# POST-GRADUATE PROGRAMS (PGP)
# HANDBOOK 2023-25

MBA - MBA (BKFS) - MBA (HRM) - MBA (MKT) – MBA (IB)

**WHERE LEARNING IS FOR LIFE**
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# <u>MISSION</u>

**To excel in**

**post-graduate management education,**

**research and practice**

# PGP HANDBOOK

## 2023-2025

**MBA, MBA-BKFS, MBA-HRM, MBA-MKT
&
MBA-IB**

**T A Pai Management Institute, Manipal**

# Manipal Academy of Higher Education (MAHE)

Manipal Academy of Higher Education (MAHE) is a deemed to be university, recognised as an Institution of Eminence (IoE) by the Government of India. We are synonymous with excellence in higher education for more than six decades. MAHE's journey began in the university town of Manipal nestled on a plateau in Karnataka's Udupi district. Today, the institution has off-campuses in Mangalore and Bangalore, and off-shore campuses in Dubai (UAE) and Melaka (Malaysia). Over 28,000 students from 57 different nationalities, nearly 2500 faculty and almost 10000 other support and service staff are part of the MAHE community today. TAPMI is part of an institutional eco-system consisting of the Kasturba Medical College, Manipal Institute of Technology, Welcome Group Graduate School of Hotel Administration and Srishti Manipal Institute of Art, Design & Technology to name a few.

**Vision**

- Global leadership in human development, excellence in education and healthcare.

**Mission**

- Be the most preferred choice of students, faculty, and industry.
- Be in the top 10 in every discipline of education health sciences, engineering, and management.

**Manipal Values**

- Integrity
- Transparency
- Quality
- Teamwork
- Execution with passion
- Humane touch

# T A Pai Management Institute (TAPMI)

TAPMI is a constituent unit of the Manipal Academy of Higher Education (MAHE) since August 2021. Since our founding in 1984 the institute has strived to stay relevant in the changing landscape of management education in India. TAPMI is one among 5% of the top business schools worldwide to have been accredited with the prestigious Association to Advance Collegiate Schools of Business (AACSB) accreditation, the oldest accreditation in the world of business education. It is also the 6th institution in India to have both the AACSB as well as Association of MBAs (AMBA) accreditation. We aim to produce industry relevant graduates capable of taking leadership roles while navigating a volatile, uncertain, complex, and ambiguous (VUCA) world. TAPMI continues to be a destination of choice for students and recruiters alike.

## Mission

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

**Means**:
- By nurturing and developing global wealth creators and leaders.
- By continually benchmarking ourselves against the best-in-class institutions.
- By fostering continuous learning and reflection, achievement orientation, creative interdependence, and respect for diversity.

## Value Bounds

- Holistic concern for ethics, environment, and society.

## Values
- Excellence
- Trust
- Honesty
- Innovation
- Commitment
- Student-centric

# DIRECTOR'S MESSAGE

## Present Perfect and Future Ready

Greetings from TAPMI!

When you choose TAPMI as your MBA academy, it becomes my personal responsibility as your chief guide to prepare you on what to expect here and how to achieve those expectations.

You will discover on landing here that all systems revolve around you – your comfort, your growth, your potential and your kinetics. This student centricity in TAPMI is by design. The aim is to create leaders for the 21st century who will be erudite, effective and ethical in equal measure. You will notice that your class size is smaller than usual which, again, is an element of meticulous design. The aim here is to give you longer interaction time with some of the most talented and accomplished faculty in the area. You will find that they will share with you all the known theories and techniques of your chosen areas but will reorient your sights firmly on the future.

Of course, the academics will be rigorous, but you will soon see that you feel invigorated after each session. You can blame our syllabus design again. Whether your choice is the core MBA or a specialist programs such as BKFS, HRM, MKT or IB, observe closely and you will find that our courses reflect the best theory-practice-innovation balance in management education. You will experience quickly that you are growing both as a person and as a professional. You will begin to celebrate the successes of your peers as your own and start discussing more before deciding. You will begin to open up to collaborations and cooperation.

Expect much more in your 'during' phase. What about the 'after' phase?

For that, let us, for the time you take to read the following, imagine you as a TAPMIan. We will not be accused of speculation if we picture you working for one of the best corporate houses, in business or in consulting; or establishing your own business; or expanding your knowledge and skills from the high streets of academia. Whatever your choice, it is TAPMI's assurance that you would be better prepared than your peers from other B-schools.

Why do I say that? Simple. Our Leadership Assessment and Development Centre (LADC) would have given you optimum exposure to the means and mores of leading any enterprise– corporate, public or social. You would be starting your leadership journey knowing yourself better – a critical quality that sets great leaders apart from the good ones. You would have been trained fully on how to welcome change and convert it into your growth engine – whether as wealth creator, manager or funder. You would have appreciated how LADC had made you into a transformational leader whose thoughts and actions would go on to become milestones on the world's business avenues.

And if you so decide in 2025 to become a careerist, TAPMI's office of Placement and Corporate Engagement [PACE] would have already fortified you by their scientific counsel on how best to achieve your career goals. The PACE would have hosted the top line of business leaders who would have shared their entrepreneurial experiences with you through our CXO series as would our high-achieving alumni, many of whom come back each year and offer to make your path easier than it was for them.

Join us if you feel learning in the classroom ought to be buttressed by the application of the learning beyond it. Join us if you feel that the company of super-talented and high-achieving individuals will put a shine on your personality. Join us if you feel that you should belong to the bright lineage of difference-makers that TAPMI alumni are.

Welcome to the TAPMI MBA! It's a unique world all of its own!! See you here soon.


**Prof. Madhu Veeraraghavan**

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# I
# POST GRADUATE PROGRAMS AT TAPMI

## 1.1 Preface

The Batch of 2023-2025 undergoing the Master of Business Administration **(MBA)**, Master of Business Administration-Banking and Financial Services **(MBA-BKFS)**, Master of Business Administration-Human Resource Management **(MBA-HRM)**, Master of Business Administration-Marketing **(MBA-MKT)** and Master of Business Administration-International Business **(MBA-IB)** 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 gain 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 Instructional Hours

A credit is a term used to denote the extent of effort required to be put in by a student. One credit generally indicates 10 instructional hours (15 hours for MBA-IB). However, the student supplements each instructional hour with the time equivalent of about three hours of preparation. The courses offered at the Institute will be of 1, 2, 3, 4, 5 or 6 credits.

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# II
## MASTER OF BUSINESS ADMINISTRATION
## (MBA)

The two-year MBA program consists of a total of at least 1010 hours of instructional hours and field-based activities.  A student admitted into the MBA program will complete a minimum of 610 instructional hours in Year 1. The remaining instructional hours will be completed in Year 2 of the program.

### 2.1  First Year (MBA)

The first- year courses enable the student to gain the basic knowledge about different functional areas of management. The objective of these courses is to equip the students about the basic tools and concepts in different disciplines and enable understanding of organizational functions. The student would 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** | **Credits** | **Hours** |
| 1 | Basics of Accounting | 1 | 10 |
| 2 | Learning by Case Method | 1 | 10 |
| 3 | Basic Statistics | 1 | 10 |
| 4 | Excel Basics | 1 | 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 | Comprehensive Test – I | 1 | 0 |
| **TOTAL - TERM I** | | **26** | **250** |
| TERM II | | | |
| **Sl.No.** | **Course Name** | **Credits** | **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 | IT for Business | 3 | 30 |
| 8 | Comprehensive Test – II | 1 | 0 |
| **TOTAL - TERM II** | | **19** | **180** |

| TERM III | | | |
|---|---|---|---|
| Sl.No. | Course Name | Credits | Hours |
| 1 | Legal Aspects of Business | 2 | 20 |
| 2 | Human Resource Management | 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 Simulaticon | 1 | 10 |
| 8 | Managerial Communication – II | 2 | 20 |
| 9 | Term end assessment | 1 | 0 |
| 10 | International Immersion | 1 | 0 |
| **TOTAL - TERM III** | | **20** | **180** |
| **TOTAL CREDITS (TERMS I - III)** | | **65** | **610** |

*\* 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 Regulatory Rules/Norms.*

## 2.2 Comprehensive Test – I & II

At the end of term 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

## 2.3 Term End Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each 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.

## 2.4 Sustainability, Responsibility & Managerial Ethics at TAPMI

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 an imperative. TAPMI is fully committed to act responsibly as a leading b-school and to train every 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. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

## 2.5    Summer Internship (SIP)

SIP is a six-credit course where students undertake internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internship arranged by the institute. They then undertake internship project at their respective organizations for a period of six to eight weeks soon after the end of their first year. On completion of the internship process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation.

