TAPMI

POST-GRADUATE PROGRAMS
HANDBOOK 2021-23

PGDM - PGDM (BKFS) - PGDM (HRM) - PGDM (MKT)

WHERE LEARNING IS FOR LIFE

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MISSION

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

PGP HANDBOOK

2021-2023

PGDM, PGDM-BKFS, PGDM-HRM, & PGDM-MKT

T A Pai Management Institute, Manipal

DIRECTOR'S MESSAGE

A Different PGDM Experience!

TAPMI is committed to creating a vibrant student-centered environment to turn your dream into reality and nurture talented and ethical business leaders for the 21st century. You will be working with amazingly talented high achievers and our aim is to prepare you to solve tomorrow's business challenges.

At TAPMI, the class size is small thus allowing faculty to provide a personalized approach and most importantly, professors actively encourage you to come forward with your views and ideas. We believe that each of you will not only learn from the faculty but also from each other. We create a magnificent student-centered environment where faculty will call you by your first name (close knit TAPMI community) and provide an intellectually stimulating experience.

TAPMI faculty are also outstanding researchers and many have an excellent combination of industry and academic experience. Our programs (PGDM, PGDM-BKFS, PGDM-HRM and PGDM-MKT) not only offer seminal courses but also state-of-the-art courses in the field of management which will help you address the challenges faced by organizations. Our PGDM is different as we provide both the theoretical underpinnings and the practice of management and most importantly, we continually innovate our curriculum. This pedagogical approach encourages analytical thinking, creativity and encourages TAPMIANs to not accept status quo. Whilst the curriculum at TAPMI is rigorous and experiential, we provide several opportunities (student clubs, committees) for active involvement and Growth. The environment is more of a collaborative nature that encourages discussion and most importantly celebrate each other's success.

Our Leadership Assessment and Development Centre (LADC) will expose you to different styles of leadership experience and we believe that great transformational leaders must know themselves better. Our top priority is to help navigate the complex and ever-changing world of business and provide opportunities to apply the theoretical underpinnings learnt in the classroom.

The Office of Career Advancement and Corporate Engagement gives you terrific advice on how best to achieve your goals. The Office of Career Advancement and Corporate Engagement brings to our beautiful campus the Who is Who of Corporate India, organise CXO series, organise sessions with the distinguished network of over 5500 alumni.

If you believe in learning beyond the classroom, wish to work with talented individuals and high achievers, be part of the distinguished TAPMI alumni, then TAPMI PGDM is for you.

This is a different PGDM experience!

Welcome to TAPMI.

CONTENTS

	Page Nos.
Post Graduate Program at TAPMI	1 - 2
Post Graduate Diploma in Management [PGDM]	3 - 10
Post Graduate Diploma in Management - Banking and Financial Services [PGDM-BKFS]	11 - 16
Post Graduate Diploma in Management - Human Resource Management [PGDM-HRM]	17 - 22
Post Graduate Diploma in Management – Marketing [PGDM-MKT]	23 - 27
Scholastic Standards & Evaluation	28 - 32
Attendance	33 - 34
Classroom Behaviour & Integrity	35 - 37
General Behaviour	38
The Diploma, Scholarships & Awards	39 - 46
TAPMI Hostel Guidelines (for both Ladies & Gents' Hostels)	47 - 51
Library Information and Rules	52 - 54
Information & Communication Technology	55 - 56
Faculty	57
Amendment of Information & Rules	58
Appeals	58
Academic Administration (Contact Points)	59
Annexure A - Course of Independent Study (CIS)	60 - 63
Application for Course of Independent Study	64

I
POST GRADUATE PROGRAM AT TAPMI

1.1 PREFACE

The Batch of 2021-2023 undergoing the Post Graduate Diploma in Management **(PGDM)**, Post Graduate Diploma in Management-Banking and Financial Services **(PGDM-BKFS)**, Post Graduate Diploma in Management-Human Resource Management **(PGDM-HRM)** and Post Graduate Diploma in Management-Marketing **(PGDM-MKT)** Programs at TAPMI are 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.

1.2 ABOUT THE CURRICULUM

TAPMI has always been innovative in its approach to management education and has been updating its curriculum and program 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 global 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 sustainability.

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 aligned with the program level goals, which in turn are derived from the mission statement. The Institute has set the following as the program level goals –

PLG1 Application of Fundamentals
Traits: Demonstrate application of functional / conceptual knowledge to business situations

PLG2 Problem Identification and Solution
Traits: Demonstrate ability to identify a problem, critically assess various alternatives and suggest appropriate solution

PLG3 Integrative Thinking
Traits: Demonstrate ability to identify inter-linkages among functional areas within an enterprise and assess the impact of external environment on its performance

PLG4 Effective Communication
Traits: Demonstrate proficiency in Oral and Written Communication

PLG5 Ethical Responsibility
Traits: Demonstrate awareness and assess impact of ethical behavior on business

PLG6 Leadership
Traits: Demonstrate capability to take leadership role in a business situation

In accordance with the above, all the Post Graduate Programs are well thought out as a mix of classroom study and experiential/practical training. They are fully residential programs 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 programs would be on self-learning.

1.2.1 Classroom Pedagogy

The classroom pedagogy ranges across traditional classroom instruction, simulations, case discussions, role-plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement classroom 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 with practice. Thus, classroom instruction, when supplemented with case-based discussions and simulations, helps the student in developing a deep and rich understanding of business and management.

1.2.2 Field-based Experiential Learning

The curriculum places great emphasis on field based experiential learning. Learning in the classroom is supplemented with field-based learning, resulting in an understanding that is holistic, and connects theory with practice.

1.2.3 Credits and Contact hours

A credit is a term used to denote the extent of effort required to be put in by a student. One credit indicates 10 hours of contact for classroom instruction. However, the student supplements each session of classroom interaction with the time equivalent of about three hours of preparation. The courses offered at the Institute will be of 4,3,2,1 or 0 credits. Zero credit courses will have contact hours that may range from 10-30 contact hours.

II
POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)

The two-year PGDM program consists of a total of at least 1040 hours of contact classes and field-based activities. A student admitted into the PGDM program will complete a minimum of 640 classroom contact hours in Year 1. The remaining hours of contact classes will be completed in Year 2 of the program

2.1 First Year (PGDM)

The first- year 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 understand how organizations function. The student must start appreciating the inter-dependencies between the disciplines. The credit earnings in Year I (Term 1 + Term 2 + Term 3) is 65.
The (indicative) list of courses for the first year and corresponding credits are given below:

TERM I			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Basics of Accounting	0	10
2	Learning by Case Method	0	10
3	Basic Statistics	0	10
4	Excel Basics	0	10
5	Managerial Statistics	3	30
6	Marketing Management – I	3	30
7	Managerial Economics	3	30
8	Managerial Communication – I	2	20
9	Financial Accounting	2	20
10	Individual & Group Dynamics	3	30
11	Decision Science	3	30
12	Sustainability, Responsibility & Managerial Ethics	2	20
13	Viva-Voce – I	1	0
TOTAL - TERM I		**22**	**250**
TERM II			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Operations Management	3	30
2	Financial Management – I	3	30
3	Management Accounting & Control	3	30
4	Macro Economics	2	20
5	Marketing Management – II	2	20
6	Organization Design & Structure	2	20
7	Human Resource Management	3	30
8	Business & Impact Planning for Social Enterprises	1	10
9	Viva-Voce – II	1	0
TOTAL - TERM II		**20**	**190**

TERM III			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Legal Aspects of Business	2	20
2	IT for Business	3	30
3	Strategic Management	3	30
4	Business Research Methods	3	30
5	Financial Management – II	2	20
6	Supply Chain Management	2	20
7	Integrative Thinking Simulation	1	10
8	Managerial Communication – II	2	20
9	Society, Environment, Values & Attitudes -SEVA	2	0
10	Excel Skills for Business (Coursera)	2	20
11	Viva Voce – III	1	0
TOTAL - TERM III		**23**	**200**
TOTAL CREDITS (TERMS I - III)		**65**	**640**

* *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.*

2.2 Viva Voce

At the end of each term a student will face a panel of faculty from different disciplines for a 15-20 minute viva-voce. The viva will test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in a given context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

2.3 Sustainability, Responsibility & Managerial Ethics at TAPMI

Delivering Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but has become essential. Being embedded within societal, environmental and inclusive growth paradigms is an imperative - both for management education institutions and future managers. TAPMI is fully committed to act responsibly as a leading b-school and to train every single graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win –wins for their employers, customers, communities and themselves.

Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom, the course is based on a textbook recommended by the United Nations Principles for Responsible Management Education (UNPRiME) Initiative, of which TAPMI is a Champion School. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

Society, Environment, Values and Attitudes (SEVA) is a 2-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating superior societal value. SEVA student groups spend between 150-200 hours on the ground to devise solutions to management issues faced by small and micro entrepreneurs, NGOs and the District Administration in delivering various government schemes, primarily connected to economic empowerment. SEVA students also actively explore opportunities to connect small scale producers to mainstream value chains.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the TAPMI Centre for Inclusive Growth and Competitiveness.

2.4 Summer Internship (SIP)

The project assignment with organizations (SIP/Fieldwork) has three phases:

- **SIP Phase 1:** Summer internship is a critical part of all programs at TAPMI. It enables students to relate theory with practice, on the other hand it enables corporate India to assess the talent pool from our institute. Summer training orientation is to enable you to become great ambassadors from the institute. The orientation will consist of sessions from alumni, key resource persons and faculty.
- **SIP Phase 2**: An eight to nine-week internship program after Term 3; real life managerial issues confronted by the organizations are identified, discussed and analyzed by the students. Most projects involve a large component of fieldwork. Usually the student is assigned 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 as deemed right.
- **SIP Phase 3:** In Term IV the student is required to present the report to a faculty panel. The evaluation constitutes of both; a viva-voce and a report.

2.5 Second Year (PGDM)

During the second year of the program, there are certain courses that are compulsory in nature. The credits for compulsory courses are around 18, of which 6 credits are to be completed in the form of field based experiential learning during the Summer Internship. The remaining credits are earned from the electives offered. The student must choose his/her choice of the courses offered in the various domains like Marketing, Finance, HR, Operations, Information Systems & Technology, Analytics and Strategy. The elective credits are to the order of around 28-32, and thus in the second year the total credits are around 46 - 50 while the total hours are 400-440.

The electives and total credits offered in the various domains are subject to review at the beginning of the second year. ***It is a policy of the Institute to drop courses with less than the defined registrations.*** *TAPMI reserves the right to change the total credits/courses without prior notice.*

Courses offered in the second-year fall into three categories* as follows:

Sl. No	Category	Nature	Existing Credits	Remarks
i	**CORE Courses**	Compulsory for all students	18	Includes 6 credits of the SIP
ii	**DOMAIN 1 Courses**	Selections are to be made from a set of courses offered in a specific domain of the student's choice	Minimum of 18 Credits	Student chooses one domain from Marketing, Operations, Finance, IS & T, Analytics or Strategy
iii	**Domain 2 and Domain 3 or Basket of Courses**	Selections are to be made from a set of courses offered in a specific domain of the student's choice or from different domains.	Minimum 7 credits from a domain to be specified as Domain 2/3. Total credits to meet the minimum overall program credit requirements (i.e. 46-50 credits)	Student chooses electives from Marketing, Operations, Finance, IS & T, Analytics, Strategy, Human Resource, Foreign Languages, Humanities and Liberal Arts

**The distribution 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 to which the above courses and credits may be subject to change, within the bounds of AICTE Rules/Norms.*

The credit earning for Year 2 is 46-50

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:

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 will attend classes and abide by all other guidelines as stated by the concerned faculty. The course faculty can ask any student to withdraw from the audit course in case of 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 on the Institute letterhead certifying completion of the course through audit. Audit courses will not appear in the transcripts.

