



भारतीय प्रबंध संस्थान शिलाँग
Indian Institute of Management Shillong



AACSB
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POST GRADUATE PROGRAM (PGP)

HANDBOOK 2026-28

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1. Welcome Note from Chairperson

Dear Participant,

Welcome to IIM Shillong.

As you join this academic program, please be aware that you will no longer be just a student who will be taught, but a participant who will contribute to the entire learning process, not only as a receiver but also as a provider. This brings in the added responsibility, not only for your own learning but also for the learning of your peers. I am sure that you will not be found lacking in fulfilling this responsibility.

As you being your journey at IIM Shillong, you must understand the program that you have just registered for, the very reason for your being at this place. This handbook will provide you with all the necessary information about the program. It contains the details about the program, the expectations from you as far as the academic standards, as well as general discipline, are concerned, about the usage rules of the Knowledge Center (library) that will be your companion in your quest for knowledge, the regulations related to the hostel – your home away from home for the next two years.

During your journey for the coming two years, the following are some of the units whose support you might need from time to time:

- PGP office: The PGP Office functions under the general supervision of the Chairperson (PGP). The day-to-day affairs are looked into by Mr. Siddharth Jain, Associate Manager (Academics), Ms. Jessyca Laloo, Associate Manager, Mr. Md. Azeem, Assistant Manager. The general office hours are from 9:00 am to 5:30 pm, Monday through Friday. The lunch break is from 1:00 pm to 1:45 pm.
- IT Section: The IT Section functions under the overall supervision of Prof. Debasisha Mishra, Chairperson (IT-Services). The regular issues are looked after by Mr. Zicco Shira, Senior Manager (IT Infrastructure), with the support of Mr. Banteilang Syiemiong, Senior Manager (IT Infrastructure), Mr. Narayan Chhetry, Associate Manager (IT Infrastructure), Mr Ezekiel Wahlang and Mr. Monoj Das, Assistant Manager (IT Infrastructure) of IT Support Staff. The Section functions during office hours on all days including weekends except on declared holidays.
- Knowledge Center: The services of the center are monitored and handled under the overall supervision of the Chairperson-Library, Prof. Sanjita Jaipuria, Mr. Cliff Dkhar, Associate Manager (Library), along with his team.
- Hostel: The day-to-day activities of the hostel are taken care of by the Hostel Committee under the overall supervision of the Hostel Wardens – Prof. Ravi Shankar Bhakat, Prof. Varnita Srivastava, and Prof. Vinay Surendra Yadav.

Please go through this handbook carefully and understand all that is contained in it. During the Introduction Session, I will be happy to answer any of your queries regarding the same. You shall also take the pledge and submit the undertakings on that day.

Wishing you an enjoyable and enriching time at IIM Shillong,

Warm regards
Subhadip Mukherjee
Chairperson (PGP)



2. Honor Pledge of Indian Institute of Management Shillong

Honor Pledge by Participants

I,

A participant member of the IIM Shillong community,
solemnly commit myself today to be honest in all my dealings;
to maintain personal integrity in everything I do;
to strive for excellence in performance;
to contribute to collaborative learning;
to compete to the best of my ability;
but to avoid unethical short cuts and unfair means
even while dealing with high competition.

I further commit myself to respect
the IIM Shillong community's values;
to use the Institute's facilities and resources prudently;
to follow all the rules in force, and
not to condone or collude with any violations by others.

I make this pledge voluntarily as I resolve to be worthy of the membership of the
community.

3. Introduction

This handbook endeavors to provide a brief description of the Post Graduate Program (PGP) in Management and the rules associated with the program. It also lays out the details regarding personal and academic behavior as expected from a participant of this program. **Indian Institute of Management Shillong** (IIM Shillong) believes in an environment based on trust, integrity, honesty, and impartiality. The participants are expected to conduct themselves in a manner that would enhance the image and esteem of the Institute.

4. The Institute

Vision

To become an internationally recognized Institute with a global outlook grounded in Indian values

Mission

To generate and disseminate knowledge in all aspects of management education for sustainable development and to develop innovative leaders with strong ethical values.

Objectives

- To impart all-round education to meet the demands for well-trained, high caliber, innovative, socially responsible, environmentally conscious, and compassionate management professionals
- To undertake conceptually and applied research with a multi-disciplinary approach
- To enhance the skills, competencies, and decision-making abilities of the practicing management professionals through continuing management education
- To provide consultative services for addressing management issues and challenges of organizations
- To train the people of the North-Eastern Region of India to enhance their employability and entrepreneurial capabilities
- To collaborate and establish linkages with organizations or institutions for mutual enrichment

Logo

The Institute logo draws its inspiration from nature. The portrayal of the sun with its rays spreading across the half-circle gives a feeling of progress and light. The curves in yellow represent the mountain, where the Institute is situated. The blue color stands for the sky. The definite linear lines at the bottom of the circle show how

Education, Training, and Motivation can channelize human energy towards positive goals.

5. Introduction to the Program

With a view to help in imbibing a holistic approach towards solving business problems of this new millennium and beyond, IIM Shillong offers a tailor-made two-year Post Graduate Program (PGP) leading to the degree of Master of Business Administration (MBA). The objective of this program is to develop thought leaders for an economically and ecologically sustainable society. The PGP curriculum comprises a blend of core and elective courses. The Institute offers ample opportunities for the all-round development of an individual through a pedagogy structured towards active experiential learning and participant-oriented case methodology. The IIM Shillong curriculum provides a clear career path toward corporate and societal leadership. It includes a number of seminars and a capstone course designed by industry experts and eminent academicians from India and abroad. The Institute regularly updates its curriculum to reflect cutting-edge changes in the business environment and the requirements of society at large.

The Institute actively participates in research activities relevant to the industry through in-house faculty members and collaborative research with similar organizations. One of the most important elements of current research is to focus on issues related to regional development and the impact of business activities on the natural environment. The Institute is mandated to actively contribute to research in economically, socially and ecologically sustainable management systems. In order to foster community participation through active involvement in local area development activities, the Institute encourages participants to engage in local area and community activities to facilitate information exchange and participatory learning. The IIM Shillong curriculum encourages all-round development of participants through self-reflection, and participation in extra-curricular activities in sports, literature and fine arts. IIM Shillong aims to produce individuals with a 'Global outlook with local experience' by providing a mix of learning methodology comprising of classroom teaching, field studies and industry exposure.

6. Program Structure

The Two-year full-time PGP is fully residential. The structure of the PGP primarily aims at providing individuals with ample opportunities to learn time tested management principles as well as current best practices. It also provides an exposure to evolve next generation practices through active interaction with industry on a continuous basis. The structure of the program is blended with core and elective courses spread over six terms in two years. The first year of the PGP has core courses, whereas the focus of the second year is on elective courses from across

different functional areas. These courses are capped by a capstone course, which helps participants to appreciate and develop a general management perspective of organizations.

Each academic year is divided into three terms of approximately three months each. Participants who fulfill all the course requirements of the first year with minimum required grade are promoted to the second year. Participants undergo a two-month compulsory internship with some corporate/organization after the completion of their first year of study.

The second year comprises of elective courses designed to enhance participants' knowledge across the areas of their choice. In addition to the normal individual course project assignments, participants are encouraged to undertake a comprehensive individual research project spanning across two terms in the form of Course of Independent Study (CIS).

The Institute has a Study Abroad and Student Exchange Program and is also in constant process of establishing such programs with other reputed institutes/universities around the world.

7. Academic Grades

a. Ranks

The CGPA calculated for all the six terms for all graded courses is used to decide on the rank of a participant.

b. Medals

The Institute awards the following medals to acknowledge outstanding achievement by participants:

- Chairman's Gold Medal for securing the highest CGPA
- Institute Silver Medal for securing the second highest CGPA
- Director's Gold Medal for best all-rounder
- Institute Medal for positive contribution to campus life
- Shri Rathindra Nath Datta Gold Medal for securing the highest CGPA
- Prof Ashoke K Dutta Gold Medal for best all rounder

Participants requiring more than two years to complete the program are not eligible for these awards.

c. Transcript and Degree Certificate

On successful completion of the program, the participants will be provided with the transcript and the degree certificate during the Convocation.

In the event of loss or misplacement of the Degree Certificate and/or the Transcript, an FIR should be lodged with the concerned police station and a request for issue of duplicate document(s) enclosing a copy of the same should be sent to the PGP Office along with the applicable fees. The fees are currently as follows:

- Duplicate Transcript Fee: ₹ 3,000/-
- Duplicate Degree Certificate Fee: ₹ 5,000/-

The fees applicable for such issuance of duplicate documents will be the one in force at the time of request.

d. Conversion of CGPA to equivalent percentage

The participants are graded against a five-point scale, with options for including plus (+) and minus (-) against some of these to distinguish between shades of performance. If there is a requirement for converting the CGPA to equivalent percentage, the following conversion formula may be used:

$$\left(\frac{1}{2} + \frac{CGPA - 1}{6.66}\right) \times 100\%$$

for all CGPA greater or equal to 1.

8. Scholarships/ Financial Assistance

a. SC/ST/Other Scholarships

Government Scholarships for Scheduled Caste (SC)/ Scheduled Tribe (ST) participants are also available which covers the entire tuition fee and other non-refundable charges. Apart from the above there are also scholarships for Minorities, People with Disability, etc. which do not cover the entire tuition fee.

For eligibility, terms and conditions participants may visit <https://scholarships.gov.in/>. All applications are required to be filled online. In addition, participants of SC category can visit the website of Ministry of Social Justice and Empowerment and participants of ST category can visit the website of Ministry of Tribal Affairs for more detailed information. Participants may also contact PGP Office for the same.

b. Need Based Financial Assistance

If a participant needs financial assistance the participant may apply for the same to Chairperson, PGP.

9. Program Duration

The PGP spans two years, divided into six terms. The academic year begins in June/July and get over in February/March. The participants are also required to complete, in addition to six terms mentioned above, an internship at the end of the

first three terms. If a participant does not complete the minimum requirements for award of a degree at the end of the program, s/he can take one more year (i.e., a maximum of 3 years in total), to complete the program, subject to fulfillment of conditions stated later in this handbook.

10. Program Registration

The participants will have to register at the beginning of each term. The dates for such registrations are notified in the academic calendar, and the participants are expected to comply accordingly. If a candidate fails to register on the stipulated date, he/she will have to pay a fine of ₹ 2,500/- for every one-day delay in registering, up to a maximum of one week. If the participant is late beyond acceptable limits, i.e., beyond one week, she/he will have to drop the term and register in the next academic year. Late registration for the first term will not be allowed under any circumstances. The academic calendar for the first year and the tentative calendar for the second year of the program is placed as Annexure II.

The participant is required to clear the term fees **three days prior to the date of registration** for the concerned term as listed out in the Academic Calendar or as communicated by the PGP Office. Failing to do so will entail a penalty. A late fee of ₹ 100/- per day will be charged for every one day of delay in clearing the dues, if the same is paid within 15 days from the stipulated date. Beyond 15 days, this rate will be ₹ 500/- per day. If the fees are not cleared within 30 days from the stipulated date, the participant may not be allowed to continue the program.

The fees are to be paid only through the online payment portal of the Institute and no other means of payment will be accepted. The details will be provided separately. However, in cases where the fee is paid directly by the banks for participants availing educational loans, other modes of payment as per the rules may be entertained. Partial payment of fees will not be accepted under any circumstances.

11. Fee Refund Policy

- i. A participant may anytime request a withdrawal from the program.
- ii. If a participant withdraws from the program after the program registration and before the commencement of Term 1, the Fee deposited at the time of Program Registration can be refunded on a pro-rata basis.
- iii. In case the participant withdraws post the commencement of Term 1, the candidate would NOT be eligible for any refund.
- iv. However, the Security Deposit amount, Alumni Membership fees would be refunded.
- v. Further, for the Health Insurance premium paid, the refund is possible only if the policy is not already purchased.

- vi. Also, for the 'Non-Academic expenses', Mess advances if paid, the refund of the same would be applicable as per the actuals on a pro-rata basis calculated based on the day from which the candidate is not availing such facilities from the Institutes.

12. Compulsory Courses

- a. “*Sambhav*: The Art of Making it Possible”

This is a series with Industry leaders, wherein they share their own life journey describing the trajectories they have covered. The idea is that an aspiration can be reached, anything can become ‘*Sambhav*’ (Possible) with persistence and resilience. A capability and an attitude mixed into one to stay put and keep trying till one achieves what one desires. And the best way is to locate such efforts is in the stories of those who may have perfected it for themselves and reached levels of accomplishments for themselves and the society. It is important to be aware of such expectations and prepare oneself accordingly for the future. Young participants need to accept that all efforts, however sincere they might be, may not result in ‘success’ the very first time and every-time. Capability and humility to accept failures and learn from them, prepare oneself from these learning, the courage to continue and sheer perseverance are the qualities of a successful professional. The series brings the industry leaders and participants on a platform, where they can listen to the real-life experiences of these achievers, while acknowledging the defeats they may have faced in the game of life, yet they stand tall and accomplished.

These sessions may be delivered over online mode or in person.

- b. First Steps Program (Foundation course on Management): This focuses on providing fundamental inputs on courses taken from multiple disciplines with the objective of bringing all participants, independent of their academic background, to a uniform level. Three introductory courses are offered in this program:
 - a) Introduction to Accounting
 - b) Introduction to Economics
 - c) Introduction to Business Mathematics

Each of these courses will be of 3 sessions, every session being one and half hours.

- c. Core Courses:

The main objective of these courses is to develop a fundamental and conceptual understanding of different facets of business management. These courses are derived from diverse disciplines. They provide the basic theoretical, analytical and qualitative skills for identifying, analyzing and solving problems of business

in particular and of the society in general. They also help the participants in developing an integrated view of organizational and managerial functioning, and in understanding the interdependencies that inherently exist amongst the different organizational subsystems. The participants also become aware of the business and social environment which influences the decisions made in an organization. The first year of study consists only of these core courses. These courses serve as a building block for further enquiry into similar and related areas of management.

These courses are compulsory in nature, and it is mandatory to pass in these courses to be eligible for degree. These courses are taken from diverse areas:

- Economics and Public Policy
- Finance and Control
- Information Systems and Analytics
- Marketing
- Operations and Quantitative Techniques
- Organization Behavior and Human Resources
- Strategy and Liberal Studies

Every participant will have to successfully complete core courses of 88 credits. The list of all core courses that would be offered to the participants of PGP (2026-28) is included in Annexure II.

13. Study Abroad Program and Student Exchange Program

The Study Abroad Program (SAP) is a strategic initiative designed to enhance the academic experience at the Indian Institute of Management Shillong by providing participants with the opportunity to undertake courses at renowned international universities and business schools. This global exposure enables students to gain critical insights into diverse managerial practices, informed by cultural, economic, and institutional differences. The program fosters a broadened worldview and deeper appreciation for international business environments. In addition to academic learning, SAP facilitates meaningful interaction with students and faculty from a variety of national backgrounds—an invaluable networking opportunity that cultivates global perspectives and cross-cultural competencies. As part of the program, participants also engage in curated industry visits in host countries, offering hands-on exposure to international business operations and management systems. These experiential learning opportunities enrich theoretical understanding with practical relevance. Upon successful completion, students receive a formal certificate acknowledging their international academic engagement and the skills acquired during the program.

The total estimated cost of participation, including tuition and accommodation, is approximately INR 2,00,000 per student. However, the exact amount will be communicated in due course. Participants are also responsible for additional expenses such as airfare, food, visa processing fees, insurance, and personal costs. These costs will vary by destination and individual preferences. SAP is optional and typically scheduled during December or January, allowing students to benefit from this immersive experience without interrupting their core academic calendar. In line with its vision for global academic integration, IIM Shillong has established collaborative partnerships with leading institutions worldwide to facilitate internationalization through student and faculty exchanges, joint research initiatives, and academic conferences.

The Student Exchange Program (SEP) is a key component of this effort, enabling Post Graduate Program (PGP) students to undertake credit-bearing courses at partner institutions abroad. Students may choose to participate during Term IV, V, or VI. Likewise, incoming exchange students from partner institutions can enroll at IIM Shillong during any of these three terms, fostering mutual academic exchange and cultural learning. To ensure academic alignment, participants are expected to carefully review course offerings and credit equivalency to avoid duplication or misalignment of content. Detailed information regarding partner institutions, the number of available exchange seats per institute, and campus-specific guidelines will be shared with students in due course. Participation in SEP is selective. Interested students must meet specific eligibility criteria and will undergo a formal selection process. Students are encouraged to consult the Program Office regularly for the latest updates and guidance on both SAP and SEP opportunities.

14. Summer Internship

To ensure overall development of necessary skills among the participants and prepare them for real life assignments, it is compulsory for the participants to undergo an on-the-job training program irrespective of whether participants have past working experiences or not.

Internship is an important and integral part of the PGP curriculum. The Placement Committee, comprising of a group of participants with the assistance of the Placement Officer and the guidance of a faculty supervisor - the Chairperson (Students Affairs, Placement and Public Relations) - will oversee the process of getting Internship assignments for the participants. The internship in the participating corporates/organizations is scheduled at the end of the first three terms in the first year and is approximately eight weeks duration.

The major objectives of the Internship assignments are -

- applying knowledge and techniques acquired in the first year of the PGP and enriching one's understanding, knowledge and skills.

- integrating different facets of organizational activities and developing realistic managerial perspectives based on organizational realities, their mode of functioning and their issues,

Internship Project Report and Presentation

The Internship is a valuable component of the curriculum, and provides the participants with a hands-on experience and an opportunity to utilize the knowledge learnt in classes. To ensure proper utilization of this learning opportunity, the learning needs to be recorded and shared. The Internship report and the subsequent presentation are aimed towards this. The requirement of making a formal presentation about the Internship assignment to the organization and later to the Institute ensures that sufficient rigor and discipline is brought into this exercise.

Internship Report Format - Overview

The internship final report should be a formal document written in prose that summarizes the internship experience. The first-person style of writing is preferred over the third person because the first-person voice is generally more succinct, has gained acceptance in scientific and managerial writing, and is generally more interesting for the reader. The overall document length is not as important as the content of the document. However, the maximum size of the report should not exceed 50 to 60 pages.

Copies to be submitted

Two copies of the Internship report should be submitted, one for the library and the other for the self. Both these need to be submitted to the PGP Office within the stipulated date (to be informed of later). One copy will be returned after the signature from the evaluator. A soft copy of the report, in pdf format, also needs to be submitted.

General Guidelines

All the participants are required to adhere to the following instructions:

- Each participant will have to submit the feedback report from the organization where s/he undertook the internship.
- Each participant will have to submit the project report in the recommended format. The details about the format can be obtained from the PGP Office
- Internship report is an individual task. One cannot submit the same report as the other participant, even if more than one participant had interned in the same project in the same organization.
- The internship report should be properly typed. The report should not exceed 50 to 60 pages typed with 1.5-line spacing, single-sided A4 pages. It should be hard bound.

- The internship report should be submitted in the original, no photocopies will be accepted. Along with two hard copies, the report should also be submitted in a soft copy.
- The internship report should be written using the standard formal level of English. No slang or colloquialism is allowed.
- Participants should stick to the timings for submission of the report. No excuse will be entertained in any case. The participants who fail to submit the report by the deadline will automatically be deemed failed and would be awarded an 'U' grade.

Report Content

The report should contain the following:

- Title page
- Completion certificate from the company/organization
- Acknowledgments
- Table of contents
- List of Tables (required if tables are used)
- List of Figures (required if figures/photos are used)
- Executive summary
- Introduction
- Internship objectives and methodology
- Sector overview
- Company details
- Primary learning and analysis
- The problem statement, Scope of work, Methodology followed, Outcome, Managerial implication
- Conclusion and Recommendations
- Illustrations and Annexure(s)
- Bibliography

Internship Project Presentation

Post submission of the project report, every participant will have to make a presentation in the presence of evaluators, who will evaluate the same. The presentation will be made in the presence of other participants and faculty members. The presentation should be as per the following guidelines:

- Duration: 10 minutes followed by 5 to 7 minutes of interaction
- Content of the presentation
 - A very brief profile of the company

- The research question that the student researched/investigated / studied at the company
- Identification of the research question and the solution/suggested answer(s) arrived
- The major learning's from the Internship. This would carry the maximum weightage.
- Should not contain more than 10 slides.

Details on Internship Process

Participants can obtain compulsory 4.00 credit for 2 months of engagement in the internship program and will receive a letter grade (U to A+) subject to the successful completion of the entire process including its evaluation components. The Summer Internship would be evaluated in 3 phases: Initial Information Report-IIR (10), Pre-final Report-PFR (50), and Final Report & Presentation (40).

The summer internship would follow the following steps:

I. Submission of Initial Information Report (IIR): within 2 weeks

The participants need to submit an initial information report (IIR) (as per the format provided in Annexure III-A) to the PGP Office within 2 weeks from the date of commencement of the internship program.

