

SILVER OAK

Program of PGDM

Academic Manual

September 2023

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PROGRAM OF PGDM

ACADEMIC MANUAL

1. Program Structure:

- The structure of the Program is appended separately [Annexure-1]. It is divided into 6 [six] trimesters and an additional trimester equivalent of Summer Internship between the 3rd and 4th trimesters. Tentatively each trimester has academic courses aggregating to 16 or 17 credits. The internship is assigned 8 credits; the duration of the internship will be 12 weeks and it will be monitored by a faculty-guide as well as the industry-guide. The program will have a total of 109 credits and duration of 90 weeks including a Summer Internship.
- Most of the elective courses will be offered in Trimester 4, 5 and 6. All core courses will be offered in Trimesters 1, 2 & 3. A tentative list of elective courses is shown along with the program structure. The elective streams currently considered are Marketing, Finance, Human Resources and Business Analytics. The offerings will change with the changing market conditions, student preferences and resources availability.

2. Pedagogy:

- The pedagogy will consist of a judicious mix of lectures, presentations, case discussions, tutorials, Labs, projects, internship etc.
- In all quantitative courses, students would be trained to use computers to formulate problems and explore solutions.
- In descriptive/qualitative courses, discussions would be based on cases to enable the students grasp the relation between concepts and real-life situations.

3. Evaluation & Grading

- The broad pattern of evaluation pursued in the program shall be:
 - Terminal Examination 40 % marks

- Internal Evaluation 60 % marks
- For Internal Evaluation, faculty is given two options:
 - Conduct 5 quizzes of 40 minutes duration each at regular intervals of 2 weeks. Of these, best 4 can be considered for computing the Internal Evaluation of 60 %
 - Conduct more than 8 to 10 Quizzes of shorter duration at regular intervals every week or evaluate every class assignment being held manually or on computer. This is possible where the number of case discussions is large or where extensive computer-based assignments are held. In each of these situations the number of evaluation components must be 10 or more; of the number of evaluation components held, marks of the best 80% shall be counted and normalized to arrive at the Internal Evaluation of 60 %.
- The marks obtained in Terminal Examination [out of 40 marks] and the Internal Evaluation [out of 60 marks] are added to obtain scores out of 100. The total marks are converted into letter-grades as per the principles of Relative Grading. The various grades and the cut-off limits are presented in the Table below:

Relative Grading System			
Grade	Lower Cut-off Limit	Upper Cut-off Limit	Equivalent Grade Point
A+	Mu + 2.5 Sigma	100.00 %	10
A	Mu + 2.0 Sigma	Mu+ 2.5 Sigma	9
B+	Mu + 1.5 Sigma	Mu+ 2.0 Sigma	8
B	Mu + 1.0 Sigma	Mu+ 1.5 Sigma	7
C	Mu – 1.0 sigma	Mu+ 1.0 Sigma	6
D	Mu – 2.0 Sigma	Mu - 1.0 Sigma	4
E	0.00%	Mu - 2.0 Sigma	2

NOTE: 'Mu' signifies the class average of the marks obtained by students in a specific course and 'Sigma' signifies the Standard Deviation of the marks in that course.

- A student's performance in a course will be graded on complying with the following pre-conditions:
 - The student has completed the course satisfactorily complying with all the academic requirements:

- He/she has attended the classes to the satisfactory level stipulated in this Manual in different paragraphs under Absenteeism and Attendance [namely minimum of 60%].
- He/she has participated in the Internal Evaluation of the course as stipulated in the trimester where he has undergone the course.
- He/she has appeared for the Term-end exam for the course in the stipulated manner.
- In case he/she has not complied with the above as stipulated in the Manual, the overall participation of the student in the course in that trimester will be considered incomplete and hence his/her performance in the said course, in the said trimester, would be treated as incomplete. He/she would be awarded “INCOMPLETE [INC]” status in that course, in that trimester.
- He/she shall retain the option to re-register for that course in an appropriate manner, in the Summer Term, or in an appropriate trimester and try to complete the course to become eligible for the award of the diploma.
- The grades obtained by a student in the different courses of each trimester are converted into the GPA [Grade Point Average] of the student in that Trimester as the weighted average by using the credits of each course as weights. As the student progresses through the Trimesters, he/she gathers GPA-1, GPA-2, GPA-3 etc. for each trimester. These individual GPAs are combined into CGPA [Cumulative Grade Point Average] of the student, representing his/her overall academic performance in the total program through appropriate computations.

