



**INTERNATIONAL MANAGEMENT INSTITUTE
NEW DELHI**

**ACADEMIC GUIDELINES FOR
FACULTY MEMBERS**

Released: June 2024

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Academic Guidelines for Faculty Members

PGDM, PGDM(HRM), PGDM(B&FS), PGDM (18 Months), FPM Programs

1. Course Outline

- a. Course outlines should follow the standard format as applicable to the program. You may refer to the standard operating procedure (SOP) for the preparation of the course outlines (Appendix 1A to 1E)
- b. These templates are mandatory for core courses. However, it is important to follow the program specific format for electives, as applicable, to ensure uniformity. In case the elective offered in one program is also open to the students of other programs, the template of the main program is required to be used. For example, if an elective offered in the PGDM is also open for subscription by the students of PGDM(HRM) / PGDM(B&FS), the template applicable to the PGDM would be used.
- c. The course outlines, complete in all respects, must be forwarded by the faculty members to the Area (Chairperson) at-least three weeks before the commencement of the academic term, and the copy marked to the program office and Dean academics, .
- d. Each course outline should be vetted by the concerned area irrespective of whether it is an old or a new course. The course outlines must be discussed in the area meeting and the minutes of the meeting must be maintained.
- e. Faculty members should use only licensed / purchased material / cases in the class and for examinations.
- f. Respective Program Office staff will coordinate with the Area Chairperson for obtaining all the course outlines which are required from the concerned area during the term. *Program Office staff will not be contacting individual faculty members for course outlines.* It is the responsibility of the Area Chairperson to provide all the course outlines to Program Office for a given term.
- g. Course outline should be communicated to the Program Office at least three weeks before the commencement of the Academic Term. This allows the program office to ensure timely procurement of prescribed textbooks and resource material, through library support.
- h. Faculty members should discuss the course outline (objectives, pedagogy, course outcomes, evaluation etc.) with students during the first session.

2. Evaluation

- a. The following minimum number of components of evaluation are mandatory to ensure comprehensive and continuous evaluation (irrespective of whether it is a core or an elective course)
 - i. For courses of 3 credits / 2.25 credits: 4 components of evaluation.
 - ii. For courses 1.5 credits or 2 credits: 3 components of evaluation
 - iii. For courses of 1 credit or less: 2 components of evaluation
 - iv. End term exam is mandatory for all courses.
 - v. Mid-term exam is optional for all courses.
- b. In case of quiz being used as a component of evaluation, conducting a minimum of 3 quizzes is mandatory for a 3 credit, and 2.25 credit courses. For courses less than 2.25 credits, minimum 2 quizzes are mandatory. Quizzes should be uniformly spaced throughout the term so that they serve the purpose of continuous evaluation. It is important to avoid clustering of multiple quizzes in the last few weeks of the term, before the end term exams.
- c. In case of online quizzes, the question bank should have at least 2.5 times the number of questions asked in the quiz for each section of class. It is the responsibility of the faculty member to ensure that adequate number of questions are available in the question bank.
- d. It is the responsibility of the faculty member to upload the question bank on the OLT themselves for the confidentiality reasons. The program officers can only guide the faculty members with the process involved.
- e. Faculty may use: Term Project/Presentation/Case Analysis/any other component deemed appropriate for evaluation.
- f. All evaluation components of a course must be completed before the end term examination.

3. Weightages

- a. Weightage for Mid-Term should be between 20% and 30%
- b. Weightage for End-Term should be between 30% and 40%
- c. No component of evaluation should have a weightage exceeding 40%.
- d. Class-participation component should not be more than 10%
- e. Group-activity components should not exceed 35% of the total. Group Project cannot be split into two parts (e.g., presentation and report) to show it as two independent components of evaluation.

- f. In case where only 3 components of evaluation are required, the weightage of the end-term should not be more than 50%.
- g. In case where only 2 components of evaluation are required, the weightage of the end-term should not be more than 60%, any other component may have a weightage of 40%.
- h. Faculty should design evaluation components which should be able to differentiate among performance of students in the class. In other words, there should be an adequate range of marks (between the best performer and the worst performer)
- i. The evaluation components and weightages once announced to students through course outline should not be changed.

4. Learning Resources

Only authorized copies of cases and other learning resources must be used. Faculty members may request the Librarian to arrange the authorized copies of cases and other learning resources.

5. Cost of Textbook

Not to exceed Rs. 800/-.

6. Harvard Cases

- a. Access to Harvard Business School Publishing learning resources
 - i. Faculty members have unlimited access to HBS cases, HBS briefcases, case notes, HBR, newsletter articles, digitized HBS press bookchapters, multimedia cases, video cases and Ivey cases.
 - ii. You may request the librarian for the authorized copy of the case and other material from the HBSP collection if you wish to use any of the material as a learning resource.

7. Coursera for Campus

- a. IMI is a Coursera for Campus partner that allows the faculty and students access to the entire Coursera catalogue.
 - i. For each course the Coursera team suggests a set of curated courses.
 - ii. The curated set of Coursera courses for a given IMI course should be examined for relevant content by the faculty member/s responsible for facilitating the course in any of the PGDM programs.
 - iii. The faculty member concerned should select relevant Coursera learning elements (videos) from across different Coursera courses and map them to the course modules/topics to be covered as part of the session plan.
- b. These Coursera learning elements (videos) should then be added to the IMI course outline at the

individual session level as supplementary material (similar to the prescribed reading material, cases, etc.).

8. Number of Sessions as per the Course Credits

- a. 20 sessions of 90 minutes each for a 3 credits course.
- b. 15 sessions of 90 minutes each for a 2.25 credit course.
- c. 13 sessions of 90 minutes each for a 2-credit course.
- d. 10 sessions of 90 minutes each for a 1.5 credit course.
- e. 7 sessions of 90 minutes each for a 1 credit course.
- f. 5 sessions of 90 minutes each for a 0.75 credit course.
- g. It is expected that a course will be completed within the number of sessions mentioned. However, if need arises a faculty may take extra sessions for completing the course or for doubt clearing. Number of extra sessions for completing the course must not exceed 10% of the sessions mentioned. The faculty must inform the students and the program office in advance whether the attendance in the extra sessions is mandatory or optional, based on which only the extra mandatory session attendance would be recorded in the OLT.
- h. All the courses of 1.5 credits or less should preferably be scheduled either pre-mid-term or post mid-term.

9. Scheduling of Classes

- a. The classes for the PGDM First Year and PGDM (18 Months) will normally be scheduled between Monday to Friday. Efforts would be made to not to schedule more than 4 classes in a day and not to have late evening classes.
- b. The weekends could be used for scheduling classes for the visiting faculty / guest faculty, for lack of choice. Only in exceptional circumstances, including for rescheduling of classes due to contingencies, that classes for the inhouse faculty could be scheduled on the weekends.
- c. The classes for the elective courses for PGDM Second year may be scheduled on the week- ends or in late evenings, in case there are scheduling constraints due to large number of electives. Preference would be given to the visiting faculty on the weekends.
- d. Before the start of each term, the Dean (Academics) would invite preferred time slots from the faculty members.
- e. The class schedule would be finalized by the program office / Program Chair keeping the student's interest, faculty engagements and preference for the same slot by multiple faculty members into consideration.

10. Rescheduling of Classes

- a. Rescheduling of classes is discouraged for maintaining academic discipline and timely completion of classes within each term.
- b. Under exceptional circumstances, rescheduling of the classes may happen with the prior approval of the Program Chairperson. The faculty member in case of personal unavoidable reasons may write to the program chair explaining the need for rescheduling. In case of an emergency the program office may need to facilitate the same in coordination with the program chair, and accordingly inform the students.
- c. It is advised that students should be informed about the rescheduling of the class only through the Program Office. Information regarding rescheduling should be provided to students well in time.

11. Attendance

- a. In case of online classes, students' attendance is recorded by the program office in the OLT using the Zoom logs.
- b. In case of physical classes on campus, attendance is recorded using bio-metric device and is automatically uploaded in the OLT.
- c. It is important that faculty uses the right course code on the biometric device for the record of the class attendance. Once the class attendance is over, they must close the attendance for the given session on the biometric device.
- d. Faculty should verify on a weekly basis the number of sessions recorded for their course on the OLT.
- e. In case more than one session has been recorded for the same session, that must be rectified with the help of the program office.
- f. Continued absence of a student in any course may be brought to the notice of the Program Chairperson by the program officer.

