PGP HANDBOOK

2016 – 2018

PGDM & PGDM-HC

T. A. Pai Management Institute, Manipal

DIRECTOR'S NOTE

The vibrancy of a society is seen in its ethos and culture as a whole and the spirit behind the actions in various spheres. The society remains in a state of stable equilibrium of sustained growth and development only if every constituent adheres to the underlying principles and ethos wholeheartedly. This applies to organizations as much as it applies to organisms.

TAPMI is a small organic society that functions in certain manners which may differ vastly from large corporations, universities, state-owned business schools or many colleges. As a student of TAPMI, it is important for you to have a thorough understanding of the ethos, culture and spirits that run through this place. In as much as these aspects are extremely complex to capture on record, TAPMI has delineated the rules and regulations that ensure them in effect. Therefore, it is imperative that you read these rules and regulations and comprehend them well; and it is equally imperative that you also get a grasp of the spirit behind these rules so that the rules per sé do not hang apart in your mind.

Welcome to TAPMI society!

R.C. NATARAJAN
Director, TAPMI

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POST GRADUATE PROGRAMME IN MANAGEMENT

1.   PREFACE

The Batch of 2016-2018 undergoing the Post Graduate Diploma in Management (PGDM) & Post Graduate Diploma in Management – Healthcare (PGDM-HC) Programmes at TAPMI 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.

2.   ABOUT THE CURRICULUM

TAPMI has always been innovative in its approach to management education and has been updating its curriculum and programme structure to incorporate the constant evolution of new thoughts and practices in management, as well as to address the emerging needs of industry. The institute has recognized that management education in the new millennium ought to:

a) Encourage students to explore, experiment and learning to learn.
b) Enable students to meet with confidence the uncertainties and challenges in the business environment.
c) Impart skills to enable students to adapt to changes in situations, people or processes.
d) Enable the students to learn functional knowledge and expertise in order to excel in their chosen fields of work.
e) Enable the students to appreciate the robustness of management theories with practice.
f) Equip the students with an appreciation of values, ethics and principles of social justice.

TAPMI has a mission statement which is consistent with the above objectives. TAPMI's mission is

'To excel in post-graduate management education, research and practice.'

The curriculum is planned keeping in mind the programme level goals which in turn are derived from the mission statement. The institute has set the following as the programme level goals –

- **Demonstration of mastery in the fundamentals of technical and functional areas of management of an enterprise.**

- **Demonstration of understanding of effective integration and co-ordination of all functional areas and resultant impact on performance.**

- **Demonstration of conceptual knowledge and skills to view an enterprise as a whole and of how the enterprise's strategy and organization be harmonized with external forces in the environment**

- **Application of the principles of ethics and corporate governance in a variety of settings.**

- **Demonstration of the capacity to take leadership role in business situations.**

In accordance with the above, all the Post Graduate Programmes are well thought out as a mix of classroom study and experiential/practical training. They are 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. However, the emphasis of the entire programmes would be on self-learning.

2.1 Class Room Pedagogy

The classroom sessions comprise of six terms spread across two academic years of study. The first year (Terms 1, 2 and 3) consists of a rigorous and intensive grounding in basic management functions. These courses are compulsory in nature. During the second year (Terms 4, 5 and 6), in addition to certain compulsory courses, the student can opt for electives (for PGDM program only), based on their areas of interest. TAPMI offers electives in the areas of Marketing, Finance, Systems, Operations, General Management and Human Resource Management. The class-room pedagogy ranges across traditional class room instruction, simulations, case discussions, role plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement class-room instruction/lecture. Simulations illustrate the complex interplay of variables and replicate real situations, and the student can understand or decide on a course of action. Discussion of cases based on business situations helps a student connect the theory that s/he is learning with practical reality. S/he must understand situations, and may or may not have to decide on a course of action, based on the information available. Thus, class room instruction, when supplemented with case based discussions and simulations, helps the student in developing a deep and rich understanding of business and management.

2.2 Field-based Experiential Learning

The curriculum places great emphasis on field based experiential learning. Learning in the class room is supplemented with field based learning, resulting in an understanding that is holistic, and connects theory with practice. The PGDM programmes have many components that are field-based, such as Management-in-Practice (MIP) for PGDM & Industry Internship (ININ) for PGDM-Healthcare, which are important and integral parts of our program.

2.2.1 <u>Management-In-Practice / Industry Internship /Field Work</u>

The project assignment with organizations (Management-in-Practice or MIP/Fieldwork) has three components.
- MIP Phase 1: Designed for Students without work experience; a 3-day fieldwork during Term 3 introduces the student to an organizational/business setting.
- MIP Phase 2: **<u>Mandatory for all students</u>** - An eight week internship program after Term 3; real life managerial issues confronted by organizations are identified, analyzed and discussed by the students. Most projects involve a large component of field work. The student is usually assigned to a project guide from industry, to help him/her complete this stage. Possible solutions to the problems are arrived at, and presented to the organizations for implementation.

- MIP Phase 3: In Term 4 the student is required to present the report to a group of faculty. Both the viva voce and the report are evaluated.

2.3 BrandScan (Research & Innovation Skills)

BrandScan is one of India's largest market research fairs, and is organized by TAPMI. Students seek out companies which have certain market research objectives, and wish to conduct the market research and obtain relevant information. The fair is organized so as to take advantage of the unique demographic profile of the local populace. Students conduct the data collection in creative ways, and analyze and interpret the results for the client companies. It is expected that students take keen interest and associate with various tasks related to BrandScan during the first year of study at the institute and later pick up the two credit elective course on BrandScan during their second year. BrandScan is a compulsory course for students specializing in the Marketing area during their second year of study.

