitable placement by putting them in contact with prospective employers. Policy guidelines concerning placement will be announced by the Placement Chairperson from time to time.

**20.3 To be eligible for Placement assistance, students should secure an overall grade of B+ or above.**

20.4 Because the Institute’s objective is to train its students for management careers rather than for just a job, the academic work will take precedence over placement. Placement activities

## **FINANCE**

Banking  
Behavioral Finance  
Capital Expenditure and Working Capital Management  
Credit Risk Analytics  
Derivatives  
Direct Taxation  
Financial Markets  
Financial Modelling  
Financial Technical Analysis & Global Inter-market Analysis  
Fundamentals of Fin. Tech  
Indirect Taxation  
International Finance  
Investment Banking  
Mergers and Acquisitions  
Micro, Small and Medium Enterprises  
Security Analysis and Portfolio Management  
Strategic Management Accounting  
Trading Strategies using Financial Derivatives  
Value Investing  
Venture Capital and Private Equity

## **HUMAN RESOURCE**

Counselling and Emotional Intelligence  
Employee Taxation  
HR Analytics  
Industrial Relations  
Inter-Cultural Management  
Knowledge Management  
Labour Laws  
Learning and Development

Organisational Change and Development  
Psychometry  
Strategic Human Resource Management  
Talent Management  
Total Reward and Performance Management  
Understanding Organizations: Structure, Design & Strategy

## **OPERATIONS**

Demand Planning and Forecasting  
Industry 4.0  
Inventory Management  
Logistics Infrastructure  
Operations Strategy  
Ports in Global Network  
Pricing and Revenue Optimization  
Services Operations Management  
Sourcing and Supply Management  
Strategies for Product and Service Development  
Supply Chain Management  
Supply Chain Risk Management  
Sustainable Manufacturing and Operations  
Systems Thinking and Modeling  
Total Quality Management and Lean Production

## **BUSINESS ANALYTICS**

Advanced analytics using R  
Advanced statistical methods II  
Big data & Hadoop  
Business Data visualization  
Credit Risk Analytics  
Data Mining for Business Intelligence

### **18.3. Comprehensive Viva-Voce:**

Final comprehensive viva-voce will be conducted for all the second year students. This exam will test if the students have integrated all that they learned during the whole program.

Students have to clear the viva-voce to be eligible for the PGDM Degree.

## **19. Disqualification**

19.1 A student is automatically disqualified from continuing in the programme or from being awarded the diploma if he or she fails to meet the qualifying standards specified in section 18, and is required to withdraw from the Institute.

19.2 Course-wise minimum grades - disqualification

(a) If, at any time during the first year, a student secures (1) two F or (2) one F and two D/D+ or (3) four D/D+ he/she will stand disqualified from pursuing the programme further, and accordingly, he will be directed either to withdraw from the programme with no stigma attached or he/she will have the option of repeating the first year.

(b) If, at any time during the second year, a student accumulates (beginning from term I), (1) two F or (2) one F and two D/D+ or (3) four D/D+, he will stand disqualified from pursuing the programme further, and accordingly, he will be directed either to withdraw from the programme with no stigma attached or he will have the option of selecting any one course of the 2<sup>nd</sup> year

17.4 Anyone violating the above rules will be asked to leave the examination hall. In a proven case of malpractice, the student is liable to expulsion from the Institute.

17.5 Absence from an examination will invite an “F” grade for the course, unless the student, due to unavoidable circumstances, has been granted prior permission by the Dean.

**18. Qualifying Standards**

18.1 The minimum qualifying GPA and CGPA required by a student for continuing in the programme and for being awarded the PGDM is:

Terms	GPA for each term	CGPA at the end of year
I, II, III	3.5	4.0
IV, V, VI	4.0	4.5

To qualify for the diploma, a student should not have any “incomplete” grades.

18.2 Further, the student must also meet the following requirements. Throughout the duration of the programme, he or she

- \* Should not obtain an “F” in more than one course;
- \* Should not obtain a grade lower than “C” in more than three courses provided, even if he or she has not obtained an “F” grade in any course;
- \* If the student has obtained an “F” grade in one course, he or she should not obtain a grade less than “C” in more than one other course.

- Database Technology
- Digital Marketing – Web Analytics
- Introduction to package: R
- Machine learning concepts using R
- Microsoft Power BI Data Analytics and Visualization
- Retail Analytics
- Sales and Marketing Analytics

**SYSTEMS**

- Business Data visualization
- Cloud Computing
- Cybersecurity
- Data Mining for Business Intelligence
- Database Technology
- Intellectual Property Rights
- Introduction to Package: R
- IT Consultancy
- IT Infrastructure Management
- IT Strategy
- M Commerce
- Python Programming
- Software Project Management

**OTHERS**

- Business History and Politics
- Consultancy
- Costing for Non-Finance
- Doing Business in East Asia
- Foreign Language - Mandarin Level I
- Foreign Language - Mandarin Level II

Integrated Approach to Management  
International Economics  
International Negotiations for Business  
International Strategy  
Introduction to International Relations for Business Leaders  
Leading Change and Organizational Renewal  
Managing Family Business  
Project Management  
Six Sigma  
Social Entrepreneurship  
Sports Management  
Sun Tzu and Art of Business Strategy  
Sustainability Management  
Technology Strategy

#### **WORKSHOPS (TERMS 1 to 6)**

Case Analysis Workshop  
Creativity / Innovation  
Design Thinking  
GD and Interview Skills  
Negotiation Skills  
Out bound Learning  
Retreat  
Rural Experience  
Self-Awareness  
Stress Management

Other workshops may also be offered.