II. Submission of the Pre-final Report (PFR): within 2 weeks of the commencement of Term IV

At the end of the Internship, the participants need to submit a pre-final report (PFR) (as per the format provided in Annexure III-B) to the PGP office within 2 weeks of the commencement of term IV.

III. Final Report Submission and Presentation:

Within 3 weeks from the date of submission of PFR, the final presentation of the internship would be scheduled subject to meeting the following criteria:

- i. The PFR should contain each subsection as given by the format guidelines in Annexure IV-B (to be verified by the faculty evaluator)
- ii. The pre-final report should maintain a certain quality in terms of the currency of the work done during the internship. Participants would earn scores as per the **evaluation parameters** given in Annexure III-B.
- iii. The pre-final report (PFR) should have less than **20% similarity content** (as per similarity index, Turnitin) to be qualified for further evaluation.

Next, Participants need to submit the final report within one week after the final presentation after the incorporation of suggested changes by the faculty evaluator.

The Evaluation Components of the final report and presentation are provided in Annexure III-C.

IV. Awarding Internship Credit & Assignment of Grades

The participants would be awarded Internship credit upon the satisfactory completion of the abovementioned components and the final report that has been submitted by the participants after the incorporation of suggested changes by the faculty evaluator.

The participants will receive letter grades (between, U to A+) as per their performance in the entire internship process (scores from 0 to 100) and would be reflected as an independent component (independent of CGPA) in their final Marksheet.

15. Elective Courses

The elective courses are offered in the second year to the participants with the opportunity to concentrate on their areas of interest. The endeavor is that the participants graduating from IIM Shillong be equipped with substantial knowledge in those domains.

The faculty members offer a good number of contemporary courses as elective courses. While opting for elective courses, participants will have to meet the requirement of minimum number of credits necessary to qualify for the award of Degree. Subject to fulfillment of necessary conditions, a participant can opt for more than the minimum required number of credits. The aforesaid conditions as well as the modalities for selection of elective courses are detailed in Annexure V. The list of elective courses offered to the participants of PGP (2025-27) is included as Annexure VI. The elective courses which will be offered to the participants of PGP (2026-28) might be different from the one in Annexure VI.

16. Course of Independent Study

The Course of Independent Study (CIS) is an option for participants who want to explore a given topic of interest in depth. The topic might involve several fields of study to find a solution to a managerial problem, and might be, but not necessarily, inter-disciplinary in nature. Participants are also encouraged to take up research problems addressing the Institute's core thrust area of Sustainable Management and address them by providing solutions at the frontier of management theory and practice.

A participant undertaking CIS is expected to gain valuable experience in problem definition, in research, in collecting and collating relevant data, and in undertaking the required analysis for drawing actionable conclusions. CIS thus offers an opportunity for experience well beyond the regular coursework.

The modalities for undertaking CIS are detailed in Annexure VI.

17. Free Standing Courses/Lectures

In addition to the core and elective courses, the Institute may organize free standing courses/lectures for the participants. These will be non-credit in nature. The main objective of the free-standing courses/lectures is to widen the horizon and add new perspectives on business management. These courses/lectures facilitate participants to imbibe new ideas and thereby enable the integration of business management with other streams of knowledge.

Such courses/lectures may be delivered in an online mode or in person.

18. Podium- the Guest Lecture Series

The Institute believes that in addition to the classroom and experiential learning, a comprehensive learning process must include interactions with people who are behind the successes of corporates, businesses and social organisations. Classroom learning and learning from the experience of these people complement each other. What is taught in class and case studies gets effectively validated when they get corroborated by these people who have experienced those and have practically implemented them in their businesses. The 'Podium' series is designed to bring these experiences to enrich the overall learning of the participants. Attendance at the Podium series, which is non-credit in nature, is mandatory.

In the previous years, Podium witnessed the visit of eminent personalities from various business backgrounds sharing their perspectives and experiences. These personalities hailed from various backgrounds like Financial Institutions, Brand Consulting, IT Consulting, Banking, overseas B-Schools, Hospitality, Public Relations, Energy, etc.

The sessions in this series may be delivered over online mode or in person.

19. Course Workload

A four-credit course is expected to require about 90 hours of work by a participant. This includes the time spent in the classrooms. A four-credit course involves 30 contact hours – mostly as class sessions, and about 60 hours of pre- and post-class preparation by the participant. Courses can also have credits of less than four, with appropriately adjusted workload and class sessions. As mentioned above, non-credit courses with workload implications may also be offered.

20. Pedagogy

IIM Shillong strongly believes in equipping budding managers with the latest pedagogical tools, which are largely participant-driven. To realise this, the Institute

follows a judicious blend of classroom teaching, case analysis, simulation, modeling, scenario building, industry analysis, etc., as pedagogy. Active participation in the learning process facilitates the budding managers to acquire knowledge, attitude, skills and a mindset to handle varied and complex business problems successfully.

The pedagogy is such that the participants will –

- acquire knowledge regarding organisations functioning as complex systems which function within a broader social, political and economic environment.
- understand the forces at work and gain mental strength to operate within a dynamic, economic, technological, social, legal and political environment.
- acquire knowledge, balanced in terms of both theory and practice, so that they will be capable enough to conceptualize, synthesize, synthesize and integrate both qualitative and quantitative input.
- become a true leader, giving importance and respect to human resources, human values and business ethics.
- look towards long-term goals of the organization, rather than achieving short-term benefits.
- acquire a theoretically sound, yet operationally useful understanding of the various functions of business management from an integrated system perspective.
- acquire competency for effective ‘decision making’ and ‘problem solving’ skills through the use of analytical tools and techniques.
- put more emphasis on sustainable development of human civilization over narrow business interests.

Accordingly, a combination of appropriate instructional methodologies is employed depending on the nature of the course.

21. Group Projects – A Chance for Growing Together

Working with talented and accomplished peers provides a unique opportunity for accelerated professional and personal growth. Group projects are a major component of most courses and help participants develop and refine their skills in working with diverse groups. The groups are formed from pools of varied disciplines, backgrounds, corporate experience, and career orientations to leverage on the enormous diversity in perspectives.

22. Participant’s Feedback

Towards the end of each term or at the end of a course, the participants will be requested to provide their feedback about the courses they have attended. This is done online; the participants are required to fill in the feedback within certain pre-stipulated time intervals on the corresponding portal. This feedback helps in further

improving the quality of the courses that are delivered to the participants. Many such improvements in the curriculum have taken place over the years based on the participants' feedback. Providing feedback for the course attended is mandatory.

23. Infrastructure and Facilities

The lush green environs of IIM Shillong, surrounded by pine trees, where the 'sound of silence' prevails, provide a perfect ambience for education. The sprawling new 120-acre permanent campus of IIM Shillong, situated at Umsawli at New Shillong, is set amidst natural greenery and is replete with all the facilities to make it a temple of study. The IIM Shillong campus brings a healthy and environmentally friendly atmosphere where mental concentration is spontaneous.

It has a state-of-the-art infrastructure with academic blocks, administrative block, classrooms and the library. It has separate offices to deal with executive education, management training programs and academic research. The MDP office acts as an interface between academia and industry. Also, Dr APJ Centre for Policy Research and Analysis, and The Centre for Community Impact and Engagement for NE (NE-CCIE), formerly known as CeDNER, strive towards developmental and policy-level interventions to assist the North-East India states. The student residences provided are comfortable and conducive to quality living, which offers a favourable environment for learning. The campus has an auditorium for conducting seminars, conferences, cultural programs, students' events and other significant events of the Institute. The angelic scenery, the world-class facilities and the accomplished faculty make IIM Shillong an institute of excellence located in the North-East. Moreover, the IIM Shillong Foundation for Incubation and Enterprises (IIMSFIE) is a Section 8 company.

It is a specialized facility or center designed to support and cultivate early-stage businesses and startups, predominantly but not exclusively in the northeast. IIMSFIE aspires to play a crucial role in fostering entrepreneurship and innovation by offering a variety of resources, guidance, and services to help enterprises flourish.

Within the heart of Shillong city, the IIM Shillong has its Mayurbhanj Campus, which housed the erstwhile summer palace of the Mayurbhanj Kings of Odisha. This campus cradled the Institute, as IIM Shillong started its operation in the year 2007. IIM Shillong moved to its new campus in 2021. While the academic and administrative functions have now shifted to Umsawli, certain student residences are still housed at this campus.

a. Knowledge Center (Library)

The Knowledge Centre (Library) is one of the most modern and tech-savvy libraries in the country. It is envisaged to make the library one of the most vibrant and productive branches of the Institute so that it may keep pace with the global, dynamic

and technologically enabled information age, and meet the expectations of its end users. The objectives of the Knowledge center are:

- To procure, organize and disseminate information in different formats,
- To support and promote the use of rich and diverse collection among the users,
- To preserve and house the collection for posterity, and
- To enhance and support the academic environment by providing seamless access to information resources.

With the above aim in view, within a short span of time, the Knowledge Center has acquired an excellent collection of management related books, journals and non-book materials. It maintains separate collection of Reference Books, Textbooks, General books, Working Papers and other documents, the non-book collection consisting of video cassettes, compact discs, etc. Faculty members make regular requisition of the latest books to add value to the Knowledge Centre and equip it with the latest collection of books. It also has the latest collection of periodicals, magazines and newspapers. The process of updating the Centre with rich collection of both Indian and Foreign Journals is currently on. Journals are available both online as well as in printed volumes. Annexure VII details the e-resources available at the Knowledge Centre.

The varied type of services made available by the Centre, apart from lending, are the Reference Services, CAS (Current Awareness Services), SDI (Selective Dissemination of Information), Information Alert Services (E- Mail Services), Lest-you-miss (newspaper clippings) services, and ILL (Inter Library Loan) services. All the aforesaid online facilities are available through the Knowledge Centre E-Portal of the Institute.

This Knowledge Center is one of the few libraries in the country which is fully automated - the VTLS Library management software with RFID (Radio Frequency Identification) Library Management System is being used for the purpose of housekeeping of library as well as other activities. The RFID technology makes the Circulation of books easier as the end-users can perform the ISSUE and RETURN activities through the KIOSK and DROP BOX machines respectively, using their smart proximity cards. The entire area is covered by CCTV. The technological environment enables the Knowledge Center to serve its clientele in a better, faster and in a more efficient manner. The library cataloguing system is also implemented via OPAC for easy access by the users. The online resources of the Center can even be accessed from outside the campus by the authorized users through an authenticated secure VPN connection /Remote access login and through Username and Password.

The Knowledge Center is the knowledge hub of IIM Shillong, it provides comprehensive access to books, journals, theses and dissertations, reports, surveys covering diverse disciplines.

The rules facilitating the functioning of the Knowledge Center are detailed as Annexure VII.

Hostel

A hostel is like a home away from home for a participant wherein it is expected that each will create and maintain a congenial atmosphere as in one's home. Mutual co-operation and sharing of responsibilities among participants will go a long way in ensuring maintenance and upkeep of the hostel infrastructure. IIM Shillong wishes that every participant makes her/his stay a memorable one and leave a mark for their posterity to look back in pride with a feeling of belongingness.

A participant when admitted to PGP program first year, gets accommodation in either Nongthymmai or Umsawli campus. The distance between two campuses is around 12 kms. First year Nongthymmai participants travel to Umsawli campus for classes and all major activities by buses. All participants will be accommodated in single rooms. Room allotment will be done randomly. Please note that washroom facilities are shared, with separate washrooms designated for male and female participants. All the hostel rooms are equipped with curtains, a bed, mattress, and an almirah for each participant. Each room has one table and a chair. Hostels have internet facilities and have ample space for various sports and recreation activities. A one-time welcome kit consisting of a bucket and a mug is provided to all residents while joining the course.

Utilities like water filters for drinking water, fire extinguishers, etc. are available on each floor of the hostel blocks. The hostel campus is a fully Wi-Fi enabled zone, while the rooms are provided with wireline network connectivity. Waste disposal facilities and housekeeping for all common areas are provided for the hostels. The institute provides compulsory mess facility managed by an outsourced agency with an elected student body having a say in deciding the menu and managing the mess efficiently as well as in maintaining cleanliness and hygiene in the mess premises. The Institute plays a facilitating role in ensuring a comfortable stay for the participants within the scope of its limited infrastructure, as it is functioning from two campuses.

The hostel rules and regulations are included in a separate document.

1. Assessment of Required Accommodations for differently abled participants

- i) A form seeking information regarding accommodation required will be sent to the respective participant once s/he accepts the admission offer, i.e., prior to joining the Institute. This will help with any advance preparations such as modification to the hostel room etc.

- ii) Accommodation requirements (both academic and non-academic) are assessed at the beginning of the first term, and required accommodation is provided throughout the participant's stay at IIM Shillong.
- iii) The requirements of participants are shared with other offices (PGP, PhD PGPEX, hostel, estate, etc.) and coordinated by the CoDAS. CoDAS will monitor the extent of the support provided to the concerned participants.

2. Stay at IIM Shillong

- Sensitization sessions on disability for faculty, staff members, and participants will be conducted.
- Physical access to campus facilities, including classrooms, library, hostels, canteen, eating places, and common areas used by participants will be facilitated.
- Classes and exams will be held in accessible classrooms.
- Wheelchair will be provided if required.
- Suitable accessible rooms with suitable bathrooms will be provided at the hostel.
- The hostel office will be requested to arrange for friends to be accommodated in rooms close to the participant if required.

IT Section: The IT Section functions under the overall supervision of Prof. Debasisha Mishra, Chairperson (IT-Services). The regular issues are looked after by Mr. Zicco Shira, Senior Manager (IT Infrastructure), Mr. Banteilang Syiemiong, Senior Manager (IT Infrastructure) and Mr. Narayan Chhetry, Associate Manager (IT Infrastructure). Additionally, Mr. Ezekiel Wahlang, Mr. Hunrangbah Pohshna, and Mr. Sukhel Sing Rani make up the IT Section's dedicated Team of Technical Assistants (IT). The Section functions during office hours on all days including weekends except on Institute's declared holidays.

Information Technology Infrastructure

IIM Shillong provides state-of-the-art Information technology and communication infrastructure. The Institute is connected with a high-speed optical fiber backbone with redundancy. The campus LAN is supported by both wired and wireless infrastructure with enhanced security features making sure that one stays connected to the world, as well as enabling access to institute's academic as well as management resources. The wired infrastructure is built over robust equipment having enhanced security features with stack technology that supports up to 1 Gbps to each user node. The Wireless infrastructure is equipped with access points supporting the latest 802.11ax (Wi-Fi 6) technology, enabling up to 5 Gbps of speed. High-speed Internet connectivity through the above is thus available across the campus, in all classrooms, offices, meeting areas, all student as well as faculty and other employee residences.

The gateway to the outside world is built in the form of 1 Gbps Internet leased line connection provided by the National Informatics Center (NIC) under the National Knowledge Network (NKN). The redundant connection to NKN network is provided by an additional link of 1Gbps from another ISP.

Interaction with resource persons from outside world is facilitated through high resolution video conferencing using IP network. To support the software requirements of students, the Institute has a campus agreement with Microsoft, whereby licenses for the latest versions of the operating system and office productivity tools are provided to each participant. In addition, licensed versions of reputed antivirus programs is provided to all laptops in the campus. This, in turn discourages piracy, which is in line with the Institute's endeavour to nurture managers with ethics.

IIM Shillong has deployed a robust open-source online Learning Management System (LMS) which takes care of online course material, online assignments, online quizzes, web conferencing, etc. Unlike many other institutes of the country, the Institute has developed in-house capacity to manage and augment these services. The LMS is actively used for identifying and assessing student and Institutional learning goals, tracking progress toward meeting those goals, and collecting and presenting data for supervising the entire learning process. This system is also integrated with anti-plagiarism software to check the originality of the submitted assignments. It is further integrated with Safe Exam Browser (SEB) to carry out e-assessments like quizzes, exams, etc. in a sanitised environment.

The Institute classrooms are designed to become a stage for intellectual and interdisciplinary collaboration, creativity and critical thinking. A strong technological infrastructure equipped with proper instructional technologies facilitates a culture of innovation, experimentation and intellectual freedom aimed at grooming responsible managers for tomorrow. All classrooms are aesthetically designed and equipped with high-tech infrastructure for both offline and Hybrid model; each classroom has an interactive white board with Internet connectivity which relieves the participants from jotting down class notes, and instead helps them in concentrating on the discussion. The class jotting on the board can be mailed to the email accounts of the participants and/or uploaded on the LMS after the class. The classes are also provided with high-speed wireless internet connectivity, so that necessary literature from different databases can be downloaded to enhance classroom discussion. The classrooms are also provided with microphone facilities and a good sound system. Further, the IT Team of the Institute is also working on an R&D Model and is trying to collaborate with interested partners to come up with an immersive classroom experience using cutting-edge technology with futuristic aesthetic designs.

In order to facilitate Institute IT Services and Applications, the Institute is equipped with state-of-the-art customized Modular Data Centre with Inbuilt redundant Power,

Cooling and Monitoring system. Various Application like the Learning Management System, E-Office, E-Portal etc. are running on a hardware-independent server using latest Server Virtualisation.

Software Applications

Online Admission System:

IIM Shillong has been running an 'Online Admission System', thereby computerizing the admission management system structure, its related operation, and functionality. From the very inception of the Institute, the student-facing activities related to admission is totally managed online, without any paper communication involved. While the process of evaluation of the candidates was conducted over pen and paper mode, this part has also been computerized from this year's admission process. The system so developed provides support to the administration and to admission-seeking candidates, by providing a faster, transparent, and easy way of maintaining records and utilising them for reference and further proceedings.

Online Recruitment System:

The Institute has been running the 'Online Recruitment System', computerising the Recruitment management system structure for vacant positions (Faculty and Non-Faculty) in the Institute. This was implemented to ease the application process for job and career-seeking candidates by providing a faster, transparent, and easy way of sharing their data - both personal and professional. It also helps the backend office to collate these large applications from many prospective applicants for screening and shortlisting purposes internally.

Enterprise Resource Planning

Academic Module: The Institute has implemented the Online Learning and Teaching OLT ERP, which maintains student profiles, automatically schedules the timetable based on information provided, conducts online exams, registers daily attendance of students, Faculty feedback on course delivery, including content and style, selection of elective or specialization (optional) courses, an automatic dumbbell relative grading system, etc.

Fee Module: This module defines the fee structure for all academic and non-academic programs of the Institute., defines the Fee acceptance mode, i.e, RTGS, Payment Gateway, etc., The Fee module also takes care of issuing of receipts and generating relevant reports- List of defaulters, Late payment Charges, head-wise distribution of fee received, and many more.

Store & Inventory Module: It is a comprehensive store and inventory management system. It facilitates receiving goods from vendors with stock entries, the Institute's Stakeholder's requisition and issues cost head-wise reporting.

HR & Leave, Attendance: The leave management system allows for electronic leave applications with approval and leave requests. The attendance system of the Institute's stakeholders is maintained, whereby integration with Biometric system is also possible.

Payroll: It is very simple, flexible and user-friendly Payroll Management software that takes care of the requirements relating to accounting and management of employees' Payroll.

While the Academic Module, the Fee Module, the Stores & Inventory Module have been implemented and are fully functional, the HR & Leave, Attendance Module, and the Payroll Module are currently under implementation, and are expected to be functional by the start of the next financial year.

Samarth eGov Suite: The Institute is also exploring "Samarth eGov Suite" which is an initiative by the Ministry of Education, under the National Mission on Education through Information and Communication Technology NMEICT-II (now NMEICT-III), intending to enable the universities and Higher Education Institutions (HEIs) through a digital framework for planning, management, delivery, and monitoring of services for students, staff, and other stakeholders. Under the project, the HEIs are provided with a fully managed, cloud-based, comprehensive ERP that is custom-built for HEIs in the country.

E-Office: The Institute is in the process of digitizing manual handing of physical files into a digital workplace that will pave the way for efficient and open governance by streamlining workflow processes and making them paperless. This system involves all file movement stages, including the digitisation of inward correspondence, creation of files, movement of correspondence and files, electronic signing of notes and drafts using Digital Signature Certificates (DSC), eSign, and finally, the archival of records. This, along with the ERP modules, envisages enhancing the openness of the governance system of the Institute, providing a totally transparent and efficient system to all its stakeholders.

Other Software:

Apart from the above infrastructure, the Institute also maintains a few software programs for internal management of its IT systems. These include a ticket management system and an IT Asset Management System.

Ticket Management System: This application allows the stakeholders of the institute to open an online ticket relating to many in-house services or maintenance on the campus. This relates to raising and managing tickets for various IT related services/support and Engineering services (Civil & Electrical). More services are being added to the bouquet for efficient management and data generation for institutional learning.

IT Asset Management System: The Institute has also implemented an open-source application for maintaining the various IT equipment in the Institute. The details of every IT equipment is recorded by Product/ Serial no., make/model no., date of purchase, issued to etc., so that tracking of each equipment is easily possible.