12. Teaching of Single Course by more than on Faculty Members

- a. In case more than one faculty member teaches a course in a single section or across multiple sections, the following must be common across faculty members:
 - i. Course outline,
 - ii. Methods of evaluation / course evaluation components (CEC)
 - iii. Textbook
 - iv. Question papers for mid-term exam and end-term exam.
 - v. CO-PO mapping

vi. CO-PO-CEC mapping

- b. Whether the split should be horizontal or vertical would be discussed and decided at the area level.
- c. **Anchor Faculty: It is mandatory that a faculty member should be assigned the role of an anchor faculty for a course taught by more than one faculty member, by the Area chair. The role of the anchor faculty is crucial in ensuring the consistency with respect to the points mentioned above. For a visiting faculty if the same course is being taught by an inhouse faculty she/he should act as the anchor. In case the course is only being taught by a visiting faculty, Area chair may act as the anchor faculty, or assign a faculty who is an expert in the subject taught by the VF. The inhouse faculty should also be able to guide the VF for any concerns relating to the points mentioned above.**

13. Industry Expert Sessions

- a. **Objective:** The key objective of inviting an expert from industry in a regular course offered, is to provide exposure to management practices. A practitioner's perspective needs to be built alongside conceptual clarity, as students go through the curriculum. Practitioners help provide experiential learning, as they discuss the issues and challenges in the organizational setting. The industry expert sessions should provide application of concepts long with current and emerging industry trends in the given course. This imparts confidence to the students as they are better exposed to corporate practices and helps them build their professional network. A higher industry exposure for the students has also been rated important by most ranking and accreditation agencies.

The above may be also seen in the light of gaining institutional visibility and improving placement prospects for graduating students. Hence it is desirable to invite middle to senior management as well as potential recruiters. Working managers get to assess the talent pool through direct interactions in these sessions, enhancing their commitment to hire during campus placement visits. The invited experts preferably should be from companies or type of companies where our students aspire to be placed.

- b. **Number of sessions:** Of the total sessions for a course, 20% sessions may be in the form of expert sessions by eminent industry professionals. The industry expert sessions should be scheduled only if they add value in terms of learning for the students. No industry expert can take more than two sessions in any course.
- c. **Who can be invited: Inviting middle to senior management is important to meet the above objectives, which may require practitioners with 8 years (96 months) of experience or above. In certain special cases where the course specific topic demands discussion on tools and technical skills which may be imparted by younger practitioners with lesser work experience;**

or young entrepreneurs who have created value in the start-up space, may be invited for sharing their experience on innovation or creation of high value enterprises, with special approval from the Dean (Academics). In these special cases minimum work experience of 5 years or 60 months should be observed.

- d. **Who cannot be invited:** It is important to note that internal faculty, faculty from other institutes or retired faculty are not eligible to be invited for any such industry expert session, since the purpose of incorporating such sessions into a course, is to impart industry perspective. Retired industry people may not be invited for guest sessions as the students need to be given inputs on the current management practices. As an exception, people of eminence from industry who have recently retired but have worked as CXOs in prestigious companies that are potential recruiters may be invited with prior approval from Dean (Academics).
- e. **Content Coverage:** The industry expert should be invited to provide linkage between theory and practice and not merely to cover the basic concepts. The theme of the session should be defined in a manner which accomplishes introducing students to recent practices on the topic as part of the course. The faculty handling the course should provide the background readings and/or prescribe relevant chapter/s as a pre read for the session to the students. It is important that all industry expert sessions are mapped to the topics covered in the course outline. The guest sessions will be an integral part of the curriculum and topics covered will be part of the graded assessment process to ensure that students take these sessions seriously. The course outlines should clearly map the industry expert sessions with relevant topics.
- f. **Attendance:** Students should be instructed to attend all industry expert sessions. Any student unable to attend due to unavoidable reason should seek prior permission from the concerned faculty. The presence of the course facilitator / faculty member who is teaching the course is mandatory in the class throughout the entire duration of the industry expert session.
- g. **Session Feedback:** Student feedback for all industry expert sessions will be taken on the OLT immediately after the session and will be open for 24 hours. Dean (Academics) will share the feedback with the program chair and the concerned faculty. The feedbacks should be available in the program office records for reference by the Dean (Academics) for future approval, in case of repeat sessions by the same industry expert in other courses or in subsequent years.
- h. **Invite to Area members:** The name and other details of the industry expert who is being invited for the session should be circulated within the area, and area members may also be sent an invite to attend the session with schedule and link (in case of online session).
- i. **Visiting/ Adjunct Faculty:** A visiting or adjunct faculty teaching a full course can also call an industry expert for 20 percent sessions, with prior approval from Dean (Academics). They should follow the stipulated guidelines keeping the objective of the course and learning goals in mind. The course outlines should indicate the names of the industry experts likely to be invited and content to be covered in such sessions.
- j. **Payment:** Application for approval of the suggested invited industry expert and payment to the speaker is to be made online to the Dean (Academics). This application should be submitted at least one week in advance to ensure that payment is processed on time. An internal faculty taking sessions

in a course as part of the guest lecture will not be considered for work unit calculations. It would be considered for payment on course sharing basis.

- k. **Database:** Placement, alumni and MDP verticals may share a list of eminent speakers / focus companies / alumni with faculty members that will facilitate informed choices while inviting speakers for the courses. The faculty may connect with the Head - Career Services & Alumni Relations for the same. Placement vertical based on their needs may get in touch with the faculty to suggest speakers and companies for courses in a specific term.

14. Session Recording

- a. Classes held online will be compulsorily recorded.
- b. The program office will provide the link of the recording to the faculty member concerned.
- c. The faculty member will share the link with the students.
- d. **Recordings would be available to all the students of a particular class or section for which the session was held.**

15. Examination

- a. Mid-Term/End-Term examinations shall be scheduled by the Examination Cell and normally would be held as per the Academic Calendar. Any deviation of dates from the Academic Calendar requires approval of Dean (Academics).
- b. Concerned faculty member shall be available for the entire period of the Mid- term / End-term examination for the subject taught by him/her. They should proctor the examination conducted for their own courses, so as to resolve any queries raised by the student with respect to the question paper.
- c. Visiting faculty may also be requested by the Program office in coordination with the exam coordinator for proctoring the examination of the courses facilitated by them.
- d. **Question Papers for the Mid-term/End-Term exams must be submitted preferably through mail to the Exam Coordinator at exam-coordinator@imi.edu. No copy of the mail should be marked to anyone else to ensure confidentiality.** Question papers must be submitted at least 5 days before the date of commencement of the examinations to allow Examination Cell to make multiple copies and pack/seal the same for distribution among the students. In case of online examination, the question paper is required to be uploaded on the Mercer Mettl platform MCQs and Fill-in-the- blank type Questions are not allowed in Mid-term exams and End Term exams, except in online examination.
- e. There should be a common question paper for Mid-term and End-Term exams across all the sections in a Program, for a particular course.

- f. Duration for Mid-Term examination should be between 1 hour 30 minutes and 2 hours. End-Term examination should be between 2 hours and 3 hours.
- g. The online examination (mid-term and end-term) may be partly or completely MCQ based. The duration of the mid-term exam should be between 1 hour and 2 hours and of the end-term exam between 1 hour 30 minutes and two hours. In case the examinations are MCQ based, at least two different sets of question papers must be prepared, or the question bank should have at least 2 times the number of questions asked.
- h. Following details should invariably be indicated on all question papers:
 - i. Term
 - ii. Name of the Faculty
 - iii. Name & code no. of Course
 - iv. Duration
 - v. Max. Marks
 - vi. Exam Day & date
 - vii. Individual Question Marks
 - viii. Whether Closed or Open Book/Notes
 - ix. Weightage of examination
- i. Mail should not be marked to anyone else to ensure confidentiality. Question papers must be submitted at least 5 days before the date of commencement of the examinations to allow Examination Cell to make multiple copies and pack/seal the same for distribution among the students. In case of online examination, the question paper is required to be uploaded on the Mercer Mettl platform.
- j. Faculty members should not plan to avail leave during the period of examinations in any term, as they may be required for invigilation duties/proctoring during exams.

16. Submission of Results

- a. Quizzes should be evaluated, and marks shared with the students within 7 days of the quiz.
- b. Results for Mid Term exams should be submitted within ten days of holding the exam to ensure that the student gets feedback on his performance well in time to make required improvements.
- c. Final results (component-wise along with the weightage) should be sent to Program Office within a fortnight from the date of End Term exam to ensure timely moderation and subsequent declaration of results.
- d. Examination Cell/ Program Office will follow up with faculty members for timely submission of results.**

17. Grades

Grades once decided during moderation shall be final and will not be changed unless otherwise approved by the Dean (Academics) only under exceptional circumstances and with a strong justification.