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 3 credits worth of work can be undertaken in lieu of the domain 2 electives. {See Annexure – A}

The content and relevance of the courses are assessed by the Academic Areas before they are offered. An indicative list of courses and credits for the second year is given below -

Summer Term		
Course	**Credits**	**Hours**
Summer Internship Presentation	6	0

TERM IV			
COMPULSORY			
Term	**Course**	**Credits**	**Hours**
IV	Business Leadership	2	20
V	International Business	3	30
V	Strategy Simulation	3	30
VI	Humanities/Foreign Languages (any one)	2	20
VI	Inter Disciplinary Courses (any one)	2	20
Domain – ACCOUNTING, ECONOMICS & FINANCE			
Term	**Course**	**Credits**	**Hours**
IV	Financial Statement Analysis	3	30
IV	Commercial Banking	3	30
IV	Fintech: Emerging Technologies in Finance	2	20
IV	Financial Advising	2	20
IV	Financial Derivatives	2	20
IV	Security Valuation	2	20
IV	Economic Policy Analysis	2	20
IV	Fixed Income Securities	2	20
IV	Insurance Management	2	20
IV	Workshop : Tax Planning for Personal Finance	0	10
V	Strategic Corporate Finance	2	20
V	Technical Analysis	2	20
V	Investment Banking	2	20
V	Risk Management in Banks	2	20
V	Portfolio Management	3	30
V	IT in Banking and Financial Services	2	20
V	International Finance	2	20
V	Financial Analytics using Python	2	20
V	Auditing	1	10
VI	Corporate Tax Planning	2	20
VI	Value Investing	2	20
VI	Student Managed Investment Course (SMIC)	4	40
VI	Financial Modelling using Excel	2	20
VI	Impact Investing	2	20
VI	Behavioral Finance	2	20
Domain - HUMAN RESOURCES, ORGANISATIONAL BEHAVIOUR & COMMUNICATIONS			
Term	**Course**	**Credits**	**Hours**
IV	Employment Relations & Labour Laws	3	30

Domain – INFORMATION SYSTEMS & TECHNOLOGY			
Term	**Course**	**Credits**	**Hours**
IV	IT Consultancy and Business Analysis	3	30
IV	IT Risk Management and Cyber Security	3	30
IV	Digital Transformation	2	20
IV	IT Sales	2	20
IV	Digital Platforms and Technology Ecosystems	2	20
V	IT Project Management	3	30
V	ERP & Business process management	3	30
V	Emerging Technologies	2	20
V	Block chains in Business	2	20
V	SAP-ERP	2	20
VI	IT Strategy	2	20
VI	IT Account Management	2	20
VI	Artificial Intelligence for Management	2	20
Domain – MARKETING MANAGEMENT			
Term	**Course**	**Credits**	**Hours**
IV	Consumer Behaviour	3	30
IV	Sales & Distribution Management	3	30
IV	Services Marketing	3	30
IV	Brand Management	3	30
IV	Digital Marketing	2	20
IV	Sales & Distribution Management ALS (New)	2	20
IV	Advanced Marketing Research (new)	2	20
V	Marketing Analytics	2	20
V	Retail Management	3	30
V	Business to Business Marketing	3	30
V	New Product & Service Innovation	2	20
V	Retail Analytics	2	20
V	E -Commerce Virtual Marketplace	2	20
V	Marketing Performance Management	2	20
VI	Personal Selling & Sales Negotiations	2	20
VI	Rural Marketing	2	20
VI	Marketing Strategy	3	30
VI	Integrated Marketing Communication	3	30
VI	Customer Relationship Management	2	20
Domain – OPERATIONS			
Term	**Course**	**Credits**	**Hours**
IV	Advanced Inventory and Lean Management, Warehousing	3	30
IV	Quality Management and Six Sigma	3	30
IV	Supply Chain Simulation – The Fresh Connection	2	20
IV	Project Management	3	30
V	Service Operations Management	2	20
V	Strategic Sourcing	2	20
V	Supply Chain Analytics with any Logistix	2	20
VI	Operations Strategy	2	20
VI	Reverse Supply Chain	2	20

Domain – STRATEGY			
Term	**Course**	**Credits**	**Hours**
IV	Enterprise Risk Management	3	30
IV	Management Consulting Areas and Practices	1	10
IV	Adopting a Consulting Mindset	1	10
V	Social Innovation Challenge (SoCH)	2	20
V	Entrepreneurship	2	20
Domain – ANALYTICS			
Term	**Course**	**Credits**	**Hours**
IV	Data Analytics	3	30
IV	R Programming for Business Analytics	3	30
IV	Introduction to Python for Business Analytics	3	30
IV	Industry Immersion Program for Data Analytics by KPMG	2	20
V	Predictive Analytics and Machine Learning	3	30
V	Simulation & System Dynamics Modelling	3	30
V	Forecasting with R	2	20
VI	Modelling with Spreadsheets	3	30
VI	AI and Deep Learning	3	30
Domain – INTER-DISCIPLINARY			
Term	**Course**	**Credits**	**Hours**
V	Cross Cultural Management	2	20
V	Supply Chain Finance	2	20
V	Negotiation Skills	2	20
V	Workshop on Wellbeing-Let's be Resilient	1	10
V	Techniques for Management Research	2	20
VI	Pricing & Revenue Optimization	2	20
VI	Game Theory	2	20
VI	Mergers & Acquisitions	2	20
Domain – FOREIGN LANGUAGES			
Term	**Course**	**Credits**	**Hours**
VI	French	2	20
VI	German	2	20
Domain- HUMANITIES AND LIBERAL ARTS			
Term	**Course**	**Credits**	**Hours**
VI	Mastery of the Self	2	20
VI	Management – Learning from Philosophers	2	20

** 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 to which the above courses and credits may be subject to change, within the bounds of AICTE Rules/Norms.*

2.6 BrandScan (Research & Innovation Skills)

Brand Scan is TAPMI's flagship market research course with a legacy of twenty-seven years. Brand Scan has evolved from a humble market research fair in Manipal in 1993 to a comprehensive market research activity across India. Brand Scan is an outcome of visionary students who have built this into India's top research fair with sheer determination and commitment. Brand Scan boasts of major projects undertaken for the industry using disguised games and other market research tools. In continuation with TAPMIs goal of continuous improvement in academics, the Institute has set up Brand Scan lab to foster

higher levels of consumer and brand research. With an eye on market trends and with an intention to be relevant to industry, Brand Scan is now going through a makeover and will emerge as a new tech savvy avatar in the coming days.

2.7 Social Innovation Challenge – SOCH

TAPMI as one among only thirty-four management schools worldwide that is part of the prestigious Champions Group of the United Nations Principles of Responsible Management Education (PRiME) Initiative. The institute is committed to advancing curriculum, research and project implementation which is aligned with the seventeen sustainable development goals outlined by the United Nations. As part of this commitment we engage deeply with developmental challenges through the Society, Environment, Values & Attitudes (SEVA) course in term three of the first year. This course runs under the supervision of the Centre for Inclusive Growth & Competitiveness with support from all faculty. We have already seen the execution of forty-one exciting projects in the year that has gone by.
TAPMI will now offer the opportunity to extend the engagement to the second year of the PGDM program. This will be in the form of the Social Innovation Challenge (SOCH), open to the top eight teams of the SEVA course. Groups of three will have to formed from the eight groups, teams are expected to pitch their project ideas in front of a faculty committee. SOCH teams will deep dive into the specific issues they are dealing with, create advanced prototypes / blueprints / story boards / business plans etc., and find resources to set the foundation for the ideas to be taken forward for grant proposals. They will receive support in the form of a small grant, advanced mentorship and regular contact with experts and practitioners in the field. SOCH is a three-credit course and will commence in term four of the program, the final evaluation of the course will be completed in term five of the program.

2.8 TAPMI Young Leaders Program

This is a unique opportunity for PGDM students to become exceptional future leaders. Candidates will be selected on the basis academic performance, communication skills, critical thinking, self-assessment and evaluation. Students selected for this component will have the opportunity to work as an executive assistant with a CXO level functionary of renowned companies. The program will carry 6 credits in lieu of the elective basket in domain 2.

2.9 International Exchange

The international student exchange program at TAPMI provides an opportunity to study in the top universities around the globe and get a life-enriching experience including developing a global business perspective. TAPMI has collaborations with universities in United Kingdom, Europe, United States and Australia to facilitate exchange of students whereby students get an opportunity to spend a semester at a partner university. The student on exchange is not required to pay any additional tuition fees however is required to bear all other expenses such as air fare, visa fees and living expenses. The international Relations Office at TAPMI facilitates the student exchange program and generally invites application at the end of first year of studies. Student exchange opportunities, selection process and other conditions related to program will be informed to students at the time of application process.

III
POST GRADUATE DIPLOMA IN MANAGEMENT – BANKING AND FINANCIAL SERVICES (PGDM-BKFS)

The PGDM (Banking and Financial Services) is built on a unique curriculum structure that builds a student's skills and knowledge in finance. The first year covers accounting, finance, economics and banking courses, and the second year offers students electives for specialization in banking or capital markets. Aided by the state-of-the-art Bloomberg Lab, this course enables students to have a managerial career in the fields of banking and financial services with leading national and multinational banks and financial institutions. Over the course of study, a student receives rigorous academic preparation, essential leadership skills through our integrated leadership program, and the opportunity to gain hands-on experience through the Bloomberg terminals and field visits to State Bank of India/Bombay Stock Exchange.

The two-year PGDM (BKFS) program consists of around 1080 hours of contact classes. A student admitted into the PGDM (BKFS) program will complete of 640 classroom contact hours in Year 1. The remaining 440 hours of contact classes will be completed in Year 2 of the program.

3.1 First Year (PGDM-BKFS)

The first-year courses introduce students to different aspects of banking, financial services and capital markets. Few 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 understand how organizations function. First year credits are 66.

The indicative list of courses for the first year and corresponding credits are given below:

TERM I			
Sl.No.	**Course**	**Credits**	**Hours**
1	Basics of Accounting	0	10
2	Primer for Excel	0	10
3	Primer for Statistics	0	10
4	Learning by Case Method	0	10
5	Business Statistics	3	30
6	Financial Accounting	3	30
7	Managerial Economics	2	20
8	Marketing Management	2	20
9	Commercial & Retail banking	3	30
10	Managerial Communication – I	2	20
11	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
12	Organisational Behaviour	2	20
13	Viva Voce 1	1	0
	Total Term I	**20**	**230**

TERM II			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Financial Econometrics	2	20
2	Corporate Finance – I	3	30
3	Operations Management	2	20
4	Management Accounting	2	20
5	IT in banking	2	20
6	Macro Economics	2	20
7	Managerial Communication – II	2	20
8	Data Analytics	2	20
9	Business law & Bank Regulations	2	20
10	Business & Impact planning for Social Enterprises	1	10
11	Viva-Voce – II	1	0
	Total Term II	**21**	**200**
TERM III			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Investment Management	3	30
2	Financial Derivatives	3	30
3	Corporate Finance – II	2	20
4	Integrative Thinking Simulation	1	10
5	Strategic Management	2	20
6	Selling of Financial products	2	20
7	Excel skills for business (Coursera)	2	20
8	Workshop on Business Research	1	10
9a	Fin Techs and Role of Emerging Technologies in Finance	2	20
9b	Industry Training in Banking and Finance Analytics	1	10
10	Society, Environment, Values & Attitudes - SEVA	2	0
11	Human Resource Management	2	20
12	Viva-Voce – III	1	0
13	Masters Thesis Phase 1	1	0
	Total Term III	**25**	**210**
	Total Year 1	**66**	**640**

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3.2 Viva Voce

At the end of each term a student will face a panel of faculty from different disciplines for a 15-20 minutes viva-voce. The viva will test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in a context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

3.3 Sustainability, Responsibility & Managerial Ethics at TAPMI

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3.4 Summer Internship (SIP)

The project assignment with organizations (SIP/Fieldwork) has three phases:

- **SIP Phase 1:** Summer internship is a critical part of all programs at TAPMI. It enables students to relate theory with practice, on the other hand it enables corporate India to assess the talent pool from our institute. Summer training orientation is to enable you to become great ambassadors from the institute. The orientation will consist of sessions from alumni, key resource persons and faculty.
- **SIP Phase 2**: An eight to nine-week internship program after Term 3; real life managerial issues confronted by the organizations are identified, discussed and analyzed by the students. Most projects involve a large component of fieldwork. Usually the student is assigned 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 as deemed right.
- **SIP Phase 3:** In Term IV the student is required to present the report to a faculty panel. The evaluation constitutes of both; a viva-voce and a report.