3.   COURSES & CREDITS (PGDM)

A credit is a term used to denote the extent of effort required to be put in by a student. One credit is used to indicate 10 hours of contact for classroom instruction. However, each session of classroom interaction is to be supplemented with the time equivalent of about three hours of preparation by the student. The two-year Post Graduate Programme in Management (PGDM) consists of a total of about 114-116 credits of study (Including MIP).   Courses equivalent to about 17 to 23 credits are normally slated for each of the first three terms, and credits between 13 to 27 credits are slated for each of the next three terms, across the two academic years.

3.1 First Year (PGDM)

The first year courses are compulsory and both PGDM and PGDM-Healthcare programmes will undergo the same curriculum. These courses enable the student with the basic knowledge about different functional areas of management. The student must know about the basic tools and concepts in different disciplines, and must also understand how organizations function. The student must also start appreciating how the disciplines are connected together. *The credit earnings in Year I (Term 1 + Term 2 + Term 3) is 56 – 62.*
The list of courses for the first year and corresponding credits are given below:

Term 1*			
Sl.No	Course Name	Course Code	Credit
1	Business Statistics	BSST	3
2	Basics of Accounting	BOAC	3
3	Organizational Theory & Practice	OTPR	3
4	Microeconomics	MIEC	3
5	Managerial Communication-1	MNCN-1	2
6	Problem Solving & Decision Making	PSDM	2
7	Managerial Analysis & Decision	MAND	1

	Total Credits		17

Term 2 *			
Sl.No	Course Name	Course Code	Credit
1	Organizational Behaviour	ORBR	3
2	Marketing Management	MM	4
3	Financial Management - 1	FMT1	3
4	Management Accounting	MNAC	3
5	Macroeconomics	MAEC	3
6	Operations Research	OPRH	3
7	Operations Management-1	OPM1	2
	Total Credits		21

Term 3 *			
Sl.No	Course Name	Course Code	Credit
1	Business Law	BSLW	3
2	Operations Management - 2	OPM2	2
3	Marketing Research	MKRH	3
4	Human Resource Management	HRMT	3
5	Financial Management – 2	FMT2	3
6	Strategic Management	STMT	3
7	IT for Business	ITB	3
8	Workshop on Entrepreneurship Management	WBEP	0
9	Managerial Communication-II	MNCN-2	3
	Total Credits		23

The courses shown above are as per the existing scheme at the institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due which the above courses and credits may be subject to change, within the bounds of AICTE Rules/Norms.

3.2 Second Year (PGDM)

During the second year of the programme, there are certain courses that are compulsory in nature. The credits for compulsory courses are around 15, of which 6 credits are to be completed in the form of field based experiential learning (Management In Practice - MIP). The remaining credits are earned form the electives offered. The students must choose his/her choice of the major and minor basket offered in the various areas of specialization like Marketing, Finance, HR, Operations, IT and General Management. The major and minor baskets will in turn contain select elective course spread across terms in the second year. The elective credits are to the order of around 38 - 40, and the total credits thus are around 53 to 55.

The total credits, the actual electives/credits to be offered in the major and minor baskets of various specializations are subject to review at the beginning of the second year. ***It is a policy of the institute that courses with less than the defined registrations are dropped.*** *TAPMI*

reserves the right to change the total credits/courses without prior notice.

Courses offered in the second year fall into four categories as follows:

Sl.no	Category	Nature	Credits	Remarks
i	**CORE Courses**	Compulsory for all students	15	Includes 6 credits of the MIP
ii	**MINOR Courses**	Selection to be made from a set of courses offered in a specific Area of the student's choice	12	Student chooses one area from Marketing, Operations, Finance, IT, General Management or Human Resource
iii	**MAJOR Courses**	Selection to be made from a set of courses offered in a Specific Area of the student's choice. **The Area selected here has to different from the one made for the MINOR**	26-28	Student chooses one area from Marketing, Operations, Finance, IT, General Management or Human Resource;
Iv	**Workshops**	Optional	0	Courses developed as workshops are value add courses and are highly recommended

The credit earning for Year 2 is 53-55

Students may opt for auditing of certain elective courses, on a non-credit basis. This will be subject to the consent of the respective course faculty. PGP schedules will not be altered to facilitate Auditing. The existing Auditing policy at the institute is as follows:

'Courses offered only by the core faculty/adjunct faculty can be offered for audit. Courses taught by visiting faculty are not available for audit purposes. Any student desirous of auditing course/s on a non-credit basis needs to obtain permission of the concerned course faculty in writing. Based on the permission accorded, the student attends classes as per the guidelines prescribed by the faculty. Guidelines for undertaking the audit course will be issued by the concerned faculty and the student necessarily needs to abide by the same. The course faculty can ask any student to withdraw from his/her audit course in case he/she has unsatisfactory attendance/performance. On successful completion of the audit course to the satisfaction of the faculty concerned, the faculty issues a letter to the student in the institute letter head certifying completion of the course through audit. Audit courses will not appear in the transcripts of the particular term.'

Students can also pursue areas of their specific interest through the mechanism of Course of Independent Study (CIS). Under the CIS scheme, a maximum of 2 credits worth of work can be undertaken either in addition or in lieu of the electives.

The content and relevance of a course are assessed by the academic areas before a course is offered. An indicative list of courses and credits for the second year is given below

MIP at the end of Term 3

TERM 4*		
Category	**Course name**	**Credits**
Core Course	**Business Ethics**	**3**
Workshops (Optional)	**Workshop on Emotional Intelligence**	**0**
	Workshop on Assessment Centre	**0**