Biometric Attendance System: The Institute has implemented a biometric attendance system for taking the students' daily class attendance. The biometric devices are handheld and can be circulated inside the class for students to register and mark their attendance for every class. These devices are equipped with a customised app with a proper reporting system for the Program Office.

The Institute also has an Online Telephone Directory, a Network Monitoring system for the campus network, plagiarism software, surveillance, and In-house Photo Archiving Repository accessible by all the stakeholders of the Institute, infrastructure to host in-house live webcasting of Institute events. The institute also maintains an Intranet portal hosting all academic and administrative related information for use by various stakeholders of the Institute.

Identity Card

The Institute uses smart cards as identity cards for its stakeholders. Apart from being a proof of identity, it is used in the knowledge center for automated issue and return of books. The self-help kiosks at the Knowledge Center use these cards to ascertain the identity of its holder.

A participant should invariably carry the Identity Card issued by the Institute at all times, whether on campus or outside, failing which they will be barred from entering the Institute and using its facilities. In case of loss of the Identity Card, a participant has to lodge an FIR with the local Police Station. A duplicate Identity Card will be issued after submission of the copy of FIR to the PGP Office.

Other facilities

For healthcare needs, there is a Wellness Center within the campus. The Wellness Center is open from 9:00 a.m. to 7:00 p.m. on weekdays (Monday through Saturday). Medical consultation from the Institute's doctor is available 24×7 on call. The Wellness Center is also visited by a Consultant Clinical Psychiatrist, who is available for counseling.

State Bank of India has an extended branch at IIM Shillong campus to assist in the banking needs of the residents.

24. General Rules

- The Institute attaches utmost importance to strict integrity, honesty and general conduct of the participants. Any violation of the above will lead to disciplinary action.
- Case-based teaching methodology is widely used at the Institute. Based on the requirement of the organizations from which cases are collected, case names and data are frequently disguised. Participants should ensure that the confidentiality of the data obtained for educational purposes is not violated in any way.
- Participants are not permitted to run any commercial venture inside or outside the campus. They are also not permitted to associate/help/advise any organizations on a commercial basis in their individual capacity.
- No mobile phones, laptop computers or any other similar device will be allowed inside the classroom or examination hall unless specifically required for the course, or prior permission for the same has been obtained from the instructor(s). A breach of this will be considered as academic indiscipline, and the following penalties will be imposed on the participant:
 - The concerned device will be confiscated, and s/he will be fined ₹ 10,000/-
 - S/he will be debarred from receiving any scholarship or award, membership in any committee or club, participation in any competition, etc.
- The participants are required to sit in their pre-assigned seats whenever assigned, in the classrooms. Not doing so will be considered as a breach of discipline. If a different sitting order is required for the pedagogy employed, the concerned instructor will inform the same to the participants.
- Without the consent of the concerned authority, tele and video recording of any event in the campus and putting the same in the public domain is strictly prohibited. Any violation will entail strict disciplinary action.
- A participant who leaves or is asked to leave the Institute must immediately vacate her/his accommodation. She/he needs to clear all dues from all departments/sections/clusters of the Institute within 30 days, failing which she/he will not be entitled to any kind of refund. The process of obtaining necessary clearances from different sections of the Institute is provided in Annexure X.
- Participants must take all care to ensure the correctness of information while making declarations at any point of time in the Institute. A wrong declaration may lead to termination from the program.
- Participants are expected to maintain class decorum and sanctity and should be properly dressed within the campus.
- No eatables are to be carried into the classrooms. Participants are not allowed to take tea, coffee or any kind of drinks within the class.
- Smoking is strictly prohibited in all academic and common areas of the Institute.
- **In case anyone is found using or in possession of narcotics, she/he will be summarily expelled from the program.**
- **Submission of forged/falsified documents at any stage during the program will entail rustication from the program.**

- Participants are not permitted to deal with the Institute employees, including contract workers, directly, except for official activities. In case of any complaints regarding workings/behavior of such employees, the same should be reported to the administrative heads concerned.
- **Ragging of incoming participants by the senior batch, in whatever form, is strictly prohibited. As per the instructions from the Government of India, strictest action will be taken against any incidence of ragging (Annexure XI).**

The above rules will also be applicable for online sessions, except those that specifically involve physical classrooms and/or hostels.

25. Attendance Policy

The Institute insists on regular attendance in classes. It is mandatory for all students to be regular and punctual for their classes. Unauthorized absence from class/Institute and/or unpunctuality will be considered a breach of discipline and the Institute will be free to take appropriate action in such cases. Students are expected to prepare for the classes, as per the schedule provided by the instructors. Habitual lack of preparation will be viewed seriously.

Attendance will be taken by the instructor directly and participants should be attentive at the time of attendance to get their presence recorded in the attendance sheet. Failure to fulfill the requisite of attendance will result in the participant being debarred from appearing in the End Term Examination of the respective course, or their evaluations for the said course not being considered.

However, under extraordinary circumstances participants may obtain leave of absence. The following rules and procedures need to be followed for the purpose:

- Participants going out of station or to their local guardian for an overnight stay must obtain prior permission from the Chairperson PGP/Chairperson Student Affairs/Hostel Warden as explained in Annexure VIII. In case of any breach, disciplinary action will be taken against the participant to the extent of debarment from appearing in the examinations.
- In case of absence due to illness, a medical certificate issued and/or countersigned by the Institute Medical Officer, along with a written application, must be submitted to the PGP office within 3 days of joining classes after illness. No participant shall be allowed to continue the program unless the medical fitness certificate, duly endorsed by the Institute Medical Officer, is submitted within the stipulated time.
- Before applying for leave, a participant should contact the course instructors to ensure that no term evaluation (quizzes, examinations or any other evaluation components) is missed during the leave period. The PGP office or the concerned faculty member(s) will not be responsible for the participant losing any segment

of the evaluation on account of her/his leave. However, for approved leaves, the process laid out in Section 24.5 will be followed.

- Each participant is expected to attend all the sessions. A minimum attendance of 85% of classes in each course is mandatory. However, if they cannot maintain the required minimum attendance percentage on account of illness or due to participation in competitions/committee assignments (with prior permissions), then they must ensure that they have at least 75% attendance. If a participant does not have the aforesaid minimum percentage, her/his final grade for the given course will be downgraded by one letter grade for every class missed beyond the maximum permitted absence (subject to a minimum of D provided the participant has got at least 50% marks in the said course). However, if a participant does not have 60% attendance in any particular course, s/he will be awarded an “I” (Incomplete) grade and may not be eligible for promotion/ placement/award of degree in that academic year, as the case may be. Participants who are given an “I” grade may have to repeat that course/term in the following academic year and may be eligible for promotion/placement/award of degree only after successful completion of the course/term in the following academic year.

Note: Leave will normally not be granted for more than three consecutive teaching days, except due to illness.

The above policy is also applicable for online classes. Thus, any participant who fails to attend any online session will be marked absent; s/he would require to apply for leave of absence in case s/he is unable to attend certain sessions.

26. Evaluation and Grading

The academic performance evaluation system is a means for promoting the learning process and is designed to assess the ability of the participant to apply knowledge for problem-solving and increasing organizational effectiveness. The evaluation is a continuous process and is based on assignments, quizzes, project works, seminar presentations, viva-voce, mid-term tests and end-term examinations.

a. Evaluation

The objectives of evaluation are:

- Motivate participants to achieve academic excellence by providing necessary feedback on their relative performance.
- Ensure that minimum academic standards are attained.

All the components of evaluation are aimed at evaluating participants’ analytical skills. They are evaluated of their understanding of the subject and not their ability to memorize ideas and concepts.

Evaluation of a participant in each course will comprise of the following:

- **End-term Examination:** of 2 hours duration (for full credit course) and constituting not less than 40% of the total marks (for half credit course, the instructor may restrict the duration to 1 hour at her/his discretion);
- **Continuous Evaluation:** comprising of test(s), quiz(zes), project assignment(s), class participation, take-home assignment(s), etc., constituting not more than 60% of the total marks. The core courses will mandatorily have mid-term examination as one of the constituents under this evaluation component.

In addition to the end term examination, courses of half credit will have at least two components of evaluation, while courses of one credit will have at least three components of evaluation.

The weightage of any single component of Continuous Evaluation will not exceed 40%. Individual evaluation (as against group evaluation) components should constitute at least 50%. Weightage for class participation, if provided, should not exceed 10%.

An instructor shall necessarily use written examination(s) for end term evaluation of core and elective courses. In addition, the instructor may select, as part of continuous evaluation, from among the following or other evaluation methods:

- Class Test
- Quiz (announced or un-announced)
- Project Assignment/Case Discussions/ Article Review
- Class Participation (may include attendance, class preparation, participation, etc.)
- Oral Examination
- Take-home assignments/tutorials
- Research article review/discussion

b. Code of Conduct during Evaluations

The Institute has zero tolerance for use of unfair means during any evaluation. Examples of unfair means include, but are not limited to, the following:

- **Cheating:** using or attempting to use unauthorized assistance, material, devise, or study aids in examinations or other academic work or preventing, or attempting to prevent, another from using authorized assistance, material, devise, or study aids. Example can be use of cheat sheet in quiz or exam, carrying and/or using mobile phone during quiz or exam, altering a graded exam and resubmitting it for better grade, etc.
- **Plagiarism:** using the ideas, data, or language of another without specific or proper acknowledgement. Example can be copying another person's (including of seniors') paper, article, or computer work and submitting it for an assignment, cloning someone else's ideas without attribution, etc.
- **Fabrication:** submitting contrived or altered information in any academic exercise. Example can be making up data for any analysis, citing nonexistent articles, etc.

- Multiple submissions: submitting, without prior permission, any work submitted to fulfill another academic requirement
- Facilitating academic dishonesty: knowingly helping or attempting to help another to commit anything that comes under the purview of using unfair means
- Unfair advantage: attempting to gain unauthorized advantage over fellow participants in an academic exercise. Examples can be gaining or providing unauthorized access to examination materials, obstructing or interfering with another participant's efforts in an academic exercise, lying about a need for an extension for an evaluation, continuing to write even when time is up during an examination, destroying or keeping library materials for one's use, etc.

It will be the responsibility solely of a participant, in case of any confusion, to consult and clarify with the instructor about whether her/his contemplated action(s) constitute using of unfair means.

For any unfair means used in any evaluation for the first instance by a participant, the following will apply:

- In case the unfair means is used during continuous evaluation (other than mid-term), zero mark will be awarded for that component, with no option for re-evaluation of that particular component
- In case the unfair means is used during mid-term/end-term examination, an "U" grade will be awarded for that course, and the reason for such "U" grade will be recorded in the final transcript
- The grades obtained by such participants in the next attempt, if any, will be revised downwards by two letter grades. If the participant, however, obtains a D or U grade in the next attempt, the grade awarded in such cases will be U
- In any case of use of unfair means, the participant will be debarred from receiving any scholarship or award, membership of any committee and club, participation in any competition, etc.

In case of repeat offence, stricter action including rustication from the program will be considered by the PGP Committee.

c. Examination Rules

Whenever an examination/evaluation is conducted, whether for credit or for non-credit courses, the following rules will apply. Violation of these rules will be taken seriously and accordingly dealt with.

- All participants must occupy their respective seats as per the seating plan. Any participant found shifting the seating arrangement, or NOT occupying her/his seat at the scheduled commencement time for the examination, may be debarred from appearing in the examination.
- The Doors of the Examination Hall will be closed five minutes before the commencement of the examination, and no one will be allowed into the hall after

15 minutes from the commencement of the examination. Those arriving within 5 minutes before and up to 15 minutes after the scheduled commencement of the examination will be provided with question paper, answer sheets, etc., only 15 minutes after the commencement of the examination, and no additional time will be allowed for completion of the same. Thus, they will have 15 minutes less to complete the examination.

- Participants must put their signatures and serial number(s) of the answer book/ supplementary sheets on the attendance sheet.
- Participants are not permitted to use pencils for writing answers in examinations.
- Any participant finishing the examination early and leaving the examination room early must leave the examination premises immediately. Silence must be maintained within and around the examination hall.
- When the examination is in progress, if any participant is found discussing anything with another participant, either inside or outside the examination hall, the same will also be treated as adopting unfair means. Exchange of calculators, mathematical and other tables, charts, etc., is not permitted during the examination. In all such cases, the rules in Section 24.2 will apply.
- Instructors / Invigilators are authorized to summarily disqualify any participant who is found to violate any of these instructions or resort to any unfair means.
- Under no circumstances can the answer sheet books be taken out of the classroom/examination halls. Handing over the answer books to the invigilator(s) will solely be the responsibility of the participant.
- The instructor will show the evaluated midterm answer books/assignment/project reports/quizzes to the participants. Requests for seeing answer books evaluated shall not be entertained after one full term has elapsed since the examination, and in no case after the Convocation.
- Carrying items into the examination hall:
 - Participants are not permitted to carry mobile phones/bags/folders/notes into the examination hall. All such materials, other than those specifically allowed by the instructor, must be kept in a designated space (identified by the Institute) before the start of the examination. If any such material is found on the chair flap or lower rack of the participant's chair, or anywhere in and around the examination hall, other than the specified space, the same will be considered as an attempt to use unfair means and will be liable for punishment.
 - No answer book(s) or question paper(s) will be issued to any participant as long as s/he is in possession of any book, notes, bags, etc. However, the instructor might specifically allow certain books/laptop for an open-book examination. Bringing any material not specifically allowed by the instructor will be considered as adopting unfair means.
- Use of any unfair means in any evaluation will entail strict action as laid out in Section 24.2.
- Temporary absence from examination hall:

- Ordinarily, no participant will be permitted to temporarily leave the examination hall while the examination is in progress. Permission to temporarily leave the hall may be granted in exceptional circumstances.
- No participant shall be permitted temporary absence from the examination hall during the first 45 minutes of the examination.
- No participant shall be permitted temporary absence from the examination hall during the last 15 minutes of the examination.
- Not more than one participant shall be permitted temporary absence from the examination hall at any given time.
- The period of temporary absence from the hall must be recorded in the sheet provided in the examination hall and must not exceed 3 minutes.

In case of online examinations held when the participant is out of campus, the rules guiding those examinations will be provided separately.

Grading

There will be a five-point scale for regular graded courses to evaluate the participants:

- A Excellent
- B Good
- C Satisfactory
- D Low Pass
- U Unsatisfactory

The grade points associated with the aforesaid main grades are:

- A 4
- B 3
- C 2
- D 1
- U 0

In addition, plus(+) and minus(-) may be added against the A, B and C grades to distinguish between shades of performance. Taking this into account, the following are the letter grades along with the corresponding grade points:

A+	4.33	B+	3.33	C+	2.33	D	1
A	4	B	3	C	2	U	0
A-	3.67	B-	2.67	C-	1.67		

The Institute grades the performance of participants as follows:

- Not more than 25% of participants in a course will be awarded 'A' grade (this includes the variations A+ as well as A-). No more than 70% of students in a

course will be awarded an “A” (including A+ and A-) and “B” (including B+ and B-) grades collectively.

- Relative grading will be used in awarding the grades “A”, “B” and “C” (including their variations)
- Grades “A+”, “D” and “U” will have to be earned, while the other grades are awarded. Faculty may award an “A+” grade when the performance of a participant is excellent compared to the rest of the batch. Faculty members may award “D” and “U” grades when the performance of a participant is lower (in absolute terms) compared to the course objectives and minimum expected performance. No participant will get a pass grade (A, B, C or D) if s/he scores less than 50% in terms of absolute scores for a course. Similarly, s/he will be awarded a D grade if s/he scores more than 50% in absolute terms, but very near to that.
- All the grades between the highest and lowest awarded grades for a course will have to be used. For example, if the highest grade awarded is “A-”, and the lowest “C+”, then the intermediate grades of “B+”, “B” and “B-” must also be awarded to participants of the course.

The scheme of evaluation will be communicated to the class at the beginning of each course. The expectation from the participants and the weight of each component of evaluation will be clearly provided as part of the course outline at the beginning of the course. Grading plans will not be normally modified after the commencement of the course. However, under exceptional circumstances, minor modification to the same may be allowed till the first half of the course is delivered. Such changes will be communicated to the participants and the PGP Office in writing.

The participants will be informed about their performance in each component of the evaluation of a course. For this, the instructor will provide the absolute marks obtained by each participant across each individual component, along with the final absolute scores and relative grades (including the cut-offs followed for the same) to the PGP Office. The instructor will also communicate the absolute scores of components of continuous evaluation (except for the end term) to the participants during the course. The final grades will be communicated to the participants by only the PGP Office.

The instructor will not schedule more than one evaluation component for a course on a particular date. This will ensure that no participant is disadvantaged in case s/he misses the session(s) on a particular day due to certain reason(s).

There can also be courses that are evaluated only on a Pass or Unsatisfactory grade. For such courses, the letter grade awarded will be either “P” (for Pass) or “U” (for Unsatisfactory) with no grade point assigned to it.

Participant will be assigned the letter grade “I” (for incomplete) in a particular course if none of the letter grades A+, A, A-, B+, B, B-, C+, C, C-, D, U (for regular graded course) and P or U (for Pass/Unsatisfactory course) is awarded by the instructor. All such ‘I’ grades, except for the case of Internship, will be converted to ‘U’ grade for computation of CGPA at the end of a Term.

The internship will be evaluated by a panel of evaluators based on the presentation made by the participant and the feedback from the host company. If the feedback certificate from the host company indicating completion of the Internship by the participant is not received, the 'I' grade awarded for the Internship will be converted to an 'U' grade. If the participant gets an 'U' grade in the internship – based on company feedback and/or on the presentation - the concerned participant shall be asked to complete the Internship in the following academic year subject to the rule of having to complete all the requirements within 36 months of her/his admission into the program, or to withdraw from the program.

d. Absence during evaluation

Attendance in all quizzes, examinations, course submissions, and any other midterm evaluations is mandatory for all participants. Under exceptional and genuine circumstances, the participant might be allowed to leave by the PGP Chairperson. The participant must inform all the relevant course instructors about such approved leaves.

If a participant misses one or more components of evaluation (other than the end-term examination) with prior permission, the following procedure will be followed:

- The participant will temporarily be awarded 'I' (Incomplete) grade till s/he clears the evaluation. 'I' is a temporary grade, not intended to be shown as a final grade in a course.
- 'I' must be replaced by a final grade (A, B, C, D, or U) within a period of two weeks from the end of the term. The participant will be provided with an opportunity of completing the missed components.
- In case the participant fails to complete the requirement mentioned in the previous paragraph, the instructor will grade the participant on the assumption that the participant has got zero mark(s) in the concerned component(s)
- The instructor has the liberty to deal with each case at her/his discretion. Make up arrangements for missed evaluation components (with prior permission) will be decided by the concerned instructor, whose decision will be final and binding on the participant.

If a participant misses one or more evaluation components (other than the end term examination) without permission, s/he will be graded with the assumption that s/he has scored zero mark(s) in the concerned component(s). If the participant misses the end term examination without permission, s/he will be awarded an "I" grade in the particular course(s).

e. Make-up and Supplementary Examination:

No compensatory/make-up examination will be conducted on account of unauthorized absence from examinations on any ground. Any such absence will result in zero marks awarded in that particular component of evaluation scheme. Similarly, no make-up examination will be conducted for participants obtaining 'U' grade in a given course. Such participants may be given an opportunity to repeat the course(s) in the next academic year.

However, Participant who had attempted the end term exam but due to unsatisfactory performance obtained 'U' grade in a particular course the participant would have the provision of appearing in 'Supplementary end-term exam' for the participants who has obtained 'U' grades and the same would be conducted by the PGP Office within 2 months of the declaration of results (while in term VI the same would be conducted within 15 days of the declaration of results). For participants appearing for the Supplementary end-term exam, the result of the course obtained based on the Supplementary end-term exam results would be downgraded by one grade point.

Make-up examination shall be conducted only for participants who were absent during the end-term examination due to serious illness of self or sudden serious illness of parents, spouse or child, or sudden demise of parents, spouse or child or any other reasons acceptable to the PGP Committee. Such participants may be given an opportunity to repeat course(s) in the next academic session, or appear in a special examination, if so, permitted by the PGP Committee.

In case a participant is not in a position to appear for the end term examination because of the aforesaid reasons, s/he must communicate this to the PGP Office through mail, phone or through a friend before the actual start of that examination. The responsibility lies solely to the participant to provide documentary evidence to convince the PGP Committee about the genuineness of the reason for absence. The Institute will decide its actions on all such cases, on a case-by-case basis, at the end of the academic term or session. In case communication is received after the commencement of the exam, the PGP Office will not give a waiver to such a request and the participant will be awarded zero marks for that examination component, with neither re-examination nor extrapolation based on marks they scored in other components allowed.

The final decision regarding eligibility for make-up examination will rest with the PGP Committee.