3.5 Second Year (PGDM-BKFS)

An indicative list of courses and credits for the second year is given below:

Sl No.	Course Name	Credit	Hours
1	Summer Internship Project	4	0
2	Coursersa Offerings	2	0
TERM IV			
Sl No.	**Course Name**	**Credit**	**Hours**
1	Business Analysis & Valuation	3	30
2	Risk Management in Bank	2	20
3	Insurance Management	2	20
4	Treasury & Asset Liability Management	2	20
5	BSE / SBI Training	2	20
6	Fixed Income Securities	2	20
7	IT consultancy & Business Analysis	2	20
8	International Finance	2	20
9	Financial Statement Analysis	3	30
10	Masters Thesis Phase 2	1	0
	Total Term IV	**20**	**200**
TERM V			
Sl No.	**Course Name**	**Credit**	**Hours**
1	Investment Banking	2	20
2	Financial Modeling using Excel and VBA	2	20
3	Electives - 1	4	40
4	Electives - 2	6	60
5	Masters Thesis Phase 3	2	0
	Total Term V	**16**	**140**
	Electives: students will pick 10 credits		
a	CRM	2	20
b	IT risk management & cyber security	2	20
c	Digital transformation	2	20
d	IT Strategy	2	20
e	Economic policy	2	20
f	Project Finance	2	20
g	Private Equity & Venture Capital	2	20
h	Financing International trade	2	20
i	Financial Engineering & Structured Finance	2	20
j	Technical Analysis	2	20
k	Financial Advising	2	20
l	Value Investing	2	20
m	Market Microstructure	2	20
n	Financial Analytics using Python	2	20
o	Creative Accounting & Fraud Management	2	20
	Total of elective choices	**30**	**300**

TERM VI			
Sl No.	**Course Name**	**Credit**	**Hours**
1	Student Managed Investment Course	4	40
2	Mergers & Acquisitions	2	20
3	Business Leadership	2	20
4	Corporate Governance & Business Ethics	2	20
5	Masters Thesis Phase 4	2	0
	Total Term VI	**12**	**100**
	Total Credits	**54**	**440**

** 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.*

3.6 SBI / BSE Training

Experiential learning is the underlying philosophy of all TAPMI programs and learning from the experiences of industry practitioners is an effective way of ensuring it. The PGDM-BKFS program of TAPMI includes 2 – 3 weeks training in term 3. Students undergo training at State Bank Staff College (SBSC) Hyderabad in banking or at the Bombay Stock Exchange, Mumbai in capital markets. The training in banking is conducted by senior managers at SBI and focuses on the practical aspects of loan appraisal, loan structuring and other aspects of bank operations. Industry practitioners train students in the areas of stock selection, investment decisions and portfolio management at the BSE.

3.7 Student Managed Investment Course

BKFS program requires students to undergo Student Managed Investment Course (SMIC) with each student team provided Rs. 1.25 lakhs per group to invest in secondary capital markets. This involves a total outlay of Rs 15 lakhs for the batch. This fund is managed as a professionally run entity by the students selected through a rigorous process for this course. The objective of SMIC is to provide experiential learning by enabling students to make investment decisions in the BSE/NSE listed companies. TAPMI is the only business school in India to run a course where students are given real money to invest in financial markets. This unique opportunity gives TAPMI students a deeper understanding of the realities of financial markets and institutions better than the peers. The process of defending their investment decisions to a panel of senior industry experts and faculty prepares them for the challenges they will face as they step out of the confines of the academic environment.

3.8 Masters Thesis

A thesis has been defined as a treatise advancing a new point of view resulting from research. A Masters Thesis provides the opportunity for students to acquire first-hand experience in applied research in Finance under the supervision of an experienced faculty. The thesis carries six credits and the student is expected to work on it right from the third term through the sixth term. The faculty advisor shall guide the student in the conduct and development of the

thesis and shall approve the final project. The students will be graded in 4 phases (one credit each in terms 3 and 4 and 2 credits each in terms 5 and 6. After submission of the thesis, the student shall make an oral presentation of the work to a general audience that also includes the Examining Committee. Usually when a student has reached this point, the thesis will have met the criteria for obtaining a passing grade. The Examining Committee will determine the final grade based on the thesis and the viva-voce examination. The student will also be encouraged to disseminate the findings at reputed conferences or through publication in peer-reviewed journals. The faculty advisor must be included as a co-author of any publications that may result from this work.

IV
POST GRADUATE DIPLOMA IN MANAGEMENT – HUMAN RESOURCE MANAGEMENT (PGDM-HRM)

The two-year PGDM-HRM consists of 1080 hours of contact classes. All the courses offered in the program are selected to balance core management and HRM domain core courses. A student admitted into the PGDM-HRM program will complete a minimum of 640 classroom contact hours in Year 1. The remaining 440 hours of contact classes will be completed in Year 2 of the program.

Students will also be required to complete internship in an organization after the completion of the First Year of the program. The total credits in the first year will be 65. The total credits (including internship) in the second year will be 50. Students will be supported for the SHRM-CP exam preparation and exam application through alignment of courses and special sessions in the Second Year so that they are better equipped to take on the certification examination. Students will have to ensure that they complete the eligibility criteria for taking SHRM-CP certification examination by successfully completing live project requirements.

4.1 First Year (PGDM–HRM)

The first-year 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 understand how organizations function. The student must start appreciating the connectivity of the disciplines. The credit earnings in Year I (Term 1 + Term 2 + Term 3) is 65.

The indicative list of courses for the first year and corresponding credits are given below:

TERM I			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Basic Statistics	0	10
2	Learning by Case Method	0	10
3	Basics of Accounting	0	10
4	Excel for Managers	0	10
5	Human Resource Management	3	30
6	Individual and Group Dynamics	3	30
7	Managerial Statistics	3	30
8	Marketing Management	3	30
9	Managerial Communication – 1	2	20
10	Financial Accounting	2	20
11	Managerial Economics	2	20
12	Sustainability, Responsibility & Managerial Ethics (SRME)	2	20
13	Viva-Voce– I	1	0
TOTAL - TERM I		**21**	**240**

TERM II			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Operations & Supply Chain Management	3	30
2	HR Metrics and Dashboards	2	20
3	Employment Relations	3	30
4	Management Accounting	2	20
5	Macro Economics	2	20
6	Human Resource Planning	2	20
7	Organizational Design & Structure	2	20
8	Financial Management	2	20
9	Business and Impact Planning for Social Enterprises	1	10
10	Viva-Voce – II	1	0
TOTAL - TERM II		**20**	**190**
TERM III			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	IT for Business & HRIS	3	30
2	Performance Management	3	30
3	Learning & Development	3	30
4	Talent Acquisition	3	30
5	Managerial Communication - 2	2	20
6	Social Research Methods	2	20
7	Strategic Management	2	20
8	Excel for Business (Coursera)	2	20
9	Society, Environment, Values & Attitudes - SEVA	2	0
10	Integrative Thinking Simulation	1	10
11	Viva Voce – III	1	0
TOTAL - TERM III		**24**	**210**
TOTAL CREDITS (TERMS I - III)		**65**	**640**

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.

4.2 Viva Voce

At the end of each term a student will face a panel of faculty from different disciplines for a 15-20 minutes viva-voce. The viva will test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in a given context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

4.3 Sustainability, Responsibility and Managerial Ethics at TAPMI

Delivering Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but has become essential. Being embedded within societal, environmental and inclusive

growth paradigms is an imperative - both for management education institutions and future managers. TAPMI is fully committed to act responsibly as a leading b-school and to train every single graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win –wins for their employers, customers, communities and themselves.

Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom, the course is based on a textbook recommended by the United Nations Principles for Responsible Management Education (UNPRiME) Initiative, of which TAPMI is a Champion School. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

Society, Environment, Values and Attitudes (SEVA) is a 2-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating superior societal value. SEVA student groups spend between 150-200 hours on the ground to devise solutions to management issues faced by small and micro entrepreneurs, NGOs and the District Administration in delivering various government schemes, primarily connected to economic empowerment. SEVA students also actively explore opportunities to connect small scale producers to mainstream value chains.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the TAPMI Centre for Inclusive Growth and Competitiveness.

4.4 Summer Internship (SIP)

The project assignment with organizations (SIP/Fieldwork) has three phases:

- **SIP Phase 1:** Summer internship is a critical part of all programs at TAPMI. It enables students to relate theory with practice, on the other hand it enables corporate India to assess the talent pool from our institute. Summer training orientation is to enable you to become great ambassadors from the institute. The orientation will consist of sessions from alumni, key resource persons and faculty.
- **SIP Phase 2**: An eight to nine-week internship program after Term 3; real life managerial issues confronted by the organizations are identified, discussed and analyzed by the students. Most projects involve a large component of fieldwork. Usually the student is assigned 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 as deemed right.
- **SIP Phase 3:** In Term IV the student is required to present the report to a faculty panel. The evaluation constitutes of both; a viva-voce and a report.

Students are encouraged to undergo extended internship for an additional period of 4 to 6 weeks. The extended internship starts after Term 3 and possibly extend till mid of Term 4 subject to industry requirements and approval from TAPMI. Students undergoing extended internship should meet the academic requirements as specified by the faculty members

teaching in Term 04. The additional number of hours gained through extended internship would be counted towards the overall 500 hours of HR experience requirement for SHRM Certified Professional Exam.

4.5 Live Project

Live Project is aimed to help students develop deeper understanding on specific issues related to people in organizations. Institute through Corporate Engagement team or HR Area will bring ample live project opportunities and all students are encouraged to apply and undertake multiple live projects from Term 2 through Term 5. These projects can range from a 10-hour engagement to 300 hours of involvement. The number of hours spent in a successfully completed live project as certified by the concerned organization will be considered as HR experience that can be counted towards the fulfillment of 500 hours as eligibility criteria for SHRM-CP exam. Students are also required to submit a report that shall be evaluated by a panel of faculty members.

4.6 Second Year (PGDM-HRM)

During the second year of the Program, all courses are compulsory. The total credits for all courses are about 50. This includes 6 credits for SIP which is in the form of field based experiential learning.

An indicative list of courses and credits for the second year is given below:

TERM IV			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Compensation Management	3	30
2	Labour and Employment Laws - 1	3	30
3	Organisational Change & Development	2	20
4	Project Management	2	20
5	HR Analytics	3	30
6	Elective 1 (IST/BD)*	2	20
7	Elective 2 (IST/BD)*	2	20
8	Workshop on Competency Mapping	1	10
TOTAL - TERM IV		**18**	**180**
TERM V			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Strategic Human Resource Management	2	20
2	Labour and Employment Laws -2	2	20
3	Legal Aspects of Business	2	20
4	Sales Force Management	2	20
5	International HRM	2	20
6	Elective 3 (IST/BD)*	2	20
7	Elective 4 (HR)	2	20
8	Workshop on Total Rewards Management	1	10
TOTAL - TERM V		**15**	**150**

TERM VI			
Sl.No.	**Course Name**	**Credit**	**Hours**
1	Negotiation & Conflict Management	2	20
2	Business Leadership	2	20
3	Elective 5 (ID)	2	20
4	Elective 6 (HLA)	2	20
5	Workshop on Tax Management	1	10
6	Workshop on Coaching	1	10
7	Workshop on Assessment Centers	1	10
TOTAL - TERM VI		**11**	**110**
TOTAL CREDITS (TERMS IV - VI)		**50**	**440**

List of Electives

Information Systems & Technology Domain (IT&T)

Sl.No.	Course Name	Credit	Hours
1	IT Consulting & Business Analysis	2	20
2	IT Project Management	2	20
3	ERP and Business Process Management	2	20

Business Development Domain (BD)

Sl.No.	Course Name	Credit	Hours
1	Business to Business Marketing	2	20
2	Key Account Management	2	20
3	Customer Relationship Management	2	20

Human Resource Domain (HR)

Sl.No.	Course Name	Credit	Hours
1	HR Consulting	2	20
2	Career Management	2	20
3	Employment Relations -2	2	20
4	SOPs/Service Rules #	1	10
5	Grievance and Discipline #	1	10

Elective 4&5 will be taken together

Humanities and Liberal Arts Domain (HLA)

S.No.	Course Name	Credit	Hours
1	Mastery of the self	2	20
2	Management - Learning from philosophers	2	20
3	A Life of Happiness and Fullfillment	2	20

Inter-disciplinary Domain (ID)

Sl.No.	Course Name	Credit	Hours
1	Socially Aware Manager	2	20
2	Cross Cultural Management	2	20
3	Social Identity: Organizational Implications	2	20
4	Digital Transformation in HR	2	20
5	New Technologies in HR	2	20

Note: For Elective 1-3, students will have to pick all three electives from either Information Systems & Technology domain or Business Development domain

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V
POST GRADUATE DIPLOMA IN MANAGEMENT – MARKETING (PGDM-MKT)

The two-year PGDM (MKT) consists of around **1080 hours of contact classes**. All the courses in the program are compulsory and there are no electives in the second year of the program. Students will also not be allowed to opt for electives. A student admitted into the PGDM-MKT program will complete a minimum of **640 classroom contact hours in Year 1**. The remaining **440 hours of contact classes will be completed in Year 2** of the program.