## 2.6    Second Year (MBA)

During the second year of the program, there are certain courses that are compulsory in nature. The credits for compulsory courses are around 20, of which 6 credits are to be completed through 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 around 26-32, 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 | 20 | 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 Regulatory Rules/Norms.*

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 | 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 from each basket) | 4 | 40 |
| VI | Inter Disciplinary Courses (any one) | 2 | 20 |
| **Domain – ACCOUNTING, ECONOMICS & FINANCE** | | | |
| **Term** | **Course** | **Credits** | **Hours** |
| IV | Commercial Banking | 3 | 30 |
| IV | Corporate Tax Planning | 2 | 20 |
| IV | Emerging Technologies in Finance | 2 | 20 |
| IV | Enterprise Risk Management | 3 | 30 |
| IV | Financial Derivatives | 2 | 20 |
| IV | Financial Statement Analysis | 3 | 30 |
| IV | Fixed Income Securities | 2 | 20 |
| IV | Fund Management | 3 | 30 |
| IV | Security Valuation | 2 | 20 |
| V | Financial Analytics using Python (Cross-listed with Analytics) | 2 | 20 |
| V | Investment Banking | 2 | 20 |
| V | IT in Banking and Financial Services (Cross-listed with IST area) | 2 | 20 |
| V | Risk Management in Banks | 2 | 20 |
| V | Strategic Corporate Finance | 2 | 20 |
| V | Sustainable Business Management (Cross-listed with SGM area) | 2 | 20 |
| V | Technical Analysis | 2 | 20 |
| V | Value Investing | 2 | 20 |
| VI | Alternative Investments | 2 | 20 |
| VI | Economic Policy Analysis | 2 | 20 |
| VI | Financial Advising | 2 | 20 |
| VI | Financial Modelling using Excel | 2 | 20 |
| VI | Insurance Management | 2 | 20 |
| VI | International Finance | 2 | 20 |
| VI | Student Managed Investment Course - SMIC | 4 | 40 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |

| Domain - HUMAN RESOURCE MANAGEMENT, ORGANISATIONAL BEHAVIOUR & COMMUNICATIONS | | | |
|---|---|---|---|
| Term | Course | Credits | Hours |
| IV | Organizational Change and Development | 2 | 20 |
| IV | Employment Relations & Labour Laws | 2 | 20 |
| V | Workplace Diversity Equality and Inclusion | 1 | 10 |
| V | HR Analytics (Cross-listed with Analytics Area) | 2 | 20 |
| VI | Managing Social Network | 2 | 20 |
| VI | Crisis Communication | 1 | 10 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |
| Domain – INFORMATION SYSTEMS & TECHNOLOGY | | | |
| Term | Course | Credits | Hours |
| IV | IT Risk Management and Cyber Security | 3 | 30 |
| IV | IT Consulting and Business Analysis | 3 | 30 |
| IV | Digital Platforms and Technology Ecosystems (Cross-listed with SGM area) | 2 | 20 |
| IV | Digital Transformation | 2 | 20 |
| IV | IT Sales and Account Management | 3 | 30 |
| IV | Emerging Technologies for Managers | 2 | 20 |
| V | Web and Social Media Analytics (Cross listed with Analytics area) | 2 | 20 |
| V | IT Project Management | 3 | 30 |
| V | ERP and Business Process Management | 3 | 30 |
| V | SAP-ERP | 2 | 20 |
| V | IT in Banking and Financial Services (Cross listed with FIN area) | 2 | 20 |
| VI | Artificial Intelligence and Machine Learning for Management (Cross listed with Analytics) | 2 | 20 |
| VI | Technology Products and Services Management | 2 | 20 |
| VI | Data Consulting (Cross listed with Analytics) | 2 | 20 |
| VI | IT Strategy | 2 | 20 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |
| Domain – MARKETING MANAGEMENT | | | |
| Term | Course | Credits | Hours |
| IV | Consumer Behaviour | 3 | 30 |
| IV | Brand Management | 3 | 30 |
| IV | Services Marketing | 3 | 30 |
| IV | Sales & Distribution Management | 3 | 30 |
| IV | Digital Marketing | 2 | 20 |
| IV | Advanced Marketing Research | 2 | 20 |
| IV | Integrated Marketing Communications | 2 | 20 |
| IV | Strategic Pricing | 2 | 20 |
| V | Marketing Analytics (Cross-listed with Analytics Area) | 2 | 20 |
| V | Retail Management | 3 | 30 |
| V | Business to Business Marketing | 3 | 30 |
| V | BrandScan | 4 | 40 |
| V | Marketing Performance Metrics | 2 | 20 |
| V | Product Management | 2 | 20 |
| VI | Personal Selling and Sales Negotiations | 2 | 20 |

| Term | Course | Credits | Hours |
|------|--------|---------|-------|
| VI | Marketing Strategy | 3 | 30 |
| VI | Customer Relationship Management | 2 | 20 |
| VI | Rural Marketing | 2 | 20 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |

### Domain – OPERATIONS & DECISION SCIENCES

| Term | Course | Credits | Hours |
|------|--------|---------|-------|
| IV | Supply Chain Simulation: The Fresh Connection | 2 | 20 |
| IV | Advanced Inventory and Lean Management, Warehousing | 3 | 30 |
| IV | Project Management (Cross- listed with SGM area) | 3 | 30 |
| IV | Quality Management and Six Sigma | 3 | 30 |
| V | Service Operations Management | 2 | 20 |
| V | Simulation Modeling & System Dynamics (Cross-listed with Analytics area) | 2 | 20 |
| V | Sustainable Supply Chain Management (Cross-listed with SGM area) | 2 | 20 |
| VI | Operations Strategy | 2 | 20 |
| VI | Reverse Supply Chain (Cross-listed with SGM area) | 2 | 20 |
| VI | A Data Driven Approach to Managing Supply Chain Risks | 2 | 20 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |

### Domain – STRATEGY & GENERAL MANAGEMENT

| Term | Course | Credits | Hours |
|------|--------|---------|-------|
| IV | Pathways to Net Zero | 2 | 20 |
| IV | Project Management (Cross-listed with ODS Area) | 3 | 30 |
| IV | B2G: Engagement & Opportunities | 2 | 20 |
| IV | Multi Sectoral Analysis in Indian Context | 2 | 20 |
| IV | Strategic Consulting | 3 | 30 |
| IV | Digital Platforms & technology ecosystem (Cross-listed with IST Area) | 2 | 20 |
| IV | Design Thinking | 2 | 20 |
| V | Sustainable Business Management (Cross-listed with Finance Area) | 2 | 20 |
| V | Sustainability Marketing | 2 | 20 |
| V | Managing Strategic Networks | 2 | 20 |
| V | Navigating an Undulating Terrain: Decision-making in Uncertainty | 2 | 20 |
| V | Sustainable Supply Chain Management (Cross-listed with Operations Area) | 2 | 20 |
| V | Entrepreneurial Development | 3 | 30 |
| VI | Non Profit Management | 2 | 20 |
| VI | Reverse Supply Chain (Cross-listed with ODS Area) | 2 | 20 |
| VI | SAMYATI | 3 | 30 |
| VI | Advanced Competitive Strategy | 2 | 20 |
| VI | e-LAB | 2 | 20 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |

### Domain – ANALYTICS

| Term | Course | Credits | Hours |
|------|--------|---------|-------|
| IV | Data Analytics | 3 | 30 |

| IV | Introduction to Python for Business Analytics | 3 | 30 |
|---|---|---|---|
| IV | Data Visualization and Storytelling with Data | 3 | 30 |
| V | Web and Social Media Analytics (Cross-listed with IST area) | 2 | 20 |
| V | Predictive Analytics and Machine Learning | 3 | 30 |
| V | Simulation Modeling & System Dynamics (Cross-listed with ODS area) | 2 | 20 |
| V | Financial Analytics using Python (Cross-listed with Finance area) | 2 | 20 |
| V | HR Analytics (Cross-listed with HROBC area) | 2 | 20 |
| V | Marketing Analytics(Cross-listed with Marketing area) | 2 | 20 |
| V | Forecasting Models | 2 | 20 |
| VI | Data Consulting (Cross-listed with IST area) | 2 | 20 |
| VI | Artificial Intelligence and Machine Learning for Management (Cross listed with IST area) | 2 | 20 |
| VI | Course of Independent Study (CIS)(Cross-listed with all Areas) | 3 | 30 |

| Domain – INTER-DISCIPLINARY | | | |
|---|---|---|---|
| Term | Course | Credits | Hours |
| V | Cross-Cultural Management | 2 | 20 |
| V | Negotiation Skills | 2 | 20 |
| VI | Pricing & Revenue Optimization | 2 | 20 |
| VI | Game Theory | 2 | 20 |
| VI | Behavioral Decision Making | 2 | 20 |
| VI | Mergers and 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 Regulatory Rules/Norms.*

## 2.7  BrandScan

BrandScan is TAPMI's flagship market research course with a legacy of twenty-seven years. BrandScan has evolved from a humble market research fair in Manipal in 1993 to a comprehensive market research activity across India. BrandScan is an outcome of visionary students who have built this into India's top research fair with sheer determination and commitment. BrandScan boasts of major projects undertaken for the industry using disguised games and other market research tools. In continuation with TAPMI's goal of continuous improvement in academics, the Institute has set up BrandScan lab to foster higher levels of consumer and brand research. With an eye on market trends and with an intention to be relevant to the industry, BrandScan is now going through a makeover and is offered as an

academic course in term – 5. It is an elective course for MBA – Core program and it aims to expose students to the practicalities of applying Marketing and research concepts to reality.

## 2.8 TAPMI Young Leaders Program

This is a unique opportunity for MBA 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 airfare, 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.

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# III
## MASTER OF BUSINESS ADMINISTRATION
## BANKING AND FINANCIAL SERVICES (MBA-BKFS)

The MBA (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 TAPMI Finance 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 MBA (BKFS) program consists of around 1070 instructional hours. A student admitted into the MBA (BKFS) program will complete 630 instructional hours in Year 1. The remaining 440 instructional hours will be completed in Year 2 of the program.

### 3.1 First Year (MBA-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 would know about the basic tools and concepts in different disciplines and would 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 Name | Credits | Hours |
| 1 | Basics of Accounting | 1 | 10 |
| 2 | Primer for Excel | 1 | 10 |
| 3 | Primer for Statistics | 1 | 10 |
| 4 | Learning by Case Method | 1 | 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 | Comprehensive Test – I | 1 | 0 |
| | **TOTAL – TERM I** | **24** | **230** |

| Term II | | | |
|---|---|---|---|
| Sl. No | Course Name | Credits | Hours |
| 1 | Fin Techs and Role of Emerging Technologies in Finance | 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 and Management | 2 | 20 |
| 10 | Comprehensive Test – II | 1 | 0 |
| | **TOTAL - TERM II** | **20** | **190** |
| **Term III** | | | |
| Sl. No | Course Name | Credits | Hours |
| 1 | Investment Management | 3 | 30 |
| 2 | Financial Derivatives | 3 | 30 |
| 3 | Corporate Finance – II | 2 | 20 |
| 4 | Integrated Thinking Simulation | 1 | 10 |
| 5 | Strategic Management | 2 | 20 |
| 6 | Selling of Financial products | 2 | 20 |
| 7 | Excel skills for business | 2 | 20 |
| 8 | Workshop on Business Research | 1 | 10 |
| 9 | Financial Econometrics | 2 | 20 |
| 10 | Industry Training in Banking and Finance Analytics | 1 | 10 |
| 11 | Human Resource Management | 2 | 20 |
| 12 | Term end assessment – III | 1 | 0 |
| | **TOTAL TERM - III** | **22** | **210** |
| | **TOTAL CREDITS (TERMS I – III)** | **66** | **630** |

*\* 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 Regulatory Rules/Norms.*

### 3.2 Comprehensive Test – I & II

At the end of term 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

### 3.3 Term End Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each 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.