The PGP Office or the instructor concerned will not be responsible for the student losing any segment of the evaluation on account of her/his leave. If leave is approved by the PGP Chairperson for such session(s) where the evaluation (other than end-term examination) was conducted, the instructor will have full discretion on the way the grades for that component will be compensated. If a re-examination is given for any reason, the instructor will be requested to set a tougher examination, as the participant concerned has effectively had more time to prepare for the same.

The grade obtained by a participant, who has missed the end-term examination for a course and is eligible to appear for the make-up or supplementary examination, will be adjusted downward by the PGP office as follows:

Grade obtained in make-up examination	A+	A	A-	B+	B	B-	C+	C	C-	D	U
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Grade to be recorded in transcript	A	A-	B+	B	B-	C+	C	C-	D	D	U
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f. Academic Standard

An “U” grade will earn 5 Deficit Grade Points (DGPs), and a “D” grade will earn 2 DGPs, independent of the credit of the concerned course.

In order to qualify for promotion to the second year and/or to continue in the program, at no stage in the first year shall the participant have

- CPGA of less than 2.00
- Accumulate 10 DGPs or more

For continuation in the program after the first year, at no stage in the second year shall the participant accumulate:

- CPGA of less than 2.00
- Accumulate 10 DGPs or more

Notwithstanding the provisions mentioned above, in order to continue in the program, the participant shall not accumulate more than 12 DGPs at any stage in the entire program.

To qualify for the award of the degree, the participant must satisfy the following at the end of term VI:

- CGPA of at least 2.00 in the credits taken up in the first year
- CGPA of at least 2.00 in the credits taken up in the second year
- CGPA of at least 2.20 in all the credits taken over first and second year
- Accumulate not more than 12 DGPs

Additionally, no participant may graduate with an ‘I’ grade for any course, and/or with an ‘U’ grade for any compulsory course. The participant must also have obtained a “P” grade in the Summer Internship project.

In case a participant fails to fulfil the aforesaid minimum standards to continue in any year/promoted to next year of the program, s/he will have to repeat the entire load of the academic year with the next batch of PGP in the next academic year, subject to completion of the program within the stipulated time limit of three years. In such case, the participant will have to pay the entire fees and other dues as applicable to fresh participants of the new academic year.

In case a participant does not complete the required credits within the stipulated two years and has ‘I’ grade in one or more courses, s/he may opt to complete the same in the third year. A fee of ₹ 35,000/- per course or the term tuition fee, whichever is less, will be payable to be able to do the same. Apart from the tuition fee, s/he will be liable to pay the other term/annual charges on a pro-rata basis.

g. Review of Performance

Failure to achieve the prescribed minimum standards of academic performance will result in the participant's termination from the program. A participant who fails to fulfill the conditions for continuation in the program or award of degree may request the PGP Committee for a review. The PGP Committee may consider the cases of such participants who fail to meet the conditions specified above on account of extenuating circumstances and take appropriate decision (s). This may include permitting a participant to appear course(s), term(s), or year in next academic year.

The PGP Committee may expel a participant from the program at any time if her/ his conduct is detrimental to the educational process of the Institute.

A participant who is expelled from or is required to leave the Institute on any ground may file an appeal to the Director (Chairperson, Academic Council), who in consultation with the Academic Council may like to re-consider her/his case and take a decision accordingly. The decision of the Director on such an appeal will be final.

h. '3-Year Track' Program

IIM Shillong has also introduced a provision of a '**3-Year Track' Program** for PGP participants who are unable to deal with the pace and difficulty of the program. The participants who opt for or automatically fall under this track need to spend 3 years, i.e., 9 terms to complete their required credits at IIM Shillong. Under the '3-Year Track' Program, participant opts for fewer core courses (term-wise) and repeats core courses in which they received F' grades during 1st 2 years of the program and needs to complete their first year's core course requirements in two years and will opt for select elective courses in year 2 and in year 3, subsequently, to complete their required credits at IIM Shillong.

The detail of the '**3-Year Track' Program** is given below:

1. The PGP Committee will evaluate participants' performance term by term. Those who do not meet the specified Academic Standard will be advised to complete the requirements in the '3-Year Track', in which a participant takes fewer core courses, repeats courses in which they received poor grades, and has two years to complete the first year's core course requirements.
2. A participant who receives 10 DGPs and a CGPA of less than 2.00 at the end of Term I, II or III (anytime in 1st year) is required to attend the program in '3-Year Track' mode.
3. If a course is restarted, the participant's most recent grades in such courses will be deemed final. There is no opportunity to select the higher of the two grades.
4. A participant can also apply for a '3-Year Track' within three weeks of the start of Term I or Term II, or Term III. The PGP Committee makes the decision regarding the approval of the application.

5. In the application form, the participant needs to give in detail the plan for 3 years in terms of exact credit loads (term-wise) and details of the courses that the participant is planning to opt for to complete the participant's minimum 130 credits (70 credits worth of core courses and 60 credits worth of elective courses).
6. A participant in the '3-Year Track' must complete a minimum of 44 credits across Term I, II, and III in Year 1.
7. In Year 2, the participant must complete a minimum 36 credits, which include both Core and Elective Courses. Completion of Core Courses during the 2nd year is required. If the participants fail to complete core courses in year 2, the participants would be considered 'not fit' for the program and hence will result in the participants' termination from the program.
8. In Year 3, a participant should complete the remaining Elective Courses, which include not less than a minimum 32 credits worth of electives (minimum 9 credits, 9 credits, 8 credits worth of electives in Term IV, Term V, Term VI, respectively) to meet the program's overall credit requirement.
9. A participant under '3-Year Track' would undertake their summer internship at the end of Year 2 and before Year 3
10. A participant under '3-Year Track' should maintain the following Academic Standard at the end of Term II
 - i) CGPA of not less than 2.00 for the courses taken; and
 - ii) Have not accumulated 10 DGPs or more
11. A participant who does not meet the specified criteria under point '10' above will have to discontinue the program. However, she/he will be given a chance to repeat the whole year with the incoming batch. In such circumstances, '3-Year Track' will not be applicable to such participant who opted to repeat a year.
12. A participant is eligible for promotion to the second year provided the following Academic Standards are maintained at the end of Term III
 - i) CGPA of not less than 2.00 for the courses taken; and
 - ii) Have not accumulated 10 DGPs or more
13. A participant is eligible for promotion to the third year provided the following Academic Standards are maintained at the end of Year 2
 - i) CGPA of not less than 2.00 for the courses taken; and
 - ii) Have not accumulated 10 DGPs or more
14. For the grant of a degree, a participant is required to satisfy the conditions as mentioned in the Academic Standard of the PGP Handbook

Fees for '3 Year Track' Program

Given that this '3-Year Track' option is given to the participants to help them the workload of IIM Shillong and successfully complete the program, hence there is no additional tuition fees will be charged for the 3rd year, apart from the normal Program

fees that the participant needs to pay for the completion of the program. Hence, a '3 Year-Track' participant, in addition to all the fees as applicable in years 1 and 2, would be charged all non-academic fees (such as the regular electricity charges, mess advance and hostel room rent charges as per actuals for all 3 years).

i. Communication of Grades

Periodic feedback on performance will be given to participants by instructors. In addition, PGP Office will communicate the mid-term marks wherever applicable, and the final grades for the course. The dates within which the final grades will be communicated are included in the Academic Calendar (Annexure I).

j. Revision of Grades Awarded

The grades given by an instructor on any segment of evaluation are final. A participant who desires clarification on the grade(s) awarded may discuss the matter with the instructor(s) within a week of receiving the grade(s). Any grievance regarding grading, if not resolved through discussion with the instructor(s), may be referred to the PGP Chairperson.

Grades submitted to the PGP Office are treated as final. Any change is permitted only with the mutual consent of the instructor and the PGP Chairperson, provided the change is communicated within 10 days of the submission of grades to the PGP Office. The PGP Chairperson at her/his discretion, may, however, refer such requests to the PGP Committee for final decision.

27. Academic Discipline

The Institute attaches utmost importance to personal integrity and honesty in the academic work by the participants. Participants must maintain strict discipline in classrooms, examinations, tests, quizzes, take home assignments and all other segments of academic work. Resorting to copying or helping others to copy in any form in examinations, tests, quizzes, home assignments or in any other elements of evaluation, and/or reproducing passages from written work of others without necessary acknowledgement, and/or passing on or receiving papers in connection with any academic work to be evaluated, and/or canvassing for grades is strictly prohibited. In other words, the work presented to the concerned faculty member(s) should be the result of independent effort of each participant. Participants are advised, in their own interest, not to communicate their written analysis or answers of assignments to any other participants.

28. Statutory Committees

With the endeavor to ensure hassle free environment for the participants during their stay at the campus, there are certain statutory committees who can be approached for redressals in case any participant come across any sort of unsavory experience:



1. Anti-Ragging Committee



2. Committee for Differently Abled Students
3. SC/ST/OBC Cell
4. Sexual Harassment Committee
5. Students' Grievance Redressal Committee

The details of all these committees and their mandates are available at the Institute Website <https://www.iimshillong.ac.in/leadership/#statutory-committees>. Additionally, details regarding Ragging is highlighted in Annexure IX and that of Differently Abled Students in Annexure X.

29. Profile of Faculty Members

	<p>Abhinav Kumar Sharma is a faculty member in the Operations Management & Quantitative Techniques area at the Indian Institute of Management (IIM) Shillong. Prior to this, he was associated with the School of Business Management, SVKM's NMIMS Deemed-to-be University, Mumbai. He is a certified Lean Six Sigma Black and Green Belt holder. Dr. Sharma holds a PhD in Operations Management from the Shailesh J. Mehta School of Management, Indian Institute of Technology Bombay. He also earned a Master's degree in Mechanical Systems Design from the Indian Institute of Information Technology, Design & Manufacturing, Kancheepuram, and a Bachelor's degree in Mechanical Engineering from Himachal Pradesh University, Shimla. Dr. Sharma's research lies on the interface of operations management and business analytics, with a focus on quality improvement and management, metaheuristic search strategies, and operational excellence in higher education. His teaching interests include Statistics and Six Sigma.</p>
	<p>Achinta Kumar Sarmah believes that the ultimate goal of a teacher is to lead his class through the path of wonder, and not of fear. According to him, the ultimate goal of the teaching-learning discourse is to instill a sense of cooperation among the students and make them see the true purpose of life beyond the horizon of competitiveness. He holds PhD from Tezpur University, and his teaching and research interests include Optimization, Decision Science and Operations Research.</p>



Ashutosh Murti holds PhD from the School of Management and Labour Studies, Tata Institute of Social Sciences, Mumbai. Before joining IIM Shillong, he worked with the Administrative Staff College of India, Hyderabad, and Tata Institute of Social Sciences as Assistant Professor. His academic and industry work is in the area of Human Resource Management. His area of interest and research includes - Personnel Economics, Human Resource Management, Labour Market, Skill Gap and Employability.



Atul Mehta is a Doctorate in Economics from IIM Indore. His teaching interests include Macroeconomics, Monetary economics, Indian economy, International economics, and Development finance. His current research interests are in the domain of household finance – financial literacy-attitude-behavior-well-being, financial vulnerability, financial sector development, inclusive finance, poverty and inequality.



Basav Roychoudhury holds PhD in Computer Science and Engineering. He has more than 28 years of academic, research and consultancy experience, and has published in top rated international journals. His areas of interest include mobile computing – protocols and security, Enterprise Systems, e Governance; and his recent interests are in the areas of Data Modeling, Business Analytics and Social Media Analytics. He has been involved in consulting in the area of enterprise systems and eGovernance models, and has been a jury at various eGovernance project evaluations.



Bidyut Jyoti Gogoi holds B.E in Civil Engineering, MBA with Marketing specialization and PhD in Management. He has 26 years of industry, academic and research experience. His areas of interest are Marketing Management, Retail Management and Business Research Methods and Marketing Research.



Debasisha Mishra obtained his Doctoral Degree from the Department of Industrial Engineering and Management at Indian Institute of Technology (IIT) Kharagpur, India. He did his bachelor of engineering (B.E) from National Institute of Technology (NIT) Rourkela in 1995 and M.Tech in Industrial Management & Engineering from IIT Kanpur, India in 1997. He has worked in information technology industry for more than 12 years in India and USA in various capacities.



Devansh Pandey is a Marketing faculty member at IIM Shillong, holding a Ph.D. in Marketing from IIT Kharagpur and an M.Tech. in Entrepreneurship and Innovations from NIT Durgapur, where he received the Gold Medal. Previously, he taught at JIMS Rohini and contributed to NPTEL's Consumer Behavior course. He has delivered guest lectures at premier IITs and founded a digital marketing firm. His research explores consumer behavior, marketing strategy, and Metaverse applications.



Kailash Choudhary holds PhD from BITS Pilani and has seven years of teaching and industrial experience. His teaching interests include Operations Management, Operation Research, Lean Six Sigma, and Environmental Sustainability & Life Cycle Assessment. His research interests are in the domain of Green Supply Chain Management, Life Cycle Assessment, Green Manufacturing, and Lean Manufacturing. He has worked on and completed research projects sponsored by GINTL, DAAD, UNEP, and UGC and is currently working on a sponsored research project by GINTL, Finland. He has worked as a visiting researcher for the Technical University of Braunschweig, Germany.



Krantiraditya Dhalmahapatra is an Assistant Professor in Operations & Quantitative Techniques. Priorly, he was working at Thiagarajar School of Management, Madurai, Tamil Nadu, India. He obtained his PhD from the Department of Industrial and Systems Engineering, Indian Institute of Technology Kharagpur. His research areas are Data Analytics, Machine Learning, Virtual Reality, Metaverse, Operations & Supply Chain Management and Multi Criteria Decision Making. He has publications in some reputed journals; Safety Science (Elsevier), Computers & Industrial Engineering (Elsevier), Reliability Engineering & System Safety (Elsevier), Anals of Operation Research (Springer) and Applied Soft Computing (Elsevier). He has served as reviewers in some of the journals; Interactive Learning Environments (Taylor & Francis), Safety Science (Elsevier), Virtual reality and Intelligent hardware (Elsevier) etc.



Mousumi Bhattacharya is an Associate Professor of Finance whose research interests encompass FINTECH and financial services, mergers and acquisitions, corporate restructurings, corporate finance, business valuation, corporate governance, earnings management, banking, and financial econometrics. She holds a postgraduate degree in Business Finance, an M.Phil., and a Ph.D. from the University of Calcutta, where she secured ranks at both the postgraduate and M.Phil. levels. In addition, she earned a Diploma in Business Finance from ICFAI University. She has completed the “Global Colloquium on Participant-Centered Learning” and the “Case Writing Workshop” at Harvard Business School, Boston. She has authored more than 60 scholarly research papers published in peer-reviewed journals. She also served as a Jury member for the 14th Aegis Graham Bell Award 2024, evaluating innovations in the Banking and Finance category.



Naliniprava Tripathy, Director-in Charge, holds M. Com, M. Phil, PhD, Post-Doctorate and D. Lit. Degree in Management. She was a Fulbright Scholar at USA. Prior joining to IIM Shillong, she was working as Associate Professor of Finance at IIM Indore. She has 29 years of teaching and research experience. She has more than hundred research papers publications and nine books to her credit. Her areas of interest include Corporate Finance, Business Valuation, Investment Banking, Financial Services, Wealth Management, and Financial Engineering.



Neelam Rani is a Fulbright Fellow. She has done her Fulbright Professional and Doctoral Fellowship at Rutgers Business School, The State University of New Jersey, Newark. She holds Ph.D. in Finance from IIT Delhi, India. Her research focuses on Mergers and Acquisitions, Cross-border Acquisitions, and Corporate Governance. She is a recipient of the NSE prize for Best Thesis in Financial Economics, outstanding paper awards by IIT Roorkee, Indian Institute of Capital Markets, Amity International Business School and many travel grants. She has been awarded 3E Innovative Young Researcher Award.



Parijat Upadhyay has rich teaching and research experience in the domain of Information Systems and Supply Chain Management. An alumnus of Symbiosis and XLRI Jamshedpur, he was associated with reputed academic institutes like IMT Ghaziabad, IMT Nagpur, Globsyn Business School, International School of Business and Media, B.C. Roy Engineering College and Asansol Girls' College. He has been taking courses like Management Information Systems, E-Business, Enterprise Resource Planning and Supply Chain Management.



Pradeep Kumar Dadabada holds PhD in CS from Institute for Development and Research in Banking Technology (IDRBT) and University of Hyderabad. Prior to joining IIMS, he worked as Senior Data Scientist at Innominds Software Solutions Pvt. Ltd. Hyderabad; as a Lecturer in RVR&JC College of Engineering, Andhra Pradesh. He also mentored 50+ aspiring data scientists at Hyderabad.



Pradeep Rathore holds Ph.D. from Industrial and Systems Engineering department of IIT Kharagpur. His research interest areas are supply chain management, circular economy, healthcare operations management, and sustainability. His teaching interest areas are operations management, operations research, project management, circular economy, digital supply chain, and prescriptive analytics. He has various research publications in reputed journals like journal of environmental management, computers and industrial engineering, journal of cleaner production, etc. He is also an active reviewer of various reputed international journals.



Pradip Sadarangani holds a Research Degree in Business Administration from the University of Michigan, Ann Arbor. He is a BTech. and PhD from IIT Bombay, MBA from Jamnalal Bajaj Bombay. He is currently a Professor at IIM Shillong. Before joining IIM Shillong as Associate Professor, he was Assistant Professor at IIM Bangalore. He has held managerial positions at NIIT, Mafatlal Consultancy Services, and RSG & Co - a Chemical Trading Company.



Pratap Chandra Mandal holds BTech, MBA and PhD from IIT Kharagpur. His research concerns customer relationship management, customer satisfaction, services marketing, marketing intelligence, and qualitative methods in management. He is the editor-in-chief of two international journals and is on the editorial board of journals like Journal of Global Marketing. He conducts courses on Marketing Management, Integrated Marketing Communications, Marketing Intelligence, and Qualitative Methods in Marketing.



Priya Alat holds a Ph.D. in Management from the Indian Institute of Technology Kharagpur. She teaches courses such as Human Capital Management, Organizational Behaviour, Reward Management, and International HRM. Her research interests are in the areas of leadership, mental health and well-being, employee turnover and employer branding.



Ravi Shankar Bhakat is working as Assistant Professor Grade 1 at Indian Institute of Management Shillong. He is involved in teaching of marketing area courses viz. Marketing Strategy, Business to Business Marketing, Rural Marketing, Media, Entertainment and Sports marketing etc.. Dr. Ravi has been associated in academia and practice for 15+ Years. He has undergone teachers training program from RIE-NCERT, Bhubaneswar. Along with master's and doctoral degrees from National Institute of Technology Tiruchirappalli, his academic research focus is built around emerging interdisciplinary areas of marketing pertinent to consumer psychology, modern retail, and marketing innovations. Dr. Ravi has worked closely with startups founders, small business owners in the field of Information Technology, Sustainability Solutions, and Digital Value Chains.



Rohit Dwivedi, M.Psy. (HRDM) and D.Phil. in Psychology from the Center for Advanced Study in Psychology, University of Allahabad. He is Associate Professor and his interest is in Organizational Consulting and Understanding Psychopathology of Organizations. His interests include HRD, Memetics, Storytelling, Organizational Change and Corporate Social Responsibility.



Rohit Joshi is a Fulbright Fellow and has done his Postdoc from University of California, Los Angeles, USA; PhD from IIT Delhi; MTech and BTech from Malviya National Institute of Technology Jaipur, in Industrial Engineering (a Gold Medalist). His areas of interest in consulting and teaching assignments include Operations Management, Quality Management, Supply Chain Management, Business Statistics, Quantitative techniques, Value-engineering, Creative problem solving, and Information technology.



Sanjeeb Kakoty was born and educated in Shillong. After Post Graduation in history, he did a PhD in the history of technology from NEHU and completed the 3 TP programme of management from IIM Ahmedabad. A teacher, writer and a documentary film maker, his book entitled Science, Technology and Social Formation in Medieval Assam was published by Cambridge in 2012. His areas of interest, apart from culture and education, includes sustainability, communication and governance. He had been a visiting faculty at IIM A and IIM B.



Sanjita Jaipuria holds M.Tech from IIT Kharagpur and PhD in the broad area of Supply Chain Management from NIT Rourkela. She has participated in the Faculty Development Program in Management, at IIM Ahmedabad. Her teaching interest area includes Operations Management, distributions and Logistics Management, Purchasing and Sourcing management, Business Forecasting, Statistics for Decision Making. She has more than 15yrs of teaching experience.



Sanjoy Mukherjee, Professor of Strategy and Liberal Studies, is B.E. (Jadavpur University), PGDM (IIMC), Ph.D. (Jadavpur University), has 7 years of experience in the industry. Earlier, he was a Faculty at the Management Center for Human Values, IIM Calcutta. His areas of research interest and expertise include Indian Ethos and Human Values in Management, Business Ethics, CSR, Enlightened Leadership, Alternative Learning, Management and Arts Interface, History and Philosophy of Management, Sustainability and Spirituality in Management. He is the author of four books from International Publishers. His research papers have been published in national and international journals.