Students will also be required to complete internship in an organization after the completion of the program in what is known as the summer term. The internships will typically consist of a project works as assigned by the organization and will carry 4 credits for evaluation.

Students will also be required to complete 2 credits of Coursera offerings as indicated during the program.

5.1 First Year (PGDM–MKT)

The first-year courses enable the student with the basic knowledge about different functional areas of management as the student must know about the basic tools and concepts in different disciplines and must understand how organizations function. In addition to these courses, the student also gets exposed to certain courses that are considered as foundational in the domain of sales and marketing. The student must start appreciating the connectivity of the disciplines. The credit earnings in Year I (Term 1 + Term 2 + Term 3) is 68.

The **indicative** list of courses for the first year and corresponding credits are given below:

TERM I			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Excel for Managers	0	10
2	Basics of Accounting	0	10
3	Basic Statistics	0	10
4	Business Statistics	3	30
5	Managerial Communication	2	20
6	Introduction to Case Method	2	20
7	Managerial Economics	2	20
8	Organizational Behaviour	3	30
9	Financial Accounting	2	20
10	Marketing Management - 1	3	30
11	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
12	Viva Voce - 1	1	0
TOTAL - TERM I		**20**	**220**

TERM II			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Operations Management	3	30
2	Marketing Management - 2	2	20
3	Business Communication and Presentations	2	20
4	Sales Management	2	20
5	Consumer Behaviour	3	30
6	Business and Impact Planning for Social Enterprises	1	10
7	Management Accounting	2	20
8	Digital Marketing	2	20
9	Macro Economics	2	20
10	Brand Management	2	20
11	Viva Voce -2	1	0
TOTAL - TERM II		**22**	**210**
TERM III			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Marketing Research	2	20
2	Strategic Management	2	20
3	Human Resources Management	2	20
4	Legal Aspects of Business	2	20
5	Integrative Thinking Simulation	1	10
6	Excel Skills for Business (Coursera)	2	20
7	Financial Management	3	30
8	Distribution Management	2	20
9	Personal Selling and Sales negotiations	3	30
10	Society, Environment, Values & Attitudes - SEVA	2	0
11	IT for business	2	20
12	Viva Voce - 3	1	0
13	Study Tour	2	0
TOTAL - TERM III		**26**	**210**
TOTAL CREDITS (TERMS I - III)		**68**	**640**

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5.2 Viva Voce

At the end of each term a student will face a panel of faculty from different disciplines for a 15-20 minutes viva-voce. The viva will test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in a given context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

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- **SIP Phase 2**: An eight to nine-week internship program after Term 3; real life managerial issues confronted by the organizations are identified, discussed and analyzed by the students. Most projects involve a large component of fieldwork. Usually the student is assigned 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 as deemed right.

- **SIP Phase 3:** In Term IV the student is required to present the report to a faculty panel. The evaluation constitutes of both; a viva-voce and a report.

5.5 Second Year (PGDM-MKT)

During the second year of the Program, all courses are compulsory. **The total credits for all courses are about 45.**

An indicative list of courses and credits for the second year is given below:

TERM IV			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Business to Business Marketing	3	30
2	Retail Management	3	30
3	Services Marketing	3	30
4	Marketing and Promotion of FMCG Products	3	30
5	Management of Sales Force	2	20
6	IT Sales	2	20
7	Social Selling/ SADMAN (ALS)	2	10
8	Ethical Issues in Sales and Marketing	2	20
TOTAL- TERM IV		**20**	**190**
TERM V			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Rural Marketing	3	30
2	Key Account Management	2	20
3	Advanced Marketing Research	3	30
4	International Marketing	3	30
5	Business Leadership	2	20
6	Product Management	2	20
TOTAL - TERM V		**15**	**150**
TERM VI			
Sl. No	**Course Name**	**Credit**	**Hours**
1	Sales Forecasting & Sales Analytics	2	20
2	Coursera Course	2	20
3	Logistics Management	2	20
4	Marketing Strategy	4	40
TOTAL - TERM VI		**10**	**100**

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5.6 Winter Internship during term 6

In term six, the recruiting organizations will be encouraged to pre-induct students into their organizations for winter internship of 10 weeks. The internship will carry 6 credits and will be evaluated jointly by TAPMI and the industry guide. The students securing internships will have to do the Marketing Strategy Course at TAPMI with other students in the course.

Those who do not go for the winter internship will do the Marketing Strategy course plus the three courses mentioned in the 6th term course list and earn 6 credits.

VI
SCHOLASTIC STANDARDS & EVALUATION

6.1 Evaluation

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

Students will be allowed to review their mid-term/end term answer scripts after the evaluations are completed by the respective faculty members. The review window is open for two working days (only) from the date of notification of evaluation completion.

The Controller of Examinations (CoE) will ensure timely declaration of results each term. For all terms (Except Term 3) results will be declared within 45 days from the last date of end term examinations. Results for Term 3 will be declared within a week from the start of Term 4 in year 2 of the Program.

There will be no review of papers by the students after the Term 6 (Convocation) & Term 3 (MIP) end term examinations.

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.

The end-term (40-50% of the total course evaluation for all Year 1 courses, 30-60% of total course evaluations for all Year 2 courses) is mandatory; unless approved by the Dean-Academics. No student is allowed to exempt himself/herself from it.

6.2 GPA Based Grading

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

Grade	Point on	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+ (Excellent) to F (Fail).

A student will be awarded an ‘F’ grade under the following conditions:

1. The student fails to attempt the end term exam (unless the reasons to miss the end term exam may be on medical grounds– duly endorsed by the authorized personnel at KMC or one with prior permission of the Director. No other reason will be entertained in this regard.)
2. The student is found guilty of academic misconduct/plagiarism as found by the Disciplinary Committee. (Refer Section 7.4 for Definition of Academic Integrity)

The letter grade “I” stands for incomplete. A student will be awarded an ‘I’ grade under the following conditions

1. The student attends less than 70% of the sessions – (read attendance policy for more details)
2. A course faculty (for gross indiscipline, academic neglect or other serious misconduct) may request the Dean-Academics/Academic Review Committee to enquire into the facts & circumstances of the case and then award a grade “I” if deemed fit after review of the case.

A student who gets `I' grade will have to repeat the course when 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 – Banking and Financial Services (PGDM-BKFS)/Post Graduate Diploma in Management-Human Resource Management (PGDM-HRM)/Post Graduate Diploma in Management – Marketing (PGDM-MKT).

Marks will be awarded for all the evaluation components of a course. These marks will be multiplied by the percentage weight for that 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 and penalties if any. The numerical score against the letter grade will be the course Grade Point Average (GPA).

TAPMI follows relative grading system.

6.3 Qualitative Assessment

Certain courses may be offered on zero credit basis during any term in the program. Such courses 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.

6.4 Absence from Mid-term/End term examinations

Students who take unauthorized absence from mid-term/end term examinations will not have any chance for a re-examination or a supplementary examination. 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**. Further, in order

to ensure fairness, the PGP committee may also decide to deduct a percentage of the marks earned by the student in the re-examination. The student duly permitted to re-write the examination will have 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 will have to pay a fee of **Rs.1000 per course** before the commencement of the said examination.

Completion of SIP **is a pre-condition for registration to Term 4.** A Certificate of Completion from the organization must be submitted to TAPMI within fifteen days of joining Term 4 failing which the SIP policy stands applicable

6.5 Scholastic Standards:

6.5.1 Minimum CGPA & GPA

a. At the end of TERM 1 a student is expected to secure a minimum GPA of 4.4000

b. At the end of all other terms (Term 2 through Term 6) the student is expected to secure a minimum CGPA of 4.4000 (cumulative grade point by the end of the term) with a GPA of 4.4000 (Grade point specific to the term)

c. If a student 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 4.4000 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 4.4000 separately in the second year (Summer Term, terms 4-6 combined) and secured an overall minimum CGPA of 4.4000 (year 1 + year 2) failing which the student is not eligible for the award of the Diploma.**

6.5.2. 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 reduction of 0.0150 from overall CGPA at the end of the academic year.

6.5.3 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 has a CGPA of at least 4.4000 at the end of the first year.

A student, who does not satisfy these criteria 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 has a CGPA of at least 4.4000 in and at the end of the second year (CGPA for Year II – Summer Term, Terms 4-6 and Total GPA - Year I + Year II).

A student, who does not satisfy these criteria 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.

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

6.5.5 Re-examinations (after Term 6) and Program repetition

A student who fails to secure the required CGPA in Year II will be given the option of re-appearing for a set of courses as recommended by the Evaluation Office {*this list will exclude all simulation, MIP and project-based courses*}.

At the end of Year II of the program

- If the student scores below 3.6000 CGPA, he/she to repeat the entire PGP II.
- If the student scores above or equal to 3.6000 but below 4.4000, he/she can choose courses no more than a total of 20 credits for re-examinations. These will be from an approved list of courses of Terms 4, 5 or 6.
- This will be a one-time opportunity and the student is expected to improve his/her score accordingly to be eligible to graduate.
- The re-exam will be a 100% component rendering all other evaluation components of the course null and void
- Re-examinations fees are applicable as per the Institute's policy
- The re-exam will be conducted after the convocation and the diploma will be awarded in July/August.
- If the student fails to secure the required grades in this attempt the student may choose to repeat year 2 with the old registration number.

There is no re-exam opportunity available for Year 1 of the program.

6.5.6 Criteria to be Eligible for Career Advancement/Assistance Services:

A student is eligible for Career Advancement support only if all the following conditions are met:

1. S/he maintains a minimum CGPA of 5.0000 as at the end of the most recent term for which results are available; **AND**
2. S/he secures a minimum average GPA of 4.4000 across the Viva-Voce courses in Terms 1-3

6.6 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.

6.7 Formula to Convert CGPA to Percentage:

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

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

6.8 Fee for Duplicate Certificates, Transcripts etc.:

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

VII
ATTENDANCE

7.1 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 program expects their uninterrupted presence at the campus. It is mandatory for all the students to maintain **100% attendance** in class sessions. Unauthorized 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 program.

7.2 Any student who is absent continuously for more than 13 calendar days in a term (unless in case of personal emergency/serious health conditions and leave is approved by the Director) will have to withdraw from the program.

7.3 It is mandatory that students maintain 100% attendance in each course. The leave policy for the students is as follows:

1. **Personal Leave**: (personal/domestic reasons, illness). No more than 10% of total sessions in each course. Leaves beyond 10% for personal reasons will attract subgrades for each such session missed. There will be no evaluation component re-conducted in the case of personal leaves. No personal leave can be availed in case of zero credit courses.
2. **Institutional leave**: no more than 15% of total sessions in each course, (can be extended up to 30% if personal leaves are not availed in each course). The leave must be authorized by concerned office.