18. New Electives

- a. Any new elective proposed to be offered by a faculty member to the PGDM students must be first discussed in the Area Meeting. If the elective is cross- functional, i.e., being offered by two or more areas, it must be vetted by all the areas concerned.
- b. The faculty member would be required to make a presentation to the Faculty Council for the approval. The Faculty Council meeting for this purpose would normally be scheduled in the month of January/February. The area approval should be obtained before that.

19. Presentation of Electives

- a. Area interaction with the students for the electives to be offered takes place in the month of February. After the area interactions, the Dean Academics invite subscription to the electives from the students.
- b. For an elective to be floated, the minimum number of subscriptions required are:
 - i. PGDM/PGDM combined with other programs – 35 students
 - ii. PGDM(HRM)/PGDM(B&FS) -20% of batch or 12, whichever is less
 - iii. New Course in PGDM – 20
 - iv. New Course in PGDM(HR)/PGDM(B&FS) -10
 - v. Electives in Strategy, IM, Operations and Analytics –20

Note: No elective with the same course title from an area can be floated independently by different faculty members. The elective offered will be reflected against all the faculty members who are keen to float the same elective.

20. Number of Sections for Electives

- a. Depending upon the number of subscriptions received, the batch is divided into sections as follows:
 - i. Up to 70 subscription – 1 section
 - ii. More than 70 subscription – 2 sections
 - iii. **More than 140 – 3 sections**

21. Plagiarism Policy

- a. Plagiarism check is mandatory for all students' assignments which carry at least 10% weightage of the total marks for the course.
- b. For details, please refer to The Plagiarism policy for Students Submission.

- c. Plagiarism policy for student submissions:
- i. Plagiarism check is mandatory for all students' assignments which carry at least 10% weightage of the total marks for the course.
 - d. **Purpose:** The proposed Plagiarism Policy is an attempt to bring more sanctity to the learning process, thus shoring up the level of academic integrity in vogue in IMI Delhi. Implementation of the proposed policy would inculcate among our students the right philosophy and thinking that it is not correct to use unfair means such as lifting information from multiple sources and to use anyone's intellectual property without his/her consent. Also, it would send a message that there is no short cut when it comes to academic excellence. Overall, this policy document provides clarity on 'plagiarism' and sets out the consistent parameters to be used for detecting it. In our view, implementing the proposed policy would ensure adoption of higher ethical standards among our students.
 - e. **Plagiarism Definition:** Plagiarism is the use of or presentation of ideas and/or works that are not one's own and which are not common knowledge, without granting credit to the originator. Even granting credit to the original author/authors does not entitle any student to verbatim copy his/her/their work and claim that to be legitimate part of his/her assignment/project unless such usage of others' work is as per the accepted norms and is very much within limits.
 - f. **Plagiarism Check:** It is recommended that plagiarism checking is mandatory for every assignment/project report submitted by individual students/groups, which carry at least 10% weightage of the total marks of the course. In the beginning of every course, the concerned faculty member needs to communicate the guidelines regarding plagiarism, the threshold acceptable level of similarity index/score (as mentioned below), and as to whether resubmissions of assignments/reports would be permissible in case the first submission were to get a similarity index/score exceeding the threshold set. Besides, he/she may also have to inform the students about the kind of penalty that would be imposed in case a student's/group's resubmission does not meet the threshold similarity index/score set.
 - g. **Similarity Index/Score:** The committee recommends that the maximum permissible similarity index/score (as arrived at by the Turnitin application) be set at 20 per cent for any submission. Alongside, a proviso can be added that individual faculty members would have the right to reduce this threshold to 15 per cent if they so desire.
 - h. **Penalty for Plagiarism:** It is recommended that we adopt a uniform level of penalty vis-à-vis plagiarism across all courses. Thus, in case the similarity index/score is less than the threshold set (20 per cent or 15 per cent as decided by the faculty), the submission may be accepted straightaway and taken up for evaluation. In case the similarity index/score generated is more than the acceptable threshold in the case of a student's first submission, he/she may be permitted to resubmit the assignment/project one more time (provided the deadline is not over for the assignment/project). If the second submission in such cases gets a similarity index/score less than or equal to the threshold set, the faculty may take up the assignment/project for evaluation. If the similarity index/score

generated exceeds the threshold set even in the case of the second submission, the faculty may impose the pre-announced penalty (as announced by him/her in the beginning) on the student concerned without making any exception. The penalty may be in terms of grade reduction or mark reduction as would be decided by the faculty concerned.

- i. Using Turnitin Software for assignment submissions: Operational recommendations vis-à-vis Settings to be used in the Turnitin Application.
 - i. First and foremost, it is recommended that all submissions be accepted in only one of those formats that would be amenable for plagiarism checking by the Turnitin application. Incidentally, most common formats such as Doc, PDF, Excel, PPT, etc., are amenable for plagiarism checking. In contrast, formats such as GIF, JPEG, etc., may not be amenable for plagiarism checking by the said application. If students are allowed to submit assignments/projects in the latter formats it may not be possible to check for plagiarism at all.
 - ii. It may be left to the discretion of individual faculty members to decide on an assignment-by-assignment basis whether to accept 'late submissions' or not. The settings may have to be accordingly set by the faculty.
 - iii. As for similarity report generation, it is recommended that faculty members may choose.
 - iv. 'Report generation be done for each submission'. There is an 'immediate overwriting option'.
 - v. Available in the software and we recommend the same be invoked.
 - vi. Bibliography may be excluded at the time of plagiarism checking.
 - vii. With respect to the "quotes", it is recommended not to exclude the same at the time of generating the similarity report. After all, 'usage of quotes' is anyway taken care of by the allowance of threshold set (15 to 20 per cent).
 - viii. For small sources, it is recommended that a threshold limit of 1% be uniformly implemented for all courses and assignments.
 - ix. Students should be allowed to view the similarity reports generated by the software.
 - x. With respect to the repository as to where the submitted assignments be stored, it may be left to the discretion of individual faculty members. Our recommendation is that in case of similar assignments for multiple students/groups in a course, "saving in the repository" be resorted to for better plagiarism check. With respect to dissimilar assignments, "saving in the repository" is not recommended.
 - xi. Grammar check in the 'Settings' may be at the discretion of individual faculty members.

22. FPM Program

- a. FPM Course will be of 20 sessions (3 Credits) and 26 Sessions (4 credits).
- b. The Course Outcomes (CO) must be designed to serve the doctoral level interest of the learner. Thus, delivered through readings and research papers as far as possible.
- c. The evaluation for the course should comprise of at least two evaluation components. The details of the evaluation must be shared in the CO.
- d. The CO should be formulated in the IMI FPM template.
- e. Not more than TWO sessions in a course can be delivered by a guest faculty. The request for the guest faculty would need to be submitted through the OLT and will be approved by the Head Research & Chair FPM program.
- f. **For details regarding the course outlines, delivery, and execution, please refer to the Standard Operating Procedures on FPM Coursework and Processes issued by the FPM office by clicking on the link below:**

[https://www.imi.edu/delhi/UserFiles/Image/SOP-FPMprograms\(2023\).pdf](https://www.imi.edu/delhi/UserFiles/Image/SOP-FPMprograms(2023).pdf)

23. Assurance of Learning

- a. Course Outline to be written clearly stating the Mapping between Course Outcomes (COs) and Program Outcomes (POs).
- b. The components of evaluations should clearly state how they can be used to assess the CO-PO Mapping.
- c. After moderation of results the faculty member will complete the AOL assessment and identify the actions to be taken for continuous improvement (if attainment level is achieved) and areas of improvement (if attainment level is not achieved).
- d. For details regarding the Assurance of Learning process, please refer to the Standard Operating Procedures on Assurance of Learning Processes issued by the Accreditation office. For details regarding CO-PO assessment process refer to the link given below:

<https://www.imi.edu/delhi/UserFiles/Image/SOP for Assurance of Learning.pdf>

24. Guidelines For Engaging Visiting Faculty

- a. Any area desirous of engaging a visiting faculty for teaching a course must plan it sufficiently in advance.
- b. The area may choose to invite a superannuated faculty member of IMI New Delhi who has taught the course earlier during their regular tenure or invite an existing visiting faculty member who has taught the course earlier and has obtained a good teaching feedback.
- c. In case neither a superannuated faculty member nor an existing visiting faculty member is available, then getting a faculty member from either the Kolkata or Bhubaneswar campuses of IMI may be explored.
- d. The area chair will share the tentative course outlines with the Dean (Academics) who will send it to the Director General for exploring the possibility of engaging faculty from Kolkata/ Bhubaneshwar Campus.
- e. The Director General will float the request to the Directors of other two campuses. In case of non-availability of faculty from the other two campuses, the Area Chair would identify a suitable faculty from outside any of the IMI campuses.
- f. An exception to first checking availability in Kolkata/ Bhubaneswar campuses may also be made where the area believes it would be for the benefit of the students to bring an industry executive to teach the course for the industry relevant inputs, she/he brings to the classroom.
- g. The above exceptions will require the approval of the Director General on the recommendation of the Dean (Academics). The Area Chair will route these requests through the Dean (Academics) citing reasons for the exception and attaching the detailed resume of the industry faculty.
- h. For engaging with visiting faculty for any of the courses the CV of the VF should be shared in the Area and discussed by the Area chair.
- i. The letter of engagement will be issued by the Dean (Academics) with a copy to the program chair and the finance department for releasing the payment.
- j. The Area Chair will share the course outline template applicable to the program with the visiting faculty.
- k. The Area chair will appoint an anchor faculty from the area to guide and help the visiting faculty in facilitating the course (for further elaboration you may refer to the Faculty Academic Guidelines).
- l. The payment to the visiting faculty would be made upon submission of the complete result to the satisfaction of the Area Chair.
- m.