4. Attendance and Absenteeism

- Normally a student is expected to maintain 80 % attendance in each course.
- In Exceptional situations [like prolonged medical conditions etc.] the minimum attendance can be relaxed to 60 %. Such a relaxation can be considered based on documentary evidence, application and the Institute getting convinced about the matter.
- A student failing to achieve 60 % attendance in any course, irrespective of exceptional circumstances, will NOT be eligible to appear for the terminal exam NOR will he/she be eligible to be graded in that course. The only

option left for the student is to register for that course at the earliest subsequent offering.

5. Make-up for missing exam/s

- For Internal Evaluation components, there will be no make-up. The components will be held as per schedule only. No changes in schedule nor any make-up will be available under any circumstances. The policy of considering only the best 80% of the total number of evaluation-components conducted should take care of normal illnesses, social functions, etc.
- In the case of terminal exam, make-up can be requested for exceptional circumstances like chronic illness/hospitalization/ unavoidable circumstances. Such requests should be received by the institute either before the exam, or on that day or within 24 hours of the exam positively, with documentary evidence to support the case.
- Such make ups will be held within 2 to 4 weeks of the completion of the exam.

6. Movement from one Trimester to the Next

- Movement from Trimester-1 to Trimester-2 and Trimester-2 to Trimester-3 will be unhindered and automatic.
- A student can move to the second year [or to Trimester-4] of the program only on fulfilling the following conditions:
 - He/she has completed and has been graded in all the courses of trimesters 1,2 & 3.
 - He/she has obtained a CGPA-3 [CGPA after Term-3] of 4.0 or more. [This condition is applicable after the student has gone through Summer Term for Remedials, wherever necessary.]
 - He/she has completed and obtained a grade of C or higher in the Internship Program.
 - He/she has not accumulated more than 2 [two] D or E grades in all the three trimesters together. [This condition is applicable after the student has gone through Summer Term for Remedials, wherever necessary.]

- He/she has obtained satisfactory proficiency/grade in each of the non-credit courses.

7. Remedial for Vulnerable Grades.

- Grades D and E are considered vulnerable/poor grades and hence Remedials are available to the students to improve these grades subject to the following conditions:
 - The remedials are offered in the summer along with the summer internship.
 - A student is eligible to register into the Summer Term if,
 - his/her CGPA-3 is less than 5.5.
 - he/she has 1,2,3,4,5,6 vulnerable grades [D or E].
- If the student has more than 6 vulnerable grades, he/she is advised to register to the program along with the next batch in those courses where he/she has vulnerable grades.
- In the Summer Term a student can register for maximum of 4 vulnerable courses.
- Summer Term is not open to everybody and anybody who has vulnerable grades. It is open only to those students whose academic performances are marginal as observed through vulnerable grades described in earlier paragraph.

8. Summer Term for Remedials:

- The object of the Summer Term is to help students who have gone through the regular instruction process but have not completed courses of study satisfactorily. This is not designed as a replacement for the regular academic processes planned through the academic year.
- Eligibility:
 - Students after completing the first three terms have failed to get a CGPA of 5.5 or above and have vulnerable grades of 1,2,3,4,5 or 6.
 - Students who have more than 6 [7 or more] vulnerable grades are not eligible for the Summer Term. They should register for the regular program in the subsequent offering.