Any workshop conducted for a batch, is compulsory for all the students of that batch.

#### **16. Mid-term Feedback and Final Communication of Grades**

- 16.1 Faculty will communicate, to the students, the grades of quizzes and short-tests and other assignments normally within 10 (ten) days after the administration of the quiz or test or submission of assignment, as the case may be. In any case, the faculty will give the marks obtained for all components of continuous assessment before the commencement of the end-term examination.
- 16.2 Final grades will be submitted by the faculty to the Dean within ten days after the close of the Term. No change in grade will be allowed, once the grade-sheet is submitted to the Dean. The Dean's office will announce the grades as and when received and the students concerned should promptly check their grades.

#### **17. Examinations**

- 17.1 Students must compulsorily bring their ID Card to the examination without fail. Students are allowed to bring into the examination hall only pen, pencil, ruler and calculator. Papers, books or notes are not allowed in the examination hall except when the test is declared as "Open Book". Cell phone is strictly prohibited inside the examination hall.
- 17.2 Any form of communication with another student in the examination hall through exchange of notes, remarks or gestures, or glances at another student's answer paper will be considered as an attempt to cheat, and will be treated as malpractice.
- 17.3 No examinee will be permitted to leave the examination hall without submitting the answer paper to the invigilator.

her, he or she will forfeit the opportunity, and will receive the “F” grade for the missed segment of evaluation for the course.

- 14.12 The end-term grades earned by the students will be communicated to them by the Dean’s office within a reasonable time.

## **15. Evaluation**

- 15.1 Every faculty, while giving the course outline, will indicate his/her criteria for evaluation at the beginning of the Term.

- 15.2 The components for evaluation of a course may, in general, include a combination of quizzes, assignments, term projects, fieldwork, case studies, presentations, class participation, mid-term, and end-term exams, etc. All assignments/term projects/dissertation will be screened for plagiarism before evaluation.

- 15.3 The decision of the faculty regarding grades or any segment of evaluation will be final. A student who needs clarification of one’s grades may discuss with the faculty concerned within a week of receiving the grades.

- 15.4 Request for re-evaluation of examination/term paper is not normally permitted. If deemed necessary by the Dean, the faculty member concerned may be asked by the Dean to re-value the answer book, and submit the revised grade, if any, before the publication of the same by the Dean’s office.

## **11. Dissertation**

- 11.1 Dissertation is optional. A student can opt for a dissertation on a topic of their choice in a related field as applicable in lieu of an elective course (3 credits) in Term VI. However, only those students who secure a minimum CGPA of 6.50 up to Term IV will be eligible to opt for dissertation.

- 11.2 The dissertation is taken into account for the computation of GPA like any other full credit course, and shall be added to the courses scheduled in Term VI.

- 11.3 Students may directly contact any of the faculty for guidance in the dissertation.

- 11.4 In case the dissertation topic is such that it requires the guidance of a part-time or visiting faculty, as a special case the Dean may permit the student to undertake the study under the guidance of the part-time or visiting faculty.

- 11.5 Where the dissertation topic involves study covering more than one discipline, the student may, with the approval of the primary guide, opt for a secondary (joint) guide from the relevant discipline. The dissertation will, however, be evaluated by the primary guide in consultation with the joint guide.

- 11.6 Those who do not opt for the dissertation have to do one elective course of 3 credits.

## 12. Workload and Extra Credit Courses

- 12.1 The workload of a student should not exceed 24 credits in each term.
- 12.2 In the second year, the normal work-load is 18 credits per term. However, a student can be permitted by the Dean to credit one or two extra electives per term. Grade secured in an extra course will be included in computing GPA and CGPA and the course cannot be dropped later. Extra credit course fee is Rs.2,000/- per course.

### Scheduling of Classes

- 12.3 It may so happen that the number of electives offered/opted in a particular term may be much more than the number of sessions that can be scheduled per week. This may require the Institute to take into account the convenience of faculty and the interests of students while scheduling the sessions.
- 12.4 Thus, a few electives may clash with one another in so far as they are scheduled at the same time, i.e., in the same slot. Such an eventuality is likely to cause problems, particularly, if a student opts for both the electives so scheduled in the same slot.
- 12.5 Should a situation of this kind arise, students affected by such slotting will be directed to opt for any other elective(s).