An indicative table of Personal & Institutional Leave is as follows:

Course credit	Number of sessions	10% leaves imply	15% leaves imply
1 credit	10 sessions	1 session	1 session
2 credits	20 sessions	2 sessions	3 sessions
3 credits	30 sessions	3 sessions	4 sessions

3. Total leave availed (Personal & Institutional) must not exceed 30% of total sessions in a course. **Any student who misses more than 30% of sessions in any course for any reason whatsoever will be awarded 'Incomplete (I)' grade in that course.**

The student will have to complete the said course 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 – Banking and Financial Services (PGDM-BKFS)/ Post Graduate Diploma in Management-Human Resource Management (PGDM-HRM)/Post Graduate Diploma in Marketing (PGDM-MKT)

4. **Placement/Internship Leave**: As endorsed by the office of Corporate Engagement. (***This is not a part of personal and/or institutional leave***)
5. **Students must judiciously manage the combination of ILs and PLs**
6. Students who may need to visit home due critical domestic reasons must complete the leave formalities at the PGPO prior to leaving.

7.4 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 advised/conveyed to all students by the respective Chairpersons. Appropriate penalty may also be imposed in case of violation of these rules.

7.5 Attendance is **mandatory on the first day of every term with all students requiring registering themselves without fail**. **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.

7.6 **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.

7.7 It is expected that all graduating students be present for the annual convocation.

a) Notification of convocation date will be made prior to only one month only
b) In case due to some compelling reasons a student does not wish to attend the convocation, then the students must obtain prior permission from the PGP Office. Permission is granted only in genuine cases.
c) The Diploma Certificates and the transcripts of students who are not present for the convocation (with prior permission) will be sent to their registered addresses.
d) 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.

7.8 Students are not permitted to take leaves during the Summer Internship. In case of any personal emergency or other valid reasons; prior permission of Chairperson-Corporate Engagement is mandatory. Approval must also be sought from the Company in which the student is interning. For students staying on campus during internship period, approval of the Warden is mandatory before leaving the campus.

7.9 At the end of each Academic Year, the Conveners and Co-Conveners of all student committees must obtain a “No Dues” Certificate from the Chairperson-PGP and Dean-Administration. Failure to comply will lead to severe consequences (withholding of results and/or Diploma, non-refund of caution deposit etc.)

VIII
CLASSROOM BEHAVIOUR & INTEGRITY

8.1 Behavior

All students are expected to maintain proper standards of classroom behavior including appropriate professional 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 classroom 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.

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 programs, it is expected that students maintain disciplinary norms restraining themselves from speedy driving of vehicles in the campus premises, follow decent dress codes etc.

8.2 Dress Code

Students are bound by dress code of the Institute. For clarity, "permissible dress code" includes Business/Smart Casuals and 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. (Trackpants, Nightwear, Beachwear, Ripped Jeans, Bathroom Slippers etc. are not "permissible dress code" in the Academic Blocks.)

8.3 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 therefore advisable that students do not carry their mobile phones into the classrooms

8.4 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) AND/OR
(b) Obtains assistance in any academic work from another individual in a situation in which the student is expected to perform independently AND/OR
(c) Offers false data in support of laboratory or field work AND/OR
(d) Intentionally impedes or damages the academic work of others AND/OR
(e) Forges or falsifies academic documents or records AND/OR
(f) 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.**

8.5 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 indulging in examination malpractice will be awarded an 'F' for the entire course.**
A repeat offender will be expelled from the Program.

8.6 General Integrity

During the entire two-year post-graduate program 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 - such an act,

without consideration of 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 their stay at TAPMI.

All internal communication is meant only for the intended recipient and internal stakeholder (i.e. students, faculty, staff) only. Forwarding such internal communication to any unintended person or personal external mail id, posting/circulating a copy of the same in WhatsApp or other social media platforms and similar acts are not acceptable and will be dealt with appropriately.

IX
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 2021/other notified date**, 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 (as defined in Appendix 12 of APH 2021-22) 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 program. ***Each student is required to submit an affidavit in the prescribed format at the time of joining. This is a mandatory requirement.***

9.3 Gender Harassment

TAPMI has a Policy on Prohibition, Prevention and Redressal of Gender-based Harassment which is framed in conformity with The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and by also taking into account the All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016. In compliance with the stated rules, TAPMI has constituted a Gender Harassment Prohibition and Prevention Committee which also acts as the Internal Complaints Committee. The details of the Committee as well as the policy are available on the TAPMI Website.

In case of any case of harassment or apprehensions of the same, the aggrieved party is free to approach Gender Harassment Prohibition and Prevention Committee which shall support the party in taking up the matter including registration of complaint, inquiry and related actions for the protection of the rights as enshrined in the said policy.

9.4 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. Such penalty shall include (but not restricted to) imposition of fines, suspension from a course/term, being asked to withdraw from the program, etc.

X
THE DIPLOMA, SCHOLARSHIPS & AWARDS

To qualify for the award of the PG Diploma, a student should have met all the minimum scholastic standards specified in this document. Further, to be eligible for any scholarships and/or awards the student should not have indulged in any misdemeanor or violation of any of the rules of the Institute (as mentioned in the Handbook and/or modified or informed from time to time).

Convocation for the graduating batch is normally held about a month after the end of the Program. Notification regarding the convocation date will be made only one month prior to the date of convocation.

10.1 Dr. Ramdas Pai Merit Scholarships (Category I, II, III & IV)

TAPMI for the Batch of 2021-23 has introduced four scholarships for its students:

A. Dr. Ramdas Pai Merit Scholarship Category - I
B. Dr. Ramdas Pai Merit Scholarship Category – II
C. Dr. Ramdas Pai Merit Scholarship Category - III
D. Dr. Ramdas Pai Merit Scholarship Category - IV

The Objective of these scholarships are:

a. To celebrate and appreciate merit
b. To financially support meritorious students with limited financial means

The structure of the various scholarships is as below:

A. Dr. Ramdas Pai Merit Scholarship Category – I

The structure of the Dr. Ramdas Pai Merit Scholarship Category - I is as follows:

a. *Fee Waiver*: The Dr. Ramdas Pai Merit Scholarship Category-I involves 30% waiver of tuition fee. All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee and Hostel Fees) have to be paid by the student. Any other fees declared by the Institute in the Admission Letter also need to be paid by the student.

b. *Number of Scholarships*: Twenty students of the PGP (Batch of 2021-23) will receive the Dr. Ramdas Pai Merit Scholarship Category-I. The scholarship is available for the PGP (Batch of 2021-23) as a whole and the selection process is agnostic of number of applicants across programs

c. *Application*: Students need not separately apply for the Dr. Ramdas Pai Merit Scholarship Category - I.

d. *Selection*: The top twenty female (CAT / XAT / GMAT Equivalent) scorers who are on the rolls of TAPMI as of July 01, 2021 of the Academic Year and continue on the rolls of TAPMI thereafter (across the four programs) shall be directly eligible for the award of the Dr. Ramdas Pai Merit Scholarship Category - I.

e. *Continuation in Year II*: The scholarship awardee will continue to get the Dr. Ramdas Pai Merit Scholarship. Category - I in Year II after satisfying the following conditions:
   i. The scholarship awardee needs to obtain at least 7.00 CGPA at the end of year I.
   ii. The scholarship awardee shall not be involved in any disciplinary violation.

f. *Fee Waiver Process:*
   i. The scholarship awardees are eligible for waiver of 30% of the total tuition fee.
   ii. They have already paid the full tuition fee of PGP Year I while confirming their admission for the TAPMI PGDM programs.
   iii. TAPMI will not refund the 30% of tuition fee for the Year I. Rather TAPMI will waive 60% of tuition fee for year II if the awardee is found eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category – I at the end of year I (Point e. above).
   iv. In case any awardee is unable to satisfy the conditions provided in point e. above and is found not eligible for continuation of the Dr. Ramdas Pai Merit Scholarship Category - I at the end of year I, he/she is required to pay 70% of tuition fee for PGP Year II to continue his/her admission to the TAPMI PGP programs. The remaining portion of 30% of PGP Year II tuition fee is already adjusted against the expected scholarship amount in Year I.

g. *Reassignment of Scholarships*: In case of discontinuation of scholarships resulting from awardee's termination of admission, withdrawal from program or inability of the awardee to satisfy the continuation criteria provided in point e. above, the Director, TAPMI in consultation with the Scholarship Selection Committee can take a decision on reassignment and award of the Year II scholarship to other deserving students.

h. *Exclusions:* The awardees of Dr. Ramdas Pai Merit Scholarship Category - I will not be eligible for Dr. Ramdas Pai Merit Scholarship Category – II/III/IV. Similarly, the awardees of the Dr. Ramdas Pai Merit Scholarship (Category – II, III & IV) will not be eligible for Dr. Ramdas Pai Merit Scholarship Category - I.

B. Dr. Ramdas Pai Merit Scholarship Category - II

The structure of the Dr. Ramdas Pai Merit Scholarship Category - II is as follows:

a. *Fee Waiver*: The Dr. Ramdas Pai Merit Scholarship Category - II involves 30% waiver of tuition fee. All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee and Hostel Fees) have to be paid by the student. Any other fees declared by the Institute in the Admission Letter also need to be paid by the student.

b. *Number of Scholarships*: Ten students of the PGP Batch will receive the Dr. Ramdas Pai Merit Scholarship Category - II. The scholarship is available for the PGP (Batch of 2021-23) as a whole and the selection process is agnostic of number of applicants across programs.

c. *Application*: Students need to apply for the Dr. Ramdas Pai Merit Scholarship Category - II. Students satisfying the following criteria should only apply:
   i. Admission to TAPMI PGP programs (Batch of 2021-23)
   ii. Minimum CAT / XAT/ GMAT (Equivalent) scores of 90 percentile and above.
   iii. Family income of Rs.10,00,000/- or less.

d. *Documentation*: Applicants have to submit the following documents along with the application form:
   i. Income tax returns for last three years of all immediate earning family members.

ii. Income tax returns for current assessment year of all immediate non-earning family members (aged between 21 years and 60 years).
iii. Current CIBIL Score and detailed CIBIL report of all immediate earning family members (available free at various websites).
iv. Immediate family members include father and mother.
v. Statement detailing your eligibility and claim to the scholarship.
vi. Other supporting documents as stipulated in the application form.

e. *Selection*: Selection process of Dr. Ramdas Pai Merit Scholarship Category - II is as follows:
i. The TAPMI Accounts and Administration department will screen all applications to shortlist valid application forms.
ii. All shortlisted applicants will be interviewed by the Scholarship Selection Committee commissioned by the Director, TAPMI.
iii. Based on the income level and interview the Scholarship Selection Committee will select ten deserving candidates for award of the Dr. Ramdas Pai Merit Scholarship Category - II.

f. *Continuation in Year II*: The scholarship awardee will continue to get the Dr. Ramdas Pai Merit Scholarship Category - II in Year II after satisfying the following conditions:
i. The scholarship awardee needs to obtain at least 6.00 CGPA at the end of year I.
ii. The scholarship awardee shall not be involved in any disciplinary violation.

g. *Fee Waiver Process*:
i. The scholarship awardees are eligible for waiver of 30% of tuition fee.
ii. They have already paid the full tuition fee of PGP Year I while confirming their admission for the TAPMI PGDM Programs.
iii. TAPMI will not be refunding the 30% of tuition fee for the Year I. Rather TAPMI will waive 60% of tuition fee for year II if the awardee is found eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category – II at the end of year I (Point e. above).
iv. In case any awardee is unable to satisfy the conditions provided in point e. above and is found not eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category - II at the end of year I, he/she is required to pay 30% of tuition fee for PGP Year II to continue his/her admission to TAPMI PGDM programs. The remaining portion 30%) of PGP Year II tuition fee is already adjusted against the expected scholarship amount in Year I.

h. *Reassignment of Scholarships*: In case of discontinuation of scholarships resulting from awardee's termination of admission, withdrawal from program or inability of the awardee to satisfy the continuation criteria provided in point e. above, the Director, TAPMI in consultation with the Scholarship Selection Committee can take a decision on reassignment and award of the Year II scholarship to other deserving students.

i. *Exclusions*: The awardees of Dr. Ramdas Pai Merit Scholarship Category-II will not be eligible for the Dr. Ramdas Pai Merit Scholarship (Category – I, III & IV). Similarly, the awardees of the Dr. Ramdas Pai Merit Scholarship (Category – I, III & IV) will not be eligible for Dr. Ramdas Pai Merit Scholarship Category - II.