ELECTIVES				
(Some courses are offered as both Major and Minor)				
Area	**Course name**	**Credits**	**Major**	**Minor**
Finance	Money, Banking and Monetary Policy	2	Yes	Yes
	Financial Statement Analysis	2	Yes	NO
	Business Valuation	2	Yes	NO
	International Finance	2	Yes	NO
	Wealth and Tax Management	2	Yes	Yes
	Commercial Banking	2	Yes	Yes
	Strategic Finance	2	Yes	NO
	Options, Futures and Other Derivatives	3	Yes	NO
General Management	Enterprise Risk Management	2	NO	Yes
	Consulting Skills & Approach	2	NO	Yes
	Industry Analysis & Competitiveness	2	NO	Yes
Human Resources	Strategic Human Resource Management	2	Yes	NO
	Competency Mapping & Talent Acquisition.	3	Yes	Yes
	Performance Management	3	Yes	Yes
	HRIS and Analytics	3	Yes	NO
	Employee Relations	3	Yes	NO
IT	Business Analytics	3	NO	Yes
	IT Consulting	3	NO	Yes
	Enterprise Resource Planning	2	NO	Yes
Marketing	Consumer Behavior	3	Yes	YES
	Brand Management	3	Yes	YES
	Distribution Management	2	Yes	NO
	Retail Management	3	Yes	NO
	Business to Business Marketing	3	Yes	NO
	Services Marketing	3	Yes	NO
Operations	Supply chain management	3	Yes	Yes
	Quality management and six sigma	3	Yes	Yes
	Adv. Inventory and lean mgt.	2	Yes	NO
	Pricing and revenue mgt.	3	Yes	NO
	Operations analytics	2	Yes	NO
	Simulation and system dynamic modeling	2	Yes	NO

TERM 5*

Category	Course name	Credits
Core Course	Project Management	2
	MIP	6

ELECTIVES				
(Some courses are offered as both Major and Minor)				
Area	Course name	Credits	Major	Minor
Finance	Portfolio Management	2	Yes	NO
	Fixed Income Securities	2	Yes	NO
	Retail Banking	2	NO	Yes
	Investment Banking	2	Yes	NO
	Treasury Management	2	Yes	NO
General Management	Strategic Technology & Innovation Management	2	NO	Yes
Human Resources	International HRM	2	Yes	NO
	Compensation Management	3	Yes	Yes
	Man power planning (Graded Workshop)	1	Yes	NO
IT	Business Process Management	2	NO	Yes
Marketing	Digital Marketing	2	Yes	YES
	Sales Management	2	Yes	YES
	Business of Media	0	Yes	NO
	RISK (BrandScan)	3	Yes	NO
Operations	Logistics management	2	Yes	NO
	Strategic sourcing	2	Yes	NO
	Spreadsheet modeling	2	Yes	Yes

TERM 6*		
Category	Course name	Credits
Core Course	Business Leadership	2
	Strategy Simulation	2

ELECTIVES				
(Some courses are offered as both Major and Minor)				
Area	Course name	Credits	Major	Minor
Finance	Student Managed Investment Course	4	Yes	NO
	Risk Management in Banks	2	Yes	NO
	Mergers and Acquisitions	2	Yes	Yes
	Insurance Management	2	Yes	Yes
	Financial Modelling using VBA and EXCEL	2	Yes	NO
General Management	New Venture Start-up	2	NO	Yes
	Blue Ocean Strategy	2	NO	Yes

Human Resources	Learning & Development	3	Yes	Yes
	Talent Management & Succession Planning	3	Yes	NO
IT	IT Risk Management	2	NO	Yes
Marketing	Customer Relationship Management	2	Yes	Yes
	Personal Selling & Sales Negotiations	2	Yes	NO
	Marketing Strategy	3	Yes	NO
	Integrated Marketing Communications	3	Yes	NO
Operations	Services operations mgt.	2	Yes	Yes
	Game Theory and Applications	2	Yes	NO
	Operations strategy	2	Yes	Yes

* The courses shown above are as per the existing scheme at the institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due which the above courses and credits may be subject to change, within the bounds of AICTE Rules/Norms.

3.3 International Exchange Programs (SHU, U.K.)

International Exchange Programs would enable our students to gain cross-cultural perspectives, and help them relate with a global environment and work force. These are essential in today's world, where they have to work in transnational companies, and may be required to be located anywhere in the world. Students would also appreciate how India is viewed as a business location and a market opportunity, by people from other places. TAPMI has signed a Memorandum of Understanding with Sheffield Hallam University, Sheffield, U.K., which has a one year MBA program. Students can exchange a term at TAPMI, with a term at Sheffield Hallam University. Both the institutions shall issue a transcript of courses and credits completed by visiting students which shall be converted to credit equivalents by the parent institutions. In addition, both the institutions shall also provide a certificate of participation to visiting students. TAPMI will work on creating more such opportunities for students by working together with other prestigious institutions and universities across the world.

4. COURSES & CREDITS (PGDM-Healthcare)

The two-year Post Graduate Programme in Healthcare consists of a total of about 110 to 113 credits of study. Courses equivalent to about 17-23 credits are normally slated for each of the first three terms during the first year and credits between 13 to 23 are slated for each of the next three terms during the second year of the program.

4.1 First Year (PGDM – HC)

The first year courses are compulsory. The first year courses are compulsory and both PGDM and PGDM-Healthcare programmes will undergo the same curriculum. These courses enable the student with the basic knowledge about different functional areas of management. The student must know about the basic tools and concepts in different disciplines, and must also understand how organizations function. The student must also start appreciating how the

disciplines are connected together. First year has credits between 56 to 62.   *Please refer to 3.1 for the list of courses offered in Year I for the three terms*

4.2 Second Year (PGDM - HC)

During the second year of the Programme, the credits for compulsory courses are about 44. This includes the credits for Industry Internship which is in the form of field based experiential learning. In addition to this there are 7 credits worth of courses that are optional in nature. The students can choose elective courses from the corresponding terms of the PGDM programme of TAPMI. These will be from basket of courses offered by the different areas of study at the institute (viz., Marketing, Finance, Systems, Operations, General Management and Human Resources Management). The total credits thus are 50 to 52 in the second year (Including ININ).