- Summer Term is available only in those courses where the student has gone through the regular process of instruction, evaluation and grading but has not been able to get satisfactory grades.
- A student can register for a maximum of 4 courses in the Summer Term.
- Process of Summer Term:
 - Immediately on registration, the student is assigned to a faculty member for a course he/she has registered in. If he/she has registered for more than one course, he /she will be assigned to one faculty for each course.
 - The course of study in each course is divided into 4 [four] segments by the faculty and 2 weeks are given to the student for each segment. The faculty would decide to conduct assignment/test at the end of each such segment.
 - After these four assignments/tests are completed, the student will have to appear for an examination similar to the term-end examination in each course.
 - The marks obtained in the assignments/tests would be aggregated to 60; the marks in the term-end exam would be 40. These marks are added to make the overall marks in the course to a total of 100.
 - The marks so obtained would be converted into an appropriate grade using the cut-off limits of the course where the student had failed to obtain a satisfactory grade.
 - The student would be eligible for a maximum grade of C only since the Summer Term is designed to enable him/her to improve the grade in the course so that he /she is eligible for the diploma.
 - Students who go through the Summer Term and improve their grade/s would not be considered eligible for scholastic prizes/awards etc.

9. Summer Internship:

- Summer Internship Program [SIP] is designed to enhance the industry exposure of the students. This program also helps the student gain self-

- confidence in working together and imbibing leadership capabilities in work situations.
- Eligibility for SIP: A student becomes eligible to participate in the SIP of the Institute if,
 - He/she has completed the first three trimesters satisfactorily and has obtained CGPA-3 of 4.0 with less than 2 [two] vulnerable grades.
 - If the student has few vulnerable grades, then he/she will be considered provisionally eligible for the SIP if he/she has registered for the Summer Term of Remedials simultaneously.
 - When a student is registered for the Summer Term of Remedials, he /she would become eligible to move to Trimester-4 only if he /she satisfies the criteria for movement to Trimester-4 as per para-6 above.
 - Process of SIP:
 - The SIP is a 12-week program held in summer at an industry workplace under the supervision of the industrial organization.
 - The Institute will organize the SIP. If the student, through his/her resources brings a proposal for summer internship, such proposals would have to be verified and approved by the Institute.
 - The student is expected to work with the organization like any other employee of the organization, under full regulations of timing, attendance, integrity, decorum, and discipline, for the stipulated period of 12 weeks.
 - The student shall work under the guidance of the industry-guide primarily and shall simultaneously report to the faculty-guide assigned to him for the period of SIP through weekly diary /reports.
 - The faculty guide shall endeavor to interact with the industry guide every three weeks to monitor the performance of the student and to sort out any problems/inconvenience that he/she may be facing at the workplace.
 - The student must submit reports to the faculty-guide as under:
 - Initial/Joining Report: Within 10 days of commencing work.
 - Diary-notes: Every Saturday about the activities /work done at the workplace; through mail. Briefly in bullet points.

- Interim Report: Report on work done for the first 6 weeks. To be submitted to the faculty-guide latest before the end of 8th week.
- Final Report: Report on work done for the 11-week period. To be submitted to the faculty-Guide before the end of the 12th week.
- More specific details will be made available to the students at the commencement of SIP.
- The performance of the student will be evaluated jointly by the industry-Guide and Faculty-Guide. This evaluation will be graded as per the grading system.
- Satisfactory completion of the SIP is pre-requisite for movement of the student to the Trimester-4 in addition to the academic requirements.

10.Choice of Electives

- Objectives: Management is a multi-disciplinary domain of study – like Marketing, Finance, Human Resources, Manufacturing, Information Technology etc. It is desirable that a student of management gets a foundation in all the areas and over and above that he/she may specialize in certain specific areas so that he/she can become eligible for higher competencies in those areas.
- When offered: Generally basic courses covering the core areas of management will be offered in the first three trimesters; specialized courses in the form of electives will be offered in the last three trimesters [the second year]. This ensures that the student can absorb the knowledge and skills envisaged in the elective courses optimally.
 - Electives streams are identified based on the market trends, student interests, and student aptitudes.
 - Information regarding elective options is given to the students by the end of 2nd trimester. Faculty members offer a series of counseling sessions to educate the students about the career/professional prospects, the skills and aptitude required to pursue each stream, the contents of the elective courses etc. these sessions would connect the core courses studies by the students

to respective elective streams and the aptitude/ proficiency required to pursue specific career streams.