Sharad Nath Bhattacharya is an associate professor in finance. He joined IIM Shillong in 2013 and holds a post-graduate degree and a Ph.D. in finance from University of Calcutta. Sharad teaches Corporate Finance, Security Analysis & Portfolio Management in MBA programs. His influential research focuses on asset allocation, market microstructure, and climate risks. In ongoing research work, he looks at deciphering the idiosyncrasies of emerging markets, corporate disclosures and its impact. His research articles are well-received in journals and at national and international conferences. He is a sought-after trainer in the Executive Development space, spanning across public sector units, defence, and corporate entities.



Sheetal holds PhD in management. She has 7 years' teaching and research experience across various reputed institutions including NCERT (New Delhi) and Jaipuria Institute of Management, Ghaziabad. Her teaching interest area includes Strategic Management, Strategies for International Markets: Challenges and Opportunities, Corporate Strategy and Foreign Trade Policy. Her research interests include Export Competitiveness, Public Policy, Internationalization of MNEs and start-up ecosystem.



Sitanshu Sekhar Das holds Master's degrees in Sociology, Management, M.Phil. in Personnel Management, and Ph.D. in Management from IIT Kharagpur. His teaching areas are Individual and Group Dynamics, Leadership, Human Resource Management, Psychometric Assessments, Research Methodology, and Quantitative Data Analysis.



Subhadip Mukherjee holds M.A. & M.Phil degree in Economics and a Doctorate in Economics from IIM Bangalore. His teaching interests include Microeconomics, Macroeconomics, International economics, Econometrics. His research interests include firm and industry level analysis on Micro, Small & Medium Size Enterprises, retail industry, macro-economic issues pertaining to productivity, employment and growth, trade reforms in various regimes.



Teidorlang Lyngdoh is an Associate Professor in Marketing at IIM Shillong. Prior to joining IIM Shillong, Teidor has been associated with one of the leading university in the UK, Queen Mary University of London (QMUL) as an Assistant Professor and MSc Program director. Teidor also worked as an Assistant Professor in Marketing at University of Kent, UK and Xavier School of Management- XLRI, India. Teidor completed his doctoral studies at the Indian Institute of Management Kozhikode (IIMK), India. He has a Master's in Business

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	<p>Varnita Srivastava is a faculty in the area of Finance and Control. She did her Ph.D. from the Department of Management Studies and Industrial Engineering, Indian Institute of Technology (ISM), Dhanbad in Corporate Finance and Corporate Governance area. She has worked for almost 3 years with Christ (Deemed to be University) and for approximately 1 Year with Amrita Vishwa Vidyapeetham. Her teaching interests include corporate finance, financial markets, financial services, and corporate restructuring.</p>



Vibhas Amawate is a Doctorate from IIM Kashipur, Chairperson Marketing Area. He has held academic and corporate roles in a career spanning more than three decades at LG Electronics and Kantar Group (WPP). He has been a visiting faculty at leading Indian Business Schools – IMT Ghaziabad (2003-2009), FMS Delhi, MDI, IIM Calcutta (2022,2023).He is a reviewer for several international journals and case study publications. His research interests include societal marketing, product innovation, B2B marketing and technology in marketing.



Vishakha Bansal is a faculty in the area of Finance and Control. She holds Ph.D. (2014) in Taxation and Capital Structure of Indian companies from Faculty of Management Studies, University of Delhi and was a UGC research fellow throughout. She is an alumna of Hansraj College and Department of Commerce, University of Delhi. Her teaching and research interest lies in Financial and Non-financial Reporting and Analysis, Management Accounting, Sustainability Accounting, Valuation and Corporate Financial Decisions. She is a life member of Indian Accounting Association.



Yadav Vinay Surendra is working as an assistant professor in operations & quantitative techniques at IIM Shillong. Priorly, he worked as Research Associate at Indian Institute of Technology Delhi, India. He obtained his Ph.D. and M.Tech degree in Industrial Engineering & Management from National Institute of Technology Raipur, India. He received a gold medal for outstanding academics in his M.Tech degree. He is life member of professional bodies such as IIIE, IEI, GIFT and ORSI. His research areas include agro-food supply chain, blockchain, big data analytics, omnichannel, mathematical programming, multi-criteria decision making and Industry 4.0 etc.

Annexure I: Academic Calendar for PGP

Academic Calendar of PGP (2025-27) Batch, 2nd Year

Dates	Event
June 08, 2026	Registration* and Commencement of Term IV
Jul 21 to 25, 2026	Summer Internship Presentation
Aug 30, 2026	Last Teaching Day of Term IV
Aug 31 to Sept 7, 2026	End Term Exam of Term IV
Sept 08, 2026	Registration* and Commencement of Term V
Oct 08, 2026	Declaration of Term IV End Term Exam Result
Nov 29, 2026	Last Teaching Day of Term V
Nov 30 to Dec 05, 2026	End Term Exam of Term V
Dec 07, 2025	Registration* and Commencement of Term VI
Dec 25, 2025, to Jan 11, 2027	Winter Break
Jan 12, 2027	Term VI resumes after winter break
Jan 25, 2027	Declaration of Term V End Term Exam Result
Mar 07, 2027	Last Teaching Day of Term VI
Mar 08 to 13, 2027	End Term Exam of Term VI
Mar 25, 2027	Declaration of Term VI End Term Exam Result
To be Announced	Convocation
<i>* All registrations start at 9:30 am</i>	

Academic Calendar of PGP (2026-28) Batch, 1st Year

Dates	Event
Jun 22, 2026	Reporting and allocation of Hostel
Jun 23, 2026	Document Verification and Program Registration
Jun 24 – Jul 12, 2026	Alumni Connect
Jun 24 – Jul 12, 2026	First Step (Foundation Course in Management)
Jun 29 – Jul 04, 2026	International Week
Jul 06 – Jul 11, 2026	Business Communication Lab
Jul 13, 2026	Commencement Ceremony and Photo Session
Jul 14, 2026	Term – I Registration & Commencement of Term – I
Aug 19 - 22, 2026	Term – I, Mid Term Exam / End-term Exam (2 Credit Courses)
Sept 28, 2024	Last Teaching Day of Term – I
Sept 29 – Oct 01, 2026	End Term Examination of Term – I
Oct 02-04, 2026	Term Break
Oct 05, 2026	Registration* and Commencement of Term – II
Oct 30, 2026	Declaration of Term – I Result
Nov 11 - 13, 2026	Term – II, Mid Term Exam / End-term Exam (2 Credit Courses)
Nov 17-18, 2026	Orientation for Community Immersion Program (CIP)
Nov 25 to Dec 01 2026	CIP-Field Visit
Dec 21, 2026	Last Teaching Day of Term – II
Dec 22-24, 2026	End Term Examination of Term – II
Dec 25, 2026, to Jan 11, 2027	Winter Break
Jan 12, 2027	Registration* and Commencement of Term – III
Jan 18 to 22, 2027	CIP Final Presentation
Jan 23, 2027	Declaration of Term – II Result
Feb 11 - 13, 2027	Term – III, Mid Term Exam / End-term Exam (2 Credit Courses)
Feb 26, 2027	Open House Information Sharing Session on Electives
March 04 – 05, 2027	Mock Bidding of Electives
March 08– 9, 2027	Final Bidding of Electives
March 20, 2027	Last Teaching Day of Term – III
March 22 - 25, 2027	End Term Examination of Term – III
March 31 - May 31, 2027	Summer Internship
May 4, 2027	Declaration of Term – III Result

Academic Calendar of PGP (2026-28) Batch, 2nd Year

Dates	Event
June 05, 2027	Registration* and Commencement of Term IV
Jul 17 to 21, 2027	Summer Internship Presentation
Aug 27, 2028	Last Teaching Day of Term IV
Aug 28- Sept 04, 2027	End Term Exam of Term IV
Sept 05, 2027	Registration* and Commencement of Term V
Oct 08, 2027	Declaration of Term IV End Term Exam Result
Nov 26, 2027	Last Teaching Day of Term V
Nov 27 to Dec 05, 2027	End Term Exam of Term V
Dec 06, 2027	Registration* and Commencement of Term VI
Dec 23, 2027, to Jan 14, 2028	Winter Break
Jan 15, 2028	Term VI resumes after winter break
Jan 25, 2028	Declaration of Term V End Term Exam Result
Mar 09, 2029	Last Teaching Day of Term VI
Mar 12 to 15, 2028	End Term Exam of Term VI
Mar 25, 2028	Declaration of Term VI End Term Exam Result
To be Announced	Convocation
<i>* All registrations start at 9:30 am</i>	

CLOSED HOLIDAYS - 2026				
Sl. No.	Closed Holiday	Month	Date	Day of the Week
1	Republic Day	January	26	Monday
2	Holi	March	04	Wednesday
3	Id-UI-Fitr	March	21	Saturday
4	Mahavir Jayanti	April	31	Tuesday
5	Good Friday	April	03	Friday
6	Buddha Purnima	May	01	Friday
7	Id-Uz-Zuha (Bakrid)	May	27	Wednesday
8	Muharram	June	26	Friday
9	Independence Day	August	15	Saturday
10	Milad-un-Nabi (Birthday of Prophet Mohammad)	August	26	Wednesday
11	Ganesh Chaturthi / Vinayak Chaturthi	September	14	Monday
12	Mahatma Gandhi's Birthday	October	02	Thursday
13	Dussehra (Mahastami)	October	19	Monday
14	Dussehra	October	20	Tuesday
15	Diwali (Deepavali)	November	08	Sunday
16	Guru Nanak's Birthday	November	24	Tuesday
17	Christmas Day	December	25	Friday

Term-wise Courses

Each 4 credit courses constitute of 90 hours out of which 30 contact hours (20 sessions*1.5hours) and about 60 hours of pre and post class preparation by the participant.

4 Credit Core Courses will have compulsory Mid-term Exam (descriptive) after the completion of 10 sessions of the course. However, for one 2 credit course all the 10 sessions need to be conducted either in the 1st half of the term or in the 2nd half of the term and the midterm exam would not remain compulsory for the same. Moreover, the 2-credit course which gets conducted in the 1st half of the term the compulsory end term exam (descriptive) would be conducted during the mid-term exam of the term. Moreover, for a 4 credit and 2 credit courses the total marks out of which the participants would be evaluated are 100 and 50, respectively.

Annexure II: Core course for PGP (2026-28)

Orientation Program		
Foundation enabled courses		Credits (Contact Hours)
Foundation Course on Management (Introduction to Economics, Introduction to Accounting, Introduction to Mathematics and Statistics)		0 (22.5)
Business Communication Lab		0 (15)
International Week		
CORE COURSES		
Term I (Duration: Ten Weeks)		
Subject Code	Subject	Credits (Contact Hours)
PGPCEP101	Managerial Economics - ME	4 (30)
PGPCFC102	Financial Reporting and Analysis - FRA	4 (30)
PGPCIA103	Data Modelling and Visualization – DMV	4 (30)
PGPCMK104	Marketing Management - MM	4 (30)
PGPCOQ105	Statistics for Decision Making - SDM	4 (30)
PGPCOB106	Self and Group Dynamics - SGD	4 (30)
PGPCSL107	Sustainability and Business 1 -S&B-1	2 (15)
Total Course Credits in Term I		26 (195)
Term II (Duration: Ten Weeks)		
Subject Code	Subject	Credits (Contact Hours)
PGPCEP201	Macro Economics	4 (30)
PGPFC202	Financial Management and Financial Markets	4 (30)
PGPFC203	Managerial Accounting	2 (15)
PGPMK204	Business Research Methods	2 (15)
PGPMK205	Marketing Strategy	4 (30)

PGPOQ206	Operations Management - OM	4 (30)
PGPOB207	Team Building and Leadership (Workshop)	2 (15)
PGPSL208	Business Ethics	2 (15)
Total Course Credits in Term II		24 (180)
Term III (Duration: Ten Weeks)		
Subject Code	Subject	Credits (Contact Hours)
PGPFC301	Corporate Finance	2 (15)
PGPIA302	Management Information Systems	4 (30)
PGPOQ303	Operations Research	4 (30)
PGPOB304	Human Capital Management	4 (30)
PGPSL305	Strategic Management	4 (30)
PGPGM306	Business Law	2 (15)
	Total Course Credits in Term III	20 (150)
Total Course Credits in Term I to III		70 (525)

* **Capstone Business Simulation (core)** which would be taken in term VI would have credit allocation of **2**.

* **Community Immersion Program (CIP) (Core)** course which would be conducted from Term III to Term V would have **credit allocation of 4**

****Innovation Lab' (4 credits) (Core)** course which would run between Term II to Term V.

* **Sustainability and Business 2 (S&B-2) (Core)** which would be conducted in **Term VI and** would provide a holistic perspective to the participants before they graduate have a **credit allocation of 2 (15 contact hours)**.

Hence, participants must undergo **a total of 82 credits** of compulsory **core** courses.

* **Summer Internship (4 Credit):** Participants undergo an eight-week duration compulsory internship with some corporate/organization after the completion of their first year of curriculum.

PGPCEP101: Managerial Economics

Managerial Economics deals with the choice, and the best utilization of scarce resources by individual economic units/entities, such as consumers, producers, resource owners, and governments. It covers topics relating to demand and supply analysis, consumer behavior, costs, profit maximization, markets, game theory, taxes, subsidies, externalities and green economics. It provides analytical tools to explain how individual consumers and producers make their choices and are affected by different price and market situations. It has immediate relevance for managerial decision-making process. This course aims at discussing the role of economics in managerial decision-making process. Important, intermediate level economic tools of

analysis are introduced to provide participants with the skills necessary to apply economics in a meaningful way to enhance managerial decision-making. It will help participants develop critical thinking and analytical skills which are essential to apply under different business situations.

PGPCFC102: Financial Reporting & Analysis

Financial reports serve to disclose business performance to potential investors, financial analysts, lenders, regulators, competitors as well as other businesses. Understanding business performance through financial statements is an essential learning that requires familiarity with accounting, the language of business and with the tools and techniques of analyzing the financial reports. This introductory course is designed to help participants gain working knowledge of the accounting concepts, terminology, regulatory framework and assumptions underlying published financial statements; have a sense of the level of judgements and estimates that go into reported numbers and assess the quality of accounting; gain basic skills in using the tools & techniques of financial statement analysis and become intelligent users of financial information; and above all, as responsible managers, appreciate the influential role of financial reporting in i) accessing capital from markets on favorable terms; ii) allocate resources within the organization more efficiently; iii) implement strategies for competitive advantage and iv) communicate to the community at large about the activities undertaken by the organization and their impact on environment and society.

PGPCIA103: Data Modelling and Visualization

A manager managed, is managing and will manage with information. As the businesses become intricate, so does the volume and complexity of information flow. Thus, a proper understanding of manipulation, storage and subsequent retrieval of data is of paramount importance for a successful manager. This course delves into using commonly available spreadsheet applications – elucidating how an omnipresent spreadsheet application can become a powerful tool at the hand of well-versed managers for complex decision making. For more complex data storage and retrieval, this course leads the participants to the area of Database Management System (DBMS) to train the participants about techniques for retrieval of relevant information stored therein. At the end of this course, a participant should be able to use a spreadsheet package to undertake complex analysis of available data to aid in managerial decision making, and efficiently query a database to generate relevant managerial reports.

PGPCM104: Marketing Management

Marketing is an important component of business. Marketing helps to understand customers well and also helps the company in developing products and services to meet the consumer requirements. Marketing Management I will help in identifying consumer segments and understand the consumer and business markets. Understanding the business environment and importance of marketing research is also detailed in the course. The knowledge will help in building the foundation of

marketing basics which will shape the participants to understand the importance of marketing in business and pursue strategic courses in marketing.

PGPCOQ105: Statistics for Decision Making

Statistics for Decision Making course focuses on statistical data analysis for managerial decision making. The participants will be acquainted in handling real life management cases, data collection, analysis of data, and making inferences out of the data. Participants will also learn decision making techniques that will help them make better decision in all area of management. The course is so designed that participants without rigorous mathematical background can also get a grasp of the concepts and applications of quantitative techniques in business decision making process. The course includes an examination of summary measures, probability, random variables and their distributions. This is followed by estimation and hypothesis testing, correlation and regression analysis and ANOVA, nonparametric analysis and their applications to business problems. The use of statistical data analysis software like R, SPSS and Microsoft Excel are an integral part of this course.

PGPCOB106: Self and Group Dynamics

Life cycle of a professional begins with the anticipatory socialization which happens inside the school. This course is intended to act as formal induction to the world of management and the program. While the older understanding about work and organizations is yet to fade away, the newer ones have not yet arrived. Technology seems to lead us towards a matrix much faster than we had envisaged. And with that, complexities of the human remain as ever challenging. While the matrix appears to take over our modern lives and work, aesthetic sensibilities are trying to hit at our doors even more powerfully. For the abilities to “appreciate” and “empathize” shall remain at the core of human excellence. This course intends to allow such capabilities in managers to anchor their life journey and gain insight into those ways of knowing which can help them connect with the bigger reality of the teams, organizations and the larger society at large.

PGPCSL107 & PGPCSL601: Sustainability and Business (1 and 2)

The course entitled Sustainability and Business is intended to help participants imbibe a holistic perspective on human evolution and economic development and also draw a connection between Sustainability and Business practices. This would hopefully equip the participants to critically examine the prevailing economic systems and business practices, identify problems and contemplate solutions. By the end of the course, participants should be able to posit business in the larger canvas of sustainability and evolve creative thinking to suggest innovations and solutions for a sustainable future.

PGPCEP201: Macroeconomics

The course covers macroeconomic theory and its applications. The main theoretical framework for the course will be IS-LM and Aggregate Demand - Aggregate Supply. The course begins with understanding national income accounts with simple models

of national income determination. This is followed by relaxing the assumptions to set up more complex models. These models are necessary to understand and analyze the effects of fiscal and monetary policy on the economy. The course aims at helping participants understand the complex macroeconomic environment, which confronts business. The participants will be able to understand the rationale behind the economic policy announcements and anticipate policy changes. The course will equip participants with analytical tools to decipher the effects of economic policy announcements, particularly Monetary and Fiscal policy, on crucial macroeconomic factors such as interest rate, income, inflation etc.

PGPFC202: Financial Management and Financial Markets

This is an introductory course designed to provide participants with a broad base of understanding of the Finance and Financial markets. The objective of this course is to develop a detailed knowledge of the tools and practices used by corporate managers to assess the value of companies in today's multifaceted business environment. Participants build the knowledge and skills critical to the corporate managers' responsibilities of evaluating investment decisions, assessing and implementing financial decisions, and evaluating and managing risk to create long-term wealth. The participant will understand the various approaches, tools, and techniques that can guide decision making in the context of multiple avenues to derive the maximum value for the organization. The participant will also learn how corporate managers can reduce the risk and contribute to the enrichment of a firm's value.

PGPFC203: Managerial Accounting

This is an introductory course on cost management with an emphasis on strategic decisions. The course is built around cost competitiveness and cost leadership. Overall, the course is divided into four modules; Cost Estimation, Costing for Decision Making, Strategic Cost Management, and Budgetary Planning & Cost Control. The participants are expected to develop an understanding of the role of management accounting information in planning, decision making, operating control and performance management; be familiar with the various cost concepts and their relevance in various contexts and business environments; understand the use of budgets for planning and operational control; and understand how various performance measures affect the behavior of people in an organization and how cost and performance management systems can be linked to strategy implementation and operational excellence.

PGPMK204: Business Research Methods

Business research is required for every business. Business research helps an organization to understand gaps in business, making crucial decisions and understanding the competition. The course helps in learning the scientific way of conducting research. The course deals with designing a research, understanding the importance of reviewing literature, using tools and techniques for data analysis and

preparing a report. The participants will learn how to take up a research and present the report of the research undertaken.

PGPMK205: Marketing Strategy

Marketing strategy is crucial for the overall success of an organization. Marketing Strategy involves understanding the business environment and understanding the consumer requirements and designing suitable strategies for an overall growth of market share and profitability and organization at large. The course will help understand strategic marketing perspectives and growing a loyal customer base. Value creation through the product mix will be detailed and participants will understand the importance of integration of the marketing network. Overall the participants will get an exposure to concepts, theory and practice.

PGPOQ206: Operations Management

Operations Management covers the concepts, processes and managerial skills needed to manage operations effectively. This course is designed to familiarize the participants with concepts of resource planning and control, inventory management, and scheduling, forecasting for decision making. The course includes handling different issues involved in managing inventory, scheduling the job and task, capacity planning decision. Also, analyzing the process to improve the productivity and applying forecasting tool for prediction to make proper plan for the various resource requirement so as to better manage the demand and production. The participants will be acquainted in handling real life business cases and applying different available tools and techniques in real life scenario.

PGPOB207: Team-Building and Leadership

The primary role performance of a manager is to design and deliver in teams. The course intends to use behavioral science knowledge to help the participants understand the art and science behind team building and leadership response. An understanding into strategic imperative to align a team to discover and achieve sustained and responsible business objectives. An equal mix of research-based readings and cases would be used to facilitate learning. The course would be mostly be delivered as a core component, with the theoretical foundations to team building and design principles, ultimately culminating into a Leadership Simulation Lab.

PGPSL208: Business Ethics

The course offers an overview of the evolution of the field of Business Ethics in theory and practice. It will open an avenue of creative interpretation of the realm of ethics that, in spite of being so important, is considered by entrepreneurs and managers dry and dreary. While theoretical constructs will be shared from the Western and eastern perspectives, case studies will animate the discussions in the class on how and why is business ethics us relevant today. Alternative sources of learning will open the arena of looking at ethics and its connection with Leadership for a brave new world of modern management. The global significance of the themes will be interspersed with local that is Indian insights into ethics and leadership drawn from the 5000 year

old Indian tradition with implications for managers and entrepreneurs worldwide. The course will attempt to strike a synthesis between - Skills and Values; Intellect and Emotions; Profits and People; Growth and Sustainability; Economic Development and Welfare of the Planet; Means and Ends; Contemplation and Action; East and West; Freedom and Discipline; Life and Living. The pedagogy will be in the spirit of dialogue that will help enrich the quality of learning and interactions between the participants and the faculty throughout the course.

PGPFC301: Corporate Finance

Most of the company's business decisions fall within the scope of corporate finance. Consequently, MBA graduates are required to have an insight into the process by which firms can create value for their shareholders. Value creation for stakeholders is accomplished by formulating strategies in which understanding corporate finance provides a key competitive advantage. This course adds to the foundation course on finance and capital markets in order to encourage participants in their academic, analytical and ethical development to become more financially oriented, with the aim of integrating the theory and practice of corporate finance. The course will evolve around a good understanding of the business environment, critical analysis and evaluation of current practices in the financial world that emphasize the development of problem-solving skills.

PGPIA302: Management Information Systems

An organization needs to continually strive for its goal. For achieving this, an organizational system need to be designed, redesigned and managed based on the changes in the environment where the organization operates. The cornerstone for achieving this is invariably the information continuum *Data ↔ Information ↔ Knowledge*. One needs to design and manage a system for an organization in such a way that it handles the information continuum properly while enabling the managers to facilitate churning of the system so that the organization progresses continually towards the targeted objective of sustainable development. This course aims at achieving this by adopting a component structure to system. The component structure facilitates churning of the system from time to time. This churning directs the system back towards the common purpose of sustainable development whenever it deviates from its path towards this common goal. This course deals with designing and managing an organizational IS based on the following four facets – Process, Technology, People and Management. Process deals with various activities and the workflow within the organization; Technology deals with the linkages between the components of the information continuum in the organization; People deals with the relationships between the systems users, both inside and outside the organizational boundary which effects the required decision making for designing and executing the system.

PGPOQ303: Operations Research

Operations Research course focuses on enhancing the skills of participants in understanding the management problems through modeling and practical problem

solving using various business cases and mathematical models. The mathematical models would help capturing the management problem phenomena, on building mathematical models, on collecting relevant data, on using software to solve the mathematical models, analyzing the output of the solutions, on making a scientifically valid decision, and on checking the practical feasibility of proposed decisions and/or looking for alternate decision. The course also aims at familiarizing participants with the use of computer in conducting the optimization using MS Excel SOLVER. It is divided into two modules: (1) Decision Making under Certainty, and (2) Decision Making under Uncertainty.

PGPOB304: Human Capital Management

This course aims to introduce participants to the importance of linking human capital development practices to business strategies. The course is designed to illustrate what processes and practices support the unique, longer-term goals of the organization. This course will provide an overview of different operating models that organizations can apply to deliver value and the HR practices. Moreover, during the course students will explore the changing business landscape and the emerging human capital challenges that business leaders must address.

PGPSL305: Strategic Management

This is a first-level course in Strategic Management for management students. Strategic management is a big-picture course that integrates and cuts across the whole spectrum of business and management. The center of attention is the total enterprise, its long-term direction and strategy, the industry and competitive environment in which it operates, its resources and competitive capabilities, and its prospects for success. Throughout the course, the spotlight will be trained on the foremost issue in running a business enterprise: “What must managers do, and do well, to make the company a winner in the game of business?”. The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. Apart from exposing participants to several frameworks, tools, and concepts that can contribute to success as a single business organization, this course would also introduce growth prospects from a corporate entity perspective on the three dimensions such as the vertical sphere, horizontal diversification, and geographic space aka internationalization. The course would also have discussions on technology strategy, strategy execution, and the role of leadership, leaving behind a variety of electives for participants to explore further on the basic contents covered in subsequent terms.

PGPGM306: Business Law

Law is integral to business. It defines, regulates and directs business in several ways. This course provides a basic understanding of the role of law in business, strategy and ethics with the help of select legal provisions and concepts. The course has five modules focusing on the meaning of law and its role in business decision making; business transactions, negotiations and contracts; forms of business and their

governance structures; innovation, business and the law; and business strategy and ethics. By the end of the course, the students are expected to learn some basic legal concepts and their application in business contexts, legal aspects of business contracts, the law governing business formation and administration, the value of IP protection for business/competitive advantage, and the application of law and ethics in business decision-making. Unlike traditional legal courses, this course is interactive and includes case examples, debates, role-plays and a mock hearing.

5. Summer Internship (4 Credit): Participants undergo eight weeks duration compulsory internship with some corporate/organization after the completion of their first year of curriculum.

▪ **Internship Process:**

- a. Participants will undergo eight weeks in internship program
- b. Can have Internship booklet specifies following steps of the process:
 - i. Submission of initial information report (IIR) (to program office by 2 weeks):
 - company
 - role
 - timeline
 - ii. Submission of pre-final report (to program office within 2 weeks of the commencement of term IV):
 - Major contribution to the company
 - Major learning through practice
 - iii. Office will generate similarity check report to check the originality of the work before sharing it to the faculty for final evaluation
 - iv. **Final Presentation:** Within 3- or 4-weeks' time the final presentation of the internship would be scheduled subject to meeting the following criteria:
 - The pre-final report should contain each subsection as given by the format guidelines in the internship handbook (to be verified by evaluator)
 - The pre-final report should maintain certain quality in terms of currency of the topic/work done during the internship (scores would be provided as per the evaluation scales given in the handbook)
 - The pre-final report should have less than 20% similarity content (as per similarity index, Turnit in) to be qualified for further evaluations
 - v. **Awarding Internship credit:**

The participants would be awarded with Internship credit upon the satisfactory completion of the abovementioned components including at least getting the minimum score in their final presentation and the submission of the final report (after the incorporation of suggested changes by the evaluator).

The students will get letter grades as per their performance in internship and would be reflected as an independent component (independent of CGPA) in their final Marksheet.

Annexure III: Internship Project Report and Presentation

Evaluation Parameters- Summer Internship

The Summer Internship of the participants would be evaluated in 3 following phases and marks **out of 100** would be allocated based on the performance of all three phases together:

Annexure III-A: Format of the Initial Information Report (IIR) (Marks: Out of 10)

Initial Information Report (IIR) (Out of 10):

1. Name:
2. Registration No:
3. Mobile:
4. E-Mail id:
5. Company Name:
6. Company Location:
7. Name of the Company Mentor:
8. Understanding of the roles and responsibilities was given (3):
9. Identifying key issues related to the work assigned and key deliverables (4):
10. Action Plan as given by the company mentor (3):

Annexure III-B: Format of the Pre-Final Report (PFR) & Final Report (Marks: Out of 50)

1. **Title:** Participants should give an innovative title for the project report, which should reflect the main theme of the entire summer internship
2. **Introduction:** Participants should highlight the importance of the company and the industry where it operates
3. **Identification of Business Problem:** Participants should identify and demonstrate the business problem by providing relevant information in a well-organized and systematic manner.
4. **Analysis of Alternative Solutions:** Participants should analyse various alternative solutions to the business problem by employing robust Methods and discussing them in a very organized manner.
5. **Drawing Conclusion/Managerial Decision Making:** Participants should be able to choose the most feasible alternative based on available relevant information and analysis. Eventually, participants could also propose the most appropriate path (i.e., formulation of an appropriate strategy for implementation)
6. **References**



Evaluation Components of Pre-Final Report (PFR) (Out of 50):

1. How well the work has been organized (20)
2. Ability to apply knowledge learned from the Management domain (20)
3. Achievement of learning objectives of the summer internship (10)

Annexure III-C: Final Presentation & Final Report Evaluation (Out of 40):

1. Student's learning from work and application of concepts to work (20)
2. Justice to work assigned - meeting set standards (10)
3. Display of professionalism in attitude and behavior (10)

Overall Letter grade

A+ A A- B+ B B- C+ C C- D
 I U

Date:

Signature of Evaluator

Annexure IV: Enrolment for Elective Course: Rules and Procedures

Each 4-credit elective course consists of 90 hours out of which 30 contact hours (20 sessions*1.5 hours) and about 60 hours of pre and post class preparation by the participant.

Out of 20 sessions, 2 sessions of each elective course (Compulsory) need to be conducted by preferably Alumni/Industry experts to bring the industry perspective in each elective course.

Participants need to select a minimum number of electives from each cluster across domains throughout the 2nd year. The exact minimum numbers from each category out of min. 48 or max. 52* credits are given later in Table 2.

*In addition to 48-52 credits of electives, the 2nd year participants need to obtain additional 12 credits spanning across Term III to Term VI (8 credits from Coursera, MOOC, SWAYAM NPTEL Online course Self phased learning courses, while 4 credit from Club, Committee, Live Projects, Course of Independent Studies (CIS) supervised by a faculty mentor), These 12 credits would be reflected in the transcript as an independent component would not be counted in overall CGPA calculation of the participants.

Hence, for PGP 2026-28 as per the proposed curriculum, the Total Minimum Credit requirement for each participant across 2 years of the program is 146 credits (1095 Contact Hours) (82 (Core Courses, CIP and 'Innovation Lab') + 4 (Internship) + 60 (Elective courses) = 146 credits*30 hours)

Cluster Details:

Cluster 1: Non-Quantitative Courses: Courses which require basic quants to appreciate

Cluster 2: Quantitative Courses: Courses which require mastery of quants to appreciate

Cluster 3: Discursive Courses: Courses which are ideational and builds perspectives

The participants would however be only provided with the labels: Cluster 1, 2 & 3. Only avoid and impose any bias and retain our intent of nudging them with an appropriate mix of courses.

A participant of the PGP 2026-28 needs a minimum of 48 credits to maximum 52 credits of elective courses during the second year of the program. The options for elective courses will be selected in a round of open bidding process. The open bidding round of elective selection may follow multiple cycles as explained later in this document.

The bidding process:

Participants get *800 bid points in term IV, 800 bid points in term V, and 700 bid points in term VI*, which they can use to achieve enrolling in 48-52 credits worth of elective courses across 3 terms. The min and max credit criteria for each term are given in below table 1.

Table 1: Term-wise Criteria

Elective course credits	Term IV	Term V	Term VI	Total
Minimum	12	12	8	48
Maximum	20	20	20	52

All the elective courses are categorized into THREE clusters based on course orientation. Participants will have to choose elective courses, with min credits that they need to fulfil per cluster as given below in Table 2.

Table 2: Cluster-wise Criteria

Elective Clusters	Cluster 1	Cluster 2	Cluster 3
Participants' minimum credit criteria	12*	12*	8

*Note: The participants also need to complete at least 32 credits out of 48 or 52 credits (from elective Clusters 1 and 2).

To repeat, each participant will be given an endowment of **800 bid points in term IV, 800 bid points in term V and 700 bid points in term VI**, which will be used to bid for the courses. The points in one's account is not transferable. The reserve price (i.e., points for minimum eligible bid) for a course of one credit will be 100 points, and 50 points for a half credit course. Depending on the demand for a course, a candidate might like to bid for the same with higher points (the bid must be an integer value), subject to the condition that s/he should be able to bid for the required number of courses during round one with the endowment of 2300 points. The amount actually charged for registering in the courses will depend on the Closing prices arrived during the auction process. The points left after registration of courses in round one can be used by the eligible participants for bidding during round two.

Based on the above innovation the following elective courses will be offered for PGP 2026-28 across various academic areas and across 3 electives clusters:

Bidding Process:

To repeat, each participant will be given an endowment of **800 bid points in term IV, 800 bid points in term V and 700 bid points in term VI**, which will be used to bid for the courses. The points in one's account is not transferable. The reserve price (i.e., points for minimum eligible bid) for a course of one credit will be 100 points, and 50 points for a half credit course. Depending on the demand for a course, a candidate might like to bid for the same with higher points (the bid must be an integer value),

subject to the condition that s/he should be able to bid for the required number of courses during round one with the endowment of 2300 points. The amount actually charged for registering in the courses will depend on the Closing prices arrived during the auction process. The points left after registration of courses in round one can be used by the eligible participants for bidding during round two.

Round One

The Program Office will run the process in several cycles as an **OPEN-BID AUCTION**. Each cycle will be open for a fixed interval of time (45 minutes). During this interval, a participant will do a real time bidding/re-bidding, seeing the trend (based on the max bid, min bid, median bid, mode bid) for the courses of choice. The total outstanding bids for a participant cannot exceed the account balance of that participant for each term at the beginning of the cycle. Thus, if b_1, b_2, \dots, b_n be the bids put up by the participant for the term for the elective courses of required credits, then

$$b_1 + b_2 + \dots + b_n \leq B$$

where,

B is the balance points in the account of the concerned participant at the beginning of the current cycle for the term.

$b_i \geq m_i$, where m_i is the reserve price for the course;

$m_i = 100$ for a one credit course and $m_i = 50$ for a half credit course

A participant who is not fulfilling the requirements (as specified in Tables 1 and 2) of bidding process within the specified time, would not be considered for the cycle. Hence, the participants, who could not bid for the courses within the stipulated time would have to participate in the next cycles. In case a participant could not enroll for the required number of courses after all the cycles, courses will be enrolled for the participant at the discretion of the Program Office.

The successful bidders will have the Closing price for the course(s) debited from their auction account. The unsuccessful buyers will have their accounts unaffected by the process. The prices for a course may be different from cycle to cycle, but all successful bidders will pay the Closing price as per the bid price given by the respective participant for a given course during a particular cycle.

At the end of each cycle, the Program Office will publish the following:

1. list of successful bidders per course
2. list of courses which are still open for auction and the number of seats available in each of these
3. the balance points in the accounts of each participant

Round 2: For additional two credits for those who qualify

Once the elective courses bidding is over for the batch, the participants who have 3.4 or more CGPA are eligible to opt for two additional credits. After declaration of the result of Term III, the Program Office will inform all the eligible participants about the available elective courses and the balance points remaining in the accounts of the participants. The auction process will be conducted in cycles following the same process.

Determination of Closing Price

At the end of each cycle, the Closing price for each course involved in the auction will be determined by the bidding software based the number of available seats and bids.

For example, if there are t seats available for a given course and there are r bids against it, if, $r > t$, the top t bids will be considered successful. In case of a tie, the successful bid will be determined by random selection by the bidding software. The Closing price of the course for each participant is the final bid amount that the participant has bid for at the end of the cycle. The same amount would be deducted from the term balance.

ILLUSTRATION

For the case $r > t$

Assuming $r = 5$ and $t = 3$, say following are the bids for the given course in descending order:

211, 156, 121, 105, 102

Given the above scenario, the top three successful bids are 211, 156 and 121. So, the Closing price for the course will be 211, 156 and 121, respectively for the successful bidders and thus, 211, 156 and 121 points will be debited from their respective accounts. However, the bid points of the last 2 unsuccessful bidders (i.e., 105 and 102) will be returned back to the respective accounts at the end of that particular cycle.

For the case $r < t$

Assuming $r = 2$ and $t = 3$, say following are the bids for the given course:

211, 156

Both the above bidders remained successful and at the end of cycle both the bidder will get the course at their respective Closing price of 211 and 156 and the same bid points will be debited from their respective accounts at the end of that particular cycle.

Enrollment requirement for elective courses to be offered

For an elective course to be delivered, there must be a **minimum of 30 enrollments** for the course. A course gets its allotted participants across different cycles till all



participants get their 48 credits requirement. If a course does not have the minimum required enrollments at the end of bidding process, the said course will be dropped.

The maximum enrollment for a given course will depend on the number of sections that the course is floated for. A section will ordinarily be made up of up to 70 participants (where 10 seats are reserved for PhD and PGPEX participants).

Annexure V: Elective courses floated for PGP (2025-27) Batch

ELECTIVE COURSES offered to PGP 2025-27			
Term IV (Duration: Thirteen Weeks)			
Subject Code	Subject	Credits (Contact Hours)	Course Cluster
PGPEEP401	Game Theory for Business Leaders	4 (30)	2
PGPEEP402	Geopolitical Risks & their impact on Supply Chains & Trade Flows	4 (30)	1
PGPEFC401	Investment Banking & Business Valuation	4 (30)	2
PGPEFC402	FinTech	4 (30)	1
PGPEFC403	Fixed Income Securities	4 (30)	2
PGPEFC404	Security Analysis and Portfolio Management	4 (30)	2
PGPEFC405	Banking: Policies and Practice	4 (30)	1
PGPEIA401	Digital Business & Transformation Strategies	4 (30)	3
PGPEIA402	Data Analysis using Python	4 (30)	2
PGPEIA403	Business Intelligence & Analytics	4 (30)	2
PGPEMK401	Retail Management	4 (30)	1
PGPEMK402	Integrated Marketing Communications	4 (30)	1
PGPEMK403	Customer Relationship Management	4 (30)	1
PGPEMK404	Brand Management	4 (30)	1
PGPEMK405	Digital Marketing & E-Commerce	4 (30)	2
PGPEMK406	Sales & Distribution Management	4 (30)	1
PGPEMK407	Consumer Behavior	4 (30)	1
PGPEMK408	Marketing for Public Participation Policy and Governance	2 (15)	3
PGPEMK409	Business to Business Marketing	4 (30)	1
PGPEOB401	Well-being at Work	4 (30)	1
PGPEOB402	Human Resource Analytics	4 (30)	2
PGPEOB403	Indigenous Communities, Organizations & Markets	4 (30)	3
PGPEOB404	People Practices for International Assignments	2 (15)	1
PGPEOQ401	Project Management	4 (30)	2
PGPEOQ402	Operation Strategy for Competitive Advantage	4 (30)	1
PGPEOQ403	Environmental Sustainability and Life Cycle Assessment	4 (30)	2
PGPEOQ404	Advanced Operations Research	4 (30)	2
PGPEOQ405	Industry 4.0 and Business Application	4 (30)	1
PGPEOQ406	Supply Chain Management	4 (30)	2

PGPESL401	Corporate Strategy	4 (30)	1
PGPESL402	Management: Past, Present and Future	2 (15)	3
PGPESL403	Strategy Consulting	4 (30)	1
PGPESL404	Strategies for International Markets: Challenges and Opportunities	4 (30)	1
Term V (Duration: Thirteen Weeks)			
Subject Code	Subject	Credits (Contact Hours)	Course Cluster
PGPEEP501	Business Governance and Public Policy	4 (30)	3
PGPEFC501	Mergers, Acquisitions and Corporate Restructurings	4 (30)	2
PGPEFC502	Behavioural Finance and Value Investing	4 (30)	1
PGPEFC503	Sustainable Finance	4 (30)	1
PGPEFC504	Financial Engineering	4 (30)	2
PGPEIA501	Predictive Analytics for Business Forecasting	4 (30)	2
PGPEIA502	Technology Management & IT Consulting	4 (30)	2
PGPEMK501	Marketing Intelligence	4 (30)	2
PGPEMK502	Sustainability Marketing	4 (30)	3
PGPEMK503	Services Marketing	4 (30)	1
PGPEMK504	Marketing Analytics	4 (30)	2
PGPEMK505	Product Management	4 (30)	1
PGPEMK506	Entertainment, Sports, and Cultural Marketing	4 (30)	3
PGPEOB501	Consulting Mosaics	4 (30)	3
PGPEOB502	Talent and Performance Management System	4 (30)	1
PGPEOB503	Negotiation and Conflict Management	4 (30)	1
PGPEOB504	The Startup Chronicles	2 (15)	3
PGPEOB505	Reward Management	4 (30)	2
PGPEOB506	Agile Leadership for Future of Work & Workplace	4 (30)	1
PGPEOQ501	Business Modeling and Simulation	4 (30)	1
PGPEOQ502	Six Sigma and Lean Thinking	4 (30)	2
PGPEOQ503	Environmental Sustainability and Life Cycle Assessment	4 (30)	2
PGPEOQ504	Service Operations Management	4 (30)	1
PGPEOQ505	Circular Economy	4 (30)	2
PGPEOQ506	Logistics Management	4 (30)	1
PGPESL501	Management Learning from Upanishads and Indian Mythology	4 (30)	3
PGPESL502	Strategy Consulting	4 (30)	1

PGPESL503	Wisdom Leadership: East-West Perspectives	2 (15)	3
Term VI (Duration: Thirteen Weeks)			
Subject Code	Subject	Credits (Contact Hours)	Course Cluster
PGPEEP601	Current Scenario of the Indian Economy and Business Environment	4 (30)	1
PGPEEP602	Business Decision Making under Uncertainty	4 (30)	2
PGPEFC601	Wealth Management & Fin Tech	4 (30)	1
PGPEFC602	Corporate Governance and Ethics in Finance	4 (30)	3
PGPEFC603	Sustainability Reporting and Analysis	4 (30)	1
PGPEFC604	Infrastructure Project Finance	4 (30)	2
PGPEIA601	Storytelling Through Data	2 (15)	1
PGPEIA602	Digital Product Development and Management	2 (15)	3
PGPEMK601	Rural Marketing	4 (30)	3
PGPEMK602	Northeast Outbound Challenge: Explore. Engage. Lead.	4 (30)	3
PGPEMK603	Social Marketing	2 (15)	3
PGPEMK604	Luxury Marketing	2 (15)	1
PGPEOB601	Leadership Stories	4 (30)	3
PGPEOQ601	Service Operations Management	4 (30)	1
PGPEOQ602	Healthcare operations management	4 (30)	1
PGPEOQ603	Assessment and Management of Risk	4 (30)	1
PGPESL601	Management and Liberal Arts	2 (15)	3
PGPESL602	Entrepreneurship & New Venture Management – A Practitioner’s Perspective	4 (30)	3
PGPESL603	Chanakya Arthashastra and Niti	4 (30)	3

Annexure VI: Course for Independent Study (CIS)

Requirements

- The option of CIS is offered as an elective to participants who would like to take up same. The CIS is equivalent to 4 credit.
- The proposal for CIS should be submitted in the format approved for the purpose. This should be done during cycle one of round one auction for elective courses.
- The CIS proposal will be put up electronically, and open for access by all faculty members and participants. This would ensure wider sharing of ideas amongst all concerned. The proposal will be considered accepted once the same is approved by the PGP Committee.
- CIS should involve about 90 to 120 hours of work. This would comprise an investigation, together with a written report and interpretation thereof, of a subject accepted and approved by the PGP Committee in consultation with the involved guide(s).
- The participant will be evaluated based on the standard of scholarship demonstrated in terms of the information collected, analysis done, and ability to reach and state defensible inferences.
- The PGP Chairperson will constitute a CIS Examination Committee (CEC) consisting of the CIS supervisor(s) and an equal number of nominated faculty members. At least two interim presentations should be made to the CEC. Other members of the faculty/fellow program will also be informed about these presentations, and they will be free to attend the same. The exact number of presentations will be decided by the PGP Committee in consultation with the CEC. There should be at least one submission per presentation detailing out the progress made in the study.
- The participant should give a public seminar after completion of her/his work for dissemination, feedback, and evaluation. The CEC members should be present at this seminar.
- The final grade will be awarded by the CEC, if possible by consensus, after submission of the final report. However, they may assign grades separately, in which case the grades will be weighted equally to arrive at the final grade.
- An 'I' (incomplete) grade is to be assigned only in exceptional circumstances and must be removed before the end of the following term.

Topic Selection

The topic of the CIS will be selected by the individual participant based on her/his interest and some minimum level of advanced knowledge in the selected area of study. This might be based on the background of the participant, or issues that might have cropped up during the class discussion, etc.

The subject of study should be selected keeping in mind the expected effort required for the CIS. While the initial formulation of the area of study can be quite ambiguous, vague, or over-ambitious, successive reformulations with the help of the instructor(s) can bring in the required focus, ensuring the expected depth as well as breadth in the proposed study.

CIS Supervisor

The broad list of CIS Topics from various functional areas including the name of the supervisor(s) will be communicated by the PGP Office. These will only be indicative topics and may be fine-tuned based on the interest of the participant taking them up.

The interested participants will have to submit a CIS proposal, based on the aforesaid list, to the concerned supervisor, with a copy to the PGP Office, within a stipulated date. This date will be informed in due course but will be before the process of elective course selection. The participants may consult the concerned faculty member for any clarification regarding the topic and scope of work.

Once the proposals are submitted, the concerned supervisor will make the final decision about acceptance of the proposal and will inform the same to the PGP Office. The PGP Office will, in turn, inform the same to the concerned participants.

This being a participant-centered activity, it is the responsibility of the participant to approach the supervisor(s) to clarify doubts, ask for clarifications, and get the progress of work assessed from time to time. The supervisor(s) will not seek out the participant for the same.

Monitoring CIS

The PGP Committee, in consultation with the CEC, will inform the participants regarding the dates of the interim review, public seminar, as well as final submission of the report. The indicative dates are included in the academic calendar. While the participant might request for extension of the final submission by providing a written request to the PGP Chairperson forwarded by the supervisor(s), the fate of the same will be decided by the PGP Committee in consultation with CEC. In no case can an extension be granted beyond the last teaching day of Term V. If a report is submitted beyond the last date for submission of the same, it will be awarded Grade 'F'.

Format for CIS Proposal

- CIS title
- A brief background of the student
- Names of proposed CIS guide(s) in order of preference
- Introduction
- Objective
- Scope
- Research questions

- Methodology/analytical framework
- Bibliography

Report Copies to be submitted:

Two copies of the Final CIS report should be submitted, one for the library and the other for the self. Both these need to be submitted to the PGP Office within the stipulated date (to be informed later). One copy will be returned after signature from the evaluator(s). A soft copy of the report, in pdf format, also needs to be submitted.

Suggestive Report Content

The report should contain the following:

- Title page
- Acknowledgments
- Table of contents
- List of Tables (required if tables are used)
- List of Figures (required if figures/photos are used)
- Executive summary
- Introduction
- Objective
- Scope/ Research questions
- Methodology/analytical framework
- Primary learning and analysis
- Outcome, Managerial implication
- Conclusion and Recommendations
- Future scope of research
- Illustrations and Annexure(s)
- Bibliography

Knowledge Center (Library)

The Knowledge Centre (Library) is one of the most modern and tech savvy libraries in the country. It is envisaged to make the library one of the most vibrant and productive branches of the Institute so that it may keep pace with the global, dynamic and technologically enabled information age, and meet the expectations of its end users. The objectives of the Knowledge center are:

- To procure, organize and disseminate information in different formats,
- To support and promote the use of rich and diverse collection among the users,
- To preserve and house the collection for posterity, and

- To enhance and support the academic environment by providing seamless access to information resources.

With the above aim in view, within a short span of time, the Knowledge Center has acquired an excellent collection of management related books, journals and non-book materials. It maintains separate collection of Reference Books, Textbooks, General books, Working Papers and other documents, the non-book collection consisting of video cassettes, compact discs, etc. Faculty members make regular requisition of the latest books to add value to the Knowledge Centre and equip it with the latest collection of books. It also has the latest collection of periodicals, magazines and newspapers. The process of updating the Centre with rich collection of both Indian and Foreign Journals is currently on. Journals are available both online as well as in printed volumes. Annexure VII details the e-resources available at the Knowledge Centre.

The varied type of services made available by the Centre, apart from lending, are the Reference Services, CAS (Current Awareness Services), SDI (Selective Dissemination of Information), Information Alert Services (E- Mail Services), Lest-you-miss (newspaper clippings) services, and ILL (Inter Library Loan) services. All the aforesaid online facilities are available through the Knowledge Centre E-Portal of the Institute.

This Knowledge Center is one of the few libraries in the country which is fully automated - the VTLS Library management software with RFID (Radio Frequency Identification) Library Management System is being used for the purpose of housekeeping of library as well as other activities. The RFID technology makes the Circulation of books easier as the end-users can perform the ISSUE and RETURN activities through the KIOSK and DROP BOX machines respectively, using their smart proximity cards. The entire area is covered by CCTV. The technological environment enables the Knowledge Center to serve its clientele in a better, faster and in a more efficient manner. The library cataloguing system is also implemented via OPAC for easy access by the users. The online resources of the Center can even be accessed from outside the campus by the authorized users through an authenticated secure VPN connection /Remote access login and through Username and Password.

The Knowledge Center is the knowledge hub of IIM Shillong, it provides comprehensive access to books, journals, theses and dissertations, reports, surveys covering diverse disciplines.

The rules facilitating the functioning of the Knowledge Center are detailed as Annexure VII.

Annexure VII: Rules and regulations for using Knowledge Center (Library)

Opening Hours

Monday to Friday --- 9.00 am to 7.00 am the next day.

Saturdays --- 12 noon to 7.00 am the next day

Sundays & Holidays Closed.

General Rules

- Only IIM Shillong participants, researchers, faculty members, and staff members as registered members are allowed to use the Knowledge Center. Registered members can use their smart cards for the circulation of library documents. The smart card is non-transferable. Student membership is renewed at the beginning of every academic year. They should produce their ID cards at the entrance of the Knowledge Center, or when required.
- Silence should be maintained in the Knowledge Center. Mobile phones will also need to be kept in silent mode or switched off mode.
- No eatables are allowed within the Knowledge Center. Spitting, smoking, and other offensive or objectionable practices are strictly prohibited.
- Members are not allowed to bring personal books or any printed material and other personal belongings like bags, umbrellas, etc. inside the Center. These materials are to be kept at the Property Counter at their own risk. Only a Single Notebook can be taken inside the Reference Section.
- Members should not carry books from one section to another and should leave the books on the reading table after use.
- Members should not write in, mark, or otherwise disfigure/damage books, furniture, etc.
- Members are advised not to leave their precious and valuable items like money, passport, certificate, credit card, etc. at the Property Counter.
- The Center shall not be responsible for any loss or damage of the personal belongings of the users.
- The computers at the Center are meant for searching/downloading the e-Resources only. Playing and downloading games, software, music /video files are strictly prohibited.
- Readers should not remove/unplug computer cables/connections, network cables, and other peripherals/accessories in the library.
- The Librarian reserves the right to suspend the membership of any member found misbehaving with the library staff or with any other member.

Privileges of Members

A member who is a participant of the PGP program can get up to five books issues for ten days duration.

Issue and Renewal of Books

- 5 Books are issued for a period of 10 days.

- The member must be present in person for any library transaction against his/her membership.
- Books can be re-issued two times (i.e., for a period of another 10 days) if there is no reservation against them.
- Reference books, Periodicals & project reports, are not to be issued out. However, in some genuine cases, the same may be allowed with the permission of the Librarian.
- Borrowers must satisfy themselves with the physical condition of books before borrowing.
- Members are responsible for books issued against their lost smart card.
- Reserved books cannot be issued to other members.

Course Book

The COURSE BOOK section where students can borrow books as per recommendation of the concerned course instructor. Students will be coming regularly to the Umsawli Campus and once books are borrowed from the Umsawli campus they can take them to Nongthymmai campus. However, we have a Textbook Library at Nongthymmail campus too.

Overdue and Reminder

- A fine of ₹ 5/- per book per day will be charged for the first seven days from the due date of return of the book. The rate will get doubled for any delay beyond that.
- Any overdue book should be either returned or renewed. Otherwise, the privilege of issuing books will be suspended.
- In the normal course, two reminders (e-mail) will be sent to the member for the overdue books in alternative weeks. It is, however, not obligatory on the part of the Center. If the borrower does not respond to the notices, his/ her membership will be suspended till the return of the material and till permitted by the competent authority.
- The Center reserves the right to recall any issued book even before the due date.

Loss/ Mutilation of Reading Materials

If a book is lost, the borrower is responsible to replace the book or pay three times the cost of the book. In case the lost book is out-of-print and widely used, the library committee may recommend an extra penalty.

Reprographic Services Including Scanning, Printing of Knowledge Center Documents

Only documents from the Knowledge Center are allowed for photocopying @ ₹ 1/- per copy, and printouts @ ₹ 2/-per page. Members can scan important portions of documents free of cost.

Clearance of Reading Materials

- Borrowers are expected to return all borrowed materials before going on vacation/ leave/ outstation duty if such absence is for more than a month. Only two books are allowed to be taken during the Internship.
- All members are required to clear the Library dues before the announcement of their results.
- On completion of the program, the NO DUES Certificate will be issued only after surrendering all reading materials, and the smart card and clearing all outstanding dues. A fine of ₹ 100/- will be charged for losing the smart card.

Use of Kiosk for Issuing Book(s)

- Step 1. Place the card
- Result. Member's account details will be displayed
- Step 2 Remove the card and immediately place the book(s) to be issued.
- Result. The details of the book(s) will be displayed.
- Step 3. Press the ISSUE BUTTON
- Result. A message "Item Processed Successfully" will appear. If this message does not appear during the operation, the member is advised to contact the library staff.
- Step 4: To borrow more books, press on MORE and place the book

Use of DropBox/Kiosk for Returning Book(s):

- Step 1. Press the RETURN button and place your book (Not required to place the card)
- Result: Book details will appear
- Step 2: Press the RETURN button
- Result: A message "Item Processed Successfully" will appear. If this message does not appear during the operation, the member is advised to contact the library staff.
- Step 3: To return more books, press on MORE and place the book

Important Note:

- Violations of Knowledge Center rules can lead to hefty fines and/or debarment from using the facilities
- Rules may be altered or amended and new rules may be incorporated by the competent authority from time to time depending on the exigencies

E-Journals accessible through ONOS

- AAAS Science
- ACM Digital Library
- American Chemical Society

- American Institute of Aeronautics and Astronautics
- American Institute of Physics
- American Mathematical Society
- American Physical Society
- American Society for Microbiology
- Annual Reviews
- ASCE Online
- ASME Online
- Bentham Science
- BMJ
- Cambridge University Press
- Cold Spring Harbor Laboratory Press
- Elsevier Science Direct
- Emerald Insight
- ICE Publishing
- IEEE
- Indianjournals.com
- Institute of Physics
- Lippincott Williams and Wilkins (Wolters & Kluwer)
- Oxford University Press
- Project Muse
- Royal Society of Chemistry Sage
- Sage Publishing
- SPIE Digital Library
- Springer Nature
- Taylor & Francis
- Theime
- Wiley Journals
- World Scientific Publishing

E-Resources Subscribed by the Institute

- CMIE Prowess IQ
- CMIE Prowess dx
- CMIE States of India
- EBSCO- Business Source Ultimate
- Economist Historical Archive
- ET Prime
- Financial Times Historical Archive
- Morning Context
- JSTOR
- Statista
- Bloomberg
- ProQuest Dissertation & Thesis

- APA PsycArticles
- Capitaline
- ProQuest One Business
- Sage Research Methods
- Turnitin (Plagiarism checker)
- Grammarly (Writing Support)
- Elsevier Scopus
- Press Reader (Newspapers and Magazines)

Cases

- HBSP Cases (only classroom access)

E-Library Access

The e-resources and ONOS journals can be accessed remotely via the E-library option on the institute website, using your Microsoft credentials. When on campus, the same can be accessed through the Knowledge Center portal. The link can be found on the institute's website under the OPAC option.

There are two types of access: one IP authenticated access, which does not need registration, and the other is password authenticated access, which requires one-time registration. ONOS Journals are all IP authenticated, and for the others below, each e-resource indicates the type of access.

Annexure VIII: Obtaining Clearances while leaving the Institute

On completion of the Sixth Term, participants need to get a No Dues Clearance Certificate at least five days before the Convocation. The form for the No Dues Clearance Certificate can be found towards the end of this Handbook.

The process of obtaining the clearances from all the Department (s) / Section (s) should be as per the sequence in the **No Dues Clearance Certificate** Form. On completion, the No Dues Clearance Certificate needs to be submitted to the Program Office. Only on submission of the completed form, a participant will be able to take part in the Convocation Proceeding or, if not attending the Convocation, s/he can authorize a person to collect the Degree Certificate on her/his behalf or request the Institute to Courier/Post the Degree Certificate to her/his mailing address.

A participant, who may like/be asked to leave the Institute midway through the program, would need to clear all the dues and get the **No Dues Clearance Certificate** as mentioned above within 30 days from the date of submission of intent to leave the program/notice asking her/him to leave the Institute.

Annexure IX: Drive against Ragging

- 1) Definition: “Ragging” means the doing of any act which causes, or is likely to cause, any physical, psychological or physiological harm of apprehension or shame or embarrassment to a Participant, and includes –
 - a) Any conduct by any participant or participants whether by words spoken or written or by an act which has the effect of teasing, treating, or handling with rudeness a fresher or any other participant;
 - b) Indulging in rowdy or in disciplined activities by any participant or participants, which causes or is likely to cause annoyance, hardship, physical or psychological harm or to raise fear or apprehension thereof in any fresher or any other participant;
 - c) Asking any participant to do any act which such participant will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other participant;
 - d) Any act by a senior participant that prevents, disrupts or disturbs the regular academic activity of any other participant or a fresher;
 - e) Exploiting the services of a fresher or any other participant for completing the academic tasks assigned to an individual or a group of participants;
 - f) Any act of financial extortion or forceful expenditure burden put on a fresher or any other participant by participants;
 - g) Any act of physical abuse including all variants of it: sexual abuse, homosexual assaults, stripping, forcing obscene and lewd acts, gestures, causing bodily harm or any other danger to health or person;
 - h) Any act or abuse by spoken words, emails, post, public insults which would also include deriving perverted pleasure, vicarious or sadistic thrill from actively or passively participating in the discomfiture to fresher or any other participant;

- i) Any act that affects the mental health and self-confidence of a fresher or any other participant with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a participant over any fresher;
 - j) Any act of physical or mental abuse (including bullying and exclusion) targeted at another participant (fresher or otherwise) on the ground of color, race, religion, caste, ethnicity, gender (including transgender), sexual orientation, appearance, nationality, regional origins, linguistic identity, place of birth, place of residence or economic background.
- 2) Prohibition of Ragging
- a) Ragging is strictly prohibited.
 - b) No person shall participate in, abet, or propagate ragging.
- 3) Penalty for Ragging
- a) Expulsion from the Institute, if found guilty on inquiry against the complaint lodged by any other participant, or by suo-moto cognizance taken by the Institute.
 - b) Imprisonment of either description up to two years or fine up to five thousand rupees or both.
 - c) Any Participant convicted under 3(b) shall be dismissed from the educational institution in which he/she has been prosecuting his studies for the time being, and shall not be re-admitted to that educational institution.

Moreover, each and every participant of the Institute shall be duty-bound during the entire period of study with the Institute to immediately report to the authority if any ragging is noticed either in hostel or in the campus. For more details, please visit the following link of our institute website:

https://www.iimshillong.ac.in/wp-content/uploads/2021/11/iims-anti_ragging_policy.pdf

An Anti-Ragging Committee is functional to look into the incidences of ragging, if any. Following is the composition of the committee:

Prof. Subhadip Mukherjee – Chairperson Chairperson, PGP	Email: subhadip@iimshillong.ac.in Contact No: 9502099492
Prof. Mousumi Bhattacharya – Member Chairperson, Doctoral Program	Email: mousumi@iimshillong.ac.in Contact No: 9402102192
Prof. Sitanshu Sekhar Das – Member Chairperson, Executive PGP	Email: sitanshu@iimshillong.ac.in Contact No: 9932077385
Prof. Yadav Vinay Surendra- Member Hostel Warden	Email: vinayyadav@iimshillong.ac.in Contact No: 7798199509
Prof. Ravi Shankar Bhakat – Member Hostel Warden	Email: ravi@iimshillong.ac.in Contact No: 8148586623
Prof. Varnita Srivastava- Member Chairperson, Students Affairs	Email: varnita@iimshillong.ac.in Contact No: 9097045534
Prof, Sheetal-Member Chairperson, IPM	Email: sheetal@iimshillong.ac.in Contact No: 9896433782

Annexure X: Guidelines for Differently Abled Participants

Indian Institute of Management Shillong (IIM Shillong) aims to provide equal access and opportunities for education to all participants aspiring to get admission to IIM Shillong including the differently-abled person. With this aim in view, IIM Shillong provides both physical as well as academic support to facilitate all differently-abled participants.

1. Office for Services to Differently Abled Students (OSDAS):

Committee for looking after the Key Activities and Support to Differently Abled Participants

- i) The committee on Differently Abled Students (CoDAS) of IIM Shillong will be headed by a faculty member. The other members of the committee will include one faculty member and two participant representatives.
- ii) Office for Services to Differently Abled Students (OSDAS) will be set up under the overall supervision of the (CoDAS) to provide a single point of access for all issues regarding disability.

2. Admissions (Enabled through the Admissions Office)

- i) Ensure that there is no discrimination against differently-abled participants who deserve to be admitted as per the admission criteria.
- ii) Provide compensatory time during any written evaluation, if the same is conducted.
- iii) The interview panel is made aware of all such candidates and the type of disability and a special type of accommodations required if any.

3. Assessment of Required Accommodations

- i) A form seeking information regarding accommodations required will be sent to the participant once s/he accepts the admission offer, i.e., prior to joining the Institute. This will help with any advance preparations such as modification to the hostel room etc.
- ii) Accommodation requirements (both academic and non-academic) are assessed at the beginning of the first term and required accommodations are provided throughout the participant's stay at IIM Shillong.
- iii) The requirements of participants are shared with other offices (PGP, PhD PGPEX, hostel, estate, etc.) and coordinated by the OSDAS. OSDAP will monitor the extent of the support provided to the concerned participants.

4. Stay at IIM Shillong

- i) Sensitization sessions on disability for faculty, staff members, and participants will be conducted.
- ii) Physical access to campus facilities, including classrooms, library, hostels, canteen, eating places, and common areas used by participants will be facilitated.
- iii) Classes and exams will be held in accessible classrooms.

- iv) Wheelchair will be provided if required
- v) Suitable accessible rooms with suitable bathrooms will be provided at the hostel.

5. Academic Support

Academic support will be catered to the specific requirements of the differently-abled participants based on the assessment by the Chairperson (OSDAS). The support will be in the form as detailed below:

- a) *Locomotor Disability* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:
 - i) They may be allotted conveniently accessible seats
 - ii) They may be provided with speech recognition software at a common facility that will assist them in typing reports, answering online tests, etc.
 - iii) With due permission from the course facilitator, they may be allowed the use of assistive devices in class
 - iv) They may be provided additional time of up to 20 minutes per hour for all written evaluations
- b) *Visual Impairment* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:
 - i) They may be allotted seats in the front row of the class
 - ii) All course materials may be provided in an accessible format
 - iii) With due permission from the course facilitator, they may be allowed the use of assistive devices in class
 - iv) Provisions may be made for real-time sharing of classroom computer content with the participant's laptop
 - v) An alternate evaluation mechanism may be applied instead of the evaluation of the class participation component
 - vi) They may be provided additional time of up to 20 minutes per hour for all written evaluations
 - vii) They may be provided with the support of scribes during written examinations
- c) *Hearing Impairment* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:
 - i) They may be allotted seats in the front row of the class
 - ii) All course materials may be provided in an accessible format
 - iii) With due permission from the course facilitator, they may be allowed the use of assistive devices in class
 - iv) An alternate evaluation mechanism may be applied instead of the evaluation of the class participation component
 - v) They may be provided additional time of up to 20 minutes per hour for all written evaluations

- d) *Speech and language disability* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:
 - i) With due permission from the course facilitator, they may be allowed the use of assistive devices in class
 - ii) An alternate evaluation mechanism may be applied instead of evaluation of the class participation component or any other oral evaluation
- e) *Intellectual Disability* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:
 - i) All course materials may be provided in an accessible format
 - ii) With due permission from the course facilitator, they may be allowed the use of assistive devices in class
 - iii) An alternate evaluation mechanism may be applied instead of the evaluation of the class participation component
 - i) They may be provided additional time of up to 20 minutes per hour for all written evaluations
 - ii) Depending on their assessment by the OSDAS and with due approval of the Program Committee, such participants may be allowed an additional year to complete the program, wherein their course load will be distributed across the years. No additional tuition fee will be applicable for such an additional year of the program.

6. Academic Standards

Based on the assessment, the participants having the aforementioned impairments/challenges will have an evaluation criterion relaxed by up to 5% of the requirement is applicable to the other participants, rounded up to the next integer or decimal as applicable. Specifically, relaxation up to the following limits may apply:

In order to qualify for promotion to the second year and/or to continue in the program, at no stage in the first year shall the participant have

1. CPGA of less than 1.90 (2.00 for others)
2. Accumulate 11 DGPs or more (10 for others)

For continuation in the program after the first year, at no stage in the second year shall the participant accumulate

1. CPGA of less than 1.90 (2.00 for others)
2. Accumulate 11 DGPs or more (10 for others)

Notwithstanding the provisions mentioned above, in order to continue in the program, all such participants shall not accumulate more than 14 DGPs at any stage in the entire program (12 for others).

To qualify for the award of the degree, the participant must satisfy the following at the end of term VI:

- i) CGPA of at least 1.90 (2.00 for others) in the credits taken up in the first year
- ii) CGPA of at least 1.90 (2.00 for others) in the credits taken up in the second year
- iii) CGPA of at least 2.10 (2.20 for others) in all the credits taken over the first and second year
- iv) Accumulate not more than 14 DGPs (12 for others)

An “U” (Unsatisfactory) grade earns 5 Deficit Grade Points (DGPs), and a “D” grade earns 2 DGPs, independent of the credit of the concerned course. For the differently abled participants, a mark below 47 (reduced by 5% of 50, rounded up to the next integer; 50 is the pass mark for others) will constitute an ‘U’ grade.

A Committee headed by the Program Chair of the respective Program with different participants, the Chairperson of CoDAS, and a faculty member will assess the type of academic relaxation that needs to be given to each of the differently abled participants on a case-to-case basis.

7. Assistance towards Career Progression

The differently abled participants will be provided the following support:

- i. Counseling to help make informed career choices
- ii. The placement process involving such participants will be conducted in accessible venues

The Committee on Differently Abled Students (CoDAS) has the following members:

Name	Contact
Prof. Bidyut Jyoti Gogoi	Chairperson Email: bidyut@iimshillong.ac.in
Prof Ravi Shankar Bhakat	Member, Email: ravi@iimshillong.ac.in
Mr. Abu Farhan (20225PGP069)	(Students’ Representative)
Mr. Apurav Vyas (2025PGP080)	(Students’ Representative)

Annexure XI : Disciplinary Committee

Chairperson
Prof. Subhadip Mukherjee – Chair PGP
Members
Prof. Mousumi Bhattacharya - Chair, Doctoral Program & Research
Prof. Sitanshu Sekhar Das - Chair, Executive PGP
Prof. Varnita Srivastava - Chair, Student Affairs & Placement
Prof. Ravi Shankar Bhakat - Hostel Warden
Prof. Yadav Vinay Surendra - Hostel Warden
Prof. Sheetal - Chair, IPM
Member Secretary
Chief Administrative Officer



Honor Pledge of Indian Institute of Management Shillong

(Tear off this page, put the signatures and fill in the other details, and submit it to PGP Office)

Honor Pledge by Participants

I,

A participant member of the IIM Shillong community,
solemnly commit myself today to be honest in all my dealings;

to maintain personal integrity in everything I do;

to strive for excellence in performance;

to contribute to collaborative learning;

to compete to the best of my ability;

but to avoid unethical short cuts and unfair means

even while dealing with high competition.

I further commit myself to respect

the IIM Shillong community's values;

to use the Institute's facilities and resources prudently;

to follow all the rules in force, and

not to condone or collude with any violations by others.

I make this pledge voluntarily as I resolve to be worthy of the membership of the community.

Date :

Signature of the Candidate

Place:

Regd. No.: 2026PGP.....



DECLARATION AGAINST RAGGING

(Tear off this page, put the signatures and fill in the other details, and submit it to PGP Office)

Declaration and Undertaking by the Candidate

Name _____ of _____ the _____ Candidate:
.....

I do hereby declare that I am fully aware of the above noted approach of IIM Shillong towards ragging and the statutory punishment to which a Participant shall be liable if found guilty of ragging and hereby undertake that I shall neither indulge in ragging activities nor shall take part in or subject anyone to ragging. Moreover, I will not remain a spectator to the acts of Ragging, and will report such matters immediately to the concerned authorities. I also understand that if I am accused of Ragging, the responsibility is on me to prove my innocence.

Date :

Signature of the Candidate

Place:

Regd. No. 2026PGP.....

Declaration and Undertaking by the Guardian

I do hereby declare that I am fully aware of the above noted approach of IIM Shillong towards ragging and the statutory punishment to which a Participant shall be liable if found guilty of ragging and hereby undertake that my ward shall not indulge in any kind of ragging activities nor shall take part in or subject anyone to ragging.

Date :

Signature of the Guardian of the Candidate

Place:

Regd. No. 2026PGP.....



UNDERTAKING

(Tear off this page, put the signatures and fill in the other details, and submit it to PGP Office)

I have gone through the PGP Participant Handbook (2026-28) of IIM Shillong and I promise that I shall abide by the rules and regulations mentioned in the handbook during my tenure as a PGP Participant. In case of any deviation, I shall be liable for disciplinary action by the Institute.

Participant Name :
Registration No. :2026PGP.....
Batch :2026-28.....

Date :

Signature of the Participant

Place:



Indian Institute of Management Shillong

Post Graduate Program in Management

No Dues Clearance Certificate

Name of the Participant: _____

Regn. No.: _____

Date: _____

Sl. No.	Department	Remarks	Signature & Stamp of Clearance
1	Mess / Laundry		
2	Stores & Purchase		
3	Engineering Section		
4	Hostel Manager		
5	Knowledge Center		
6	IT Section		
7	Finance & Account Section		

Note:

- Clearance should be obtained in the order of the sequence number of the departments/sections
- Duly completed form needs to be submitted to the Program Office

Important Note

- The Institute reserves the right to change and/or modify any of the rules and regulations, contained herein.
- The Participant Handbook and all the contents herein are subject to the jurisdiction and interpretation of the Director, IIM Shillong
- An aggrieved participant, who is not convinced with the decision of the PGP Committee regarding certain action taken against her/him, may approach the Director for redressal.
- The decision of the Director in matters of interpretation of the rules will be final and binding on all concerned.

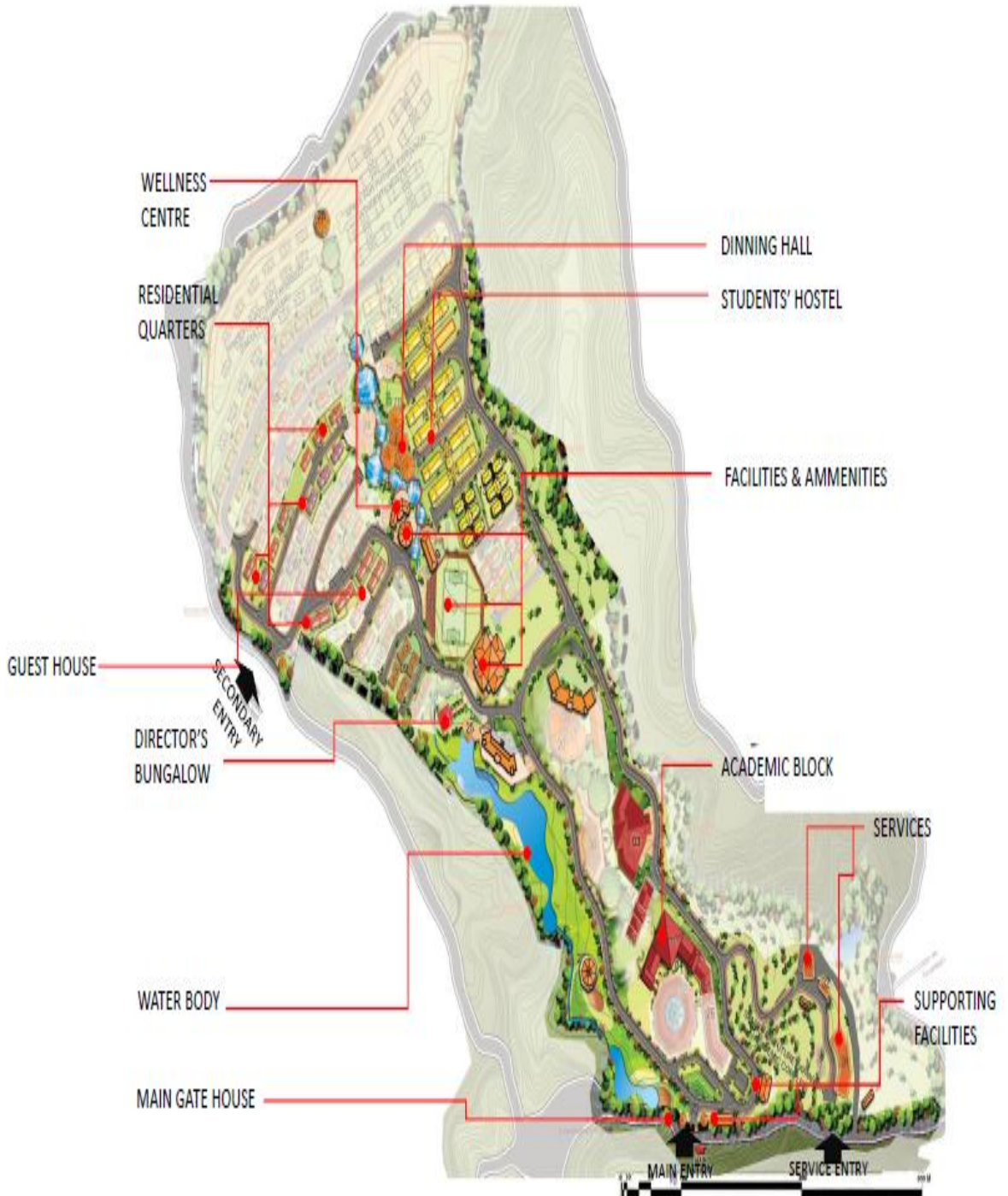
Important Contacts

Name	Designation	Email Id	Phone Number
Prof. Nalini Prava Tripathy	Director-in-Charge	director@iimshillong.ac.in	+91 364 230 8005
Prof. Nalini Prava Tripathy	Dean (External Relation)	dean.er@iimshillong.ac.in	+91 364 230 8037
Prof. Basav Roychoudhury	Dean (Research)	dean.research@iimshillong.ac.in	+91 364 230 8040
Prof Subhadip Mukherjee	Chairperson, PGP	chair.pgp@iimshillong.ac.in	+91 364 230 8049
Prof. Sharad Nath Bhattacharya	Chairperson, Placement	chair.placement@iimshillong.ac.in	+91 364 230 8032
Prof Varnita Srivastava	Chairperson, Student Affairs	chair.studentaffairs@iimshillong.ac.in	+91 364 230 8059
Prof Debasisha Mishra	Chairperson, IT Services	chair.it@iimshillong.ac.in	+91 364 230 8077
Mr. Cliff Dkhar	Associate Manager (Informatics)	cliff@iimshillong.ac.in	+91 364 230 8060
Prof Varnita Srivastava	Warden	varnita@iimshillong.ac.in	+91 364 230 8059
Prof Yadav Vinay Surendra	Warden	vinay@iimshillong.ac.in	+91 364 230 8045
Prof Ravi Shankar Bhakat	Warden	ravi@iimshillong.ac.in	+91 364 230 8051
Col. Dinesh Adhikari	Chief Administrative Officer	cao@iimshillong.ac.in	+91 364 230 8020
Shri Siddharth Jain	Associate Manager (Academics), PGP Office	officer.prog@iimshillong.ac.in	+91 364 230 8016
PGP Office		pgp@iimshillong.ac.in	+91 364 230 8056
Shri Hemango K Dutta	Joint General Manager (Corporate Affairs & Public Relations)	jgm.capr@iimshillong.ac.in	+91 364 230 8055
Shri Merlvin Jude Mukhim	Senior Manager (Student Affairs & Placement)	srmgr.sap@iimshillong.ac.in	+91 364 230 8054
Wellness Center		wellness@iimshillong.ac.in	+91 364 230 8081
Dr. Richa Sharma	Resident Medical Officer	doctor@iimshillong.ac.in	+91 364 230 8082/ +91 9774273416
Administrative Section		administration@iimshillong.ac.in	+91 364 230 8025
Accounts Section		accountsofficer@iimshillong.ac.in	+91 364 230 8019
		cashier@iimshillong.ac.in	+91 364 230 8017
Engineering Section		suklang@iimshillong.ac.in	+91 364 230 8013
		trailokya@iimshillong.ac.in	+91 364 230 8096
IT Cell		ithelpdesk@iimshillong.ac.in	+91 364 230 8100
Gymnasium (Gym)		gym@iimshillong.ac.in	+91 364 230 8016
Knowledge Center		kc@iimshillong.ac.in	+91 364 230 8057
Reception		reception@iimshillong.ac.in	+91 364 230 8000
Stores Section		srmgr.stores@iimshillong.ac.in	+91 364 230 8012
		spo.office@iimshillong.ac.in	+91 364 230 8070
Mrs. Konthoujam Nandeshori Devi	Security Officer	officer.security@iimshillong.ac.in	+91 364 230 8002

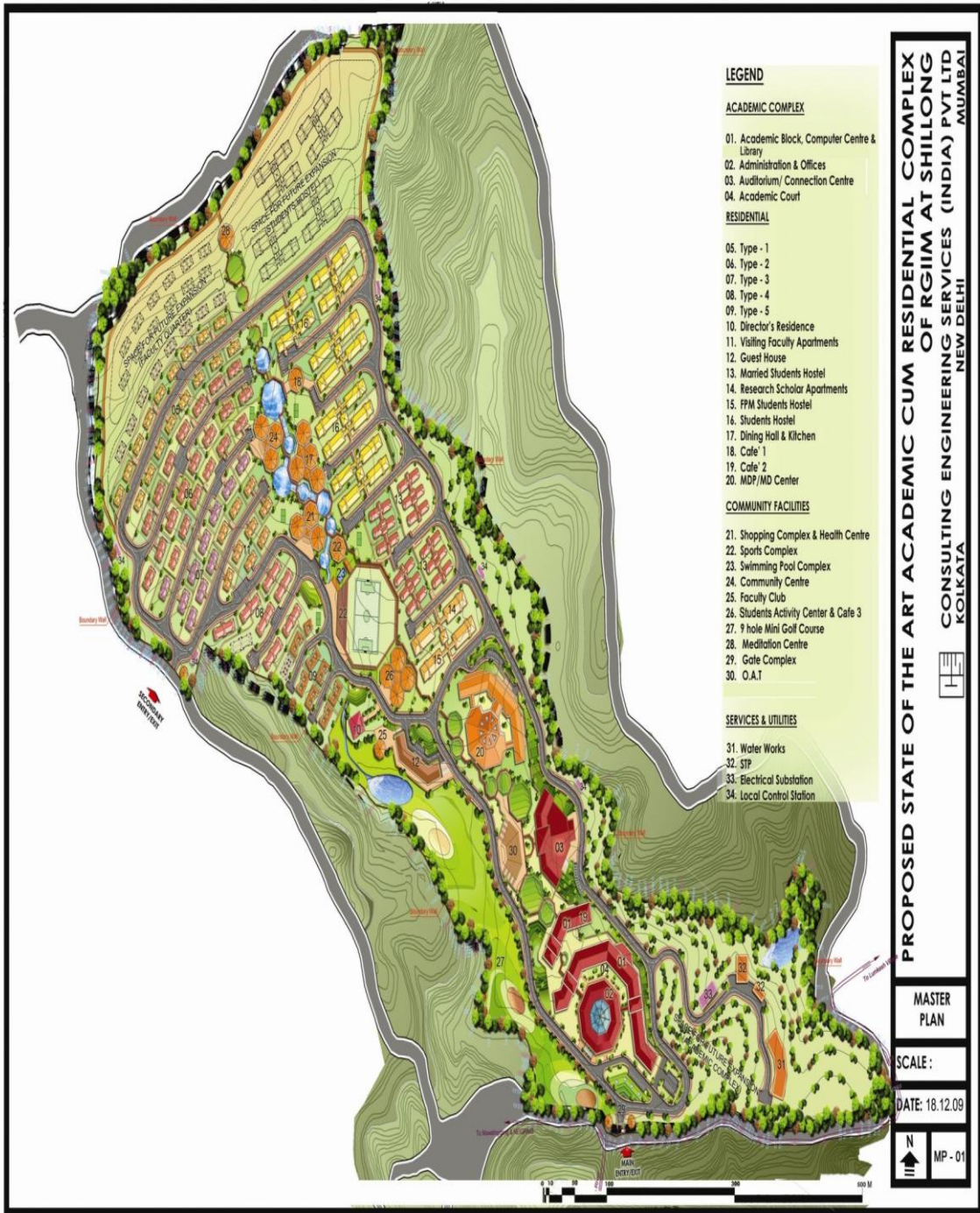
Miscellaneous Contacts

Agency	Contact Number
Main Security Office	+91 364 230 8029
Supercare Hospital	+91 364 250 6226
NEIGRIHMS (Hospital)	+91 364 253 8025/253 8011
Nazareth Hospital	+91 364 221 0188/222 4052
Woodland Hospital	+91 364 222 5240
Bethany Hospital	+91 364 252 0300
Fire Station	+91 364 222 2000/222 7700
Police Station	+91 364 223 1687
Emergency Service (fire/police/ambulance)	108

Map of IIM Shillong Campus



Master Plan of IIM Shillong Campus





भारतीय प्रबंध संस्थान शिलाँग
Indian Institute of Management Shillong

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Phone: 0364-2308000/2308056