The total credits, the actual electives to be offered and the term in which they are to be offered are subject to review at the beginning of the second year. **It is also a policy of the institute that courses with less than the defined registrations are dropped.** *TAPMI reserves the right to change the total credits/courses without prior notice.*

Students may opt for auditing of certain elective courses, on a non-credit basis. This will be subject to the consent of the respective course faculty. PGP schedules will not be altered to facilitate Auditing. The existing Auditing policy at the institute is as follows:

'Courses offered only by the core faculty/adjunct faculty can be offered for audit. Courses taught by visiting faculty are not available for audit purposes. Any student desirous of auditing course/s on a non-credit basis needs to obtain permission of the concerned course faculty in writing. Based on the permission accorded, the student attends classes as per the guidelines prescribed by the faculty. Guidelines for undertaking the audit course will be issued by the concerned faculty and the student necessarily needs to abide by the same. The course faculty can ask any student to withdraw from his/her audit course in case he/she has unsatisfactory attendance/performance. On successful completion of the audit course to the satisfaction of the faculty concerned, the faculty issues a letter to the student in the institute letter head certifying completion of the course through audit. Audit courses will not appear in the transcripts of the particular term.'

Students can also pursue areas of their specific interest through the mechanism of Course of Independent Study (CIS). Under the CIS scheme, a maximum of 2 credits worth of work can be undertaken either in addition or in lieu of the electives.

The content and relevance of a course are assessed by the academic areas before a course is offered. An indicative list of courses and credits for the second year is given below:

Industry Internship (at the end of Term 3)

TERM 4 *	
Course Title	**Credits**
Sales & Distribution in Healthcare	3
Pharmaceutical and Biomedical Product Management	3
Healthcare Supply Chain Management	3
Healthcare Systems & Policies in India	3
Quality Management in Healthcare	3
PGDM Elective#	3
TERM 5 *	
Course Title	**Credits**
Promotion of Healthcare Products & Services	3
Healthcare Services Marketing	3
Performance Management in Healthcare	2
Health Insurance & Financing	3
Health Ethics	2
Industry Internship	6
TERM 6 *	
Course Title	**Credits**
Technology & Information System in Healthcare	3
Business Leadership	2
Patient Relationship Management	2
Healthcare Law	2
PGDM Elective#	3 or 4

 # : PGDM electives are to be selected from the Minor courses offered for the PGDM program. Choices are to be made according to the terms in which the courses are offered.
* The courses shown above are as per the existing scheme at the institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due which the above courses and credits may be subject to change, within the bounds of AICTE Rules/Norms.

5. SCHOLASTIC STANDARDS & EVALUATION

5.1 Scholastic Standards:

Every student should meet the minimum prescribed academic requirements at each stage(end of term) of the programme to be eligible for the next stage. Students not fulfilling the

minimum requirements at the end of any such stage will be asked to withdraw from the programme at that stage itself. The minimum requirements for various stages are furnished in detail in the paragraphs to follow.

5.2 Evaluation:

The performance evaluation of students in every course in each term shall be carried out through a set of evaluation methods including, but not limited to quizzes (both announced and unannounced), assignments, exercises, class participation, presentations, projects, short tests, mid-term examination, end-term examination, etc. An appropriate mix of such evaluation methods for each course shall be decided by the respective course faculty. The evaluation components shall be arranged in such a way that students get feedback on their performance at regular intervals.

The evaluation and grading of any given course will be in terms of numerical grade points and a letter grade. The details of the evaluation method are given in the following section.

5.3 GPA Based Grading:

The grading system is based on letter grades, whose numerical values are as below:

Grade	Point on Scale	Grade	Point on Scale
A+	10.0	C	4.4
A	9.2	C-	3.6
A-	8.4	D+	2.8
B+	7.6	D	2.0
B	6.8	D-	1.2
B-	6.0	F	0
C+	5.2	I	Incomplete

As shown above, the letter grades range from A+ (meaning excellent) to F (meaning Fail). The letter grade "I" stands for incomplete. A student who gets `I' grade will have to repeat the course when it is offered again. Unless the student clears the `I' grade s/he will not be eligible for the award of Post Graduate Diploma in Management (PGDM) / Post Graduate Diploma in Management-Healthcare (PGDM-HC).

All components of evaluation will be in terms of marks. These marks will be multiplied by the percentage weight for that particular component. These weighted marks will be added together to get the total score for the course. Letter grades will be assigned based on these scores. The numerical score against the letter grade will be the course Grade Point Average (GPA).

TAPMI follows relative grading system.

5.4 Qualitative Assessment:

Certain courses may be offered on zero credit basis during any term in the program. Such courses may not be evaluated as explained in points 5.2 and 5.3 above. They are evaluated on Pass/Fail criteria. All such zero credit courses during the second year will be open for registration along with other electives, while all such courses during the first year are intimated at the beginning of the year.

5.5   Absence from Evaluation Component(s):

Students, who absent themselves from any component of evaluation of a course, will not have any chance to write a re-examination or a supplementary examination. They will be assigned zero marks for that component. However, the PGP committee, based on the merit of the case, may decide to conduct a re-examination under exceptional circumstances, **only for mid-term and end-term examinations**. In such cases the student who is allowed to re-write the examination has to pay a re-examination fee of **Rs.7500 per course.**

In situations where students request for facility of scribe well in advance, due to reasons of inability to write the mid-term/end-term examinations, the PGP Committee, based on the merit of the case and availability of scribes may arrange for the same. In such cases, the student who is given the scribe facility has to pay a fee of **Rs.1000 per course** before the commencement of the said examination.

Unless the student clears the `I' grade s/he will not be eligible for the award of Post Graduate Diploma In case of any student who clears the `I' grade for any course after the Convocation of her/his batch, s/he will be eligible to receive the Diploma along with the subsequent graduating batch **in absentia only**.

Completion of MIP (Industry Internship in case of PGDM-Healthcare) **is a pre-condition for entering Term 4.** A Certificate of Completion from the organization must be submitted to TAPMI within fifteen days of joining Term 4.