### 3.4 Sustainability, Responsibility & Managerial Ethics at TAPMI

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 an imperative. TAPMI is fully committed to act responsibly as a leading b-school and to train every 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. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

### 3.5 Summer Internship (SIP)

SIP is a six-credit course where students undertake internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internship arranged by the institute. They then undertake internship project at their respective organizations for a period of six to eight weeks soon after the end of their first year. On completion of the internship

process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation.

## 3.6 Second Year (MBA-BKFS)

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

| Summer Term | | |
|---|---|---|
| **Course** | **Credits** | **Hours** |
| Summer Internship | 6 | 0 |
| **Sl. No** | **Course Name** | **Credits** | **Hours** |

| Sl. No | Course Name | Credits | Hours |
|---|---|---|---|
| | **Term IV** | | |
| 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 | Master's Thesis Phase 1 | 2 | 0 |
| | **TOTAL TERM - IV** | **22** | **200** |
| | **Term V** | | |
| 1 | Investment Banking | 2 | 20 |
| 2 | Financial Modeling using Excel and VBA | 2 | 20 |
| 3 | Electives – Part A | 4 | 40 |
| 4 | Electives – Part B | 6 | 60 |
| 5 | Master's Thesis Phase 2 | 2 | 0 |
| | **TOTAL TERM - V** | **16** | **140** |
| | **Electives: students will pick 10 credits** | | |
| | *Part A (4 credits out of 14)* | | |
| a | Customer Relationship Management | 2 | 20 |
| b | IT risk management & cyber security | 2 | 20 |
| c | Digital transformation | 2 | 20 |
| d | IT Strategy | 2 | 20 |
| e | Management consultancy | 2 | 20 |
| f | Enterprise account management | 2 | 20 |
| g | Research & Analytics | 2 | 20 |
| | *Part B (6 credits out of 18)* | | |
| h | Project Finance | 2 | 20 |
| i | Private Equity & Venture Capital | 2 | 20 |
| j | Technical Analysis | 2 | 20 |
| k | Financial Advising | 2 | 20 |
| l | Value Investing | 2 | 20 |
| m | Financial Analytics using Python | 2 | 20 |
| n | Creative Accounting & Fraud Management | 2 | 20 |

| o | Risk Compliance & Governance | 2 | 20 |
|---|---|---|---|
| p | Customer Acquisitions and operations | 2 | 20 |
| | **Total of elective choices** | **32** | **320** |
| **Term VI** | | | |
| SI. No | Course Name | Credits | 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 | Master's Thesis Phase 3 | 2 | 0 |
| | **TOTAL TERM - VI** | **12** | **100** |
| | **TOTAL CREDITS (TERMS IV – VI)** | **56** | **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 to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.*

## 3.7 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 MBA-BKFS program of TAPMI includes 2 – 3 weeks training in term 4. Based on their choice, students undergo training at either 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.

## 3.8 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.

## 3.9  Master's Thesis

A thesis has been defined as a treatise advancing a new point of view resulting from research. A master's 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 3 phases (two credits each in terms 4, 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.

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# IV
## MASTER OF BUSINESS ADMINISTRATION –
## HUMAN RESOURCE MANAGEMENT (MBA-HRM)

Addressing the need for quality HR professionals, MBA-HRM program aims at producing thought leaders in human resources who can effectively manage people and organizations for high performance. With a mission of creating value through people, the program is focused on delivering a comprehensive course curriculum in human resources to build exceptional behavioral (individual, team, and leadership), functional, strategic, and institutional (employee relations and industrial relations) HR competencies which empowers participants to become strategic partners for business.

The two-year MBA-HRM consists of 1080 instructional hours (630 in 1$^{st}$ year and 450 in 2$^{nd}$ year) covering the core management and HRM domain courses. Students will also be required to complete internship in an organization after the completion of First Year of the program. The total credits in the first year will be 66. The total credits (including internship) in the second year will be 51.

## Society for Human Resource Management (SHRM) Partnership

MBA-HRM program is developed in partnership with SHRM India and is aligned to SHRM body of competency and knowledge (BoCK) which is based on extensive global research that included employers, academics and practicing HR professionals at all levels. The alignment makes students eligible for taking SHRM-Certified Professional exam which is an endorsement to the knowledge and competency gained in the program.

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. The Institute provides scholarship for SHRM membership and SHRM-CP exam fee.

### 4.1  First Year (MBA–HRM)

The first-year courses enable the student with the basic knowledge about different functional areas of management. The student would know about the basic tools and concepts in different disciplines and would understand how organizations function. The student would also start appreciating the connectivity of the disciplines. The credit earnings in Year I (Term 1 + Term 2 + Term 3) is 66.

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

| | TERM I | | |
|---|---|---|---|
| Sl.No. | Course Name | Credits | Hours |
| 1 | Basic Statistics | 1 | 10 |
| 2 | Learning by Case Method | 1 | 10 |
| 3 | Basics of Accounting | 1 | 10 |
| 4 | Excel for Managers | 1 | 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 | Comprehensive Test – I | 1 | 0 |
| | **TOTAL - TERM I** | **25** | **240** |
| | TERM II | | |
| Sl.No. | Course Name | Credits | 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 | Comprehensive Test – II | 1 | 0 |
| | **TOTAL - TERM II** | **19** | **180** |
| | TERM III | | |
| Sl.No. | Course Name | Credits | 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 |

| Sl.No. | Course Name | Credits | Hours |
|---|---|---|---|
| 9 | Integrative Thinking Simulation | 1 | 10 |
| 10 | Term end assessment | 1 | 0 |
| **TOTAL - TERM III** | | **22** | **210** |
| **TOTAL CREDITS (TERMS I - III)** | | **66** | **630** |

*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 Regulatory Rules/Norms.*

## 4.2  Comprehensive Test – I & II

At the end of term 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

## 4.3  Term End Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each 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.

## 4.4  Sustainability, Responsibility and Managerial Ethics at TAPMI

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 an imperative. TAPMI is fully committed to act responsibly as a leading b-school and to train every 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. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

### 4.5 Summer Internship (SIP)

SIP is a six-credit course where students undertake internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internship arranged by the institute. They then undertake internship project at their respective organizations for a period of six to eight weeks soon after the end of their first year. On completion of the internship process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation.

### 4.6 Live Projects

Live projects are aimed to help students develop deeper understanding on specific issues related to people in organizations. Institute through PACE 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. Students are also required to submit a report that shall be evaluated by a panel of faculty members.

### 4.7 Second Year (MBA-HRM)

During the second year of the Program, most of the courses are offered in core HR domain, however, few critical courses are offered in Information Systems & Technology and Business Development areas as well. Students also get to choose courses from Inter-disciplinary and Humanities and Liberal Arts domains. The total credits for all courses are about 51 including 6 credits of summer internship program.

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

| Summer Term | | |
|---|---|---|
| **Course** | **Credits** | **Hours** |
| Summer Internship (SIP)* | 6 | 0 |
| **TERM IV** | | |

| Sl.No. | Course Name | Credits | 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 | IT Consulting, Business Analysis & BPM | 3 | 30 |
| 7 | Workshop on Competency Mapping (TVRLS) | 1 | 10 |
| **TOTAL - TERM IV** | | **17** | **170** |

| TERM V | | | |
|---|---|---|---|
| Sl.No. | Course Name | Credits | 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 1 (HR) | 2 | 20 |
| 7 | Elective 2 (ID) | 2 | 20 |
| 8 | Workshop on Total Rewards Management (Middle Earth) | 1 | 10 |
| | **TOTAL - TERM V** | **15** | **150** |
| TERM VI | | | |
| Sl.No. | Course Name | Credits | Hours |
| 1 | Negotiation & Conflict Management | 2 | 20 |
| 2 | Business Leadership | 2 | 20 |
| 3 | Managing Business Markets & Key Accounts | 3 | 30 |
| 4 | Elective 3 (HLA) | 2 | 20 |
| 5 | Workshop on Tax Management | 1 | 10 |
| 6 | Workshop on Coaching | 1 | 10 |
| 7 | Workshop on Assessment Centers | 1 | 10 |
| 8 | Workshop on Diversity, Equality & Inclusion | 1 | 10 |
| | **TOTAL - TERM VI** | **13** | **130** |
| | **TOTAL CREDITS (TERMS IV - VI)** | **51** | **450** |

**List of Electives**
**Domain - Human Resource (HR)**

| Sl.No. | Course Name | Credits | Hours |
|---|---|---|---|
| 1 | HR Consulting | 2 | 20 |
| 2 | Career Management | 2 | 20 |
| 3 | Employment Relations -2 | 2 | 20 |

**Domain - Inter-disciplinary (ID)**

| Sl.No. | Course Name | Credits | Hours |
|---|---|---|---|
| 1 | Socially Aware Manager | 2 | 20 |
| 2 | Cross Cultural Management | 2 | 20 |
| 3 | Digital Transformation in HR | 2 | 20 |

**Domain - Humanities and Liberal Arts (HLA) – Offered through Coursera**

| Sl.No. | Course Name | Credits | Hours |
|--------|-------------|---------|-------|
| 1 | Science of Well-being (Yale University) | 2 | 20 |
| 2 | Know Thyself – The Value and Limits of Self-knowledge: The Unconscious (University of Edinburgh) | 2 | 20 |
| 3 | A Life of Happiness and Fulfillment (ISB) | 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 Regulatory Rules/Norms.*

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# V
# MASTER OF BUSINESS ADMINISTRATION – MARKETING
# (MBA-MKT)

TAPMI's MBA Marketing program is a specialist marketing program. This program is accredited by the Chartered Institute of Marketing (CIM), UK. CIM is a UK-based institute that has currently more than 30,000 members spread in over 100 countries. The institute was founded in 1911 and received the royal charter from the British monarchy. Students graduating with TAPMI's MBA – Marketing degree are exempted from two out of three levels to acquire CIM's professional qualification. In addition, the degree has also received recognition from the Australian Marketing Institute (AMI).