- n. It may be noted that in the case of faculty from the Kolkata or Bhubaneswar campuses of IMI no direct payment will be made to the faculty member but will be adjusted with the other campuses directly at the end of the year.

25. External Teaching

- a. IMI New Delhi faculty members are not allowed to teach in any domestic academic institution, other than IMI Campuses in Kolkata and Bhubaneswar. Courses taught in Kolkata and Bhubaneswar will count towards the total course load of the faculty and there will be no direct remuneration to the faculty from the other IMI campuses for teaching these courses.
- b. As an exception, short-term teaching in doctoral programs in other domestic academic institutions is allowed as it helps in developing research related skills. International teaching is also allowed as it contributes to the internationalization dimension.
- c. The faculty member needs to ensure that the external teaching, where allowed, does not clash with his/her engagements at the Institute.
- d. For the allowed external teaching, the faculty needs to seek approval from the Director General. The faculty should confirm to the inviting institution only after approval.
- e. The remuneration received for the allowed external teaching would be shared between the faculty and the Institute as per prevailing consulting income sharing norms. The faculty would share the details of the remuneration received with the finance department while marking a copy to the Director General.

Appendix 1.A: Course Outline Template for PGDM



Course Outline: Click or tap here to enter text.

Course code: Click or tap here to enter text.

Credit: Click or tap here to enter text. , **Core Course**

Area: Choose an item.

Program: PGDM

Term Choose an item. **Academic Year** Choose an item.

Instructor(s) Name	Click or tap here to enter text.	Click or tap here to enter text.
Room no.	Click or tap here to enter text.	Click or tap here to enter text.
Email	Click or tap here to enter text.	Click or tap here to enter text.
Phone (Extn no.)	Click or tap here to enter text.	Click or tap here to enter text.
Meeting Hours	Click or tap here to enter text.	Click or tap here to enter text.

1. COURSE DESCRIPTION

2. COURSE OUTCOMES (COs)

After going through the course, the students would be able to:

Course Outcome 1 (CO1): Click or tap here to enter text.

Course Outcome 2 (CO2): Click or tap here to enter text.

Course Outcome 3 (CO3): Click or tap here to enter text.

Course Outcome 4 (CO4): Click or tap here to enter text.

Course Outcome 5 (CO5): Click or tap here to enter text.

3. MAPPING OF THE PROGRAM OUTCOMES (POs) AND COURSE OUTCOME (COs)

Program Outcomes (POs)	Course Outcomes (COs)				
	CO1	CO2	CO3	CO4	CO5
PO1: Student should be able to write well organized and grammatically correct business reports and letters.					
PO2: Student should be able to make effective oral presentations.					
PO3: Student should be able to demonstrate critical thinking skills by understanding the issues, evaluating alternatives on the basis of multiple perspectives and presenting a solution including conclusions and implications.					
PO4: Student should be to demonstrate problem solving skills by understanding and defining the problem, analyzing it and solving it by applying appropriate theories, tools and techniques from various functional areas of management.					
PO5: Student should be able to illustrate the role of responsible leadership in management.					
PO6: Student should be able to identify social concerns and ethical issues in management.					
PO7: Student should be able to identify challenges faced by the organization at the global level.					
PO8: Student should be able to take decisions in the global business environment.					

4. PEDAGOGY

Click or tap here to enter text.

5. COURSE EVALUATION COMPONENTS (CECs)

Details of Evaluation Component 1

Details of Evaluation Component 2

Details of Evaluation Component 3

Details of Evaluation Component 4

6. MAPPING BETWEEN COs, POs and CECs

COs	Pos	Course Evaluation Components (CECs)			
		CEC1	CEC2	CEC3	...
CO1					
CO2					
CO3					
CO4					
CO5					

7. RESOURCES

7.1 Textbook

Click or tap here to enter text.

7.2 Reference Books

Click or tap here to enter text.

7.3 Online References (if any)

Click or tap here to enter text.

8. SESSION PLAN: Please note the following:

- a. Each session needs to be explained in a separate row. Use one row per session to explain the coverage/session details/readings/ pedagogy for each session separately and not club multiple session together in the session plan.
- b. For Case studies mention the product code and School name.
- c. Column titled **ESG (Environmental, Social and Governance)¹ coverage**. In case your session reading/discussion for a particular session entails this, please put a tick mark (√) in the ESG coverage column for that session.

¹**ESG definition:** ESG is a group of actions aimed at encouraging companies/organizations to be ethical and more aware of the social impact of their business/work on the rest of society, including their stakeholders and the environment. The aim is to drive change towards sustainability. ESG aims to make such actions measurable. ESG is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. Social impact and social issues refer to the effects from actions on people and the environment.

Session No.	Topics	Readings/Cases	ESG coverage
1			
2			
3			
...			
20			

9. ACADEMIC INTEGRITY & CLASS RULES

- a) **Plagiarism** is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. Plagiarism is unacceptable in IMI and will invite penalty. Type and extent of penalty will be at the discretion of the concerned faculty.
- b) **Cheating** means using written, verbal or electronic sources of aid during an examination/ quiz/ assignment or providing such assistance to other students (except in cases where it is expressly permitted by the faculty). It also includes providing false data or references/list of sources which either do not exist or have not been used, having another individual write your paper or assignment or purchasing a paper for one's own submission. Cheating is strictly prohibited at IMI and will invite penalty as per policies of the Institute.

Appendix 1.B: Course Outline Template for PGDM (HRM)



Course Outline: Click or tap here to enter text.

Course code: Click or tap here to enter text.

Credit: Click or tap here to enter text. , **Core Course**

Area: Choose an item.

Program: PGDM (HRM)

Term Choose an item. **Academic Year** Choose an item.

Instructor(s) Name	Click or tap here to enter text.	Click or tap here to enter text.
Room no.	Click or tap here to enter text.	Click or tap here to enter text.
Email	Click or tap here to enter text.	Click or tap here to enter text.
Phone (Extn no.)	Click or tap here to enter text.	Click or tap here to enter text.
Meeting Hours	Click or tap here to enter text.	Click or tap here to enter text.

1. COURSE DESCRIPTION

2. COURSE OUTCOMES (COs)

After going through the course, the students would be able to:

Course Outcome 1 (CO1): Click or tap here to enter text.

Course Outcome 2 (CO2): Click or tap here to enter text.

Course Outcome 3 (CO3): Click or tap here to enter text.

Course Outcome 4 (CO4): Click or tap here to enter text.

Course Outcome 5 (CO5): Click or tap here to enter text.

3. MAPPING OF THE PROGRAM OUTCOMES (POs) AND COURSE OUTCOME (COs)

Program Outcomes (POs)	Course Outcomes (COs)				
	CO1	CO2	CO3	CO4	CO5
PO1: Student should be able to write well organized and grammatically correct business reports and letters.					
PO2: Student should be able to make effective oral presentations.					
PO3: Student should be able to demonstrate critical thinking skills by understanding the issues with a strong focus on Human Resources Management, evaluating alternatives on the basis of multiple perspectives and presenting a solution including conclusions and implications					
PO4: Student should be to demonstrate problem solving skills by understanding and defining the problem particularly related to Human Resources Management, analyzing it and solving it by applying appropriate theories, tools and techniques.					
PO5: Student should be able to illustrate the role of responsible leadership in management.					
PO6: Student should be able to identify social concerns and ethical issues in management.					
PO7: Student should be able to identify challenges in Human Resources Management faced by the organization at the global level.					
PO8: Student should be able to take decisions in the global business environment with a special focus on Human Resources Management.					