5.6   Minimum Standards:

5.6.1 Minimum CGPA & GPA

a. At the end of TERM 1 a student is expected to secure a minimum GPA of 3.6

b. At the end of all other terms (Term 2 through Term 6) the student is expected to secure a minimum CGPA of 4.4 (cumulative grade point by the end of the term) with a GPA of 3.6 (Grade point specific to the term)

c. In the event that she/he fails to achieve the required GPA and CGPA at the end of TERMS 1 & 2 and TERMS 4 & 5, caution letters will be issued to the student; the guardian/parent will be duly informed about the same.

d. At the end of Year 1 (end of term 3) a student must have secured a minimum CGPA of 4.4 failing which the student will withdraw from the program unconditionally.

e. At the end of Term 6 a student must have maintained a minimum CGPA of 4.4 separately in the second year (terms 4, 5 & 6 combined) and secured an overall minimum CGPA of 4.4 (year 1 + year 2) failing which the student is not eligible for the award of the Diploma.

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5.6.2. In addition to the above she/he **must have 'cleared' the courses with qualitative assessments** to qualify for the 2nd year (after term 3) and the Diploma (after term 6). Failure to achieve this will result in non-award of the Diploma.

5.6.3. In addition to the above requirements, **every student is required to meet** the DEFICIT point norms as described below: The Course Deficit Point (CDP) is calculated by multiplying the credits of each course with the deficit points earned by the students in the respective course. The Total Deficit Point (TDP) is essentially the sum of all CDPs obtained by a student up to the end of any given term/year.

Grade	Deficit Point
A+, A, A-	0
B+, B, B-	0
C+, C, C-	0
D+	1
D	2
D-	3
F	6

5.6.4 : **Criteria for Promotion to Year II and award of Diploma**

   A.   A first-year student will qualify for promotion to the second year if he/she satisfies the following:
   (i) She/he should have a CGPA of at least 4.4 at the end of the first year.
   (ii) She/he must have 'cleared' the courses with qualitative assessments
   (iii) She/he should not have accumulated more than 36 TDPs at the end of the first year

A student, who does not satisfy **any of the criteria** mentioned above 5.6.4 - A (i), (ii) & (iii), will be asked to withdraw from the program unconditionally.

   B.   A second year student will qualify/be eligible for the award of Diploma if he/she satisfies the following

(i) She/he should have a CGPA of at least 4.4 in and at the end of the second year (CGPA for Year II - Terms 4, 5 & 6 and Total GPA - Year I + Year II).

(ii) She/he must have 'cleared' the courses (of year II) with qualitative assessments

(iii) She/he should not have accumulated more than 24 TDPs during the second year and no more than 60 TDPs at the end of the second year (including that of first year)

A student, who does not satisfy **any of the criteria** mentioned above 5.6.4 - B (i), (ii) & (iii) will be not be eligible for the award of diploma.

No appeal will be entertained in this regard.
The decision of the PGP committee in all such matters
shall be final and binding.

5.6.5. In the event of a re-joining the program the student will continue to have the same roll number that was previously allotted.

5.7 Outside Classroom Components:

PGP curriculum includes several components involving learning outside the classroom like MIP, BrandScan, etc. Each component will have pre-assigned credits. The design and evaluation methods for each such component will be announced in advance by the respective faculty in-charge. The performance of a student in such components will be as much a part of the minimum academic standards as explained above.

5.8 Formula to Convert CGPA to Percentage:

For the purposes of converting the CGPA to Percentage the following formula may be used:

$$Percentage = 60 + \frac{(CGPA - 5.2) \times 40}{4.8}$$

5.9 Fee for Duplicate Certificates, Transcripts etc.:

Students/Alumni who require duplicate certificates/transcripts need to apply formally to the Chairperson-PGP for the same. Fees are chargeable for this service. The fee applicable would be intimated on receipt of application at the PGP Office.

6. ATTENDANCE

6.1 TAPMI students are deemed to have agreed to offer unconditional commitment to their learning process during the two years of their study at the institute. Therefore, the residential programme expects their uninterrupted presence at the campus. It is mandatory for all the students to maintain **100% attendance** in class sessions. Absence from classroom sessions and from other academic activities will be regarded as an act of willful indiscipline. Absence to classes without following the process as per the PGP Leave Procedures will result in a subgrade for absence to each session in a given course.

Unauthorized absence from class sessions will result in severe penalty that may, inter alia, include being asked to withdraw from the programme.

6.2 Any student who is absent continuously for more than 13 calendar days in a term due to domestic or health or any other reasons will have to withdraw from the programme.

6.3 100% attendance to classes at the institute is mandatory. In the event of loss of any attendance due to absence to classes, the student will attract penalty by way of grade deductions in the concerned course. **Further, any student who misses more than 30% of sessions in any course for reasons due to domestic or health or participation in events, seminars, conferences, workshops or any other reasons will be awarded 'I' grade in that particular course/s.** The student will have to complete the said course/s in the next academic year or future years whenever the course is offered at the institute to be eligible for the award of Post Graduate Diploma in Management(PGDM)/Post Graduate Diploma in Management-Healthcare (PGDM-HCM)

6.4 Attendance during outside classroom components of PGP such as MIP shall be as per the rules of respective organizations to which the student is attached and as may be specified by the institute. Attendance and leave rules for these segments will be given to all students by the respective Chairpersons. Appropriate penalty may also be imposed in case of violation of these rules.

6.5 Attendance is **mandatory on the first day of every term with all students requiring to register themselves without fail**. Absence will invite penalty up to **Rs 5000/- per day.** No request of any sort is entertained towards condoning of absence in such cases.

6.6 Attendance to the last session of any course in all terms is compulsory for students. Absence will invite a sub-grade as per the existing attendance policy at the institute. No request of any sort is entertained towards condoning of absence in such cases.