The first year provides multi-disciplinary foundational training in broad business and management disciplines including core marketing courses. The second year offers students with advanced intensive marketing learning through various courses in the domains (but not limited to) of Digital Marketing Management, Sales and Consumer Services Management, and Brand and Product Management. The Applied learning Segment includes summer internship, BrandScan course, live projects, and skill-building workshops are offered to the students in the second year equips the students with deeper expertise.

The two-year MBA Marketing program consists of around 1070 instructional hours. A student admitted into the MBA Marketing program will complete a minimum of 630 instructional hours in Year 1. The remaining 440 hours will be completed in Year 2 of the program.

## 5.1 First Year (MBA Marketing)

The first-year courses introduce students to the basic knowledge about different functional areas of management. The student would know about the basic tools and concepts in different disciplines and would understand how organizations function. In addition to these multi-disciplinary functional courses, the student also gets exposed to certain courses that are considered foundational in the domain of marketing. The student would start appreciating the connectivity of the disciplines. The course credits in Year I (Term 1 + Term 2 + Term 3) is 66.

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

| TERM I | | | |
|---|---|---|---|
| Sl. No | Course Name | Credits | Hours |
| 1 | Excel for Managers | 1 | 10 |
| 2 | Basics of Accounting | 1 | 10 |
| 3 | Basic Statistics | 1 | 10 |
| 4 | Introduction to Case method | 1 | 10 |
| 5 | Business Statistics | 3 | 30 |
| 6 | Managerial Communication | 2 | 20 |
| 7 | Managerial Economics | 2 | 20 |

| 8 | Organizational Behaviour | 3 | 30 |
|---|---|---|---|
| 9 | Financial Accounting | 2 | 20 |
| 10 | Sustainability, Responsibility, Managerial Ethics (SRME) | 2 | 20 |
| 11 | Marketing Management -1 | 3 | 30 |
| 12 | Comprehensive Test – I | 1 | 0 |
| **TOTAL - TERM I** | | **22** | **210** |

| TERM II | | | |
|---|---|---|---|
| **Sl. No** | **Course Name** | **Credits** | **Hours** |
| 1 | Operations Management | 3 | 30 |
| 2 | Business Communication and Presentations | 2 | 20 |
| 3 | Management Accounting | 2 | 20 |
| 4 | Macro Economics | 2 | 20 |
| 5 | Marketing Management - 2 (MM-2) | 2 | 20 |
| 6 | Consumer Behaviour | 3 | 30 |
| 7 | Introduction to the Digital Marketing world | 2 | 20 |
| 8 | Brand Management | 3 | 30 |
| 9 | Personal Selling and Sales negotiations | 3 | 30 |
| 10 | Comprehensive Test – II | 1 | 0 |
| **TOTAL - TERM II** | | **23** | **220** |

| TERM III | | | |
|---|---|---|---|
| **Sl. No** | **Course Name** | **Credits** | **Hours** |
| 1 | Strategic Management | 2 | 20 |
| 2 | Human Resources Management | 2 | 20 |
| 3 | Integrative Thinking Simulation | 1 | 10 |
| 4 | Excel Skills for Business (Coursera) | 2 | 20 |
| 5 | Financial Management | 3 | 30 |
| 6 | IT for business | 2 | 20 |
| 7 | Marketing Research | 2 | 20 |
| 8 | Sales and Distribution Management | 3 | 30 |
| 9 | Advertising and Media Planning | 3 | 30 |
| 10 | Term end assessment | 1 | 0 |
| **TOTAL - TERM III** | | **21** | **200** |
| **TOTAL CREDITS (TERMS I - III)** | | **66** | **630** |

*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 Regulatory Rules/Norms.*

## 5.2  Comprehensive Test – I & II

At the end of term 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

## 5.3  Term End Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each 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.

## 5.4  Sustainability, Responsibility & Managerial Ethics at TAPMI

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## 5.5  Summer Internship (SIP)

SIP is a six-credit course where students undertake internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internship arranged by the institute. They then undertake internship project at their respective organizations for a period

of six to eight weeks soon after the end of their first year. On completion of the internship process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation.

## 5.6  Second Year (MBA Marketing)

During the second year of the program, in addition to the compulsory courses, electives are offered to students. In addition, The Applied learning Segment includes summer internship (SIP) and BrandScan course are offered to the students in the second year.

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

| Summer Term | | |
|---|---|---|
| **Course** | **Credits** | **Hours** |
| Summer Internship (SIP)* | 6 | 0 |
| **Term IV** | | |
| **Sl. No** | **Course Name** | **Credits** | **Hours** |

| **Sl. No** | **Course Name** | **Credits** | **Hours** |
|---|---|---|---|
| 1 | Legal Aspects of Business | 2 | 20 |
| 2 | Services Marketing | 3 | 30 |
| 3 | B2B Marketing | 3 | 30 |
| 4 | IT Sales | 2 | 20 |
| 5 | Data Visualization in Tableau/PowerBI | 1 | 10 |
| 7 | Pricing Strategies | 2 | 20 |
| 8 | Elective 1 | 2 | 20 |
| | **TOTAL- TERM IV** | **15** | **150** |
| **Term V** | | | |
| **Sl. No** | **Course Name** | **Credits** | **Hours** |
| 1 | Business Leadership | 2 | 20 |
| 2 | Advanced Digital Marketing | 3 | 30 |
| 3 | Advanced Marketing Analytics and Research | 3 | 30 |
| 4 | Retail Management | 3 | 30 |
| 5 | Customer Relationship Management | 2 | 20 |
| 6 | Brand Scan | 4 | 40 |
| 7 | Elective 2 | 2 | 20 |
| | **TOTAL - TERM V** | **19** | **190** |
| **Term VI** | | | |
| **Sl. No** | **Course Name** | **Credits** | **Hours** |
| 1 | Supply Chain Management | 2 | 20 |
| 2 | Markstrat (Capstone) | 3 | 30 |
| 3 | Rural Marketing | 3 | 30 |
| 4 | Elective 3 | 2 | 20 |
| | **TOTAL - TERM VI** | **10** | **100** |
| | **Master Project/ Live Project** | **2** | **0** |
| | **TOTAL CREDITS (TERMS IV – VI)** | **52** | **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 to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.*

**List of electives:**

| SI No. | Course | Credits | Hours |
|--------|--------|---------|-------|
| 1 | Marketing Performance metrics | 2 | 20 |
| 2 | Product and Innovation Management | 2 | 20 |
| 3 | Design Thinking | 2 | 20 |
| 4 | Sales Forecasting and Sales Analytics | 2 | 20 |
| 5 | Management of Sales Force | 2 | 20 |
| 6 | Key Account Management | 2 | 20 |
| 7 | Social Media in B2B Marketing | 2 | 20 |
| 8 | Sustainable Marketing | 2 | 20 |
| 9 | Customer Engagement Management | 2 | 20 |
| | **TOTAL** | 18 | 180 |

*Note: This will be a floating basket of specialization electives and new cutting-edge courses will be considered in the offerings. For each term, a total of 3 electives shall be offered to the students. The elective receiving the maximum number of subscriptions will be taught in that particular term.*

## 5.7 Live Project

Live project is an applied learning segment of the program wherein students work on a live problem as identified by the organization. This project runs parallel with the coursework and is typically a precursor to full time internship or can be a continuous program post internship. A student is expected to have done at least one live project during the course.
Some of the typical themes for live project

- Quantitative/Qualitative research to assess opinion/feedback/disposition of customers or channel partners or any internal or external stakeholder
- Lead generation program management
- Evaluation or designing the process or policies in a given market context
- Sectoral/Market study on demand/consumption/supply trends and opportunities

## 5.8 BrandScan

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

improvement in academics, the Institute has set up BrandScan lab to foster higher levels of consumer and brand research. With an eye on market trends and with an intention to be relevant to the industry, BrandScan is now going through a makeover and is offered as an academic course in term – 5. It is an elective course for MBA – Core program and it aims to expose students to the practicalities of applying Marketing and research concepts to reality.

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# VI
# MASTER OF BUSINESS ADMINISTRATION
# INTERNATIONAL BUSINESS (MBA-IB)

The Mission of TAPMI's MBA-Master of Business Administration in International Business Program is "Global Leadership through innovation and integrated Value-Creation".

The program objectives are:

- Build competencies to work across international markets.
- Perform consistently across varying geographies.
- Ability to work across different cultures.
- Preparedness to take up various international general management roles.

We aim to create well-rounded global leaders with a cross-functional and cross-cultural orientation. Students are expected to jointly work with our faculty for achieving the following outcomes:

- Mastery of the International Business domain with enhanced functional skills in cross country contexts.
- Taking initiatives under global uncertainty, with minimal guidance and supervision.
- Persisting with unfamiliar contexts, especially international ones, subject matter and platforms.
- Ability to interact and collaborate with people from across cultures.
- Clearly communicating arguments and listening to feedback, some of which may run counter to one's own views.
- Understanding the need for and value of contribution beyond personal goals and achievements.
- Reflecting while taking decisions, limiting the need to be swayed by short-termism or other types of cognitive biases.

In accordance with the above, the MBA - IB Program is designed in the form of a mix of classroom study and experiential/practical training. The program involves learning through classroom sessions, discussions and exercises, project assignments with organizations, and field-based course specific project work. However, the emphasis of the entire program is on self-learning.

The MBA-IB program will be spread across four semesters over two years including an industry internship at the end of first year. A student admitted to the MBA IB program has to complete 40 semester credits in the first year and 40 semester credits in the second year leading to a total of 80 semester credits. This constitutes 1080 instructional hours in the entire duration of the program. Courses in the first year of the program will enable students with fundamental knowledge of different functional areas of management. Courses in the second year are focused advanced electives in two functional areas and on the International Business domain.

## 6.1 First Year (MBA-IB)

The first year covers courses like Accounting, Organizational Behavior, Finance, Economics, Human Resources, Communication, Operations Management, Global Business Environment and Fundamentals of Strategy, to name a few. The indicative list of courses for the first year and corresponding credits are given below.

| Semester I - TAPMI, MAHE, MANIPAL | | | | | | |
|---|---|---|---|---|---|---|
| Sl No | | Subjects | L | T | P | C |
| 1 | Marketing Management | Marketing Management I (Including Learning Through Alternative Pedagogies) | 4 | 0 | 1 | 5 |
| | | Marketing Management II | | | | |
| 2 | Financial Accounting | Financial Accounting (including Basics of Accounting Primer) | 4 | 0 | 1 | 5 |
| | | Management Accounting and Control | | | | |
| 3 | Business Research Methods | Excel Skills (including Excel Basics Primer) | 4 | 0 | 1 | 5 |
| | | Managerial Statistics (including Basics Statistics primer) | | | | |
| | | Business Research Methods | | | | |
| 4 | Economics for Managers | Managerial Economics I (Micro) | 4 | 0 | 1 | 5 |
| | | Managerial Economics II (Macro) | | | | |
| | | Eco Strategy @ BoP (SEVA) - Design | | | | |
| 5 | Mandatory Learning Component (MLC) | MLC 1 - Managerial Communication | 0 | 0 | 0 | 6* |
| | | MLC 2 - Foreign Language | 0 | 0 | 0 | |
| | | | | | | 26 |

1 credit = 15 hours   **L** - Lecture, **T**-Tutorial, **P**-Practical, **C**-Credit

*\* MLC scores will not be included in CGPA calculation [scores - satisfactory/not satisfactory]*

*1 credit of practical (P) consists of outside classroom engagement activities*

**Foreign Language**: Students will receive classroom instruction equivalent to A1 level of Alliance Française/Goethe Institute, respectively.

| Semester II - TAPMI, MAHE, MANIPAL | | | | | | |
|---|---|---|---|---|---|---|
| Sl No | | Subjects | L | T | P | C |
| 1 | Corporate Finance | Financial Management - I | 4 | 0 | 1 | 5 |
| | | Financial Management - II | | | | |
| | | International Immersion Program | | | | |

| 2 | Operations Management | Decision Science | 4 | 0 | 1 | 5 |
| | | Operations Management | | | | |
| | | Eco Strategy @ BoP (SEVA) - Implementation | | | | |
| 3 | Leading People & Organizations | Individual & Group Dynamics | 3 | 0 | 2 | 5 |
| | | Organizational Design & Structure (including expatriate management) | | | | |
| | | Global Leadership (Adaptive Leadership via Outbound Training) | | | | |
| 4 | Global Business Strategy | Strategic Management | 4 | 0 | 1 | 5 |
| | | Integrated Thinking Simulation | | | | |
| | | International trade and Global Business Environment I (including X Culture) | | | | |
| 5 | Mandatory Learning Component (MLC) | MLC 1 - Managerial Communication | 0 | 0 | 0 | 6* |
| | | MLC 2 - Foreign Language (Clear A2 certification by SEM III end) | | | | |
| | | | | | | 26 |

1 credit = 15 hours    **L** - Lecture, **T**-Tutorial, **P**-Practical, **C**-Credit

*\* MLC scores will not be included in CGPA calculation [scores - satisfactory/not satisfactory]*

*A credit of practical (P) consists of outside classroom engagement activities*

**Foreign Language**: Students will receive classroom instruction equivalent to A2 level of Alliance Française/Goethe Institute, respectively.

## 6.2  Summer Internship (SIP)

SIP is a course where students undertake internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internship arranged by the institute. They then undertake internship project at their respective organizations for a period of six to eight weeks soon after the end of their first year. On completion of the internship process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation. SIP will carry 4 Mandatory Learning Component Credits which will be assessed on a satisfactory / unsatisfactory basis. Students have to attain a 'satisfactory' assessment (as determined by the Institute) in the SIP to graduate from the Program. Students will not be allowed re-examination.

## 6.3  Second Year (MBA-IB)

Second-year students can choose their courses from two tracks and a corresponding list of electives, subject to fulfilment of a set number of credits. The MBA-IB Program offers students the possibility to specialize in one of two tracks, Global Transnational Management with

functional focus a. on IT, Analytics & Strategy and b. on Marketing, Sales & Strategy. The academic processes at TAPMI emerge from a high emphasis on experiential learning, values and ethics, global leadership focus, cross-cultural sensitivity and development of a balanced view of business and life. Every year, the list of electives offered may undergo a change. An indicative list of courses and credits for the second year is given below:

| Semester III Track A (Global Functional Management: IT, Analytics & Strategy) - TAPMI, MAHE, MANIPAL | | | | | | |
|---|---|---|---|---|---|---|
| **Sl No** | | **Subjects** | **L** | **T** | **P** | **C** |
| 1 | Corporate Sustainability & Environment Management | Climate Resilience, Impact Financing & Deep Purpose | 4 | 0 | 1 | 5 |
| | | Reverse Supply Chain, Reconstructed Products & Circular Economy | | | | |
| | | Social Innovation Challenge (SoCH)* | | | | |
| 2 | Business Analytics | Business Intelligence Tools, R & Python (including Strategy Analytics) | 4 | 0 | 1 | 5 |
| | | Business Decisions through Data Analytics and Models | | | | |
| 3 | Elective 1 | Technology Landscape for Managers / Managing the Co of the Future | 4 | 0 | 1 | 5 |
| | | Digital Platform & Technology Ecosystems | | | | |
| | | Digital Transformation | | | | |
| | | IT Project Management | | | | |
| 4 | Elective 2 | Design Thinking | 4 | 0 | 1 | 5 |
| | | Tech Consulting & Business Analysis | | | | |
| | | IT Risk Management & Cyber Security | | | | |
| 5 | Mandatory Learning Component (MLC) | MLC - SIP (Summer Internship)* | 0 | 0 | 0 | 4 |
| | | | | | | 24 |

*\* MLC scores will not be included in CGPA calculation [scores - satisfactory/not satisfactory]*

*1 credit of practical (P) consists of outside classroom engagement activities*

| SI No | | Subjects | L | T | P | C |
|---|---|---|---|---|---|---|
| | | **Semester III Track B (Global Functional Management:  Marketing, Sales & Strategy) - TAPMI, MAHE, MANIPAL** | | | | |
| 1 | Corporate Sustainability & Environment Management | Green Marketing, Cause Marketing & de-Marketing | 4 | 0 | 1 | 5 |
| | | Reverse Supply Chain, Reconstructed Products & Circular Economy | | | | |
| | | Social Innovation Challenge (SoCH)* | | | | |
| 2 | Business Analytics | Digital Marketing | 4 | 0 | 1 | 5 |
| | | Marketing Analytics | | | | |
| | | Marketing Performance Metrics | | | | |
| | | Strategy Analytics | | | | |
| 3 | Elective 1 | Business to Business Marketing | 4 | 0 | 1 | 5 |
| | | Brand Management | | | | |
| | | Advanced Competitive Strategy | | | | |
| 4 | Elective 2 | Sales & Distribution Management | 4 | 0 | 1 | 5 |
| | | Consumer Behaviour | | | | |
| | | Mark Strat (SIM) | | | | |
| 5 | Mandatory Learning Component (MLC) | MLC - SIP (Summer Internship) * | 0 | 0 | 0 | 4 |
| | | | | | | 24 |

1 credit = 15 hours   **L** - Lecture, **T**-Tutorial, **P**-Practical, **C**-Credit

*\* MLC scores will not be included in CGPA calculation [scores - satisfactory/not satisfactory]*

*1 credit of practical (P) consists of outside classroom engagement activities.*

*Students will choose either Track  A or B; or choose from an exhaustive list of electives.*

| Semester IV - TAPMI, MAHE, MANIPAL | | | | | | |
|---|---|---|---|---|---|---|
| SI No | | Subjects | L | T | P | C |
| 1 | Design, Innovation & Entrepreneurship | Advanced Design, Frugal Innovation & Disruption | 3 | 0 | 1 | 4 |
| | | Opportunity Recognition, Entrepreneurial Finance & Corporate Venturing | | | | |
| 2 | Corporate Governance & Ethics | Global Governance, Managerial Ethics & Sustainable Advantage | 3 | 0 | 1 | 4 |
| | | Project: Governance & Ethics in Practice (IB related) | | | | |
| 3 | Elective 3 | Geopolitics (Dept of GeoPolitics) | 4 | 0 | 0 | 4 |
| | | International Relations & Cross cultural management (Centre for European Studies) | | | | |
| | | International trade and global business environment II – Focus on EU | | | | |
| 4 | Elective 4 | CESIM Simulation (including Multi Sectoral Analysis) | 3 | 0 | 1 | 4 |
| | | BLDR & International negotiations & Crisis Management | | | | |
| 5 | CAPSTONE Project | IB Practicum Work - Live Project / Master's Thesis/ case study writing | 0 | 0 | 4 | 4 |
| | | | | | | 20 |

1 credit = 15 hours   **L** - Lecture, **T**-Tutorial, **P**-Practical, **C**-Credit

*Note: Part / all of Semester 4 can be done in Study Abroad mode, with credit requirement as agreed with the host institution,  from Feb to May. Students who have secured either a PPO, have Placement cleared, or have voluntarily opted out of placements will be eligible to apply for consideration, at one of several Universities with whom MAHE / TAPMI has a running MoU for this specific purpose.*

| International Business Electives List | | | | |
|---|---|---|---|---|
| ***Global Strategy & Leadership*** | L | T | P | C |
| Geopolitics and International Relations | 4 | 0 | 1 | 5 |
| Cross cultural management and international negotiations | | | | |
| Global Value Chains | | | | |
| CESIM Simulation | 4 | 0 | 0 | 4 |
| International Finance | | | | |
| Global Leadership (Adaptive Leadership via Outbound Training) | | | | |
| | | | | |
| ***Global Functional Management*** | L | T | P | C |
| International Accounting Standards | 4 | 0 | 1 | 5 |
| International Marketing | | | | |
| International Supply Chain & Logistics I | | | | |
| CESIM Simulation | 4 | 0 | 0 | 4 |
| International Finance | | | | |
| International Logistics & Supply Chain Management II | | | | |

| | L | T | P | C |
|---|---|---|---|---|
| IT for Business (including Global Digital Platforms & Tech Ecosystems) | 4 | 0 | 0 | 4 |
| International Trade and Global Business Environment II - Focus on EU/China/NA | | | | |

| General Management Electives (optionally available*) | | | | |
|---|---|---|---|---|
| *Finance* | L | T | P | C |
| Mergers and Acquisitions | 4 | 0 | 0 | 4 |
| Corporate Valuation | 4 | 0 | 0 | 4 |
| | | | | |
| *Human Resource Management* | L | T | P | C |
| International Human Resource Management | 4 | 0 | 0 | 4 |
| Strategic Human Resource Management | 4 | 0 | 0 | 4 |
| | | | | |
| *Marketing* | L | T | P | C |
| Marketing Analytics & Consumer Research | 4 | 0 | 0 | 4 |
| International Marketing | 4 | 0 | 0 | 4 |
| | | | | |
| *Operations* | L | T | P | C |
| Technology & Quality Management | 4 | 0 | 0 | 4 |
| Supply Chain Management | 4 | 0 | 0 | 4 |
| | | | | |
| *Entrepreneurship & Innovation* | L | T | P | C |
| New Venture Finance | 4 | 0 | 0 | 4 |
| Social Entrepreneurship & Creativity | 4 | 0 | 0 | 4 |
| | | | | |
| *Healthcare Management* | L | T | P | C |
| Quality Management in Healthcare | 4 | 0 | 0 | 4 |
| Operations and Managing People in Healthcare | 4 | 0 | 0 | 4 |
| | | | | |
| *Business Analytics* | L | T | P | C |
| Business Intelligence | 4 | 0 | 0 | 4 |
| Data Analysis and Decision Making | 4 | 0 | 0 | 4 |
| | | | | |
| *International Business* | L | T | P | C |
| International Logistics and Supply Chain Management | 4 | 0 | 0 | 4 |
| International Finance | 4 | 0 | 0 | 4 |

* Subject to substantial subscription and/or other constraints. Decision entirely at the discretion of the TAPMI management.

### 6.4  International Certification

Students have the opportunity to sit for specific International Certifications so as to increase their readiness for global employment.

### 6.5 CAPSTONE Project

The CAPSTONE project provides the student with an opportunity to assimilate their learnings across the program and apply the learnings in the context of international business-related research questions or live-international project.
This is a compulsory requirement in the Semester 4. It is a 4 credit course and can be done in the following four formats –

#### 6.5.1 X-Culture International Project
X-Culture is a large-scale international experiential learning project. The X-Culture project will allow the students in this course to gain first-hand experience in international business collaboration and business consulting. Several companies are selected to present their real-life international business challenges, and the student will have to select one of those challenges and suggest their solution.

#### 6.5.2 International project – direct with company (self-sourced or otherwise)
The international project is initiated by the student who consults with the organization and creates a holistic international business proposal by providing detailed reflections on critical management lessons.

#### 6.5.3 Masters Thesis
The Master's Thesis is a piece of original scholarship written under the direction of a faculty advisor. The master's thesis will respond to a debate in the international business literature and will bring new evidence or arguments to bear upon the topic. The student is also encouraged to disseminate the findings at reputed conferences or through publication in peer-reviewed journals.

#### 6.5.4 Case Study + Teaching Note
The Case study will be written to provide an erudite and intriguing story about some individuals within organizations who must make difficult decisions in uncertain international business contexts. Along with the case, a teaching note will be written to guide the case instructors on key teaching objectives to be achieved through the case study.

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# VII
## SCHOLASTIC STANDARDS & EVALUATION

### 7.1  Evaluation

The performance evaluation of students in every course in each term/semester 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/semester examinations, end-term/semester examinations, 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/semester, end term/semester 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/semester.  For all terms/semesters (Except Term 3/Semester 2 for MBA-IB) results will be declared within 45 days from the last date of end term/semester examinations. Results for Term 3/Semester 2 for MBA-IB will be declared within a week from the start of Term 4/Semester 3 for MBA-IB in year 2 of the Program.

There will be no review of papers by the students after the Term 6/Semester 4 for MBA-IB (Convocation) & Term 3/Semester 2 for MBA-IB (SIP) end term/semester 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.
During the course of this chapter, 'term' will be used in the context of MBA, MBA-BKFS, MBA-HR and MBA-MKT. Similarly, 'Semester' will be used in the context of MBA-IB.

### 7.2  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 may also be awarded an 'F' grade **in a course**, under the following conditions:

1. The student fails to attend the end term/semester exam (unless the reasons to miss the end term/semester 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 9.4 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 Master of Business Administration (MBA)/ Master of Business Administration–Banking and Financial Services (MBA-BKFS)/ Master of Business Administration–Human Resource Management (MBA-HRM)/ Master of Business Administration–Marketing (MBA-MKT)/ Master of Business Administration-International Business (MBA-IB).

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.**

## 7.3  Qualitative Assessment

Certain courses may be offered on zero credit basis during any term/semester in case of MBA-IB 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.

## 7.4  Absence from Mid-term/semester, End term/semester examinations

**Students who take unauthorized absence from mid-term/semester, end term/semester examinations or having secured 'F' grade in a course, 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/semester and end-term/semester 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 may have to pay a re-examination fee of **Rs.7500 per course** at the discretion of the Chairperson-PGP.

In situations where students request for facility of scribe well in advance, due to reasons of inability to write the mid-term/semester, end-term/semester 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/Semester 3 for MBA-IB.** A Certificate of Completion from the organization must be submitted to TAPMI within fifteen days of joining Term 4/Semester 3 for MBA-IB failing which the SIP policy stands applicable.

## 7.5   Scholastic Standards:

### 7.5.1   Minimum CGPA & GPA

a. At the end of TERM 1/Semester 1 for MBA-IB a student is expected to secure a minimum GPA of 4.4000

b. At the end of all other terms/semesters (Term 2 through Term 6/Semester 2 through Semester 4 for MBA-IB) the student is expected to secure a minimum CGPA of 4.4000 (cumulative grade point by the end of the term/semester) with a GPA of 4.4000 (Grade point specific to the term/semester)

c. If a student fails to achieve the required GPA and CGPA at the end of Terms 1 & 2/end of Semester 1 for MBA-IB and Terms 4 & 5/end of Semester 3 for MBA-IB, 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/end of semester 2 for MBA-IB) a student must have secured a minimum CGPA of 4.4000 failing which the student will be discontinued from the program.**

e. **At the end of Term 6/end of Semester 4 for MBA-IB a student must have maintained a minimum CGPA of 4.4000 separately in the second year (Summer Term, terms 4-6 combined/semesters 3 & 4 combined for MBA-IB) 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 Degree.**

**7.5.2**.  In addition to the above she/he **must have 'cleared' the courses with qualitative assessments** to qualify for the 2nd year (after term 3/after semester 2 for MBA-IB) and the Degree (after term 6/after semester 4 for MBA-IB).  Failure to achieve this will result in reduction of 0.0150 from overall CGPA at the end of the academic year.

### 7.5.3 Criteria for Promotion to Year II and award of Degree

**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 discontinued from the program.

**B.** A second-year student will qualify/be eligible for the award of Degree if he/she has a CGPA of at least 4.4000 (without securing 'I' grade in any subject) in and at the end of the second year (CGPA for Year II – Summer Term/Semester, Terms 4-6/Semesters 3 & 4 for MBA-IB and Total GPA - Year I + Year II).

A student, who does not satisfy these criteria will not be eligible for the award of Degree.

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

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

### 7.5.5 Re-examinations (after Term 6/Semester 4 for MBA-IB) 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, SIP 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/Semesters 3 & 4 for MBA-IB.
- 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 degree 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.**

**7.5.6 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/semester for which results are available; **AND**
2. S/he secures a minimum average GPA of 4.4000 across the Comprehensive assessments and Term-end assessments in Terms 1-3/Semesters 1-2

## 7.6 Outside Classroom Components:

PGP curriculum includes several components involving learning outside the classroom like SIP, 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.

## 7.7 Formula to Convert CGPA to Percentage:

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

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

## 7.8 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.

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# VIII
## ATTENDANCE

**8.1** **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.

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

**8.3** 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 for MBA/MBA-BKFS/MBA-HRM/MBA-Marketing is as follows:

| Course credit | Number of sessions | 10% leaves imply | 15% leaves imply |
|---|---|---|---|
| 1 credit | 8 sessions | 1 session | 1 session |
| 2 credits | 16 sessions | 2 sessions | 2 sessions |
| 3 credits | 24 sessions | 2 sessions | 4 sessions |

An indicative table of Personal & Institutional Leave for MBA-IB is as follows:

| Course credit | Number of sessions | 10% leaves imply | 15% leaves imply |
|---|---|---|---|
| 1 credit | 12 sessions | 1 session | 2 sessions |
| 2 credits | 24 sessions | 2 sessions | 3 sessions |
| 3 credits | 36 sessions | 3 sessions | 5 sessions |

| 4 credits | 48 sessions | 4 sessions | 6 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 Master of Business Administration (MBA)/ Master of Business Administration– Banking and Financial Services (MBA-BKFS)/ Master of Business Administration– Human Resource Management (MBA-HRM)/ Master of Business Administration– Marketing (MBA-MKT)/ Master of Business Administration–International Business (MBA-IB)

4. **Placement/Internship Leave**: As endorsed by the Placement and Corporate Engagement Office. (***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 to critical domestic reasons must complete the leave formalities at the PGPO prior to leaving.

8.4 Attendance during outside classroom components of PGP such as SIP 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.

8.5 Attendance is **mandatory on the first day of every term/semester for MBA-IB 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.

8.6 **Attendance to the last session of any course in all terms/semesters for MBA-IB 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.

8.7 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 Degree 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 the rehearsal of the Convocation will not be permitted to attend the Convocation. Degree Certificates and transcripts will be given only after three months from the date of the convocation.

e) For the MBA-IB Program, since the program follows semester format, convocation may happen separately.

**8.8** 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- Placement and Corporate Engagement needs to be taken. 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.

**8.9** 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 Degree, non-refund of caution deposit etc.)

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# IX
## CLASSROOM BEHAVIOUR & INTEGRITY

### 9.1 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 in the classroom 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 without permission, refusing to abide by the instructions of the faculty. 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 and behaviour.

### 9.2 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 and, dignitaries.) 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.)

### 9.3 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 may have to pay penalty **up to Rs.5000/-**, at the discretion of the Chairperson-PGP, to redeem it. It is therefore advisable that students do not carry their mobile phones into the classrooms. Over and above this, the 'Social Media Policy of MAHE (for students)' is applicable.

### 9.4 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, the faculty in charge of the course should be consulted 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 or the output generated by AI tools 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 original source; stealing examination or course materials; changing or creating data in a lab experiment; altering a transcript; signing another person's name in 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 digital mediums like social media, SMS, WhatsApp, and Telegram through cell phones to communicate answers to questions in quizzes/exams.  **This list is only indicative and is not exhaustive.**

### 9.5 Examination Rules

All students are communicated the examination rules at the time of joining the Institute and thrice before the commencement of Mid Term/Semester and End Term/Semester 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.**

### 9.6 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 and stealing - such an act, without consideration of quantum of monetary value involved, will attract the severest punishment, which may include being discontinued 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, without appropriate authorization, are not acceptable and will be dealt with appropriately.

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# X
## GENERAL BEHAVIOUR

**10.1**     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 **1st September 2023/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.

**10.2     Ragging (as defined in Appendix 12 of APH 2022-23) 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 anti-ragging affidavit.*** As per the "Regulations on Curbing the Menace of Ragging in Higher Educational Institutions, 2009" and pursuant to UGC notification [No. D. O. No. F. 3-2/2021 (ARC)] it is compulsory for each student and his/her parent/guardian to submit an online undertaking each academic year in either of the two websites namely https://antiragging.in or https://amanmovement.org.  The students are required to register by submitting the relevant details. Subsequently, the student will receive an email with his/her registration number and a weblink. The email should be forwarded to Chairperson – Student Affairs (nodal officer).

### 10.3  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 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.

## 10.4 Disciplinary Procedure

The PGP Committee and/or the Disciplinary Committee shall be the authority for all matters pertaining to student discipline. If the student is found guilty of the alleged misconduct in and outside the campus a penalty appropriate to the nature and severity of the misconduct may be imposed. Such penalty shall include (but not restricted to) imposition of fines, suspension from a course/term/semester, or being discontinued from the program.

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# XI
## THE DEGREE, SCHOLARSHIPS & AWARDS

To qualify for the award of the PG degree, 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.

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

For the Batch of 2023-25, TAPMI 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) must 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 2023-25) will receive the Dr. Ramdas Pai Merit Scholarship Category-I. Of the twenty scholarships, a minimum of ten shall be set aside for female candidates. The scholarship is available for the PGP (Batch of 2023-25) 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 selection of students for the award of Category I scholarship is a two-step process. In the first step, the top ten female scorers (CAT / XAT / GMAT Equivalent or NMAT score of 280 or more) who are on the rolls of TAPMI for the Academic Year 2023-24 and continue on the rolls of TAPMI thereafter (across the five programs) shall be directly eligible for the award of the Dr. Ramdas Pai Merit Scholarship Category - I. Once the top ten female students are identified, from the remaining pool of students, the balance ten scholarships are awarded to top ten students on the basis of CAT/XAT/GMAT/NMAT scores (agnostic of their gender). For the batch 2023-25, no more than 2 students having NMAT scores only can be considered for scholarships in each division within 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 6.00 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 MBA programs. 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).
   iii. In case any awardee is unable to satisfy the conditions provided in point e. above and is not found 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) must 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 2023-25) as a whole and the selection process is agnostic of number of applicants across programs. Any unallocated scholarship from this category shall be reassigned to Category I.

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 2023-25)
   ii. Minimum CAT / XAT/ GMAT (Equivalent) scores of 90 percentile and above (or NMAT score 250 and above).
   iii. Annual Family income of Rs.10,00,000/- or less.

d. **Documentation:** Applicants must submit the following documents along with the application form:
   i. Income tax returns for last three years of all immediate earning family members. Immediate family members include father and mother.
   ii. Statement detailing your eligibility and claim to the scholarship.
   iii. Other supporting documents as stipulated in the application form.
   iv. Last date of submitting the Scholarship Application Form and supporting documents is October 31, 2023.

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 MBA programs. TAPMI will not be refunding the 30% of tuition fee for 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 f. above).
   iii. In case any awardee is unable to satisfy the conditions provided in point f. 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 70% of tuition fee for PGP Year II to continue his/her admission to TAPMI MBA 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 f. 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) must 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 2023-25) as a whole and the selection process is agnostic of number of applicants across programs. Any unallocated scholarship from this category shall be reassigned to Category I.

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 2023-25)
   ii. Minimum CAT / XAT/ GMAT/NMAT (Equivalent) scores of 88 percentile and above (or NMAT score 245 and above).
   iii. Annual Family income of Rs.8,00,000/- or less.

d. **Documentation:** Applicants must submit the following documents along with the application form:
   i. Income tax returns for last three years of all immediate earning family members. Immediate family members include father and mother.
   ii. Statement detailing your eligibility and claim to the scholarship.
   iii. Other supporting documents as stipulated in the application form.
   iv. Last date of submitting the Scholarship Application Form and supporting documents is October 31, 2023.

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 MBA programs. 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 f. above).
   iii. In case any awardee is unable to satisfy the conditions provided in point f. 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 70% of tuition fee for PGP Year II to continue his/her admission to TAPMI MBA 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 f. 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) must 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 2023-25) as a whole and the selection process is agnostic of number of applicants across programs. Any unallocated scholarship from this category shall be reassigned to Category I.

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 2023-25)
  ii.   Annual Family income of Rs.7,00,000/- or less.

d. **Documentation:** Applicants must submit the following documents along with the application form:
  i.    Income tax returns for last three years of all immediate earning family members. Immediate family members include father and mother.
  ii.   Statement detailing your eligibility and claim to the scholarship.
  iii.  Other supporting documents as stipulated in the application form.
  iv.   Last date of submitting the Scholarship Application Form and supporting documents is October 31, 2023.

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 MBA programs. 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 f. above).
  iii.  In case any awardee is unable to satisfy the conditions provided in point f. 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 70% of tuition fee for PGP Year II to continue his/her admission to TAPMI MBA 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 f. 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 shall be selected and notified by the Director.
b. The Director TAPMI will be a permanent invitee of the Scholarship Selection Committee.
c. The Chairperson 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.

## 11.2 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. To qualify for the award of the Master of Business Administration, a student should have met all the minimum scholastic standards specified in this document.

The following awards are announced and handed over to the meritorious students. Some awards are given away during Convocation. Convocation for the graduating batch is normally held in the month of March/April at the end of the two-year program. Notification regarding the convocation date will be made one month prior to the date of convocation.

1. **T A PAI ROLL OF HONOR FOR ACADEMIC EXCELLENCE**

   The institute has decided to designate the gold medallist from each of its full- time programs as the "**T A Pai Young Achievers**", the awardees will be recognised in the following ways by the institute:

   • A gold medal with the insignia recognising academic excellence
   • A letter of commendation from the Director

- A cash award of Rs. 2,50,000

2. The **"DEAN'S ROLL OF HONOR"**: The Dean's Roll of Honor 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 Honor. The selection process will be separate for each of the MBA programs. Distribution of awards amongst the five MBA programs will be decided by the Dean (Academics) and program chairs. Students who are awarded the **T A Pai Roll of Honor for Academic Excellence,** will not be eligible for the Dean's roll of Honor.

3. 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)

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

5. 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)

6. The **"DR. RANJAN ACHARYA AWARD"** to the student scoring the highest in Marketing Specialization at the end of the two years program.

7. The Institute also recognizes and felicitates the top three academic performers of the graduating batch during convocation with **MERIT AWARDS**.

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

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

10. **Dr A. S. IYER MEMORIAL PRIZE** is given to the student securing first place in Finance.

11. **PRASHANT KULKARNI AWARD** is given for the best summer internship project.

12. TAPMI has instituted **SHRI L.R. ADIGE AND SMT MANORAMA ADIGE MEMORIAL AWARD** with contributions from Shri Ramesh Adige, Ex-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/between Semesters 1 and 3 for MBA-IB. The award

includes cash component of Rs 80,000/- and a Certificate. The award will be presented to the winner during the Convocation.

13. 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.

14. **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.

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

16.  **T A PAI AWARD FOR BUSINESS ETHICS & SUSTAINABILITY**

Awarded to the best SEVA group based on a rigorous within class and on field evaluation, the award will entail the following:

- A certificate of recognition and letter of commendation from the Director of TAPMI at the end of first year
- An award certificate at the time of Convocation
- A cash award of Rs. 10,000/- per SEVA course team member

17. **BARODA ACHIEVERS AWARD**- Presented by the Bank of Baroda (BoB) in 2022-23 to students of selected institutes across the country with the intention to encourage the budding leaders of the country and TAPMI is one among them.
Three final year students will be eligible for this award. They should have demonstrated excellence in (1) Academics, (2) Sports, and (3) All Rounder (Good in Sports, Arts, Social Services, etc.).

*All scholarships are subject to approval by the Director. All externally instituted awards are subject to continuity as communicated by the awarding Institute.*

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# XII
## 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.

### 12.1 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 deposit hostel room keys with the hostel caretaker when they leave hostel during vacation.

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.

## 12.2  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 PGP Office / Warden.

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

### 12.3 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 Management, 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.

### 12.4 Use of Appliances

1. The use of immersion rod, kettle and iron box 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 5$^{th}$ 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, debit /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. The Hostel authorities do not hold themselves responsible for any loss of personal belonging of 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.

## 12.5 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 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.

## 12.6 Cafeteria

1. The campus has a food court with several outlets. Students must buy monthly coupons from any one of the vendors in advance.

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.

## 12.7 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.

## 12.8 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.

## 12.9 Important Mobile and Phone Numbers:

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|---|---|
| **Chairperson-Hostels** | **Prof. Durga Prasad**<br>Mobile No.: 9606479680<br>Office No: 0820-2701025 or Ext:1025 |
| **Ladies Hostel Caretaker** | **Block 3** : 0820-2701315 or Ext: 1315<br>**Block 4** : 0820-2701445 or Ext: 1445 |
| **Ladies Hostel Warden** | **Mrs. Parimala S Hegde**<br>Mobile No.: 7349255655<br>Office No: 0820-2701009 or Ext: 1009 |
| **Gents Hostel Caretaker** | **Block 1** : 0820-2701115 or Ext: 1115<br>**Block 2** : 0820-2701215 or Ext: 1215<br>**Block 5** :  9731227897 |
| **Gents Hostel Warden** | **Mr. Ananth Pai**<br>Mobile No.: 7349255653<br>Office No:  0820-2701014 or Ext: 1014 |
| **Hostel Asst. Warden** | **Mr. Narayana**<br>Mobile No.: 7349255639<br>Office No:  0820-2701422 or Ext: 1422 |
| **Campus Clinic** | Office No:  0820-2701311/ 1300or Ext: 1311 |
| **Student Support Centre, Manipal** | No.125, Opp: New International Guest House,<br>Manipal 576 104<br>0820-2922430 |
| **Ambulance (KMC Hospital)** | 0820-2575555 |
| **KMC Hospital** | 0820-2922761; 2571201 |
| **Police** | 100; 0820-2570328 |
| **Fire** | 101 |
| **Taxi Hire:**<br>    Kaushik Travels<br>    Shreeya Travels | <br>Mob: 9482472497; 9008415956<br>Mob: 9980166657; 9448328041 |
| **Auto** | Tel: 0820-2572456 (Auto Stand)<br>Tel: 0820-2701113 or Ext: 1113 (Security Gate) |

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# XIII
## 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.

### 13.1 TIMINGS:

The library is open from 9.00 am to 2.00 am on Monday – Saturday (circulation time: 9.00 am to 9.00 pm) and from 9.00 am to 5.00 pm on Sunday.

The library will remain closed on the 3rd Saturday of every month & other Institutional Holidays

### 13.2 LIBRARY RULES AND REGULATIONS:

#### 13.2.1 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.

#### 13.2.2 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.

#### 13.2.3 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.


### 13.2.4 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).


### 13.2.5 Overdue Charges (Applicable only for students):

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 |

### 13.2.6 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.

### 13.2.7 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.

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# XIV
## INFORMATION & COMMUNICATION TECHNOLOGY

### 14.1 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.

### 14.2 Computer Accounts/Email Account

a) Any student who enrolls at TAPMI is eligible for a student account 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/semester 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.

### 14.3 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.

f) All Labs and classrooms are under CCTV surveillance. Any misconduct, tampering and theft of the IT facilities will lead to disciplinary action.

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

## 14.4 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.

## 14.5 Misconduct

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

**14.6** 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.

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# FACULTY

https://www.tapmi.edu.in/faculty-profile-directory/

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# 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.**

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## Academic Administration (Contact Points)

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|---|---|---|
| **Director In-Charge** | **Prof. Durga Prasad** | 2701002 |
| **Deputy Manager-Administration & Executive Secretary to Director** | **Ms. Parimala S Hegde** | 2701009 |
| **Dean – Administration** | **Prof. Durga Prasad** | 2701025 |
| **Associate Dean – Administration** | **Prof. Krishna Prasad** | 2701453 |
| **Dean – Academics** | | 2701038 |
| **Associate Dean – Academics** | **Prof. Tathagata Ghosh** | 2701470 |
| **Chairperson – Admissions** | **Prof. Aniruddha Chatterjee** | 2701423 |
| **Deputy Manager - Admissions Office** | **Mr. Navin M. Yelamali** | 2701070; 2701010 |
| **Chairperson – Post Graduate Programs** | **Prof. Rajiv V Shah** | 2701022 |
| **Deputy Manager - PGP Office** | **Ms. Sujatha K** | 2701047 |
| **Chairperson – Controller of Examinations** | **Prof. Vasanth Kamath** | 2701071 |
| **Asst. Manager - CoE Office** | **Mr. Narendra Shettigar** | 2701457; 2701455 |
| **Chairperson – MBA Program** | **Prof. Vrishali Bhat** | 2701032 |
| **Chairperson – BKFS Program** | **Prof. Meera Aranha** | 2701438 |
| **Chairperson – HRM Program** | **Prof. Shruthi Mayur** | 2701029 |
| **Chairperson – MKT Program** | **Prof. Shivan Sanjay Patel** | 2701046 |
| **Chairperson – IB Program** | **Prof. Ishwar Haritas** | 2701027 |
| **Chairperson – Placement and Corporate Engagement** | **Prof. Gurudutt Nayak** | 2701478 |
| **Placement and Corporate Engagement Office** | **PACE Staff** | 2701429 |
| **Systems Manager** | **Mr. Kiran Kumar** | 2701112 |
| **Chairperson-Hostels** | **Prof. Durga Prasad** | 2701025 |
| **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 |

## COURSE OF INDEPENDENT STUDY (CIS)

### I.   Background

The Course of Independent Study (CIS) allows a student to identify and formally work on a specific research topic under the guidance of a faculty member. At the same time, it makes available talented resources for faculty members to mentor post-graduate students and engage in joint 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, popular press articles or technical notes that could also be used as teaching materials.

### II.   CIS as an Elective Course at TAPMI

From 2023, CIS is offered as 3-credit elective course that would be cross-listed across all functional areas at TAPMI. It is meant to integrate the knowledge and skills acquired by a student during the first-year at TAPMI with aspirations to work on research projects. The work shall be done in a phased manner from Term 3 until Term 6. Students shall work in teams of two-students or one student along with a faculty mentor.

Just like other electives at TAPMI, CIS can also be taken as an audit course. This means, the course shall be evaluated upon completion and the student shall be provided a letter of completion from the faculty member concerned.

### III.   Potential Context for CIS applications.

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 corporate work experiences. These academic inputs may trigger a possibility to pursue an academic or industry-led research topic of their interest. Students will have to find a faculty mentor willing to guide these specific areas of research. CIS will provide them with an opportunity to work on the areas of their interest, with a proper structure and necessary guidance from a faculty. The student could also utilize the summer internships to collect data for the CIS projects.

b.  *Faculty Areas of Interest*

There is another possibility that faculty members identify research topics that they would like to work, in collaboration with student-led CIS teams. TAPMI faculty are encouraged to circulate an invitation through email to first-year students, encouraging students to apply for these faculty-led research topics. The email shall be circulated by concerned faculty on specific days of the academic calendar, and the PGP office shall maintain a repository of faculty-led CIS topics. The idea is that the student-lead teams alongside the faculty should develop research manuscripts of publishable quality in SCOPUS-led journals. The Research and Promotion Committee (RPC) shall provide the list of acceptable SCOPUS listed journals.

*c. Summer Internship Cases*

Another possible area is to take forward the summer internship experience and data during (in agreement with the respective corporates) to develop teaching cases or perhaps use the data for publication in research journals. Essentially, the internship periods could also be used to collect data for CIS purposes, alongside the corporate internship requirements.

**IV.  CIS Process**

*Step 1: Find the Mentor*
Student contacts faculty member for finalizing CIS topics. The research topics could be based on student-interest or based on the research projects solicited by faculty members.

**Step 2:  Application**
CIS Application to be first submitted to the concerned faculty mentor, and then to the PGP Office. Template for CIS application may be downloaded from the intranet.

**Step 3: Registration as an Elective**
On acceptance of the proposal and completion of registration, the CIS could begin from Term 3 (prior to internship period) until Term 6. The final grading shall be conducted in Term 6 based on various components.

**Step 4: CIS Output**
Students make a presentation to the faculty team (chosen by the respective Area Chair) consisting of at least 2 members (including the CIS faculty). This presentation will carry a weightage of 50%. The other component for evaluation is a manuscript of publishable quality in SCOPUS listed journals. The student team should also specify which journal the manuscript shall be submitted. This manuscript component will carry a weightage of 50%.

**Step 5: CIS Evaluation**
Students submit their CIS outputs to their faculty members for evaluation in Term 6.

**V.  Specific Components in CIS:**

Once the registrations are cleared, here is a guidance for specific components that shall be carried out during CIS. The evaluation would also depend on these components. The relevant stages for case writing are indicated in parenthesis.

i)  Identification & Definition of the Research Topic (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 & Teaching Note Development)
vi)  Draft Report Submission to Faculty guide (Draft case + Teaching Note submission)

vii) Feedback on the Report (Feedback on the case + Teaching Note)

viii) Final report submission (Final case + Teaching Note submission)

ix) Presentation (Actual trial of the case in a classroom)

## VI.    Outputs of CIS

### a. *Compulsory output.*

At the end of the CIS, the student must produce a manuscript of publishable quality in SCOPUS indexed journals. This manuscript could also be a Teaching Note to be published in SCOPUS indexed journals.

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

### b. *Desirable output*

It is highly desired that the CIS manuscript is published as a research paper or a Teaching Case in SCOPUS indexed journals. The CIS work can also be presented in seminars (including TAPMI research seminars).

## VII.    Reward beyond course credits

TAPMI is one of the leading business schools in India with a strong focus on research. To encourage the student-community to pursue CIS, we propose the following awards for excellence in CIS.

a. Students who achieve a grade of A or A+ in the CIS grading, would be nominated to the TAPMI's Achiever's Club (TAC).

b. Research award will carry a medallion, a certificate and a cash award of INR. 10,000 which shall be presented to successful candidates during the convocation, on acceptance of the research paper in SCOPUS Q1 and Q2 level journals. If the student becomes an Alumna and publishes the CIS paper with the concerned faculty mentor, the research award shall be presented during the respective Founder's day celebrations. Therefore, it is important for the concerned Faculty mentor to communicate such acceptances to RPC in a timely manner.

| Application for Course of Independent Study (*to be submitted to PGP Office*) | |
|---|---|
| **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:**

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