4. PEDAGOGY

Click or tap here to enter text.

5. COURSE EVALUATION COMPONENTS (CECs)

Details of Evaluation Component 1

Details of Evaluation Component 2

Details of Evaluation Component 3

Details of Evaluation Component 4

6. MAPPING BETWEEN COs, POs and CECs

COs	Pos	Course Evaluation Components (CECs)			
		CEC1	CEC2	CEC3	...
CO1					
CO2					
CO3					
CO4					
CO5					

7. RESOURCES

7.1 Textbook

Click or tap here to enter text.

7.2 Reference Books

Click or tap here to enter text.

7.3 Online References (if any)

Click or tap here to enter text.

8 SESSION PLAN: Please note the following:

- a. Each session needs to be explained in a separate row. Use one row per session to explain the coverage/session details/readings/ pedagogy for each session separately and not club multiple session together in the session plan.
- b. For Case studies mention the product code and School name.
- c. Column titled **ESG (Environmental, Social and Governance)¹ coverage**. In case your session reading/discussion for a particular session entails this, please put a tick mark (√) in the ESG coverage column for that session.

¹**ESG definition:** ESG is a group of actions aimed at encouraging companies/organizations to be ethical and more aware of the social impact of their business/work on the rest of society, including their stakeholders and the environment. The aim is to drive change towards sustainability. ESG aims to make such actions measurable. ESG is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. Social impact and social issues refer to the effects from actions on people and the environment.

Session No.	Topics	Readings/Cases	ESG coverage
1			
2			
3			
...			
20			

9 ACADEMIC INTEGRITY & CLASS RULES

- a) **Plagiarism** is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. Plagiarism is unacceptable in IMI and will invite penalty. Type and extent of penalty will be at the discretion of the concerned faculty.
- b) **Cheating** means using written, verbal or electronic sources of aid during an examination/ quiz/ assignment or providing such assistance to other students (except in cases where it is expressly permitted by the faculty). It also includes providing false data or references/list of sources which either do not exist or have not been used, having another individual write your paper or assignment or purchasing a paper for one's own submission. Cheating is strictly prohibited at IMI and will invite penalty as per policies of the Institute.

Appendix 1.C: Course Outline Template for PGDM (B&FS)



Course Outline: Click or tap here to enter text.

Course code: Click or tap here to enter text.

Credit: Click or tap here to enter text. , **Core Course**

Area: Choose an item.

Program: PGDM (B&FS)

Term Choose an item. **Academic Year** Choose an item.

Instructor(s) Name	Click or tap here to enter text.	Click or tap here to enter text.
Room no.	Click or tap here to enter text.	Click or tap here to enter text.
Email	Click or tap here to enter text.	Click or tap here to enter text.
Phone (Extn no.)	Click or tap here to enter text.	Click or tap here to enter text.
Meeting Hours	Click or tap here to enter text.	Click or tap here to enter text.

1. COURSE DESCRIPTION

2. COURSE OUTCOMES (COs)

After going through the course, the students would be able to:

Course Outcome 1 (CO1): Click or tap here to enter text.

Course Outcome 2 (CO2): Click or tap here to enter text.

Course Outcome 3 (CO3): Click or tap here to enter text.

Course Outcome 4 (CO4): Click or tap here to enter text.

Course Outcome 5 (CO5): Click or tap here to enter text.

3. MAPPING OF THE PROGRAM OUTCOMES (POs) AND COURSE OUTCOME (COs)

Program Outcomes (POs)	Course Outcomes (COs)				
	CO1	CO2	CO3	CO4	CO5
PO1: Student should be able to write well organized and grammatically correct business reports and letters.					
PO2: Student should be able to make effective oral presentations.					
PO3: Student should be able to demonstrate critical thinking skills by understanding the issues with a strong focus on banking and financial services, evaluating alternatives on the basis of multiple perspectives and presenting a solution including conclusions and implications					
PO4: Student should be to demonstrate problem solving skills by understanding and defining the problem related particularly to banking and financial services, analyzing it and solving it by applying appropriate theories, tools and techniques.					
PO5: Student should be able to illustrate the role of responsible leadership in management.					
PO6: Student should be able to identify social concerns and ethical issues in management.					
PO7: Students should be able to identify challenges faced by banks and financial institutions in the global business environment.					
PO8: Student should be able to take decisions in the global business environment with special focus on banking and financial institutions.					

4. PEDAGOGY

Click or tap here to enter text.

5. COURSE EVALUATION COMPONENTS (CECs)

Details of Evaluation Component 1

Details of Evaluation Component 2

Details of Evaluation Component 3

Details of Evaluation Component 4

6. MAPPING BETWEEN COs, POs and CECs

COs	Pos	Course Evaluation Components (CECs)			
		CEC1	CEC2	CEC3	...
CO1					
CO2					
CO3					
CO4					
CO5					

7. RESOURCES

7.1 Textbook

Click or tap here to enter text.

7.2 Reference Books

Click or tap here to enter text.

7.3 Online References (if any)

Click or tap here to enter text.

8. SESSION PLAN: Please note the following:

- a. Each session needs to be explained in a separate row. Use one row per session to explain the coverage/session details/readings/ pedagogy for each session separately and not club multiple session together in the session plan.
- b. For Case studies mention the product code and School name.
- c. Column titled **ESG (Environmental, Social and Governance)¹ coverage**. In case your session reading/discussion for a particular session entails this, please put a tick mark (√) in the ESG coverage column for that session.

¹**ESG definition:** ESG is a group of actions aimed at encouraging companies/organizations to be ethical and more aware of the social impact of their business/work on the rest of society, including their stakeholders and the environment. The aim is to drive change towards sustainability. ESG aims to make such actions measurable. ESG is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. Social impact and social issues refer to the effects from actions on people and the environment.

Session No.	Topics	Readings/Cases	ESG coverage
1			
2			
3			
...			
20			

9. ACADEMIC INTEGRITY & CLASS RULES

- a) **Plagiarism** is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. Plagiarism is unacceptable in IMI and will invite penalty. Type and extent of penalty will be at the discretion of the concerned faculty.
- b) **Cheating** means using written, verbal or electronic sources of aid during an examination/ quiz/ assignment or providing such assistance to other students (except in cases where it is expressly permitted by the faculty). It also includes providing false data or references/list of sources which either do not exist or have not been used, having another individual write your paper or assignment

Appendix 1.D: Course Outline Template for PGDM (18 Months)



Course Outline: Click or tap here to enter text.

Course code: Click or tap here to enter text.

Credit: Click or tap here to enter text. , **Core Course**

Area: Choose an item.

Program: PGDM (18 Months)

Term Choose an item. **Academic Year** Choose an item.

Instructor(s) Name	Click or tap here to enter text.	Click or tap here to enter text.
Room no.	Click or tap here to enter text.	Click or tap here to enter text.
Email	Click or tap here to enter text.	Click or tap here to enter text.
Phone (Extn no.)	Click or tap here to enter text.	Click or tap here to enter text.
Meeting Hours	Click or tap here to enter text.	Click or tap here to enter text.

1. COURSE DESCRIPTION

2. COURSE OUTCOMES (COs)

After going through the course, the students would be able to:

Course Outcome 1 (CO1): Click or tap here to enter text.

Course Outcome 2 (CO2): Click or tap here to enter text.

Course Outcome 3 (CO3): Click or tap here to enter text.

Course Outcome 4 (CO4): Click or tap here to enter text.

Course Outcome 5 (CO5): Click or tap here to enter text.

3. MAPPING OF THE PROGRAM OUTCOMES (POs) AND COURSE OUTCOME (COs)

Program Outcomes (POs)	Course Outcomes (COs)				
	CO1	CO2	CO3	CO4	CO5
PO1: Student should be able to demonstrate critical thinking skills to analyze managerial decision-making challenges.					
PO2: Student should be able to create a solution to managerial decision-making challenges while evaluating the same from multiple perspectives.					
PO3: Student should be able to illustrate the role of responsible leadership in management.					
PO4: Student should be able to identify social concerns and ethical issues in management.					
PO5: Student should be able to identify challenges faced by the organization at the global level.					
PO6: Student should be able to take decisions in the global business environment.					
PO7: Student should be able to identify business issues suitable for applying the acquired knowledge from management theory and practice.					
PO8: Student should be able to develop an action plan to provide a solution to the business issues.					

4. PEDAGOGY

Click or tap here to enter text.