- Based on these inputs individual students begin to make his/her choices. He /she would be counseled by faculty and other counselors at every stage. The final choice of electives is to be made by the students by the middle of Trimester-3.
- Students are advised and encouraged to choose their summer internship in sync with their elective choices. This helps them enhance their skills and knowledge in the elective stream chosen by them.
- As per the Program Structure, there are 3[three] elective courses in each of the trimesters of the second year aggregating to 9 [nine] elective courses. It is not expected that a student would take all these nine courses in a single elective stream. The diversity of student interests also demands that elective choices should vary.
- Students are encouraged to take 5 [five] or more electives from one stream and the rest can be from one or more streams. In such a situation, a student is said to be majoring in one stream with minors in other streams.
- Offering an elective course will depend on a minimum threshold number of students [say 10] opting for that course. The threshold level is decided by the Institute below which it would be infeasible to offer the course. The feasibility of offering a course is determined by the availability of faculty and other infrastructure facilities within the system.
- In exceptional circumstances a student may be allowed to take up an elective course even when the number of students opting for the course is far below the threshold level; such an option is called a Course of Independent Study [CIS].
 - Under CIS, the course structure is not pre-determined; it would be driven by student interest.
 - For this reason, a CIS is permitted only to a student who has CGPA of at least 7.5 out of 10 at the commencement of the semester.

- Further only one such CIS would be permitted to a student in a trimester.
- A faculty member would be assigned to monitor the student for the CIS.

11. Certification [graduation] in the PGDM program:

- A student would be considered eligible for the award of the PGDM when he/she has complied with the following:
 - He/she has completed all the stipulated courses of study and internship in the stipulated manner.
 - Has obtained a CGPA of 5.5 or more out of 10 covering all the credit courses at the end of the program.
 - Has not obtained more than 4 vulnerable grades [namely D of E] at the end of the program.
 - Has obtained satisfactory proficiency in all the stipulated non-credit courses.
 - Has developed/nurtured/maintained an impeccable conduct and character and ethical behavior towards fellow students/staff/faculty/others as assessed by the faculty members, Director of the Program, and the Board of Governors.
- b. When the student fulfills all the above criteria, his/her name is recommended to the Board of governors who would, after due process, will decide to award the Post Graduate Diploma in Management in the Convocation.

Annexure-1

PGDM: PROGRAM STRUCTURE

	Trimester-1		Trimester-2		Trimester-3	
	Course	Cr	Course	Cr	Course	Cr
Skills	Managerial Communication-1	1	Managerial Communication-2	1	Placement Preparation-1	1
	Computing Skills for Managers-1	2	Computing Skills for Managers-2	2	Introduction to Business Analytics	3
Gen Mgt	Gen. Business Awareness-1	2	Gen. Business Awareness-1	2	Business Environment [Domestic]	2
	Managerial Economics	3			Macro Economics	3
Functional Areas	Organizational Behavior	3			Human Resource Mgt	3
	Financial Statement Analysis	3	Financial Management	3	Business Planning & Enterprise Management	2
	Quantitative Methods-1	3	Quantitative Methods-1	3	Business Research Methods	3
			Mgt of Technology	3	Project Mgt [with software]	2
			Marketing Mgt-1	3	Marketing Mgt-2	3
	Sub-total credits	17		17		22
SUMMER INTERNSHIP [12 Weeks, 8 Credit]						8
	Trimester-4		Trimester-5		Trimester-6	
	Course	Cr	Course	Cr	Course	Cr
Skills	Placement Preparation-2	1				
Gen Mgt	Business Environment-2 [Global]	2	Ethics & Governance	2		
	Business Strategy	3	Mgt Control Systems	3	Leadership & Change Mgt	3
	Legal Aspects of Business	2				
Electives	Elective-1	3	Elective-5	3		
	Elective-2	3	Elective-6	3	Elective-8	3
	Elective-3	3	Elective-7	3		
	Elective-4	3	Capstone Project-1	3	Capstone Project-2	3
	Sub-Total credits	20		17		9
	TOTAL Credits					110

Notes:

1 Credit is equivalent to 11 hours of instruction.
A Trimester will have 13 weeks duration.