6.7 It is expected that all graduating students be present for the annual convocation.
   a) In case due to some compelling reasons a student does not wish to attend the convocation, then prior permission from the PGP Office must be obtained by the students. Permission is granted only in genuine cases.
   b) A student who is not present during rehearsal of the Convocation will not be permitted to attend the Convocation. Diploma Certificates and transcripts will be given only after three months from the date of the convocation.
   c) Anyone who is not present for the convocation, irrespective of having secured prior permission, will be awarded Diploma Certificates and transcripts only after three months from the date of convocation.
   d) All graduating students must be present for the annual convocation. Diploma will not be granted in absentia during the convocation function.

6.8 Students are not permitted to take leaves while interning. In case of any reasons (as mentioned in 6.3) the permission is subject to prior approval from the Chairman MIP and the Company in which the student is interning. For students staying on campus during internship period approval from the Warden is mandatory.

7. STANDARDS OF CLASSROOM BEHAVIOUR

7.1 Behavior:

All students are expected to maintain proper standards of classroom behavior including appropriate dress code. **The management of the classroom environment rests on the course faculty.** Students are strictly prohibited from carrying or consuming any eatables/tea/coffee to the classroom. The faculty may ask a student to leave the class room if the level of pre-class preparation is found to be of below acceptable level. The judgment and decision of the faculty is final. In addition, the faculty may require such student(s) who disrupt the smooth conduct of the class, to leave the class. In addition, s/he may also report the matter to the Chairperson-PGP for initiating disciplinary action.

Note: Examples of "disruptive" activities would include behavior such as persistently speaking out in a manner which is disruptive, refusing to be seated, leaving and entering the room without authorization, using mobile phones and other gadgetry in the classroom, refusal to abide by the instructions of the faculty, etc. The above list is only indicative and not exhaustive.

7.2 Dress Code and Presentability:

Students are bound by dress code of the institute. For the purpose of clarity of principle, "permissible dress code" is to be understood as one that reflects decency. This includes the captions on the dress as well. Formal dress code is expected while making class presentations. This is also the norm during special occasions of importance for the institute (namely: Convocation, Visits of important guests, dignitaries, etc.) Students will be advised from time to time on this.

7.3 Usage of Mobile Phones:

Usage of mobile phone is strictly prohibited inside the classrooms. Students are required to keep their mobile phones in switched off mode in the basket kept in the classrooms. If any mobile is found ringing (including the alarm ring) the instrument will be confiscated (for no less than three working days) and the owner of the instrument will have to pay penalty **up to Rs.5000/-** to redeem it. It is advisable that students do not carry their mobile phones into the class rooms.

8. INTEGRITY

8.1 Academic Integrity:

All students are expected to maintain integrity and honesty in all their academic work (assignments, reports, examinations, quizzes, project work, etc.). The act of submitting work for evaluation or to meet a requirement is regarded as assurance that the work is the result of the student's own thought and study, produced without assistance, and stated in that student's own words, except matter within quotation marks, references, or footnotes which acknowledge the use of other sources. **If a student is in doubt regarding any matter relating**

to the standards of academic integrity in a given course or on a given assignment, that student shall consult the faculty in charge of the course before presenting the work.

Students who violate academic integrity and honesty shall be liable for disciplinary action. A student shall be deemed to have violated academic integrity if he or she:

(a) Represents the work of others as his or her own (plagiarism);
(b) Obtains assistance in any academic work from another individual in a situation in which the student is expected to perform independently;
(c) Offers false data in support of laboratory or field work;
(d) Intentionally impedes or damages the academic work of others;
(e) Engages in conduct aimed at making false representation of a student's academic performance;
(f) Forges or falsifies academic documents or records; and
(g) Assists other students in any of these acts.

Examples include but are not limited to: cutting and pasting text from the web without quotation marks or proper citation; paraphrasing from the web without crediting the source; using notes or a programmable calculator in an exam when such use is not allowed; using another person's ideas, words, or research and presenting it as one's own by not properly crediting the originator; stealing examination or course materials; changing or creating data in a lab experiment; altering a transcript; signing another person's name to an attendance sheet; hiding a book knowing that another student needs it to prepare an assignment; collaboration that is contrary to the stated rules of the course, or tampering with a lab experiment or computer program of another student; using SMS through cell phones to communicate answers to questions in quizzes/exams.
This list is only indicative and is not exhaustive.

8.2 Examination Rules

All students are communicated the examination rules at the time of joining the institute and thrice before the commencement of Mid Term and End Term examinations. Violation of norms regarding behavior in the examination hall will attract severe penalty. **Students found copying in the examination halls will be asked to withdraw from the programme immediately.**

8.3   General Integrity:

During the entire two year post-graduate programme at TAPMI, every student implicitly agrees to abide by the rules, values and culture of the institute. A student is an ambassador of the institute and hence is expected to adhere to high standards of moral values. Therefore, if a student is found to have acted in a manner that is tantamount to cheating-whether another individual or the institute - such an act, without consideration of the quantum of monetary value involved, will attract the severest punishment, which may include being asked to withdraw from the program. This rule will cover all walks of life of a student during the two year stay at TAPMI.

9. GENERAL BEHAVIOUR

9.1 Students are admitted to the PGP in good faith, based on the belief that their claims to fulfillment of eligibility supported by documents are genuine. This also includes their affirmation that they have completed all academic formalities of the qualifying examination prior to joining the Post Graduate program of TAPMI. Such affirmation should be done before 30th September 2016, else will lead to action as per PGP norms. However, if it comes to be known that a student did not complete such formalities prior to joining the institute and / or has completed the same after joining the institute without the knowledge of the Chairperson-PGP, it will be deemed that the student has committed a major felony of misrepresenting the truth and the student shall be asked to withdraw from the program.

9.2 Ragging is considered an offence. Any student indulging in such activity - be it in the institute's premises or hostels or outside-shall be considered having committed serious breach of discipline and shall be asked to withdraw from the programme. *Each student is required to submit an affidavit in the prescribed format at the time of joining. This is a mandatory requirement.*

10. DISCIPLINARY PROCEDURE

The PGP Committee and/or the Disciplinary and Ethics Promotion Committee shall be the authority for all matters pertaining to student discipline. If the student is found guilty of the alleged misconduct including hostel indiscipline, the PGP Committee and/or the Disciplinary and Ethics Promotion Committee may impose a penalty appropriate to the nature and severity of the misconduct. As mentioned In points 8 and 9, dishonesty in any form irrespective of the magnitude of the monetary value involved will result in the severest punishment. Such penalty shall include (but not restricted to) imposition of fines, suspension from a course/term, being asked to withdraw from the programme, etc.

TAPMI has staff quarters and guest houses within the campus and in view of movement of children of employees, family members, visitors and guests attending various executive education programmes, is expected that students maintain disciplinary norms restraining themselves from speedy driving of vehicles in the campus premises, follow decent dress codes etc.

11. TAPMI HOSTEL GUIDELINES (FOR BOTH LADIES & GENTS' HOSTELS)

The following guidelines are purported to make hostel-stay safe and pleasant for all TAPMI students. These guidelines are not meant to limit any freedom, but to safeguard the liberty as well as to create a positive and conducive learning environment. Please read the guidelines carefully. The students residing in TAPMI Hostels, hereafter addressed as residents, are required to comply with the following Hostel guidelines.

11.1 Conditions of Allotment

1. TAPMI is a residential institute and hence, all students are required to reside in the hostels.

2. At the time of admission of a student in the hostel or at the beginning of every year, each resident is required to submit a duly completed personal data form to the Caretaker. A passport size photograph is to be affixed in the personal data form and the telephone number of the parents or guardians must be provided. The Caretaker must be updated as and when there is a change in the contact details.

3. Rooms once allotted to the residents for an academic year will not be changed.

4. Residents are to occupy only the rooms allotted to them by the Warden. Mutual exchange of rooms is permitted under exceptional circumstances, only with the Warden's permission.

5. The maintenance of rooms allotted to each student is his/her personal responsibility. He/she should see to the upkeep of his/her room, hostel and its environment. Cleaning of a hostel room is done by housekeeping staff in the evening hours and weekends. The residents should make themselves present during the cleaning hours.

6. Washing machines have been provided in all the hostel blocks. The residents may use them after entering the particulars in the **Washing Machine Register** maintained by the caretaker. The energy consumed by the machine during the usage is recorded by the caretaker and the payment for the same will be made by the respective residents on a monthly basis.

7. The main gate of the TAPMI campus is closed at **11.30 p.m**. every day. The security staff at the Main Gate has been directed not to allow entry to residents later than 11.30 p.m. Students found trying to enter the premises after 11.30 p.m. will be reported to the respective Hostel Warden for disciplinary action.

8. Residents shall always carry their student ID cards when going out of the campus.

9. The Warden (or Asst. Warden or the Caretaker) may take a roll call at any time after the prescribed hours as indicated above. Any unauthorized absence from the hostel is considered as an act of indiscipline.

10. The residents are required to leave behind keys to their rooms to the Caretaker when they leave hostel during vacation. Personal belongings of first year students may be left in their hostel rooms till their return from the vacation. All such articles have to be packed and labeled properly.

11. At the time of leaving the campus or shifting (if any) from one hostel to the other the preoccupied rooms are to be handed over in a clean empty condition after removing all personal belongings. Appropriate charges will be admissible in case of noncompliance.

11.2 Code of Conduct

1. The residents shall not remove any fittings from any other room and get them fitted in his/her room.

2. The resident(s) of a room will be held responsible for any damage to the property in the room during his/her occupancy.

3. The residents shall not draw graffiti inside or outside the occupied rooms, nor drill any holes for nails.

4. All residents are required to maintain proper sense of decorum that is befitting to the students of higher academic institution of the level of TAPMI. They are expected to conduct fairly and courteously with every one, both inside and outside the campus.

5. Certain behaviors, such as, **ragging and harassment of fellow students**, altercation and physical fighting, noisy and unruly acts, and use of abusive languages towards fellow residents are considered serious disciplinary offences.

6. Smoking, possession and consumption of alcoholic drinks and/or narcotic drugs in the hostels as well as inside the campus is strictly prohibited. Students will not be permitted to enter the campus after consuming alcohol and/or narcotic drugs and such act will attract disciplinary actions leading to debarment from placements and other institutional activities and/or being asked to withdraw from the programme.

7. Activities of any nature (like playing loud music) which may cause disturbance to the roommates or neighbors should not be carried out in the hostel rooms.

8. Male residents are not allowed in Ladies' Hostel and vice versa.

9. No student shall leave the hostel or stay away from his/her room during the nights except with the written permission of the Warden.

10. If any resident wishes to leave the station in case of emergency, he/she should get the prior permission from the Asst. Warden/Warden/Associate Dean – Administration in writing. However, the PGP rules will apply.

11.3 Guests and Visitors

1. All visitors and friends shall be received first at the Office of the Caretaker before allowing them in the Hostel.

2. All visitors to the hostel will have to make necessary entries in the visitor's book available at the hostel entrance from the Caretaker.

3. Parents/guardians, and siblings and friends of same gender are permitted to visit the resident in his/her room. Siblings of opposite gender are allowed only up to the common room. All visitors and non-residents must leave the hostel premises by 9:00 p.m. No overnight guest is permitted in a resident's room.

4. Under special circumstances, depending on the availability of a room, parents or siblings may be entertained for overnight stay in the guest house with prior permission from the

Warden, on a payment basis. In case of sickness, a resident may be permitted to stay with his/her parents in the guest house.

5. Welcoming unauthorized guests in the hostel will subject residents to disciplinary action. All residents are advised to extend their fullest co-operation to see that no unauthorized person enters the Hostel premises. If they happen to find any such person, the matter should be brought immediately to the attention of the Warden/Caretaker.

6. People visiting regularly for maintenance work or to deliver newspapers, mail and laundry will be allowed to enter the hostel premises only with the permission of the Caretaker.

11.4   Use of Appliances

1. The use of immersion rod, kettle and iron in the room is a serious contender for fire hazard. Private cooking and ironing in the hostel/resident's room is strictly forbidden.

2. Electricity consumption charges will have to be paid by each resident on the basis of his/her consumption units as recorded by separate energy meters for each room.

3. When the residents go out of their room they should turn off all faucets and the electrical/electronic appliances.

4. The residents of the hostel are responsible for the safe - keeping of their personal belongings. They are advised to keep under lock all valuable items such as lap-top, mobile phone, credit cards, ornaments, etc. **Please lock the room when you are out even for a short period.**

5. Residents are advised in their own interest not to keep money or other valuables in their rooms. They may deposit all such money etc., which is not immediately required by them in the local branch of any bank or lockers. The Hostel authorities do not hold themselves responsible for any loss of private property belonging to the residents.

6. In case the room keys are misplaced and there is a need to break open the door, prior consent of the roommate and permission from Asst. Warden/Warden has to be sought. A nominal charge of Rs. 500 will be charged for the same. In case this leads to damage of the door or latch, the student has to bear the repair/replacement cost.

11.5   Community Responsibilities

1. Residents should not indulge in practices/activities, which may endanger their own personal safety as well or others.

2. Residents are to pay attention to the surrounding in which they live by keeping it clean, healthy and presentable. All the residents are equally responsible for keeping an eye on maintenance of hygiene in the rooms and premises by the employed Staff.

3. Residents are not to arrange any picnics, functions, or meetings both within the hostel and/or inside the campus without getting permission from the Warden/concerned Authorities.

4. The cost of any damage of the hostel properties due to negligent or deliberate act will be borne collectively by all residents unless the resident responsible for the damage is identified.

5. Residents shall shoulder the responsibility in managing the general upkeep of common rooms and electronic or other equipment therein. They should not meddle with the TVs and PCs kept at the common room, if any.

11.6   Cafeteria

1. All residents are required to enroll themselves as cafeteria members.

2. Cafeteria bill will be worked out based on variable cost and operating overheads of the Caterer, and it will be scrutinized by Hostel Committee and Dean - Administration and Accounts Section. Final recommendation for cafeteria bill fixation will be considered and approved by the Director.

3. The residents will have to adhere to the time schedule mentioned for their breakfast, lunch, evening tea and dinner at the Hostel Cafeteria. These timings are tentative and subject to change. The present timings are as follows:

Breakfast	:	7.30 a.m. to 10 a.m.
Lunch	:	12.00 p.m. to 2.00 p.m.
Dinner	:	7.30 p.m. to 9.30 p.m.

4. Students will have to co-operate with the Caterer and his staff in their efforts. Complaints regarding cafeteria arrangements and facilities will be intimated to the Asst. Warden or Warden for any corrective action.
5. The cafeteria bill will have to be paid at the Institute Office/Bank within 10 days of announcement. A fine of Re.1/- will be levied per every hundred rupees for late payment from 10th day to 20th day, thereafter a fine of Rs. 100/- will be charged for every ten days. Institute reserves the right to change this rate of fine during a financial year with prior notice.

11.7   In Case of Emergency

 Any emergency situation must be immediately reported to Caretaker/Asst. Warden/Warden. In case of medical emergency, the first point of contact is the Welfare Committee.
A First Aid Box is kept at all times with the Caretaker. In case of fire hazard, use fire extinguisher if fire is manageable, otherwise the residents have to leave the rooms immediately. They are also required to warn the fellow residents, avoid using elevator, and assemble in front of the hostel building.

11.8 Rights of the Hostel Management Committee

Any breach of these rules will invite an enquiry by the Hostel Management. If the resident is found guilty, then the Hostel Management will take disciplinary action that it deems fit. The Hostel Management reserves its right to change the rules from time to time keeping the students informed through general circulars displayed on the Hostel Notice Board. At any point of time, the Hostel Management has the authority to enter and check the rooms of the resident.

11.9 Important Mobile and Phone Numbers:

Dean-Administration:	**Dr. Raghunath Rudran**
	Mobile No.: 9448252492
	Office No: 0820-2701006 or Ext: 1006
Ladies' Hostel Caretaker:	0820-2701315 or Ext: 1315
Gents' Hostel Caretaker:	**(Block 1)**: 0820-2701115 or Ex: 1115
	(Block 2): 0820-2701215 or Ext: 1215
Ladies' Hostel Warden:	**Dr. Vidya Pratap**
	Office No: 0820-2701067 or Ext: 1067
	Mobile No. 9741120114
Ladies' Hostel Assistant Warden:	**Mrs. Parimala Hegde**
	Mobile No: 9449579505
	Office No: 0820-2701009 or Ext: 1009
Gents' Hostel Warden:	**Dr. Debmallya Chatterjee**
	Mobile No: 9480833193
	Office No: 0820-2701023 or Ext: 1023
Gents' Hostel Asst. Warden:	**Mr. Anant Pai**
	Mobile No: 9449924149
	Office No: 0820-2701014 or Ext: 1014
Ambulance (KMC Hospital):	0820-2575555
KMC Hospital:	0820-2922761/2571201
Police:	100, 0820-2570328
Fire:	101

Travels: - Priya Car Rentals	Tel: 0820-2570844	Mob: 9448151944
- Shreeya Travels	9980166657/ 9448328041	
- LULU Travels	9448251944/ 9986486316	

Auto: Tel: 0820-2572456 (Auto Stand)

0820-2701113 or Ext: 1113 (Security

Gate)

12. AMENDMENT OF INFORMATION & RULES

The information provided above may require amendment from time to time, based on change of circumstances. The rules/provisions/guidelines with respect to academic and administrative matters may also need amendment from time to time, bases on need. TAPMI reserves the right to add / alter / delete / modify any of the above provisions based on general exigencies or changes in policies.

13. APPEALS

The Director of the Institute is the Appellate Authority for all matters pertaining to academics, administration and discipline. The decision of the Director on the appeal shall be final and binding.