5. COURSE EVALUATION COMPONENTS (CECs)

Details of Evaluation Component 1

Details of Evaluation Component 2

Details of Evaluation Component 3

Details of Evaluation Component 4

6. MAPPING BETWEEN COs, POs and CECs

COs	Pos	Course Evaluation Components (CECs)			
		CEC1	CEC2	CEC3	...
CO1					
CO2					
CO3					
CO4					
CO5					

7. RESOURCES

7.1 Textbook

Click or tap here to enter text.

7.2 Reference Books

Click or tap here to enter text.

7.3 Online References (if any)

Click or tap here to enter text.

8 SESSION PLAN: Please note the following:

- Each session needs to be explained in a separate row. Use one row per session to explain the coverage/session details/readings/ pedagogy for each session separately and not club multiple session together in the session plan.
- For Case studies mention the product code and School name.
- Column titled **ESG (Environmental, Social and Governance)¹ coverage**. In case your session reading/discussion for a particular session entails this, please put a tick mark (√) in the ESG coverage column for that session.

¹**ESG definition:** ESG is a group of actions aimed at encouraging companies/organizations to be ethical and more aware of the social impact of their business/work on the rest of society, including their stakeholders and the environment. The aim is to drive change towards sustainability. ESG aims to make such actions measurable. ESG is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. Social impact and social issues refer to the effects from actions on people and the environment.

Session No.	Topics	Readings/Cases	ESG coverage
1			
2			
3			
...			
20			

9 ACADEMIC INTEGRITY & CLASS RULES

- a) **Plagiarism** is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. Plagiarism is unacceptable in IMI and will invite penalty. Type and extent of penalty will be at the discretion of the concerned faculty.

- b) **Cheating** means using written, verbal or electronic sources of aid during an examination/ quiz/ assignment or providing such assistance to other students (except in cases where it is expressly permitted by the faculty). It also includes providing false data or references/list of sources which either do not exist or have not been used, having another individual write your paper or assignment or purchasing a paper for one's own submission. Cheating is strictly prohibited at IMI and will invite penalty as per policies of the Institute.

Appendix 1.E: Course Outline Template for FPM



Course Outline: Click or tap here to enter text.

Course code: Click or tap here to enter text.

Credit: Click or tap here to enter text.

Core CourseArea: Choose an item.

Program: FPM

Term Choose an item. **Academic Year** Choose an item.

Instructor(s) Name	Click or tap here to enter text.	Click or tap here to enter text.
Room no.	Click or tap here to enter text.	Click or tap here to enter text.
Email	Click or tap here to enter text.	Click or tap here to enter text.
Phone (Extn no.)	Click or tap here to enter text.	Click or tap here to enter text.
Meeting Hours	Click or tap here to enter text.	Click or tap here to enter text.

1. COURSE DESCRIPTION

2. COURSE OUTCOMES (Cos)

After going through the course, the students would be able to:

Course Outcome 1 (CO1): Click or tap here to enter text.

Course Outcome 2 (CO2): Click or tap here to enter text.

Course Outcome 3 (CO3): Click or tap here to enter text.

Course Outcome 4 (CO4): Click or tap here to enter text.

Course Outcome 5 (CO5): Click or tap here to enter text.

3. MAPPING OF THE PROGRAM OUTCOMES (Pos) AND COURSE OUTCOME (Cos)

Program Outcomes (Pos)	Course Outcomes (Cos)				
	CO1	CO2	CO3	CO4	CO5
PO1: To gain knowledge in general management areas in order to develop a foundation for the area of specialization.					
PO2: To gain knowledge in specialized areas relevant to the research to be carried out.					
PO3: To develop ability to apply acquired knowledge in order to solve management problems.					
PO4: To develop analytic skills in order to solve research problems.					
PO5: To develop methodological skills in order to solve research problems.					
PO6: To be able to collate existing literature in the area of study and articulate research gaps.					
PO7: To be able to compose research output in the form of original and high-quality management research writings.					
PO8: To be able to articulate research output through presentations.					

4. PEDAGOGY

[Click or tap here to enter text.](#)

5. COURSE EVALUATION COMPONENTS (CECs)

[Details of Evaluation Component 1](#) [Details of Evaluation Component 2](#) [Details of Evaluation Component 3](#) [Details of Evaluation Component 4](#)

6. MAPPING BETWEEN COs, POs and CECs

COs	POs	Course Evaluation Components (CECs)			
		CEC1	CEC2	CEC3	...
CO1					
CO2					
CO3					
CO4					
CO5					

7. RESOURCES

7.1 Textbook

Click or tap here to enter text.

7.2 Reference Books

Click or tap here to enter text.

7.3 Online References (if any)

Click or tap here to enter text.

8. SESSION PLAN: Please note the following:

- a. Each session needs to be explained in a separate row. Use one row per session to explain the coverage/session details/readings/ pedagogy for each session separately and not club multiple session together in the session plan.
- b. For Case studies mention the product code and School name.
- c. Column titled **ESG (Environmental, Social and Governance)¹ coverage**. In case your session reading/discussion for a particular session entails this, please put a tick mark (√) in the ESG coverage column for that session.

¹**ESG definition:** ESG is a group of actions aimed at encouraging companies/organizations to be ethical and more aware of the social impact of their business/work on the rest of society, including their stakeholders and the environment. The aim is to drive change towards sustainability. ESG aims to make such actions measurable. ESG is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. Social impact and social issues refer to the effects from actions on people and the environment.

Session No.	Topics	Readings/Cases	ESG coverage
1			
2			
3			
...			
20			

9. ACADEMIC INTEGRITY & CLASS RULES

- a) **Plagiarism** is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. Plagiarism is unacceptable in IMI and will invite penalty. Type and extent of penalty will be at the discretion of the concerned faculty.
- b) **Cheating** means using written, verbal or electronic sources of aid during an examination/ quiz/ assignment or providing such assistance to other students (except in cases where it is expressly permitted by the faculty). It also includes providing false data or references/list of sources which either do not exist or have not been used, having another individual write your paper or assignment or purchasing a paper for one's own submission. Cheating is strictly prohibited at IMI and will invite penalty as per policies of the Institute.

Appendix I.F: Program Structure of PGDM

Program Structure: PGDM (2024-26)

1st Year								
TERM I			TERM II			TERM III		
Sl. No.	Course Name	Credit Points	Sl. No.	Course Name	Credit Points	Sl. No.	Course Name	Credit Points
1	Managerial Economics	3	1	Macroeconomic Theory and Policy	2.25	1	Indian Economic Policy	0.75
2	Financial Reporting & Analysis	3	2	Financial Management-I	3	2	Financial Management-II	3
3	Data Modelling and Decision Making with Excel	1.5	3	Cost & Management Accounting	1.5	3	Business Analytics	2.25
4	Data Pre-Processing & Visualization	3	4	Management Information Systems	3	4	Human Resources Management	2.25
5	Marketing Management-I	3	5	Marketing Management-II	3	5	Operations Management-II	2.25
6	Organizational Behaviour – I	2.25	6	Organizational Behaviour-II	2.25	6	Survey Methods for Decision Making (SMDM)	2.25
7	Decision Modelling	2.25	7	Operations Management-I	2.25	7	Entrepreneurship & Innovation (E&I)	3
8	Strategic Management-I	3	8	Business Statistics	3	8	Strategic Management-II	2.25
			9	ESG For Sustainability	1.5	9	Simulation	0.75
						10	Legal Aspects of Business	1.5
	TOTAL	21		TOTAL	21.75		TOTAL	20.25
Total Course Credits For 1st Year								63

2nd Year								
TERM IV			TERM V			TERM VI		
Sl. No.	Course Name	Credit Points	Sl. No.	Course Name	Credit Points	Sl. No.	Course Name	Credit Point
1	Elective	3	1)	Elective	3	1)	Elective	3
2	Elective	3	2)	Elective	3	2)	Elective	3
3	Elective	3	3)	Elective	3	3)	Elective	3
4	Elective	3	4)	Elective	3			
5	Elective	3						
	TOTAL	15		TOTAL	12		TOTAL	9
Total Course Credits For 2nd Year								36
Summer Internship								3
Total Course Credits for PGDM Program								102

Appendix 1.G: Program Structure of PGDM (HRM)

Program Structure: PGDM(HRM) 2024-26

Term 1	Credits	Term 2	Credits	Term 3	Credits	Total
Organizational Behaviour - I	3	Organizational Planning & Design (OB2)	3	Human Resource Information Systems	2.25	
HR Policies & Processes	3	Performance Management Systems	2.25	Compensation and Reward Management	2.25	
IT for Decision Making	1.5	HR Planning, Recruitment & Selection	3	Operations Management	3	
Managerial Communication	1.5	Employee Relations & Management of Unions	2.25	Competency Management & Assessment Centre	2.25	
Managerial Economics	2.25	Applied QT for HR	3	Labour Laws	3	
Marketing Management	3	Learning & Development	2.25	Research Methodology for HR	2.25	
Accounting for HRM	3	Finance for HRM	2.25	Data Pre-processing and visualisation for HR	1.5	
		Macroeconomic Theory & Policy	2.25	Business Law	1.5	
				Art of Persuasive Communication	1.5	
Total Credits	17.25		20.25		19.5	57
Emerging HR Trends (Seminar Series) (Non-credit & compulsory) Term 2 onwards						
Summer Internship						3

Term 4 (15.5- 20)	Credits	Term 5 (13.5- 18)	Credits	Term 6 (7.5- 10.5)	Credits	Total
Strategy Formulation & Implementation	3	International HRM & Cross-cultural Management	2.25	ESG for Sustainability	2.25	
Business Negotiation Skills	2.25	Strategic HRM	1.5	NGO Internship	2.25	
Talent Management	3	OD & Change Management	2.25	Elective 5	3	
HR Analytics	3	Diversity, Equity, and Inclusion	2.25	Elective 6	3	
Elective 1	3	Elective 3	3			
Elective 2	3	Elective 4	3			
Total Credits	17.25		14.25		10.5	42
Total credits for electives	6		6		6	18
Range for electives	4.5-10.5 credits		6-10.5 credits		3-7.5 credits	102

Appendix 1.H: Program Structure of PGDM (B&FS)

Programme Structure PGDM (B&FS) 2024-26

TERM I			TERM II			TERM III		
S. No.	Course Name	Credit Points	S. No.	Course Name	Credit Points	S. No.	Course Name	Credit Point
1	Decision Modelling *	1.5	1	Financial Statement Analysis *	1.5	1	Financial Management-II *	1.5
2	Bank Management	3	2	Management Accounting for Decision Making #	1.5	2	Fintech	3
3	Financial Accounting & Reporting	3	3	Financial Institutions and Financial Markets	2.25	3	Financial Derivatives-I #	1.5
4	Data Modelling Using Excel*	1.5	4	Financial Management-I	3	4	Security Analysis and Portfolio Management-I #	1.5
5	Managerial Communication #	1.5	5	Information System for Banking and Financial Services	3	5	Marketing of Banking and Financial Services	3
6	Managerial Economics	2.25	6	Macroeconomics	2.25	6	Operations Management for Services	2.25
7	Marketing Management	3	7	Business Statistics	2.25	7	Indian Economic Policy	0.75
8	Data Visualization #	1.5	8	Corporate Credit #	1.5	8	Business Analytics	2.25
9	Organisational Behaviour	3	9	Data Pre-Processing using Python *	1.5	9	HRM for Banking and Financial Services	2.25
			10	Management of Financial Services #	1.5	10	Survey Methods for Decision Making *	1.5
	TOTAL	20.25		TOTAL	20.25		TOTAL	19.5
AGGREGATE FOR YEAR I								60.00

TERM IV			TERM V			TERM VI		
S. No.	Course Name	Credit Points	S. No.	Course Name	Credit Points	S. No.	Course Name	Credit Point
1	Financial Derivatives-II *	1.5	1	ESG and Sustainable Finance *	1.5	1	Business Ethics and Corporate Governance ^	1.5
2	Security Analysis and Portfolio Management-II *	1.5	2	Legal and Regulatory Environment for Banks #	1.5	2	Elective 6	1.5
3	Risk Management	3	3	Elective 3	3	3	Elective 7	3
4	Strategic Management	3	4	Elective 4	3	4	Elective 8	3
5	Financial Modelling #	1.5	5	Elective 5	3			
6	Credit Risk Analysis #	1.5						
7	Elective 1	3						
8	Elective 2	3						
	TOTAL	18		TOTAL	12		TOTAL	9
AGGREGATE FOR YEAR II								39
Total Credit Points (Year I + II)								99
SUMMER INTERNSHIP								3
AGGREGATE FOR THE PROGRAMME								102

NOTES: * Pre-midterm course; # post-midterm course

^ Compulsory workshop on Business Ethics by CFA Society needs to be included in the Course Outline.

Details of Compulsory Workshops, Certifications and Simulation					
S. No.	Compulsory Workshops	Time	Term	Duration (Tentative)	Responsibility
1	Advanced Excel	Post midterm	1	9 hours	Information Management Area
2	Financial databases: Bloomberg, Prow	Pre midterm	2	9 hours	Finance and Accounting Area
3	Leveraging Artificial Intelligence	Post midterm	2	6 hours	Operations Management & Quantitative Techniques Area
4	Financial Products (Banking, Mutual Fund)	Pre midterm	3	9 hours	Finance and Accounting Area
5	Entrepreneurship and Innovation	Pre midterm	6	9 hours	Strategy Area
6	Business Ethics (by CFA Society)	Pre midterm	6	3 hours	Strategy and Finance and Accounting Area
<i>NOTE: All workshops to be planned as an audit course and should have defined Course Outcomes, Course Evaluation Components and Program Objective mapping. The workshops must be evaluated and successfully completed by all students.</i>					
S. No.	Compulsory Certifications	Certification to be	Duration (Tentative)		Responsibility
1	Bloomberg BMC Certification	2	Self Paced		Finance and Accounting Area
2	Bloomberg ESG Certification	4	Self Paced		Finance and Accounting Area
<i>NOTE: Both certifications need to be completed for the award of Diploma</i>					
S. No.	Compulsory Simulation	Time	Term	Duration (Tentative)	Responsibility
1	Integrated Simulation	Pre midterm	6	15 hours	Strategy Area
<i>NOTE: Will be treated as a compulsory audit course</i>					

Appendix 1.I: Program Structure of PGDM (18 Months)

Programme Structure: PGDM (18 Months) 2024-25

TERM - I			TERM - II			TERM - III		
S.N.	Course Name	Credit Points	S.N.	Course Name	Credit Points	S.N.	Course Name	Credit Points
1	Data Pre-processing and Visualization	1.5	1	Business Analytics	3	1	Marketing Analytics	1
2	Managerial Economics	3	2	Macroeconomics	3	2	Financial Market Analytics	1.5
3	Financial Reporting & Analysis	3	3	Corporate Finance	3	3	Text Analytics	1.5
4	Information Technology for Managers	3	4	MIS - Emerging Trends for Business	3	4	Financial Markets, Institutions & Instruments	3
5	Strategic Marketing	3	5	Digital Marketing	2	5	Product Management	2
6	Organizational Behaviour - Individual Dynamics	1.5	6	Leadership & Organizational Effectiveness	1.5	6	Business Negotiation Skills	1.5
7	People Strategy	1.5	7	organizational Behaviour - Group & Organizational Dynamics	1.5	7	Performance Management	1.5
8	Management Decision Making	1	8	Strategic Operations Management	3	8	Supply Chain & Logistics Management	2
9	QT/Statistics	2	9	Brand Management	1	9	Research Methods in Management	2
10	Managerial Communication	3	10	Customer Relationship Management	1.5	10	Competition & Strategy	3
						11	Sales & Distribution Management	1.5
Total		22.5	Total		22.5	Total		20.5
TERM - IV			TERM - V					
S.N.	Course Name	Credit Points	S.N.	Course Name	Credit Points			
1	Performance Analytics	1.5	1	FIELD PROJECT	6			
2	Supply Chain Analytics	1.5						
3	Cost Management	1						
4	Financial Issues in M&A	1				Total Credits		6
5	Fintech	1						
6	Employee Relations	1.5				Credit Points Term I – IV =		84
7	Learning & Development	1.5				Field Project - Term V =		6
8	Project Management	2				Aggregate Program Credit Points =		90
9	Inorganic Growth	1.5						
10	Sustainable Development	1.5						
11	Business Simulation	3						
12	Legal Aspects of Business	1.5						
Total		18.5						



ACADEMIC CALENDAR: PGDM/PGDM(HRM)/PGDM(B&FS) 2024-25 - FIRST YEAR	
Induction Program and Preparatory Classes	June 17 – 29, 2024 (Monday – Saturday)
First Term	
Classes Commence	July 01, 2024 (Monday)
Mid-term Exam (classes suspended)	August 05 - 07, 2024 (Monday - Wednesday)
Classes Resume after Mid-term	August 08, 2024 (Thursday)
Independence Day (Holiday)	August 15, 2024 (Thursday)
MOCK GD and HOC (Online)	Week 1: August 24 – 25, 2024 (Saturday - Sunday) Week 2: August 31 – September 01, 2024 (Saturday - Sunday)
Classes End	September 14, 2024
End-Term Exam	September 16 - 20, 2024 (Monday - Friday)
VIMARSH 2.0 - CHRO Conclave	September 21-22, 2024 (Saturday & Sunday)
Summer placement week (Classes Suspended)	September 23 – 27, 2024
Term Moderation	October 15, 2024 (Tuesday)
First Term Result	October 16, 2024 (Wednesday)
Second Term	
Classes Commence	September 30, 2024 (Monday) 1 st Half for Registration
Mahatma Gandhi's Birthday (Holiday)	October 02, 2024 (Wednesday)
Dussehra (Holidays)	October 10-11, 2024 (Thursday - Friday)
Diwali (Holidays)	October 31 – November 01, 2024 (Thursday - Friday)
Conventus (Classes suspended)	November 08 – 10, 2024 (Friday – Sunday)
Mid-term Exam (classes suspended)	November 13 - 16, 2024 (Wednesday - Saturday)
Classes Resume after Mid-term	November 18, 2024 (Monday)
National Alumni Meet	November 30, 2024 (Saturday)
Classes End	December 20, 2024 (Friday)
End-Term Exam	December 23 - 28, 2024 (Monday - Saturday)
Christmas (Holiday)	December 25, 2024 (Wednesday)
Term Moderation	January 17, 2025 (Friday)
Second Term Result	January 18, 2025 (Saturday)
Third Term	
New Year Day (Holiday)	January 01, 2025 (Wednesday)
Classes Commence	January 02, 2025 (Thursday) 1 st Half for Registration
Republic Day	January 26, 2025 (Sunday)
Mid-term Exam (Classes suspended)	February 13 – 15, 2025 (Thursday - Saturday)
Kritva (Classes suspended)	February 21 -23, 2025 (Friday – Sunday)
Classes Resume after mid-term	February 17, 2025 (Monday)
Holi (Holiday)	March 14, 2025 (Friday)
Classes End	March 24, 2025 (Monday)
End-Term Exam	March 25 – 31, 2025 (Tuesday - Monday)
Term Moderation	April 22, 2025 (Tuesday)
Third Term Result	April 23, 2025 (Wednesday)
Summer Internship	

ACADEMIC CALENDAR: PGDM/PGDM(HRM)/PGDM(B&FS) 2024-25 - SECOND YEAR

Fourth Term	
Classes Commence	July 08, 2024 (Monday) 1 st Half Student Registration
SIP Presentations Week (Classes suspended)	July 29 – August 02, 2024 (Monday - Friday)
Independence Day (Holiday)	August 15, 2024 (Thursday)
Mid-term Exam (Classes suspended)	August 20 - 22, 2024 (Tuesday - Thursday)
Classes Resume	August 23, 2024 (Friday)
VIMARSH 2.0 - CHRO Conclave	September 21-22, 2024 (Saturday & Sunday)
Corporate Confab- Offline (Classes suspended)	Week 1: September 28 – 29, 2024 (Saturday - Sunday) Week 2: October 19 – 20, 2024 (Saturday - Sunday)
Classes End	September 28, 2024 (Saturday)
End-Term Exam	September 30 – October 08, 2024 (Monday - Tuesday)
Mahatma Gandhi's Birthday (Holiday)	October 02, 2024 (Wednesday)
Term Moderation	October 29, 2024 (Tuesday)
Fourth Term Result	October 30, 2024 (Wednesday)
Fifth Term	
Classes Commence	October 09, 2024 (Wednesday) 1 st Half Student Registration
Dussehra (Holidays)	October 10 - 11, 2024 (Thursday - Friday)
Final Placement (Classes suspended)	October 21 - 25, 2024 (Monday - Friday)
Diwali (Holidays)	October 31 –November 01, 2024 (Thursday - Friday)
Conventus (Classes suspended)	November 08 – 10, 2024
Mid-term Exam (Classes suspended)	November 20 - 22, 2024 (Wednesday - Friday)
Classes Resume	November 25, 2024 (Monday)
National Alumni Meet	November 30, 2024 (Saturday)
Christmas (Holiday)	December 25, 2024 (Wednesday)
Classes End	December 28, 2024 (Saturday)
End-Term Exam	December 30, 2024–January 06, 2025 (Monday - Monday)
New Year Day (Holiday)	January 01, 2025 (Wednesday)
Term Moderation	January 23, 2025 (Thursday)
Fifth Term Result	January 24, 2025 (Friday)
Sixth Term	
Classes Commence	January 07, 2025 (Tuesday) 1 st Half Student Registration
Republic Day (Holiday)	January 26, 2025 (Sunday)
Mid-term Exam (Classes suspended)	February 10 - 12, 2025 (Monday - Wednesday)
Classes Resume after mid-term	February 14, 2025 (Friday)
Kritva (Classes suspended)	February 21 -23, 2025 (Friday – Sunday)
Holi (Holiday)	March 14, 2025 (Friday)
Classes End	March 19, 2025 (Wednesday)
End-Term Exam	March 20 - 25, 2025 (Thursday – Tuesday)
Term Moderation	April 10, 2025 (Thursday)
Sixth Term Result	April 11, 2025 (Friday)
Convocation 2025	May 10, 2025 (Saturday)

Released: May 5, 2024



ACADEMIC CALENDAR: PGDM (18 Months) 2024-25 (Revised)	
Induction Program and Preparatory Classes	July 4-7, 2024 (Thursday – Sunday)
First Term	
Classes Commence	July 08, 2024 (Monday)
Mid-term Exam (classes suspended)	August 12 - 14, 2024 (Monday - Wednesday)
Independence Day (Holiday)	August 15, 2024 (Thursday)
Classes Resume after Mid-term	August 16, 2024 (Friday)
Classes End	September 21, 2024 (Saturday)
End-Term Exam	September 23 - 27, 2024 (Monday - Friday)
VIMARSH 2.0 - CHRO Conclave	September 21-22, 2024 (Saturday & Sunday)
Term Moderation	October 22, 2024 (Tuesday)
First Term Result	October 23, 2024 (Wednesday)
Second Term	
Classes Commence	September 30, 2024 (Monday) 1 st Half for Registration
Mahatma Gandhi's Birthday (Holiday)	October 02, 2024 (Wednesday)
Dussehra (Holidays)	October 10-11, 2024 (Thursday - Friday)
Diwali (Holidays)	October 31 –November 01, 2024 (Thursday - Friday)
Conventus (Classes suspended)	November 08 – 10, 2024 (Friday – Sunday)
Mid-term Exam (classes suspended)	November 13 - 16, 2024 (Wednesday - Saturday)
Classes Resume after Mid-term	November 18, 2024 (Monday)
National Alumni Meet	November 30, 2024 (Saturday)
Classes End	December 20, 2024 (Friday)
End-Term Exam	December 23 - 28, 2024 (Monday - Saturday)
Christmas (Holiday)	December 25, 2024 (Wednesday)
Term Moderation	January 17, 2025 (Friday)
Second Term Result	January 18, 2025 (Saturday)
Third Term	
New Year Day (Holiday)	January 01, 2025 (Wednesday)
Classes Commence	January 02, 2025 (Thursday) 1 st Half for Registration
Republic Day	January 26, 2025 (Sunday)
Mid-term Exam (Classes suspended)	February 13 – 15, 2025 (Thursday - Saturday)
Kritva (Classes suspended)	February 21 -23, 2025 (Friday – Sunday)
Classes Resume after Mid-term	February 17, 2025 (Monday)
Holi (Holiday)	March 14, 2025 (Friday)
Classes End	March 24, 2025 (Monday)
End-Term Exam	March 25 – 30, 2025 (Tuesday - Sunday)
Term Moderation	April 22, 2025 (Tuesday)
Third Term Result	April 23, 2025 (Wednesday)

Fourth Term	
Classes Commence	April 1, 2025 (Tuesday) - 1 st Half Student Registration
Mid-term Exam (Classes suspended)	May 05-09, 2025 (Monday – Friday)
Classes Resume after Mid-term	May 12, 2025 (Monday)
Classes End	May 30, 2025 (Friday)
End-Term Exam	June 02-05, 2025 (Monday - Thursday)
Term Moderation	June 26, 2025 (Thursday)
Fourth Term Result	June 27, 2025 (Friday)
<p>June 15, 2025 to December 31, 2025 (6 Months) FIELD PROJECT WORK</p>	

Revised: June 03, 2024