C. Dr. Ramdas Pai Merit Scholarship Category – III

The structure of the Dr. Ramdas Pai Merit Scholarship Category - III is as follows:

a. *Fee Waiver*: The Dr. Ramdas Pai Merit Scholarship Category - III involves 30% waiver of tuition fee. All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee and Hostel Fees)

have to be paid by the student. Any other fees declared by the Institute in the Admission Letter also need to be paid by the student.

b. *Number of Scholarships*: Ten students of the PGP Batch will receive the Dr. Ramdas Pai Merit Scholarship Category - III. The scholarship is available for the PGP (Batch of 2021-23) as a whole and the selection process is agnostic of number of applicants across programs.

c. *Application*: Students need to apply for the Dr. Ramdas Pai Merit Scholarship Category - III. Students satisfying the following criteria should only apply:
   i. Admission to TAPMI PGP programs (Batch of 2021-23)
   ii. Minimum CAT / XAT/ GMAT (Equivalent) scores pf 88 percentile and above.
   iii. Family income of Rs.8,00,000/- or less.

d. *Documentation:* Applicants have to submit the following documents along with the application form:
   i. Income tax returns for last three years of all immediate earning family members.
   ii. Income tax returns for current assessment year of all immediate non-earning family members (aged between 21 years and 60 years).
   iii. Current CIBIL Score and detailed CIBIL report of all immediate earning family members. (available free at various websites).
   iv. Immediate family members include father and mother.
   v. Statement detailing your eligibility and claim to the scholarship.
   vi. Other supporting documents as stipulated in the application form.

e. *Selection*: Selection process of Dr. Ramdas Pai Merit Scholarship Category - III is as follows:
   i. The TAPMI Accounts and Administration department will screen all applications to shortlist valid application forms.
   ii. All shortlisted applicants will be interviewed by the Scholarship Selection Committee commissioned by the Director, TAPMI.
   iii. Based on the income level and interview the Scholarship Selection Committee will select ten deserving candidates for award of the Dr. Ramdas Pai Merit Scholarship Category - III.

f. *Continuation in Year II*: The scholarship awardee will continue to get the Dr. Ramdas Pai Merit Scholarship Category - III in Year II after satisfying the following conditions:
   i. The scholarship awardee needs to obtain at least 6.00 CGPA at the end of year I.
   ii. The scholarship awardee shall not be involved in any disciplinary violation.

g. *Fee Waiver Process*:
   i. The scholarship awardees are eligible for waiver of 30% of tuition fee.
   ii. They have already paid the full tuition fee of PGP Year I while confirming their admission for the TAPMI PGDM programs.
   iii. TAPMI will not be refunding the 30% of tuition fee for the Year I. Rather TAPMI will waive 60% of tuition fee for year II if the awardee is found eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category – III at the end of year I (Point e. above).
   iv. In case any awardee is unable to satisfy the conditions provided in point e. above and is found not eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category - III at the end of year I, he/she is required to pay 30% of tuition fee for PGP Year II to continue his/her admission to TAPMI PGDM programs. The remaining portion (30%) of PGP Year II tuition fee is already adjusted against the expected refund amount in Year I.

h. Reassignment of Scholarships: In case of discontinuation of scholarships resulting from awardee's termination of admission, withdrawal from program or inability of the awardee to satisfy the continuation criteria provided in point e. above, the Director, TAPMI in consultation with the Scholarship Selection Committee can take a decision on reassignment and award of the scholarship to other deserving students.

i. Exclusions: The awardees of Dr. Ramdas Pai Merit Scholarship Category - III will not be eligible for the Dr. Ramdas Pai Merit Scholarship (Category – I, II & IV). Similarly, the awardees of the Dr. Ramdas Pai Merit Scholarship (Category – I, II & IV) will not be eligible for Dr. Ramdas Pai Merit Scholarship Category - III.

D. Dr. Ramdas Pai Merit Scholarship Category - IV

The structure of the Dr. Ramdas Pai Merit Scholarship Category - IV is as follows:

a. Fee Waiver: The Dr. Ramdas Pai Merit Scholarship Category - IV involves 30% waiver of tuition fee. All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee and Hostel Fees) have to be paid by the student. Any other fees declared by the Institute in the Admission Letter also need to be paid by the student.

b. Number of Scholarships: Ten students of the PGP Batch will receive the Dr. Ramdas Pai Merit Scholarship Category - IV. The scholarship is available for the PGP (Batch of 2021-23) as a whole and the selection process is agnostic of number of applicants across programs.

c. Application: Students need to apply for the Dr. Ramdas Pai Merit Scholarship Category - IV. Students satisfying the following criteria should only apply:
   i. Admission to TAPMI PGP programs (Batch of 2021-23)
   ii. Family income of Rs.7,00,000/- or less.

d. Documentation: Applicants have to submit the following documents along with the application form:
   i. Income tax returns for last three years of all immediate earning family members.
   ii. Income tax returns for current assessment year of all immediate non-earning family members (aged between 21 years and 60 years).
   iii. Current CIBIL Score and detailed CIBIL report of all immediate earning family members. (available free at various websites).
   iv. Immediate family members include father and mother.
   v. Statement detailing your eligibility and claim to the scholarship.
   vi. Other supporting documents as stipulated in the application form.

e. Selection: Selection process of Dr. Ramdas Pai Merit Scholarship Category - IV is as follows:
   i. The TAPMI Accounts and Administration department will screen all applications to shortlist valid application forms.
   ii. All shortlisted applicants will be interviewed by the Scholarship Selection Committee commissioned by the Director, TAPMI.
   iii. Based on the income level and interview the Scholarship Selection Committee will select ten deserving candidates for award of the Dr. Ramdas Pai Merit Scholarship Category - IV.

f. Continuation in Year II: The scholarship awardee will continue to get the Dr. Ramdas Pai Merit Scholarship Category - IV in Year II after satisfying the following conditions:
   i. The scholarship awardee needs to obtain at least 6.00 CGPA at the end of year I.
   ii. The scholarship awardee shall not be involved in any disciplinary violation.

g. Fee Waiver Process:

i. The scholarship awardees are eligible for waiver of 30% of tuition fee.
ii. They have already paid the full tuition fee of PGP Year I while confirming their admission for the TAPMI PGDM programs.
iii. TAPMI will not be refunding the 30% of tuition fee for the Year I. Rather TAPMI will waive 60% of tuition fee for year II if the awardee is found eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category – IV at the end of year I (Point e. above).
iv. In case any awardee is unable to satisfy the conditions provided in point e. above and is found not eligible for continuation of Dr. Ramdas Pai Merit Scholarship Category - IV at the end of year I, he/she is required to pay 30% of tuition fee for PGP Year II to continue his/her admission to TAPMI PGDM programs. The remaining portion (30%) of PGP Year II tuition fee is already adjusted against the expected refund amount in Year I.

h. Reassignment of Scholarships: In case of discontinuation of scholarships resulting from awardee's termination of admission, withdrawal from program or inability of the awardee to satisfy the continuation criteria provided in point e. above, the Director, TAPMI in consultation with the Scholarship Selection Committee can take a decision on reassignment and award of the scholarship to other deserving students.

i. Exclusions: The awardees of Dr. Ramdas Pai Merit Scholarship Category - IV will not be eligible for the Dr. Ramdas Pai Merit Scholarship (Category – I, II & III). Similarly, the awardees of the Dr. Ramdas Pai Merit Scholarship (Category – I, II & III) will not be eligible for Dr. Ramdas Pai Merit Scholarship Category - IV.

E. Scholarship Selection Committee:

The Director, TAPMI will constitute the Scholarship Selection Committee as follows:

a. The Scholarship Selection Committee will have five members as selected and notified by the Director.

b. The Director TAPMI will be a permanent invitee of the Scholarship Selection Committee.

c. The Chairman Admission will act as the registry for the Scholarship Selection Committee and will receive the Dr. Ramdas Pai Merit Scholarship (Category – II, III, & IV) applications as well as maintain the Scholarship Records.

d. The screening of all applicants across Category II/III/IV shall be done by the Accounts Department

e. The Scholarship Selection Committee is responsible for selecting the Dr. Ramdas Pai Merit Scholarship (Category – I, II, III&IV) Awardees.

F. Scholarship Grievance Redressal

The Scholarship Selection Committee has complete authority to award or deny scholarship to any individual as they deem fit. The student can approach the Director, TAPMI for resolution of his grievance and the decision of the Director, TAPMI is final on this front.

10.2 MERIT AWARDS FOR STUDENTS

The Institute encourages and recognizes meritorious academic and all-round performance by its students. Avenues for merit recognition have been made available in the form of awards that have been instituted from time to time, by well-wishers and stake holders of the Institute.

The following awards are announced and handed over to the meritorious students:

The **"DEAN'S ROLL OF HONOUR"**

The Dean's Roll of Honour involves a cash award of rupees two lakh each (Rs.2,00,000/-). Ten students of the PGP Batch across all programs will receive the Dean's Roll of Honour. The selection process will be separate for each of the PGDM programs. Distribution of awards amongst the four PGDM programs will be decided by the Dean (Academics) and Programs chairs.

The **"TAPMI TITAN OF THE YEAR"** award is instituted by M/s TITAN Industries and considers the overall personality and academic performance as its criteria for choosing the winner. The winner of this award is one whom TAPMI wants to project to the world outside, as its ambassador. (Will be awarded at the Convocation)

The **"M V KINI AWARD"** to the 1st year student scoring highest CGPA in the courses, 'Organizational Behavior' and 'Organizational Theory and Practice'.

The **"TAPMI ACHIEVER OF THE YEAR"** award is given for exceptional performance in addition to academics. These include contribution to the image of the Institute by winning awards and prizes in competitions at institutions of repute, publishing in prestigious journals, taking part in prestigious projects outside the curriculum which are nationally or internationally recognized, contribution to institution building by being a member of Committees or fora at TAPMI, and contributions to local community. (Will be awarded at the Convocation)

The **"DR. RANJAN ACHARYA AWARD"** to the student scoring the highest in Marketing Specialization at the end of the two years program.
The Institute also recognizes and felicitates the **top three academic performers** of the graduating batch during convocation with **MERIT AWARDS**.

The **DR S. DANDAPANI AWARD** given to the student securing the first rank (highest CGPA)

The **SMT. GANGAMMA AMMANNAYYA** award is awarded to lady students securing first place in marketing and finance respectively

Dr A. S. IYER MEMORIAL PRIZE is given to the student securing first place in Finance and Prashant Kulkarni Award for the best summer project.

In addition to the above **the JASPREET-SEBASTIAN AWARD** is given to a student considering the overall personality and academic performance in 1st year.

TAPMI has instituted **SHRI L.R. ADIGE AND SMT MANORAMA ADIGE MEMORIAL AWARD** with contributions from Shri Ramesh Adige, Member - Governing Council TAPMI in the memory of his parents. The award is to recognize good academic performance and significant social contribution of eligible PGP-II student from any program between Terms 1 and 5. The award includes cash component of Rs 80,000/- and a Certificate. The award will be presented to the winner during the Convocation.

TAPMI has instituted the **VISHAL CHOWDHARY MEMORIAL AWARD** with contributions from TAPMI alumni of 1997-99 Batch in the memory of their batch mate Late Mr. Vishal Chowdhary. The award is to recognise the holistic contribution and positive impact of a student of current PGP-II (any program) during his/her first year of study. The award includes cash component of Rs 20,000/- and a Certificate. The award will be presented to the winner on the day of Convocation.