Delay of more than two weeks and up to 3 weeks:  
Reduction of three grade points. E.g., from B+ to C

If the delay is more than 3 weeks, the faculty will refuse to accept the assignment, and the student will be awarded the 'I' grade (Incomplete) for that course.

- 14.7 The Faculty will give the students periodic feedback on their performance through comments on the answer papers and through individual meetings.
- 14.8 The decision of the Faculty about the final grade or any segment of evaluation will stand. In an exceptional case the Dean jointly with the Faculty may review it. Their decision will be final.
- 14.9 A student wanting clarification on the grade awarded to him or her for any segment of evaluation or for the course should meet the Faculty concerned within a week of receiving the grade sheet.
- 14.10 Students should not miss any mid-term or end-term test. If a student happens to miss a mid-term test on account of leave of absence with prior permission for a legitimate reason such as a serious illness, it will be his or her responsibility to arrange with the Faculty concerned for a make-up test and to notify the Dean accordingly. He/She must also ensure that the Faculty submits to the Dean's office the grade at an early date, and until this is done, the student's transcript will carry the grade 'I'. Re-exams are discouraged and any make-up tests for Mid-term and End-term exams, even if permitted, will be subject to a down-grading.
- 14.11 If the student fails to avail, within the time specified by the Faculty or Dean, of the facility to make up the test(s) missed by him or

GRADE	POINTS	SIGNIFICANCE
O	9	Outstanding
A+	8	Very good
A	7	
B+	6	Good
B	5	
C+	4	Average
C	3	
D+	2	Poor
D	1	
F	0	Fail
I		Incomplete

14.5 A student's performance in a term is indicated by the Grade Point Average (GPA), which is derived by averaging the grade points earned by the student in all courses of that term. The cumulative performance of the student in all the terms he or she has completed is shown as the Cumulative Grade Point Average (CGPA).

14.6 The Institute insists on ON-TIME submission of all written reports, project, and other assignments. Late submission is penalised by reduction of grades for that segment as follows:

Delay upto one week:

Reduction of one grade point. E.g., from B+ to B

Delay of more than a week but less than two weeks:

Reduction of two grade points. E.g., B+ to C+

## Faculty Feedback

12.6 At the end of each term, students are required to fill-up online faculty feedback forms for each course taken during that term and submit the same 2 weeks before the end-term exam week.

12.7 Students not submitting these forms will not be allowed to appear for the end-term exam.

## 13. Attendance and Leave of Absence

13.1 Attendance is compulsory not only on the first day of each and every term, but also for the first class of every course.

13.2 The Institute requires of every student punctual and regular attendance at ALL class sessions, as an important part of the training of a manager to a sense of duty and personal responsibility. **Absence from class may mean the loss of grade points.**

13.3 The faculty will be free to adopt any measure to regulate attendance, penalise absence, and ensure smooth and undisturbed learning in the class.

13.4 Students should keep in mind that the final grade assigned to them for a course takes into account their class participation. They should, therefore, make it a point to come to class duly prepared, and not to miss any class.

13.5 The Faculty will keep a written record of the attendance in every class session, and this will be filed in the Dean's office at the end of the Term.

- 13.6 Absence without leave is considered a serious breach of discipline, and the student is liable to disciplinary action. Further, the student will not be allowed to make up any segment of evaluation he or she may have missed due to absence without leave.
- 13.7 The Dean and the concerned faculty must be informed in case a student is absent from class due to illness, or for any grave reason, or due to special circumstances. Even in such cases, if the absence extends to 50 percent of the classes in three or more courses, he or she will be required to repeat the term of the year.
- 13.8 However, the Dean in consultation with the Director, may use discretion in permitting the student to complete the course in the same term, if convinced that the student's reasons for absence were genuine and unavoidable, and that the student will be able to complete the course successfully.
- 13.9 For unavoidable absence as mentioned in section 13.8, the student should submit a written application to the Dean in which he or she should give the names of the Faculty whose classes he or she will miss, so that the Faculty can be informed by the Dean's office.
- 13.10 Faculty are not responsible if the student loses any segment of evaluation on account of absence from class even with prior permission, and the make-up of any test missed due to absence with prior permission is left entirely to the discretion of the concerned Faculty.

## **14. The Grading System**

- 14.1 The primary objective of the Institute's grading system is to motivate all students to excellence. We seek to achieve this objective by keeping all the students continually informed of their performance in relation to the required and expected standards. Apart from the end-term examination, a student's performance is continuously assessed on the basis of class participation, presentations, case studies, term papers, mid-term test, surprise quizzes, etc. The grading synthesizes on a nine-point scale through continuous assessment system.
- 14.2 Each Faculty evolves his or her criteria for grading student performance, which is appropriate for the course he or she teaches. The criteria will be announced to the students at the beginning of the course to enable them to plan their work accordingly.
- 14.3 In general, the grade represents the student's combined performance in quizzes, assignments, reports, projects, fieldwork, class participation, mid-term, end-term test, etc.
- 14.4 The grading follows a system of nine points. The point value of the grades and their significance is as follows: