

Indian Institute of Management Guwahati

Post Graduate Programme (PGP) in Management

Manual of Policies and Procedures 2026-27

Note: The IIM Guwahati PGP Manual has been prepared in alignment with the IIM Ahmedabad Manual. Notwithstanding this alignment, certain operational variations may exist to address institutional requirements. This manual is subject to periodic review and revision, and the Institute reserves the right to update or modify its contents at its discretion without prior notice.

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List of Abbreviations

Short Name	Full Name
AC	Academic Council
ACGs	Academic Areas, Academic Centres / Groups
AY	Academic Year
CC	Courses Committee
CGPA	Cumulative Grade Point Average
COMM	Communication
EC	Executive Committee
ECO	Economics
F&A	Finance and Accounting
GP	Grade Points
GPA	Grade Point Average, Grade Points averaged for a base of one credit
HRM	Human Resources Management
IS	Information Systems
MKTG	Marketing
O&DS	Operations and Decision Sciences
OB	Organizational Behaviour
PGP	Post Graduate Programme in Management
PSG	Public Systems Group
PwD	Person with a Disability
STR	Strategy

1 Programme Objectives and Overview

The two-year Post Graduate Programme in Management is a full-time residential programme leading to the award of the Degree of “**Master of Business Administration**”.

The objective of the programme is to develop young individuals into competent professional managers who will achieve excellence in performance and rise to become leaders in the profession of their choice, and contribute to the welfare of society. The programme specifically attempts to:

- a) equip students with the required conceptual and interpersonal skills, and social purpose, for managerial decision making and managerial action;
- b) develop entrepreneurial capabilities in students and to make them effective change agents;
- c) nurture capabilities for setting standards of excellence in managerial life.

The programme follows a highly interactive teaching approach using a blend of case studies, lectures, project work, simulations, peer-to-peer learning, and self-study. Depending on the nature of a course, the methods of instruction may vary, keeping in mind the overall objectives of the programme and the specific objectives of the course.

The scheduling of all courses is done by the Programme Office. Course material is also arranged through the Programme Office based on approved course outlines. Details are given in subsequent sections.

2 Fees and Other Charges

The fees and applicable charges for the programme and their payment schedule will be communicated by the Programme Office every year.

2.1 Payment of Fees

- a. Fees can be paid for a Term or a full year. Fees and all applicable charges will have to be paid by the date of registration or as per the due dates communicated by the Programme Office. Those who fail to clear all the payments due by the due date, including late payment fee and any other charges (if any), will not be permitted to register further.
- b. In exceptional cases, the Programme Chairperson may grant an extension of up to three days for the payment of fees. In such cases, a late payment fee of INR 2000 per day will be applicable. Payment of fees with a delay of more than three days will require the permission of the Director, failing which the student will be deemed to have withdrawn from the programme.
- c. The results of the first-year students who fail to clear all pending dues by the end of the academic year (first year) will be withheld till all payments are received.
- d. The Degree of second-year students who fail to clear all pending dues at least 30 days before the date of convocation will be withheld until all payments are received.

2.2 Refund of Fees

- a. Tuition Fee is non-refundable after Registration and will be forfeited if the student withdraws or goes on long leave anytime after Registration.
- b. Hostel and facility charges are refundable on a pro rata basis unless specifically communicated otherwise.
- c. Caution Deposit is refundable after deducting pending dues, if any.

- d. If the candidate withdraws from the programme before joining the programme i.e. registering for the first Term, a partial refund of tuition and other fees may be admissible as per prevailing rules.

2.3 Fees for Repeating Courses

If a student needs to come back in a subsequent academic year to clear pending academic requirements, (s)he will need to pay the applicable fees for the full Term.

3 Programme Structure

3.1 Duration

The duration of the Programme is two academic years. Each batch typically begins in June/July and ends in March/April, and has six Terms. Each academic year may begin/end on different dates across years, as announced by the Programme Office.

3.2 Design

The overall structure of the programme includes details, content and sequence of compulsory (core) courses.

The Programme is divided into two years.

3.2.1 Elements of First Year of PGP (PGP-I)

The first-year of PGP is common and compulsory for all students. The first-year of the programme focuses on building sound fundamentals in core concepts of management and providing the students with basic conceptual and analytical skills required in different disciplines and functional areas for managerial effectiveness.

Apart from the required coursework, the first-year also includes an Orientation and Induction Module held at the beginning of the first-year and a compulsory Summer Internship (SI) at the end of the first-year.

(a) Preparatory Programme

- (i) IIMG admits students to the programme from a wide range of backgrounds. Consequently, some students are less prepared on certain concepts, skills or techniques considered to be prerequisites for the programme. To provide for this, a preparatory programme is organised prior to the start of the compulsory package.
- (ii) The objective of the preparatory programme is to help homogenize the preparedness of incoming Programme students on basic concepts, skills and techniques that are essential for the programme.

(b) Orientation and Induction Module: The objectives of this module are:

- (i) to enable the new students to understand the role, significance and opportunities in professional management and help them transition from diverse backgrounds to a post-graduate programme in management;
- (ii) to provide exposure to new ways of learning at IIMG and emphasize the importance of excellence as a way of life at IIMG;

- (iii) to introduce them to the programme content;
 - (iv) to sensitize them on the importance of academic integrity, and diversity and inclusion;
 - (v) to familiarize them with the infrastructure, services, co-curricular and extra-curricular activities at IIMG.
- (c) **Compulsory (core) Courses:** The first-year compulsory (core) courses are designed to:
- (i) Provide basic conceptual and analytical knowledge across different functional areas of management;
 - (ii) Develop an integrated view of organizational and managerial functioning;
 - (iii) Develop an understanding of the interdependencies of subsystems, the role of environment, government and regulation, etc.;
 - (iv) Inculcate attitudes and skills necessary for managerial effectiveness and ethical behaviour.
- (d) **Summer Internship (SI)**

Between the two academic years and before registering for the second-year, all first-year students are required to work on an assignment/internship with an organization for a period of eight to ten weeks.

The objectives of SI are to:

- (i) Apply knowledge and techniques learned in the first-year in a real-world setting to test out and enrich one's understanding, knowledge and skills.
- (ii) Obtain better insights into an organization and its realities.
- (iii) Understand select functional areas in depth while appreciating the interlinkages among different functional areas of an organization.

The Institute will assist in finding a suitable SI through the Placement Committee.

3.2.2 Elements of Second Year of PGP (PGP-II)

The second-year of PGP consists of elective courses and select compulsory courses, if any. In addition, the second-year of the programme allows students to optionally take up a package of functional area courses offered by any ACG.

The elective courses aim at deepening students' understanding and/or build expertise in a specific sector or a functional area of their choice.

The elective courses retain the flavour of first-year courses in terms of diversity of functional areas and pedagogies used. Some of these courses may also be offered in the Pass/Fail mode. The Programme Office notifies the students about the details of all courses in advance.

3.3 Credit Requirements

The total number of course credits across the two years, excluding the SI, is 40.3. It is the student's responsibility to ensure that the minimum and maximum allowed number of credits is not breached. Different Terms may include different number of compulsory (core) and/or elective courses and credits.

3.3.1 First Year

Since the first-year consists of compulsory (core) courses only, the credit requirements are fixed. The total credit requirement for the first-year is **22.30**, including Pass-Fail course(s), if any. Credit requirements for each Term as specified below:

Table 4.3.1.a: PGP-I Credit Requirement	
Term	Credits
I	7.35
II	7.60
III	7.35

3.3.2 Second year

The total credit requirement in the second year is a minimum of **18.00 credits** and a maximum of **19.00 credits**.

The total number of credits across Terms is subject to the minimum and maximum credit limits for each Term as specified below.

Table 4.3.2.a: Credit Requirement		
Term	Minimum	Maximum
IV	6	7
V	6	7
VI	4	6

3.4 Course Credits and Workload

The number of credits for the course indicates the workload for a course. A one-credit course consists of twenty class sessions of seventy-five minutes each and typically entails approximately eighty hours of work from a student, including time spent inside and outside the classroom.

Courses with credits different from one must conform to this norm of sessions/workload on a pro rata basis.

Course credits will normally be in multiples of 0.5, 0.75 and 1.0.

In special circumstances, non-credit and Pass/Fail courses may also be offered. Students are permitted to register for Pass/Fail courses only up to a maximum of 1.25 credits during year.

3.5 Other Details

- Books, cases and readings will be procured and provided to registered students by IIMG.
- As far as possible, case material and readings will be distributed in electronic format, subject to copyright restrictions.
- Copyrighted course materials are meant for the use of individual registered students only. These cannot be shared with others or transmitted or uploaded by the students in any format.

4 Evaluation and Grading

4.1 Evaluation

Evaluation of students' performance and progress is meant to be a continuous process. Evaluations typically test the students' understanding of the subject and not their ability to memorize. IIM Guwahati has a multi-method/component approach for continuous evaluation.

a. Evaluation Objectives:

- i. Motivate students to achieve academic excellence by providing regular necessary feedback on their performance.
- ii. Ensure that minimum academic standards are attained.

b. Evaluation Methods:

The evaluation of academic performance is based on varying combinations of the following components:

- a) Assignments, Quizzes, Class participation, etc.
- b) Project Work
- c) Mid-term Examination
- d) End-term Examination

While components (c) and (d) are mandatory for a full course, the relative weightage of the components for a specific course will be at the discretion of the instructor. However, 50% of the evaluation has to come from (c) and (d). For half credit (and 0.75 credit) courses, mid-term examination is not mandatory. The evaluation scheme for every course will be conveyed to the students at the beginning of the course along with the course outline.

For class participation, weightage should not exceed 25%.

4.2 Grading Systems

Each course comprises several components. Against each component, the Faculty Member will award marks.

Table 5.2.a: Grade Table				
A+ = 4.333	B+ = 3.333	C+ = 2.333	D+ = 1.333	F = 0
A = 4.000	B = 3.000	C = 2.000	D = 1.000	F = 0
A- = 3.667	B- = 2.667	C- = 1.667	D- = 0.667	F = 0

The Faculty Member will assign a numeric score to each student, which will be the weighted sum of component scores. The numeric score for individual components, along with the class distribution of scores may be communicated to the students. The Faculty Member will also specify a score range for each letter grade. However, PGP Executive Committee would reserve the right to moderate the grades of core courses taught by two or more faculty members to ensure adherence to the grading guidelines and ensure consistency of grading across sections. The right of moderation would be used by the PGP Executive Committee (for upward or downward revision of grades) only under exceptional circumstances (i.e., in case of major deviation from the grading guidelines).

For all courses: The total number of students receiving 'A' grade for any course should not exceed 25% of the class and the total number of students receiving C and less should not be less than 10% of the class.

Communication of Grades:

(a) The instructor(s) must communicate:

(i) Grades to students:

Evaluation Component	Recommended deadline
Quiz	Within two weeks
Examination	Within four weeks

(ii) The final component-wise letter grades to the Programme Office:

Term(s)	Recommended deadline
I, II, IV and V	Within six weeks of the end of the course
III	Within three weeks of the end of the course
VI	Within two weeks of the end of the course

(b) At the end of the academic year, the Programme Office will communicate to students final letter grades they have obtained in various courses and CGPA during the year. The Programme Office will issue to the student an official transcript of his/her performance for each year of study.

5 Performance Evaluation, Eligibility for Promotion and Award of the Degree

5.1 Performance Review of Students

- a. The Programme EC will also act as a Student Evaluation Committee (SEC).
- b. The Programme EC will monitor and review the academic progress of students during the entire duration of the programme. It will also review the cases of students who fail to meet any of the conditions required for the award of the Degree and suggest possible courses of actions.
- c. If a student is not able to complete the programme in the stipulated time, his or her performance will be reviewed by the Programme EC to decide the further course of action. This will include, but not limited to, the right to ask a student to come back in the subsequent batch to complete any shortfall. If the student again fails to complete the programme requirements, his/her candidature will automatically be cancelled. In case of repeating or enrolling for an additional Term, the student will need to pay additional fees as may be applicable for that Term.
- d. If a student is required to leave the programme, the student may appeal to the Director in writing with information to the Programme Chairperson, for a review of his/her case. Once the appeal is made, the Director has full discretion to decide on the process by which this appeal will be considered. The Director's decision on the appeal shall be final and binding.

- e. The Programme Chairperson may periodically convene separate meetings of the instructors teaching in a particular Term to facilitate, among other things, coordination among related courses and review the performance of weak students.

5.2 Academic Standards

A student will be promoted to the second-year and later be awarded the Degree of “**Master of Business Administration**”, if (s)he meets the academic standards mentioned below.

5.2.1 Promotion to the second-year

To qualify for promotion to the second-year, the student must fulfill the following conditions with respect to grades in first-year courses:

- (a) Obtain a CGPA not less than 2.000.
- (b) Must not have obtained “F” grade in courses worth more than a total of one credit.
- (c) If a student has obtained “F” grade in courses up to a total of one credit, then (s)he must not obtain “D” grades in courses worth more than a total of three credits.
- (d) If a student has not obtained an “F” grade in any course, then (s)he must not obtain “D” grades in courses worth more than a total of five credits.
- (e) If a student has both “F” & “D” grades, then (s)he must not have obtained more than five credits of equivalent “Ds”, where every “F” is equivalent to double the number of “Ds” in credit units.
- (f) Satisfactorily complete Summer Internship and submit a Completion Certificate from the concerned company to the Placement Office.

5.2.2 Award of the Degree

To qualify for the award of Degree, the student must fulfil the following conditions with respect to second-year courses grades:

- (a) Fulfil all conditions of promotion to the second-year as above, including completing any pending requirements in cases of conditional promotion.
- (b) Obtain a CGPA not less than 2.000.
- (c) Must not have obtained more than one “F” grade.
- (d) If a student has obtained one “F” grade, then (s)he must not obtain more than two “D” grades.
- (e) If a student has not obtained an “F” grade in any course, then (s)he must not obtain more than three “D” grades.
- (f) Irrespective of the number of courses credited in the second-year within the specified limit, the conditions for the award of the Degree in terms of GPA and the permissible number of “F”/ “D” grades is as indicated above.

If a student is terminated from the programme in the first year or second year (as per the above clauses), he/she may file an appeal to the Director, who may reconsider his/her case for readmission in the next academic year. The decision of the Director on such an appeal will be final. However, the student has the provision to appeal only once for each of the two years.

If a student is not eligible to receive the degree (as per the above clauses), the PGP Executive Committee may recommend repetition of course(s)/term(s)/year in the next academic year (based on the overall academic record of the student).

5.2.3 Discontinuation from the Programme

A student declared not qualified for promotion or an award of a degree will be required to leave the Institute unless otherwise recommended by the Programme EC.

The Programme EC may ask a student to withdraw from the programme at any time if the academic progress of the student is extremely poor or his/her conduct is detrimental to the educational process of the Institute.

5.3 Award of the Degree

The qualifying students will be awarded the Degree of “**Master of Business Administration**”.

6 Award of Medals and Prizes

6.1 Institution of Awards and Scholarships

The Academic Council decides on the number of IIMG awards for scholastic merit and lays down conditions for awards.

The Programme Office will inform and support the students about scholarships and awards available in the programme. The rules for the grant of awards and scholarships are liable to change from time to time and will be communicated by the Programme Office accordingly.

6.2 IIMG Gold Medal for Scholastic Performance

- a. The Indian Institute of Management Guwahati Gold Medal for scholastic performance will be given every year to up to three students from the graduating class.
- b. The Programme EC recommends to the Academic Council, name(s) for the award of the gold medal(s) based on the following process:
 - i. Information on all Terms is taken into account for deciding the award of gold medal(s).
 - ii. A preliminary list of students for consideration for awarding the medal(s) is made by identifying students who meet all the following criteria:
 - a) The student is in the top 15% of their first-year class based on CGPA.
 - b) The student is in the top 10% of their second-year class based on CGPA.
 - c) Have a CGPA of 3.200 or more for the first-year.
 - d) Have a CGPA of 3.200 or more for the second-year.
 - e) Have a CGPA of 3.300 or more cumulatively for the first and second years together.
 - f) Must not have obtained an “F” grade in any course.
 - g) Must not have been implicated in any act of academic indiscipline during the entire duration of the programme.
- c. The Programme EC has full discretion in recommending the name(s) of students for the award of medal and may choose not to recommend any name if, in its opinion, the performance and/or conduct of a student is undeserving of this honour.

7 Scholarships offered by the Government of India

i. SC/ST Scholarships {Central Sector Scheme for Top Class Education (merit-cum-means)}:

Awarded to meritorious SC/ST students, whose family income does not exceed Rs. 6 lakhs per annum.

ii. Minority Welfare Scholarship (Merit-cum-Means):

Awarded to students from the minority communities, whose family income does not exceed Rs.2.5 lakhs per annum by the Ministry of Minority Affairs, Govt. of India.

iii. Scholarships for Top class education for students with disabilities:

Awarded to the PwD students, whose income from all sources, including his/her and parents/guardians' shall not exceed Rs.6,00,000/- per annum.

8 Registration

Students shall register for each Term of the Programme as per the procedure laid down in the sub-sections below. A student must register for every Term by the prescribed deadline(s). The Programme Chairperson has the discretion to permit late registration or provisional registration, for a specific student, under extraordinary circumstances. A late registration fee of **INR Two thousand only per day** will be automatically payable for late registration, unless waived off by the Programme Chairperson.

The student who fails to register in accordance with the specified procedure and within the specified deadline for registration will be deemed to have left the programme, unless permitted otherwise by the Programme EC.

8.1 Registration for Terms

8.1.1 Term I

For Term I, students who clear the admission process will be automatically registered by the Programme Office upon providing the evidence of:

- (a) meeting all requirements and having completed the process laid down by the Programme Admissions Office and the Programme Office.
- (b) having paid all fees due till Registration for Term I.

Candidates who have appeared for their final degree examination must bring an official certificate (with seal & date) from the Head of the Institution/Department specifying that they have completed all the requirements (including examinations, project, viva voce, etc.) for the award of a Bachelor's degree, and only the final result is awaited. The final examination mark sheet (showing that the candidate has passed the examination) must be submitted within 15 days of the declaration of the result, and in any case not later than December 31, 2026, failing which registration in the programme will be automatically cancelled.

8.1.2 Terms II and III

For Terms II and III, students will register with the Programme Office on the first day of that Term by providing evidence of:

- (a) having cleared all other dues as may have been identified by the Accounts office.
- (b) having paid all fees due till Registration for that Term and having fulfilled all eligibility conditions as may be specified.

8.1.3 Term IV

For Term IV, students who have been promoted to the second-year of the programme will register with the Programme office on the date of Registration for Term IV by providing evidence of:

- (a) submission of (a) Summer Project Report; (b) Completion Certificate from the Organization; and (c) Confidential Evaluation Report.
- (b) having been promoted fully, from the first-year of the Programme to the second-year by the Programme EC.

- (c) Having selected adequate courses as per the credit requirements of Term IV.
- (d) Having cleared all other dues as may have been identified by the Accounts office.
- (e) Having paid all the fees due till Registration for Term IV.

8.1.4 Terms V and VI

For Terms V and VI, students will register with the Programme Office by the Registration deadline for that Term specified by the Programme Office on providing evidence of:

- (a) Having selected adequate courses as per credit requirements of that Term.
- (b) Having cleared all other dues as may have been identified by the Accounts office.
- (c) Having paid all the fees due till Registration for that Term.

8.2 Registration for Elective Courses (Second Year)

The PGP Chairperson will announce by February end/early March the elective courses to be offered in the second year of PGP. This will be announced on a year to year basis depending upon the courses offered by various functional areas.

A student must take at least 18 credits from courses offered, over three terms such that s/he does not take:

- Less than 6 or more than 7 elective credits each in Terms IV & V; and
- Less than 4 or more than 6 elective credits in Term VI.

The indicated choices for Term IV elective courses will be firm choices. No changes in Term IV choices are permitted after the last date as announced by the PGP Office. The choices for Term V and Term VI elective courses will be tentative and can be changed up to 30th June (for Term V courses) and up to 30th September (for Term VI courses). It may be noted that the change, if any, will be allowed, subject to the following two conditions. In addition, courses may be changed up to the day of registration in the case of timetable clashes or any other exceptional circumstances with the permission of the PGP Chairperson.

- a) No existing elective course(s) gets dropped and/or
- b) Number of sections in the existing elective courses does not change.

The faculty will evolve criteria in consultation with the PGP Chairperson in case it is decided to restrict the entry of students in any course.

In case the Institute, due to some exigencies, decides to drop a course, the students who have subscribed to that course will be asked to register for another course to meet their requirement of electives/credits.

Workshop Elective Courses

The PGP Chairperson may announce a number of half-credit workshop elective courses to be offered in Term VI. A student may register for a maximum of two workshop electives.

9 Maintenance of Attendance and Discipline

9.1 Attendance and Leave of Absence

IIMG seeks to foster a dynamic knowledge environment in which the student is fully engaged in classes, draws knowledge from sessions while also contributes to the learning process of the sessions. Rules for attendance in the programme have been articulated to engender such an experience by facilitating the student community's collective commitment to learning, and expecting students to maintain regular and punctual attendance to achieve the same.

a. Attendance:

Students are required to maintain full (100%) attendance in all courses unless specified otherwise by the instructor(s) concerned. Where it is not considered disruptive for course delivery, an instructor may choose to relax attendance norms by up to a maximum of 20%, with information to the Programme Office either in the course outline or at the beginning of the course. An instructor may also specify compulsory attendance for select individual sessions.

An instructor is free to adopt appropriate measures to regulate attendance, penalize absence, and ensure smooth and undisturbed learning in his/her class.

Each student is expected to attend a minimum of 80% of classes in each course. A grade penalty will be imposed on all the students who do not meet the minimum 80% attendance requirements in each course in the following manner:

Attendance of Student	Grade Penalty
Less than 80%	One full letter grade drop (e.g. from A+ to B+, B- to C-, C+ to D, etc.)
Less than 50%	F grade will be awarded

If a student gets 'D' grade in a particular course and also gets a grade drop due to attendance shortage, 'D' will become an 'F' grade. If a student fails to meet the specified attendance requirement, his/her Grade in the respective course(s) would be lowered by the Chairperson PGP in accordance with the grade penalty rules laid down above. It is important to note that students having less than 50% attendance in a course due to any reason, including medical problem(s) will be awarded 'F' grade in that course. In other words, a minimum 50% attendance is required to be eligible to get a pass grade.

b. Leave of Absence:

The following process should be followed for requesting leave of absence:

- i. For leave due to any of the reasons below, students should send a request to the Programme Office as specified in the operating guidelines.
 - Personal health
 - Death or critical illness of an immediate family member
 - Marriage of an immediate family member
 - SI or Final Placement interview engagement approved by the Placement Office

The request should be accompanied by appropriate documentary evidence and specify details of the sessions/days likely to be missed.

- ii. The Programme Office has the discretion to approve all such requests for up to three days of leave, with information to the Programme Chairperson.
- iii. Except for the reasons stated above, leave is generally not granted. For any exceptional circumstances, or if leave of more than three days is required, approval from the Programme Chairperson is necessary.
- iv. In all cases of leave approved by the Programme Office / Chairperson, separate permission from individual instructor(s) is not required. The Programme Office will share this information with the concerned instructor(s) whenever such leave is granted.
- v. For students on authorized leave, instructor(s) have the discretion to give makeup work in the form of substitute quizzes, examinations, makeup work, etc. to students who miss any sessions or components of evaluation. Therefore, before applying for leave, a student is strongly advised to contact the instructor(s) to confirm that (s)he is not missing any important part of the course, like a quiz or an exam.
- vi. The total leave of absence in a Term, even if authorized, must not exceed 20% of the total number of sessions in that Term. In case authorized leave exceeds 20% in a Term (e.g., for reasons of illness), the Programme EC may ask the student to proceed on long leave and come back later to complete the remaining academic requirements, including redoing the Term where the absence exceeded 20%. The student may be asked to provide appropriate documentary evidence (e.g., medical fitness certificate) at the time of rejoining. In all such cases the fee payable will be as prevailing when the student is actually completing the Term(s), unless approved otherwise.

9.2 Academic Conduct

- a. The Institute attaches utmost importance to integrity and honesty in all components of academic work and conduct in the programme. Any breach of norms specified in this Manual or instructions given by the course instructor(s) or by the Programme Office / Chairperson is liable to be treated as an act of academic indiscipline subject to disciplinary action.
- b. Any form of dishonesty including, but not restricted to, attempts to copy or help others copy in any manner is strictly prohibited and will be treated as acts of academic indiscipline. Not conforming to the rules of the examination also constitutes an act of academic indiscipline.
- c. Unless explicitly permitted/specified otherwise by the course instructor(s), students must not collaborate in any manner in completion of home assignments, projects, or exams. Also, any electronic gadget, mobile phone, laptop, etc. carried by the student to the classroom must remain switched off during the class unless otherwise explicitly permitted by the instructor.
- d. Failure to acknowledge and cite the sources of data, information or ideas would constitute acts of plagiarism. Students are expected to strictly follow anti-plagiarism guidelines as may have been shared during orientation or elsewhere. This includes explicitly acknowledging all sources of data, information or ideas used for completion of the assignments or projects. In other words, the non-referenced part of the answer as presented to the instructor(s) should be the independent work of each student. The Institute may subscribe to professional software for identifying acts of plagiarism and initiating further action.

- e. All cases of academic dishonesty must be reported to the Programme Chairperson by the concerned instructor(s). The Programme Chairperson, in consultation with the Programme EC shall levy the penalty for breach of academic discipline, which shall be as given in the table below (Table 9.2.a), though depending on the nature of the violation, the Programme EC reserves the right to recommend a more severe penalty.

Table 9.2.a: Penalty in the case of Academic Indiscipline		
Instance	Course	Penalty
First	In any course	Grade 'D' in the course
Second	• In the same course • Any other course*	Grade 'F' in the course
Third	• In the same course • Any other course*	Suspension for one year in addition to grade 'F' in the course
Fourth	In any subsequent course	Expulsion from the Institute
* Even if running concurrently with the first instance or happened earlier but the investigation is not complete when the first instance decision is taken.		

- f. Programme EC is empowered to review and impose appropriate penalties in all cases of indiscipline or misconduct such as, but not restricted to, mass absenteeism from classes, copying, plagiarizing, irresponsible behavior inside or outside the classes, use of unethical practices during the summer / final placement process, and/or cases of violation of the rules and regulations of the programme or law of the land. Penalties imposed are likely to be similar to those defined in above table, and may include expulsion from the institute.
- g. Before awarding the penalty, the concerned students must be given an opportunity to be heard either by the course instructor(s) or the Programme EC and to provide any evidence in their defense.
- h. In case the imposed penalty amounts to expulsion from the institute for reason(s) other than non-fulfilment of the academic requirements for promotion or award of a degree, the decision of the Programme EC will need to be ratified by the Academic Council.
- i. If a student has a reason to believe that (s)he has not been dealt fairly, (s)he has the right to appeal to the Director in writing with information to the Programme Chairperson, for a review of his/her case. Once the appeal is made, the Director has full discretion to decide on the process by which this appeal would be considered. The Director's decision on the appeal shall be final and binding.
- j. Any student found guilty of academic indiscipline shall not be allowed to contest, be nominated or be appointed to any position as a student secretary / coordinator / representative / member of any committee (commonly known as, but not limited to, 'Position of responsibility' i.e. POR). Any elected or nominated member holding such a position will be required to relinquish the said position immediately upon being found guilty of academic indiscipline.
- k. Students who have been awarded an F grade or have a CGPA of less than 2.5 at the end of any term in the programme will be asked to withdraw from all student committees on campus.

10 Conduct of Examinations

Each course has a specific evaluation framework given in the course outline that states how many and which modes of evaluation will be administered for student assessment.

Examinations/Quizzes may be conducted in-class, electronically or as take-home assignments based on instructors' specifications. Quizzes are usually held as surprise quizzes and are announced at short notice. Whenever a quiz for the first-year courses is scheduled after class hours, the Programme Office will make the announcement after 1.10 pm. All such quizzes are held at 2:30 pm or later. First-year quizzes are usually surprise quizzes. Quizzes with advance notice are usually held only on Saturdays. The faculty members may also administer a in-class surprise quiz of 15-20 minutes.

The exams and quizzes are scheduled as follows:

- a) The Programme Office prepares the timetable for mid-Term and end-Term examinations in consultation with the instructor(s) and usually announces it about three weeks in advance.
- b) At the time of requesting a regular afternoon quiz slot for a compulsory (core) course, the instructor(s) should give at least two to three preferred consecutive dates (weekends excluded). The Programme Office will schedule the quiz on any one of the dates given by the course instructor by balancing various operational factors. The quiz paper will need to be submitted to the Programme Office two to three working days before the first of the preferred dates.

10.1 Types of Exams and Quizzes

- a. **Offline** - It is the traditional method of conducting assessments, predominantly comprised of pen and paper.
- b. **Take Home Assignments**- Work for such evaluation components does not need to be completed in a designated classroom. Students are provided with the examination/assignment question, which has to be completed in the stipulated time and answers are to be submitted as per the instructions given. Generally, submissions are uploaded to Moodle or an LMS.

10.2 Procedure for conducting Exams/Quizzes

The Programme Office will issue instructions for the conduct of examinations. These will include the examination dates, duration, modalities for the conduct of the exam and any instructions that may be applicable to a specific exam. Non-compliance with any of the instructions given by the Programme Office will be considered an act of academic indiscipline.

10.3 Examination Rules

All students are required to adhere to the following norms related to examinations:

- All students must carry their original Institute Identity Card to gain entry to the examination halls.
- Students should report to the examination room/be online at least 15 minutes before the scheduled time.
- Students who do not carry their identity card or are late may be denied entry to the examination by the invigilator and will be considered absent without intimation. No make-up examination will be administered under such circumstances.

- Referring to books, papers, or any other notes is not permitted except in an open book examination. Even in an open book examination, students may only refer to books and notes that have been allowed for that examination.
- Using of unfair means during examinations or copying in any form in the assignments or any examination will be considered as an act of indiscipline. The Institute may take severe disciplinary actions against a student found guilty of any of the above, including expulsion of the student from the programme.
- If found in violation of any of the above rules and regulations, the invigilators' account will be considered to be definitive in the absence of other material evidence.
- No deviation from the announced timetable is permitted.
- After an invigilator announces the end of exam, students must stop working on their exam. Continuing after the announcement is liable to attract a penalty.
- Instructor/AA or Programme Office will share detailed instructions with the students.

a) Offline quizzes and examination:

- All students must occupy the seats allotted to them as per the seating chart provided by the Programme office. For any quiz/exam, Programme Office/Invigilator may announce a different seating pattern, and only allotted seat must be occupied.
- Students will be required to sign the attendance sheet at the beginning of the examination.
- On entering the examination room, each student should collect the answer booklet from the invigilator. Thereafter students are required to take their seats as per the instructions.
- Students must fill the particulars on the cover page of answer booklet before proceeding to attempt any questions. Additional pages can be collected from the invigilator if required.
- Students will not be permitted into the examination room after the question paper has been distributed or examination has started.
- Laptop, mobile phone and/or any other electronic device/gadget is not permitted in the examination halls, unless explicitly allowed in a course's examination instructions.
- Students are expected to equip themselves with a pen, pencil ruler, etc. Borrowing books, study material, calculators, etc. is normally not permitted.
- Students are not permitted to go outside the examination hall except in an emergency. They must take the invigilator's permission to do so and are expected to return within two or three minutes. A longer delay without adequate justification is liable to attract a penalty. In physical examinations, not more than one student can leave the examination hall at a given time. It is a student's responsibility to sign the movement chart when leaving and returning to the examination hall.
- Students are not allowed to exchange any material with other students or consult and/or communicate with them, either inside or outside the halls till the examination is completed and paper has been submitted to the invigilator.
- A student taking an examination will not communicate with any student taking the same examination in any manner either inside or outside the examination halls until both students have completed the examination, submitted their answer books and left the examination halls.
- Answer books should be handed over to the invigilator, as instructed, once the students finish the examination. It is the sole responsibility of the students to ensure that their answer books are submitted as required. If they fail to submit their answer books as required, they will be treated as absent without intimation. No make-up examination will be administered under such circumstances.
- At the end of the examination, students are not allowed to leave their seat until one of the invigilators on duty has collected their answer books and students have signed the

sheet to indicate completion of the examination. Students are not allowed to stay around the examination halls after finishing or engage with students who have not yet submitted their answer books. If found guilty, all student(s) involved are liable to attract a severe penalty including suspension or expulsion from the programme.

- Students must not take their answer books out of the examination halls under any circumstances.

b) Online quizzes and examination, if any:

- Students are expected to check the computer, software packages and connectivity before the examination begins.
- Students will not be permitted to login online after the question paper has been live or examination has started.
- Students are not permitted to go out of an online session except in an emergency. They must take the invigilators permission to do so and are expected to return within two or three minutes. A longer delay without adequate justification is liable to attract a penalty.
- Students are not allowed to exchange any material with other students or consult and/or communicate with them, till the examination is completed and the paper has been submitted to the invigilator.
- Answer books should be uploaded/emailed, as instructed, once the students finish the examination. It is the sole responsibility of the students to ensure that their answer books are submitted as required. If they fail to submit their answer books as required, they will be treated as absent without intimation. No make-up examination will be administered under such circumstances.

10.4 Invigilation

Invigilation is done as per instructions given by the Programme Office for each exam. Invigilators will be responsible for the smooth and fair conduct of the quiz/exam being invigilated by them. Any breach of the exam guidelines by any student will be treated as an act of academic indiscipline and will be reported by the invigilator(s) to the Programme Office for further action. Non-compliance of Programme Office instructions by the invigilator(s) will be dealt with by the Programme Office at its own level or may be reported to the Head of Department of the invigilator and/or to HR.

11 Feedback and Course Review

Feedback and review are key aspects of continuous improvement in the course delivery process. The main objectives of the feedback and review mechanism are to enable an integrated perspective of the programme, and to improve course design and teaching approaches.

Feedback by the Students: The Programme Office arranges to collect the Course and instructor (s) feedback at any time in the last three sessions of a course and prior to the final exam using a standardized questionnaire.

Students are required to complete the feedback before the deadline communicated by the Programme Office. Results for a course are consolidated and sent to each instructor after the grades are released, and the summary feedback is shared with all relevant academic authorities.

12 Convocation

The Annual Convocation is held to:

- a. Award the Degree of “**Master of Business Administration**” to successful students.
- b. Award the IIMG Gold Medal for Scholastic Performance

All students who have qualified for the Degree, will be eligible to join the Convocation, subject to clearance of all dues on time and fulfilling all other conditions specified for the Convocation by the Programme Office.

13 Hostel Rules

The Post Graduate Programme is residential and all the PGP students are required to stay in the hostel unless exempted from this condition in special cases by the Chairperson, PGP.

13.1 Residential Arrangements

- a. The IIMG Hostel is meant for the accommodation of regular students of the Institute's residential programmes. No one else is permitted to stay in the hostels.
- b. The Institute may allot a hostel room on a sharing basis.
- c. Second-year students will be allowed to occupy their rooms until the day following Convocation. First-year students are allowed to occupy their rooms until the day following their last final examination.
- d. During the summer vacations, students are required to vacate their rooms so that the rooms could be used for other activities and/or maintenance. First-year students shall not lock up their luggage in their rooms when they proceed on summer vacation. The office, if required, may provide storage facilities. It will be the responsibility of the students to hand over the luggage, duly packed with necessary identification, to the office and get a receipt thereof.
- e. Students may be required to shift their rooms at any time during the academic year if so required and recommended by the Chairperson, PGP.
- f. Students are not allowed to shift rooms without prior permission from the Chairperson, Students' Affairs.
- g. Any item like furniture/fixtures/utensils, etc. will not be shifted from one place to another without prior permission of the Students' Affairs office staff who will keep the Chairperson, Students' Affairs / Maintenance informed.
- h. Students will allow the Maintenance Cell [Project Division] staff of the Institute, their workers, and Students' Affairs Office staff to have access to their rooms at all reasonable hours to inspect the buildings, the water supply, sanitary or electrical installations, fixtures and furniture, and to carry out such normal repairs thereto as may be considered necessary for the proper maintenance of the buildings.
- i. Students are requested to see that no water is wasted by leakage in the water supply fittings or by careless or extravagant use. Any damage or defect in the building, fixtures and fittings, electrical installation, fencing and gates, etc. should be reported to the Maintenance Cell/Students' Affairs Office for necessary action.
- j. Any complaint regarding residential facilities or minor repairs may be lodged in the register kept in the Students' Mess. In case these are not attended to, please inform the Maintenance Cell/Student Affairs Office, who will take necessary action.
- k. Students are requested to switch off the lights and fans whenever they go out. The ventilators and the rear/front doors must be closed and bolted/locked properly while they go out to avoid

any pilferage/theft. The Institute will not be responsible for the loss of the student's belongings. Use of the electrical equipment and gadgets like AC, refrigerators, electrical rods, room heater, etc. in the hostel rooms is strictly prohibited.

- l. Students are advised not to keep large sums of cash with them in their rooms. Each room is furnished with a cupboard. Students are advised to keep their valuables such as calculators, wristwatch, etc., in the cupboard when they go out of the room. Proper care of the cupboard should also be ensured. Any damage to the cupboard or other furniture items will have to be made good by the concerned student.
- m. The hostel community, as a family, cherishes its belongings and expects all to treat them with care. Therefore, we will appreciate if you close doors and latch windows gently but firmly. Please avoid littering, and help the Students' Affairs Office keep the hostels and the campus clean and pleasing.
- n. Students are advised to provide their emergency contact No./Cell No. in the Student Affair office/PGP Office.

13.2 Conduct in Hostels

- a. Each student is responsible for the proper care of the hostel property he/she uses. Students shall be charged individually or collectively, as the case may be, for any damage they cause to hostel property.
- b. Students are advised to maintain their rooms properly. Every student is responsible for his/her room inventory. Nobody should take any extra items like chairs, mattresses, bed, study table, etc. without permission of Student Affairs office.
- c. No pet animals/birds shall be allowed in the rooms.
- d. No student is permitted to engage any person for service of any kind, personal or otherwise without the prior sanction of the Chairperson, PGP/ Chairperson, Students' Affairs.
- e. Students are expected not to play or operate musical instruments too loudly, to avoid causing disturbance to others. In case of any complaint, the student will be liable for appropriate disciplinary action.
- f. Consumption of alcohol and drugs in the hostels is strictly prohibited.
- g. Non-resident visitors are not permitted in the hostels after 9.00 p.m. without prior clearance from the Chairperson, Students' Affairs.
- h. Guests of students will have to stay only in the Hotel. Accommodation may be provided to the guests for short duration on prior written request, subject to availability. Students are not permitted to have unauthorized guests in their rooms.
- i. Male students or visitors are totally discouraged from visiting the Girls' Hostel after 10.00 PM. Female students are totally discouraged from visiting the Boys' hostel after 10.00 PM.
- j. Students are expected to be on the campus on all days.
- k. Students leaving the station temporarily are required to intimate the Chairperson, PGP and leave their out of station address with the PGP Office. In case a resident decides to leave the campus in an emergency situation after office hours, he/she must meet the Chairperson, PGP or Chairperson, Students' Affairs at their residence and obtain the necessary permission.
- l. Students are highly discouraged to go out of the campus after 11 PM. In case any student needs to go out of the campus because of any emergency, they will be required to make a proper entry in the register available at the Main Gate and the security personnel on duty at the Main Gate may seek permission from the Chairperson, Student Affairs, in such cases. You are requested to cooperate with the security personnel in this regard.

13.3 Violation of Hostel Rules

A student who violates any of the Hostel Rules is liable for disciplinary action.

13.4 Use of Hostel Facilities during Summer Vacation

- a. First Year students wishing to stay in the Hostels during the summer vacation in connection with their summer placement must seek the approval of the Chairperson, Students' Affairs and maintain a deposit of Rs.500/ during the period of their stay. In no case will the permission be granted without such a deposit being made. The rate for summer occupancy is Rs.50/ per day per room. Students who have graduated will not be automatically eligible for these facilities in summer vacation. Students who have graduated and wish to stay in the hostel for a limited period will be charged Rs.100/ per day per room. These rates are subject to change without prior notice.
- b. A student staying in the Hostel during the summer vacation will pay the monthly rent not later than the 7th day of the month.
- c. During the summer vacation, all other rules mentioned in earlier sections will apply.

Appendix A - List of Compulsory (Core) Courses

1) First-year Courses

No	ACG	Course Acronym	Course Title	Credit
Term I - Compulsory (Core) Courses				
1	COMM	MGRCMN	Managerial Communication	0.50
2	ECO	ME	Microeconomics	1.00
3	F&A	FM-I	Financial Markets-I	0.50
4	F&A	FRA	Financial Reporting and Analysis	1.00
5	HRM	HRM-I	Human Resource Management-I	0.50
6	IS	MGRCMP	Managerial Computing	0.60
7	MKTG	MKT-I	Marketing-I	0.75
8	O&DS	OM-I	Operations Management-I	0.75
9	O&DS	QM-I	Quantitative Methods-I	1.00
10	OB	ID	Individual Dynamics	0.75
Total				7.35
Term II - Compulsory (Core) Courses				
1	PGP	WIP-I	Workshop on Interviews and Presentations-I	0.50
2	COMM	WAC	Written Analysis and Communication	0.50
3	ECO	MEP	Macroeconomics and Policy	1.00
4	F&A	CCS	Costing and Control Systems	0.75
5	F&A	FM-II	Financial Markets-II	0.50
6	HRM	HRM-II	Human Resource Management-II	0.50
7	IS	TBIT	Transforming Business through Information Technology	0.60
8	MKTG	MKT-II	Marketing-II	0.75
9	O&DS	OM-II	Operations Management-II	0.50
10	O&DS	QM-II	Quantitative Methods-II	0.75
11	OB	IGP	Interpersonal Group Processes	0.75
12	STR	LAB	Legal Aspects of Business	0.50
Total				7.60
Term III - Compulsory (core) Courses				
1	PGP	WIP-II	Workshop on Interviews and Presentations-II	0.50
2	F&A	CF	Corporate Finance	0.75
3	IS	IEB	Internet-Enabled Businesses	0.60
4	MKTG	BRM	Business Research Methods	0.50
5	MKTG	MKT-III	Marketing-III	0.50
6	O&DS	OM-III	Operations Management-III	0.75
7	OB	ODY	Organizational Dynamics	0.75
8	PGP	IRM	Infrastructure and Resource Management	0.50
9	IS	ABA	Advanced Business Analytics	0.50

10	STR	SM	Strategic Management	1.00
11	PGP	CE	Corporate Ethics	0.50
12	PGP	CS	Corporate Sustainability	0.50
Total				7.35

2) Second-year Courses

No	ACG	Course Acronym	Course Title	Credit

Appendix B – Academic Etiquette

Students are advised to take note of the following guidelines and adhere to them strictly:

- Reach the classroom on time. Latecomers may not be allowed.
- Eatables like tea/coffee, cold drinks, snacks, etc. are strictly prohibited inside the classrooms.
- Switch off your mobile phones in the academic building.
- Mobile phones are strictly prohibited in PGP classrooms and examination halls.
- Tele-recording of any event in the classrooms and putting the same in the public domain is strictly prohibited.
- Smoking in and around academic building and the office/market shopping complex area is strictly prohibited.
- Do not shout/speak loudly in the academic building.
- Do not use the classroom computers and other electronic gadgets for non-academic purposes.
- Ensure to collect books/other things before leaving the classrooms. Classrooms will not be opened after office hours.
- Maintain sanctity of the academic building.