ALUMNI ENDOWMENT SCHOLARSHIP – The PGDM Batch 1993-1995 has instituted has an endowment fund scholarship since 2017-18 with a matching grant from the Institute. The interest accruals of the endowment fund are used for supporting students who are from economically disadvantaged background. The scholarship is open to students of Year II of the Institute (irrespective of the Program) subject to fulfilment of eligibility criteria pertaining to family income, academic performance during the Program and good conduct. The scholarship is presented at the Convocation.

XI

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. Care & safety of personal belongings is the sole responsibility of the residents. TAPMI will not indemnify in case of loss/theft etc.
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 until 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/others**, altercation and physical fighting, noisy and unruly acts, and use of abusive languages towards fellow residents are considered as serious disciplinary offences.
6. Smoking, possession and consumption of alcoholic drinks in the hostels as well as inside the campus is strictly prohibited. Any attempt to bring in cigarettes/alcoholic beverages into the campus and/or consume the same on campus are considered as serious offences & appropriate disciplinary action will be initiated.
7. Any attempt to consume/smuggle in narcotics into the campus will be dealt with as per the law of the land. Students in possession/abuse of narcotics inside the campus premises will be subjected to disciplinary action (including withdrawal from the program) and reported to the law.
8. Punishment for disciplinary offences (after due investigation process) would result in appropriate punitive action - including withdrawal from the program.
9. The Institute reserves the rights to inspect the hostel rooms at random intervals.
10. Activities of any nature (like playing loud music) which may cause disturbance to the roommates or neighbors, damaging property of the institute should not be carried out in the hostel rooms.
11. Male residents are not allowed in Ladies' Hostel and vice versa. Residents are permitted to visit only common rooms of any hostel occupied by residents of opposite gender. Such entry will be permitted only after making necessary entries in the books maintained at the hostel entrance.
12. No student shall leave the hostel or stay away from his/her room during the nights except with the written permission of the Warden.
13. 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 based on his/her consumption units as recorded by separate energy meters for each room. Electricity charges for a month must be paid on or before the 5th of the following month.

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 laptop, 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 will have 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 will have 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. The campus has a food court with several outlets. The students can choose from the variety of food available on “Pay & Eat” basis.
2. The food court timings are from 8.00 a.m. to 10.30 p.m.
3. Suggestions/Complaints regarding the food court arrangements & facilities can be intimated to the Asst. Warden or Warden for any corrective actions.
4. Laundry facility is available on “Pay & Use” basis.

11.7 Medical Consultation/Emergency

1. A doctor is available on campus at specified times.
2. Any emergency must be immediately reported to Caretaker/Asst. Warden/Warden. In case of medical emergency, the first point of contact is the Welfare Committee.
3. A First Aid Box is always available with the Caretaker.
4. In case of fire hazard, use fire extinguisher if fire is manageable, otherwise the residents must 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	**Prof. Vinod Madhavan** Mobile No.: 7349255635 Office No: 0820-2701064 or Ext: 1064
Chairperson-Hostels	**Prof. Sudeep Kumar** Mobile No.: 7349255633 Office No: 0820-2701049 or Ext: 1049
Ladies Hostel Caretaker	**Block 1** : 0820-2701115 or Ext: 1115 **Block 3** : 0820-2701315 or Ext: 1315
Ladies Hostel Warden	**Mrs. Parimala S Hegde** Mobile No.: 7349255655 Office No: 0820-2701009 or Ext: 1009
Gents Hostel Caretaker	**Block 2** : 0820-2701215 or Ext: 1215 **Block 4** : 0820-2701445 or Ext: 1445 **Block 5** : 9731227897
Gents Hostel Warden	**Mr. Ananth Pai** Mobile No.: 7349255653 Office No: 0820-2701014 or Ext: 1014
Hostel Asst. Warden	**Mr. Narayana** Mobile No.: 7349255639 Office No: 0820-2701422 or Ext: 1422
Campus Clinic	Office No: 0820-2701311 or Ext: 1311
Student Support Centre, Manipal	No.125, Opp: New International Guest House, Manipal 576 104 0820-2922430
Ambulance (KMC Hospital)	0820-2575555
KMC Hospital	0820-2922761; 2571201
Police	100; 0820-2570328
Fire	101
Travels:	
Kaushik Travels	Mob: 9482472497; 9008415956
Shreeya Travels	Mob: 9980166657; 9448328041
Priya Car Rentals	Tel: 0820-2570844 Mob: 9448252944
Auto	Tel: 0820-2572456 (Auto Stand) Tel: 0820-2701113 or Ext: 1113 (Security Gate)

XII
LIBRARY INFORMATION AND RULES

TAPMI Library-a reservoir of knowledge holds excellent print and electronic resources for the benefit of its users. The resources are well supported by dedicated library staff.

12.1 TIMINGS:

The library is open from 9.00 am to 9.00 pm from Monday – Saturday and from 9.00 am to 5.00 pm on Sunday.
Library will remain closed on 3rd Saturday of every month & other Institutional Holidays.

12.2 LIBRARY RULES AND REGULATIONS:

12.2.1 Membership:

a) The primary library members include PGP Students, faculty members, administrative staff, Administrators, and research associates of the Institute. Others may however avail the library facilities with prior approval from the Librarian.

b) Any user who is leaving the Institute shall return all the borrowed books and periodicals and pay over-due charges, if any, to get the NO DUE certificate.

c) For PGP Students the Identity card will remain effective for the duration of the program.

d) In case of loss of identity card, a duplicate identity card will be issued by admin department after verification. Students have to pay the fee prescribed by Admin Dept. for getting duplicate identity card.

12.2.2 Borrowing Privileges:

a) The primary members of the library can borrow books, periodicals, CDs, VCs and newspapers for home reading and viewing purposes. The textbooks and some reference books in reference book can also be borrowed for overnight reading. The bar-coded library identity cards will be issued to all the members of the library, which needs to be produced while borrowing books and other materials.

b) For PGP Students the identity card will remain effective for the duration of the program.

c) In case of loss, a duplicate library identity card will be issued after verification.

12.2.3 Loan Privileges:

For Students:

a) Four books in lending section can be borrowed for the period of one week.

b) Two Text books in reference section can be borrowed for overnight reading,

c) Two back issues of current periodicals can be borrowed for two days,

d) CDs/DVDs and VCs can be borrowed for short period.

e) Project Reports and company annual reports are meant for reference only. However, they can be issued on special permissions.

f) The reference books like encyclopedias and dictionaries are for reference only and cannot be issued.

12.2.4 Issue/Return Timings:

a) Books will be issued only against the Borrower's IDENTITY CARD

b) Since the library transactions are bar-coded, the issues and returns can be done during library working hours.

c) The text books for overnight reading are issued during closing hours and they need to be returned by next day morning.

d) New additions to the library will be issued to the users only after complete processing is done.

e) Renewal of issued books is not allowed. However, books can be reissued only if there is no demand from other users. However, the book(s) should be brought to the library for the purpose.

f) Issues of books for vacations and project works will be considered on special requests.

g) The library can recall the books issued to the user at any time, if required. (However, if a book is issued to a Faculty Member, the priority will be given to the requirement of Faculty).

12.2.5 Overdue Charges:

The user should return the books on or before the due date. Books can be reissued only if there is no demand from other users. If a book is not returned on the due date, the user needs to pay the Over Due Charges (ODC) as per the following rates. Since the ODC calculation is software driven, the fine will be added to individuals account and the cumulative amount will be adjusted in their textbook deposit at the end of year.

Category of Documents	Fine Per Book
Lending Books	Rs.1 per day / book
Overnight issues (reference books and back issues of journals)	Rs.5/- per day

12.2.6 GENERAL:

a) Personal belongings such as bags, briefcases, umbrellas, opaque covers etc., are not allowed inside the library and they should be deposited at the entrance of the library.

b) Users need to produce library Identity card in person while borrowing books and other materials from the library

c) Users leaving the library should allow the staff at the counter to examine their belongings,

d) Users are requested to maintain silence within the library premises.

e) Smoking and eatables are not permitted inside the library.

f) The orderliness of furniture inside the library needs to be maintained.

g) Users will be responsible for the materials borrowed from the library. Borrower will be charged for any loss damage to the material(s), by way of mutilation and disfiguring of pages, by either asking for a replacement of the document. In case of out of print documents, the member will have to pay the cost of photocopying the same and a fine equal to the cost of document.

h) Users are requested to ensure that all the documents taken out of the library are after following proper procedures of issue.

12.2.7 MISCONDUCT

The following will be treated as misconduct in the library premises and they will be reported to the authorities and respective heads of departments for further section.

a) Unauthorized removal of library documents.

b) Mutilation and disfiguring of library documents.

c) Non-response to the intimations of library for return of documents.

d) Misbehavior with the library staff on duty.

XIII
INFORMATION & COMMUNICATION TECHNOLOGY

13.1 Rules for Usage:

In order to facilitate the optimal use of computers and related facilities in the Computer Centre (CC), the following rules and norms are put forth; these need to be adhered to, in letter and spirit, by all. This is a must to ensure that all users get the required service(s) with minimum inconvenience.

- Ensure that the labs are always kept tidy and clean.
- Cell phones, personal laptops and eatables are not allowed inside the labs.
- While working in the lab, talk if you must, but keep your voice low. Take care to not cause disturbance/discomfort to others.
- For your convenience, Knowledge Center ground floor labs are open 24/7. Anyone who wants to work after 11pm should produce ID card and make an entry in security's logbook (without affecting hostel timings).

Violation of the above rules will invite penalty. During working hours, the IT staff in charge of the facilities are there to help you and provide support; their guidance and decision shall be followed by the users.

13.2 Computer Accounts/Email Account

a) Any student who enrolls at TAPMI is eligible for student account identified by the 'name.year' (Ex: a student of batch 2021-23 will have name.23 as ID) and this will be continued until the student leaves the Institute.
b) A computer user account that is given to a student is for her/his exclusive use. Each student should protect her/his account with a password. Accounts found to be not protected will be withdrawn and such students will lose their privilege of using an independent account until the end of the term in which the lapse had occurred.
c) A student shall not disclose her/his password to anybody else.
d) An unprotected account status cannot be given as an excuse for plagiarism, or for your work being stolen or lost.

13.3 Facilities Usage

a) No student shall service any computer or peripherals. All breakdowns should be brought to the notice of IT staff. Trying to service/repair any computer or other equipment by student is tantamount to tampering; and s/he will have to bear the cost of the repair and s/he may be debarred from using TAPMI computer facilities for a period determined by the IT Committee.

b) At any given point in time, only one student is allowed to work on a terminal. Whenever there is a group task, the group may be allowed to work on the terminal provided the concerned faculty member or the IT staff accords the permission.
c) Network laser printers are provided in all the labs (it is chargeable).
d) Bit map printing utility should not be used for internal communication purposes. Those who are found violating this rule will be fined.
e) The downloading and browsing via Wi-Fi facility provided are primarily for academic use. While utilizing the bandwidth for non-academic purposes, say to listen to music for instance, is not banned in the campus, we would like to rely on the thoughtful utilization of the finite resource on the basis of the community's self-restraint and understanding, rather than on the basis of rules and regulations.

We look forward to having your full-hearted co-operation in this regard.

13.4 General Rules

a) The facilities in the Labs are intended for academic purpose only.
b) Students must get the prior permission of the IT staff before bringing outsiders into the lab.
c) Students upon completion of using the computers may logout of the system and Leave.
d) Students will have to pay for the repair charges if they cause damage to the furniture, equipment, and other property in the lab.
e) Students must take full responsibility of their laptops and accessories.
f) We are taking all necessary steps aimed at securing information and maintaining the health of the network. Your active support and cooperation are crucial in making this a success.

13.5 Misconduct

Any violation of the above-mentioned norms shall be treated as misconduct and shall be referred to the IT Committee.

13.6 Students are expected to read and understand the IT policy of TAPMI that is available on the TAPMI Intranet. All students would be bound by the IT Policy. Any violations will be dealt with appropriately.

XIV

FACULTY

S. No.	Name	S. No.	Name
1	Prof. Abhishek Kumar Rohit	31	Prof. N Srinivasa Reddy
2	Prof. Aditya Mohan Jadhav	32	Prof. Pradeepta Sethi
3	Prof. Amit Kumar Srivastava	33	Prof. Prashant V Yatgiri
4	Prof. Amol Subhash Dhaigude	34	Prof. Pratyush Banerjee
5	Prof. Animesh Bahadur	35	Prof. Punam Prasad
6	Prof. Aparna Bhat	36	Prof. Purnima Venkat
7	Prof. Archana B A	37	Prof. Raghunath Rudran
8	Prof. Arindam Das	38	Prof. Rajiv V Shah
9	Prof. Chhavi Tiwari	39	Prof. Ritu Gupta
10	Prof. Cledwyn Primus Savio Fernandez	40	Prof. S Sudhindra
11	Prof. Debendra Prasad Kar	41	Prof. S. Mahadevan
12	Prof. Durga Prasad M	42	Prof. Savitha Heggede
13	Prof. Gurudutt S Nayak	43	Prof. Sayan Mukherjee
14	Prof. Gururaj H. Kidiyoor	44	Prof. Sham Ranjan K. C. Shetty
15	Prof. Happy Paul	45	Prof. Shirshendu Ganguli
16	Prof. Ishwar Haritas	46	Prof. Shruthi J Mayur
17	Prof. Jayanthi Thanigan	47	Prof. Siddharth Gaurav Majhi
18	Prof. Jeevan J Arakal	48	Prof. Sonakshi Gupta
19	Prof. Jighyasu Gaur	49	Prof. Srinivasan R Tatachari
20	Prof. Kartikeya Bolar Pramoda	50	Prof. Sudeep Kumar
21	Prof. Kavitha Ranganathan	51	Prof. Sudheer Reddy Nagarur
22	Prof. Kedar Pandurang Joshi	52	Prof. Sulagna Mukherjee
23	Prof. Kedareshwaran Subramanian	53	Prof. Tathagata Ghosh
24	Prof. Krishna Prasad	54	Prof. Vagisha
25	Prof. Madhu Veeraraghavan	55	Prof. Vasanth Kamath V. P.
26	Prof. Maninder Singh	56	Prof. Vidya Pratap
27	Prof. Manish Sarkhel	57	Prof. Vinod Madhavan
28	Prof. Meera Laetitia B Aranha	58	Prof. Vishwanathan Iyer
29	Prof. Muneza M Kagzi	59	Prof. Vrishali N. Bhat
30	Prof. Murchhana Tripathy		

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, based on need. TAPMI reserves the right to add / alter / delete / modify any of the above provisions based on general exigencies or changes in policies.

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.

Academic Administration (Contact Points)

Director	**Prof. Madhu Veeraraghavan**	2701002
Deputy Manager-Administration & Executive Secretary to Director	**Ms. Parimala S Hegde**	2701009
Dean – Administration	**Prof. Vinod Madhavan**	2701064
Associate Dean – Administration	**Prof. Durga Prasad**	2701025
Dean - Academics	**Prof. Vishwanathan Iyer**	2701045
Associate Dean – Academics	**Prof. S Sudhindra**	2701077
Chairperson – Admissions	**Prof. Kedar P Joshi**	2701081
Deputy Manager - Admissions Office	**Mr. Navin M. Yelamali**	2701070; 2701010
Chairperson – Post Graduate Programs	**Prof. Rajiv Shah**	2701005
Deputy Manager - PGP Office	**Ms. Sujatha K**	2701047
Chairperson – Controller of Examinations	**Prof. Sulagna Mukherjee**	2701026
Asst. Manager - CoE Office	**Mr. Narendra Shettigar**	2701457; 2701455
Chairperson – PGDM Program	**Prof. Vrishali Bhat**	2701032
Chairperson – BKFS Program	**Prof. Meera Aranha**	2701438
Chairperson – HRM Program	**Prof. Happy Paul**	2701044
Chairperson – MKT Program	**Prof. Gururaj Kidiyoor**	2701038
Chairperson – Career Advancement & Corporate Engagement	**Prof. S Mahadevan**	2701471
Deputy Manager- Career Advancement & Corporate Engagement Office	**Ms. Kalindi Bhat**	2701018
Systems Manager	**Mr. Kiran Kumar**	2701112
Chairperson-Hostels	**Prof. Sudeep Kumar**	2701049
Warden – Gents Hostel	**Mr. Ananth Pai**	2701014
Warden – Ladies Hostel	**Ms. Parimala Hegde**	2701009
Asst. Warden – Hostels	**Mr. Narayana**	2701422
Deputy Librarian	**Mr. Ramesh Kamath**	2701105
Chief Manager	**Mr. Jayakrishna H R**	2701015
Deputy Manager-Accounts	**Ms. Suneethi N Patil**	2701016
Deputy Manager - Estate & Logistics	**Mr. Ananth Pai**	2701014

Annexure A
COURSE OF INDEPENDENT STUDY (CIS)

Course of Independent Study (CIS)

The Course of Independent Study (CIS) allows a student to identify and formally work on a specific area of his/her own with guidance from a faculty member. At the same time, it makes available talented resources for faculty members to engage in intellectual pursuits. The benefits of the CIS are manifold. While it caters primarily to individual pursuits, the outputs of such pursuits add value to the institute in the form of research papers, case studies that and technical notes that can be used in courses

Industry Guided Course of Independent Study

Programme participants have the option to pursue an industry guided course of independent study. The aim of this programme component is to provide a flexible learning environment and have a deeper engagement with the industry. This option will be open to the top ten percent of the batch at the end of year one. Each academic area will offer two research opportunities for students, interested students will have to pitch in front of a faculty committee to be selected for this programme component. It has the weightage of a three-credit course, the course of independent study commences in term five and ends in term 6.

CIS as a Course at TAPMI

CIS is offered as 2 to 3-credit course. It is an extra course which will be mentioned in the transcript. It is meant to integrate the knowledge and skills acquired by a student during the two-year period at TAPMI. It is intended to enable the students to learn, experience and appreciate how a research project having a managerial perspective, and bearing sound managerial implications is undertaken and executed. The work will have to be done in a phased manner to maximize learning and ensure timely completion.

Potential Contexts for a CIS

a. *Student Areas of Interest*

   Students may identify areas of further academic pursuits, based on the student's conceptual understanding gained in first year or from previous experiences while working. These academic inputs may trigger a possibility in their minds to pursue a topic of their interest. CIS will provide them with an opportunity to work on the areas of their interest, with a proper structure and necessary guidance.

b. *Internships*

   Some students might work on internship projects that have potential to be carried forward in terms of market studies, model constructions, etc. A student who has

passionately worked on his summers might want to add on to it by taking up a further study related to the trends, products/services, business practices etc. of the industry where the summer internship has been carried out.

c. *MIP Cases*

Another possible area of taking the summer internship experience forward is in the form of cases. A student and his faculty guide may feel that the work done during the summers can be converted into a good case material, and would like to jointly work on the same. CIS can be the platform for them. Along with the case, the teaching note also needs to be developed.

d. *Faculty Areas of Interest*

A faculty member might have already identified an area where he/she would like to carry out research/ special studies. If it is possible for such faculty, to get a student genuinely interested in the same, work on the topic can be facilitated through CIS. What is of importance here is that the student must not only be interested in the topic and work under the faculty, there should be scope in the study to ensure that there is enough scope in the study for the student to make academic contribution.

Criteria for registration

The student should have secured a minimum CGPA of 6.50 in PGP 1 and to be eligible for CIS. For students registering for CIS in term 3, GPA till term 2 will be considered and for students registering in term 4, GPA till term 3 will be considered. A student's subsequent performance in PGP will not have any impact on his/her continuation of CIS.

CIS Process

Step-1: Student contacts faculty member for finalizing CIS topic.
During this stage, the students having their own interest in an area of study can also approach faculty members on their own for guidance under CIS.

Step 2: Application to be submitted to the faculty – Template for application may be downloaded from the intranet

Step 3: Faculty guidance: On acceptance of the proposal and completion of registration the CIS runs from the 4th term to the last week of the 5th term, spanning around 24 weeks, or about 6 months.

Step 4: Students submit their Study Outputs to their faculty members for evaluation.

Step 5: Student(s) make a presentation to a faculty team (chosen by CIS faculty) consisting of at least 3 members (including the CIS faculty). This presentation can carry a weightage of 20-25%. The other components are evaluated by the CIS faculty, who submits the grade to the PGP Office. This happens in the last week of the 5th term.

Step 6: Faculty-student groups attempt to publish their **study outputs** in recognized publications outside of TAPMI.

Specific activities in CIS:

Once the registrations are cleared, the following activities will be carried out. The relevant stages for case writing are indicated in parenthesis.

i) Identification & Definition of the Problem / Issue (Case opportunity articulation)
ii) Conceptualizing and Formulating the Objectives for the study (Define the scope and application of the case)
iii) Design of the Study & Methodology (Broad articulation of the case structure)
iv) Data Collection (if needed, for case writing)
v) Analysis & Report Writing (Case & TN Development)
vi) Draft Report Submission to Faculty guide (Draft case + TN submission)
vii) Feedback on the Report (Feedback on the case + TN)
viii) Final report submission (Final case + TN submission)
ix) Presentation (Actual trial of the case in a classroom)

Outputs of CIS

a. Compulsory output.

At the end of the CIS, the student must produce an output, which can be (but is not limited to):

- Case + Teaching Note.
- Academic research paper.
- Technical Note (or a Concept Note).
- Industry (Sector) Note.
- Study Report.

The report will be evaluated by the faculty under whom CIS is carried out.

b. Desirable output

It is highly desired that the CIS results in research papers and cases that are suitable for publishing in decent journals. The CIS work can also be presented in seminars (including TAPMI research seminars).

Evaluation of CIS

Though the final output will be a major component of evaluation, depending on the nature of the work, faculty guide has the authority to include other evaluation components such as

interim reports, weekly/fortnightly progress reports, phase completion presentations, etc. The faculty guide will be individually responsible for a 75-80% weightage and jointly responsible (with a panel of CIS evaluators/faculty members) for the balance 25-30% weightage. This 25-30% weightage will be for the final presentation of the work where along with the faculty guide an external evaluator (from TAPMI or outside) will also be present.

Important Guidelines

a. The course will be announced twice, once towards the end of the 3rd term and once at the beginning of the 4th term. The process will start from that time and shall continue through 4th term and the deadline for completion in all respects would be 31st December of the academic year. By 1st week of January, the grades must be submitted to the PGP Office. For the CIS that start early, grades can be finalized earlier. The CIS can appear in 4th or 5th term in the grade sheet.

b. The course will carry two credits. A student is allowed to take only one CIS. While choosing credits for each term, CIS has to be counted in term 4 or 5.

c. A student of the PGDM- BKFS program may opt for CIS in lieu of an elective that is; CIS credits will be counted as an elective credit. Students can also take CIS as an additional credit course. A student of the PGDM program may opt for the CIS in addition to the existing list of elective courses opted for. (I.e. In the case of additional choice the credits will be over and above the elective credits that a student is required to take.).

d. The grade secured by the student for CIS will be mentioned in the grade sheet either under term 4 or 5. The grade secured will be used for computing the overall CGPA if taken in lieu of another course, else will be added to the existing GPA in the case of additional choice.

e. The grade secured in CIS will be considered while computing program deficit points.

f. One CIS project can have more than one student provided the nature and scope of the study justifies it. However, the maximum number of students per CIS cannot exceed 2.

Application for Course of Independent Study		
Student name		
Registration Number		
Specialization (Major)		
Specialization (Minor)		
GPA details		
Term 1		
Term 2		
Term 3		
Name of Faculty Guide		
Topic for CIS: Name		
A brief overview of the study (to be filled in consultation with faculty guide)		
Signature	**Student**	
	Faculty Guide	

Date: