

Post Graduate Programme in Human Resource Management (PGP-HRM) leading to the award of Master of Business Administration (MBA)

PGP-HRM Manual



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IIM INDORE

Indian Institute of Management Indore

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INDIAN INSTITUTE OF MANAGEMENT INDORE
Post Graduate Programme in Human Resource Management

A. INTRODUCTION

This Manual provides a brief description of the Post Graduate Programme in Human Resource Management (PGP-HRM) in Management at IIM Indore and lays down the norms governing its design and administration. All participants are required to be conversant of these norms. The Institute reserves the right to change these norms any time without notice.

Mission

To nurture managers who are able to integrate human resource and business issues by relying on advances in behavioural science, analytics and emerging organizational forms.

1. PROGRAMME OBJECTIVES

The Post Graduate Programme in Human Resource Management (PGP-HRM) at IIM Indore is a two-year, full-time, residential programme. The programme commenced from the academic year 2018. The programme aims to groom participants into professional managers with a capacity:

- to integrate human resource and business issues emerging in a dynamic environment
- to apply an understanding of behavioural tenets for harnessing value in organizations and society
- to apply an analytical orientation in creating sustainable and innovative value creation frameworks

The Post Graduate Programme in Human Resource Management is spread over two years, each year consisting of three terms. While transiting from the first to the second year, the participant spends eight weeks on a summer project in an organization. The academic year begins in June/July and ends in March/April of the following year.

Learning and Programme Objectives:

Learning and programme objectives of PGP-HRM are aligned with the mission of the institute.

PGP-HRM Programme will enable participants to understand the business rationalities that drive human behaviour in organizations. They will be empowered to draw upon psychometric instruments and applied psychological tools in shaping human relations within organizations. Participants will be introduced to techniques through which they can deploy an analytic orientation in understanding human behaviour in organizations and shaping evidence-based interventions. They will build practical skills with respect to various HRM functions.

Participants will be sensitized to a deeper understanding of human behaviour in organizations based on philosophy and social theory. They will develop a nuanced understanding of human interactions within organizations by developing a holistic engagement with economic, cultural and social issues. Participants will be empowered in terms of capacities and competencies to intervene

in HRM issues spreading across functions in organizations. Eventually participants will develop capabilities to shape human relations inside organizations for creating value.

The PGP-HRM is spread over two years, each year consisting of three terms. The first year of the classes will take place along with PGP participants for most of the courses. The first year is a fundamental anchor of the programme and will provide a context of strong peer learning and appreciation of business issues. The second year will focus on specialized courses and industry projects. The second year of the programme enable the participants to interact closely with industry and business leaders while undertaking industry projects. At the end of the first year, the participant spends eight weeks on a summer project in an organization, working in the domain of HRM and organizational leadership. The academic year begins in June/July and ends in March/April of the following year.

The curriculum of PGP-HRM has been designed by taking into account feedback from the corporate sector, emerging trends in human resource management and business education, and integrating insights from analytics and behavioural sciences.

Skill Development Courses

These included courses on a range of psychometric instruments, analytics and industry projects for building skills for functional areas of HR such as recruitment and selection, compensation, learning and development, and performance evaluation.

Blending Theory and Practice

The course will blend theory and practice by integrating industry projects with course work. Participants will be encouraged to apply the behavioural insights, conceptual learning and analytic orientation in these projects. By focusing on building concrete deliverables, participants will be able to connect behavioural insights into the human self with business rationalities.

IIM Indore offers a distinct programme which helps in building a strong value proposition:

- First year course work along with PGP participants in Indore to enable participants to acquire strong business rationalities and interact with peers who are training to become general managers
- A strong emphasis on psychometric instruments, behavioural labs and assessment centres to acquaint participants with innovations and best practices in behavioural sciences
- A strong emphasis on analytics to enable participants to connect human resource and business issues in evidence-based ways
- A strong emphasis on industry projects so that participants acquire concrete skills and competencies in different functional areas of HR
- Opportunities to delve deeper into social theory and philosophy-based premises of HR and other business issues

Programme Learning goals

Learning goals of PGP-HRM are aligned with the mission of the Institute. Specific learning goals of the PGP-HRM programme are as follows. PGP-HRM Programme will:

Goal 1: Develop Critical Thinking Ability

Sl. No.	Objective
1.1	Relates the classroom learning with problem/s faced by the organisation or measures taken by the organisation to address a problem/s
1.2	Identify the decision problem along with sources
1.3	Identifies and presents appropriate evidence supporting the analysis of alternatives
1.4	Evolves one's own perspective or takes a position/makes judgement

Goal 2: Ability to work in groups and lead ethically

Sl. No.	Objective
2.1	Contributes to the idea generation in the group meeting
2.2	Actively listens and respects other's contributions
2.3	Helps the group complete the task at hand successfully
2.4	Can differentiate between ethical and unethical issues and as a leader, take appropriate action upholding ethical principles and perspectives.

GOAL 3: Develop Competence in Quantitative Analysis

Sl. No.	Objective
3.1	Identifies the right set of data with correct calculations to facilitate decision making in business
3.2	Analyses financial planning models useful for making business decisions
3.3	Imbibes techniques for data collection and analysis to gain deeper insights about human behaviour in organisations

GOAL 4: Develop Competencies in Human Resource Management

Sl.No.	Objective
4.1	Develops and evaluates HRM practices aligned to broader organisational strategy
4.2	Analyses how HRM functions can be implemented to attract, retain and nurture talent
4.3	Examines how legal regulations shape the employment relation

GOAL 5: Shaping Human Relations within Organisations

Sl.No.	Objective
5.1	Examines how psychometric assessments can be mapped to job roles and organisational needs
5.2	Analyses how psychological tools can help employees to understand themselves and others better

2. SPECIAL FEATURES OF PGP-HRM at IIMI

The PGP-HRM of IIM Indore has some special features like:

- Industry Interface Projects
- Outbound Programme
- Rural Engagement Programme

3. ACADEMIC CALENDAR

The Academic calendar is uploaded on the PGPHRM intranet page (Appendix- 5).

4. PEDAGOGY

IIM Indore uses a combination of various teaching methods such as cases, projects, simulations, computer aided instructions, group discussions, lectures, seminars, presentations by participants and lectures by guest speakers from industry and government. The case method is the predominant pedagogical tool. This sharpens the analytical skills of participants and helps analyze problems from multi- functional perspectives. Instructors mainly guide the group, push participants to develop and defend arguments and take decisions. The programme will also introduce participants to behavioural labs, psychometric instruments and assessment centers.

5. COURSES

Academic input is delivered through two types of courses: core courses and elective courses. Core courses are compulsory for all participants and constitute around 60% of the total curriculum. They provide participants with the fundamental conceptual knowledge, analytical skills and techniques, contextual understanding, environmental awareness and overall perspective that will serve as the bedrock for the programme. The elective courses offered in the second year, give participants a deeper understanding of different functional areas and enable them to specialize in areas of their choice.

6. CREDITS

6.1 The concept of credit is used to compute the workload of a course. As a general rule, a four-credit course requires a commitment of about 100 hours from the participant of which 25 hours are to be spent in the classroom (usually 20 sessions of 75 minutes each) and the balance to be utilized for preparation and assignments. The courses carry one, two, three or four-credits.

6.2 Skill Development Courses (SDCs) in the first year:

Skill Development Courses of 2-4 credits will be offered in the first year of the programme. Such courses are compulsory for all participants. The following SDCs will be offered in the first year:

- a. Analytics (including a hands-on experience of R, social network analysis, experimental methods and qualitative methods)

- b. Communication (including business, oral and written ability and communication)
- c. Leadership (including ethics and corporate social responsibility, sustainability)

All SDCs (except 2 Cr. Course on 'Leadership') will be graded courses and the GPAs will be included in the CGPA calculation. Rural Engagement Programme (RIP) will be a Pass/Fail course.

6.3 Skill Development Courses (SDCs) in the second year:

Skill Development Courses of 2-4 credits will be offered in the second year of the programme. Such courses are compulsory for all participants. The following SDCs will be offered in the second year:

- a. T-Group Human Relations Lab (T-group)
- b. Psychometric Certification (Psychometric Cert.)
- c. Interpersonal Communication (IPC)
- d. Industry Interface Project (IIP)

T-group and Psychometric Cert. courses are graded as Pass/Fail whereas IPC and IIP courses are graded on four scale i.e. Excellent (E), Good (G), Satisfactory (S) and Poor (P) on the basis of their performance. Participants receiving a poor grade will be treated as having obtained 'D' grade in a course carrying equal credits and the rules for the DCPs (Rule 16.4) will be applicable. Results of these courses are not included in the computation of CGPA.

6.4 Guest Lectures/Workshops in the first year:

Guest lectures/Workshops are conducted for first-year students in the PGP-HRM Programme. The guest lectures/workshops are organized to assist participant in their career development by providing them real work experiences and opportunities to develop professional skills and competencies. The purpose of the guest lectures/workshops is to compensate lack of in-depth knowledge about the HR domain, especially when they start with the summer internship.

Workshops have specific evaluation components & Guest lectures have mandatory attendance. The participants need to take prior permission from the Chair PGPHRM for absence from guest lectures/workshops. There would be an academic penalty on participants if they miss the guest lectures without permission.

6.5 Workshop Courses in the second year:

Workshop courses are conducted through a one-credit course with 5 sessions or two/three/four credit course with 10/15/20 sessions. Participants will be awarded any of the four grades: Excellent (E), Good (G), Satisfactory (S) and Poor (P) in these courses on the basis of their performance. Participants receiving a poor grade will be treated as having obtained 'D' grade in a course carrying equal credits and the rules for the DCPs (Rule 16.4) will be applicable. Results of these courses are

not included in the computation of CGPA. Workshop grading norms will be applicable for Himalaya Outbound Programme (HOP).

6.6 Area Recommended electives in the second year:

Participants are required to take any five out of the following elective courses (i.e. a total of 10 credits) in Term- 5 of the second year of the programme:

- a) Managing Diversity in the workplace
- b) Taxation
- c) Managing Human Capital for Service Sector
- d) Organizational Power and Politics
- e) Organization Design
- f) Leadership
- g) Labour Economics
- h) HR Audit
- i) Employer Branding

6.7 Non-credit Course

Non-credit courses are offered to the participants to enhance their learning in a particular area. A non-credit course is one where the participant does not get any credits for taking the course even though he/she is subject to an evaluation procedure. Participants will be declared as PASS/FAIL in these courses on the basis of their performance and these results are not included in the computation of CGPA or for meeting the requirements of award of the Degree. The grade sheet, however, lists the non-credit courses with a PASS/FAIL grade.

7. CREDIT LOAD

7.1 A first-year participant has to satisfactorily complete 75 credits of Core Courses and 19 credits of Skill Development Courses spread over Terms I, II and III (Refer the Table given below).

SN	Area	Course Type	C. Code	Name of the Courses	Credit	Course Admin Office
Term- 1						
1	OB&HR	Core	PHRM	Perspectives on HRM	2	PGPHRM
2	OB&HR	Core	HRM	Human Resource Management	4	PGPHRM
3	Marketing	Core	MK-I&2	MM-1 & MM-2	4	PGPHRM
4	F&A	Core	FAC	Financial Accounting & Control	4	PGP
5	IS	SDC	SMOD	Spreadsheet Modelling	2	PGP
6	OB&HR	Core	OB-I	Organizational Behaviour- I	4	PGP
7	Comm.	SDC	MC	Managerial Communication	4	PGP
8	Economics	Core	ME-I	Microeconomics for Managers	4	PGP
9	OM & QT	Core	OM-I	Operations Management- I	3	PGP
				Total Term 1 credits	31	
Term- 2						
1	IS	Core	DHR	Digitalization of HR	2	PGPHRM
2	OB&HR	Core	IRLL	Industrial Relations and Labour Laws	4	PGPHRM
3	OB&HR	Core	SHRP	Statistics for HR Professionals	2	PGPHRM
4	OB&HR	Core	PM	Performance Management	4	PGPHRM
5	OB & HR	Core	QM	Qualitative Methods	2	PGPHRM
6	OB & HR	Core	EMOB	Experimental Methods in Organizational Behaviour	2	PGPHRM
7	Comm.	SDC	CRAW	Critical Reading and Analytical Writing	3	PGP
8	Economics	Core	ME	Macroeconomics	4	PGP
9	F&A	Core	FA-I	Finance-I	3	PGP
10	OB&HR	Core	OB-II	Organisation Behaviour-II	4	PGP
11	Strategy	Core	SM-I	Strategic Management-I	2	PGP
12	PGP	SDC	REP	Rural Engagement Programme	4	PGP
				Total Term 2 credits	36	
Term- 3						
1	OB & HR	Core	IPI	Introduction To Psychometric Instruments	2	PGPHRM
2	OB & HR	Core	MMMW	Managing Millennials and Multigenerational Workforce	1	PGPHRM
3	OB & HR	Core	ETA	Effective Talent Acquisition	4	PGPHRM
4	OB & HR	Core	SNA	Social Network Analysis	1	PGPHRM
5	OB & HR	Core	HRA	Human Resource Analytics	4	PGPHRM
6	OB & HR	Core	SRM	Strategic Reward Management	4	PGPHRM
7	HSS	SDC	BECSR	Business Ethics & CSR	2	PGPHRM
8	Strategy	Core	SM-II	Strategic Management-II	3	PGP
9	HSS	Core	LAB	Legal Aspects of Business	2	PGP
10	OB&HR	SDC	LEADER	Leadership (Across 3 terms)	2	PGP
11	Strategy	SDC	DT	Design Thinking	2	PGP
				Total Term 3 credits	27	
				Grand Total (31+36+27)	94	

7.2 A second-year participant has to take a minimum of 62 and a maximum of 74 credits plus 4 credits of HOP (optional), subject to the following term-wise restrictions:

Term- 4					
SN	Area	Course Type	C. Code	Name of the Courses	Credit
1	PGPHRM	SDC	IIP	Industry Interface Project**	4
2	Comm.	SDC	IPC	Interpersonal Communication	2
3	OB & HR	Core	CBN	Collective Bargaining and Negotiation	3
4	OB & HR	Core	CFADC	Competency Frameworks, Assessment and Development Centre	3
5	OB & HR	Core	ACLL	Advanced Course in Labour Laws	3
6	OB & HR	Core	LD	Learning and Development	3
7	OB & HR	Core	ODC	Organisation Development and Change Management	3
8	OB & HR	SDC	PC	Psychometric Certification*	2
9	OB & HR	SDC	TGroup	Foundations of T-Group LAB	2
10	OB & HR	Core	AHRA	Advanced Human Resource Analytics	4
11	OB & HR	Core	IHRM	International Human Resource Management	3
12	OB & HR	SDC		Certification Course	2
Total Term 4 credits					34
Term- 5					
1	Area recommended 5 electives from following				10
	OB & HR		1	Managing Diversity in the workplace	2
	F&A		2	Taxation	2
	OB & HR		3	Managing Human Capital for Service Sector	2
	OB & HR		4	Organizational Power and Politics	2
	OB & HR		5	Organization Design	2
	OB & HR		6	Leadership	2
	Economics		7	Labour Economics	2
	OB & HR		8	HR Audit	2
	Marketing		9	Employer Branding	2
2	PGPHRM specific offered courses				
3	Cross Courses with PGP programme from following Area				
			1	Finance	
			2	Marketing	
			3	OB & HRM	
			4	Strategy	
Total Term 5 credits					16-20 (+4)
Term- 6					
1	OB & HRM Area courses		at least 50% of the credits		
2	Cross Courses with PGP programme from following Area				
			1	Finance	
			2	Marketing	
			3	Strategy	
Total Term 6 credits					12-20
Compulsory SDC credits in 2 nd year					12

*Psychometric Instrument Certification

The Institute will facilitate each participant of the PGP-HRM programme to obtain a certification in psychometric instruments. The Institute will bear the cost of one common psychometric certification for all participants as part of a SDC in Term IV. This will be a pass/fail course contingent on the participant obtaining the certification. In case, any participant is not able to fulfil the requirements for obtaining the certification, the participant will be required to reimburse the certification fee to the Institute. Alternatively, the participant can individually pay the fee to agency and try for certification once again in order to pass the course.

**Industry Interface Programme (IIP) is a 4-credit Skill Development course to be completed between Term- 4 & 5. IIP will run as a live project monitored by an industry mentor and a faculty mentor. This course is coordinated by Industry Interface office for project assignment and PGPHRM Office will coordinate with faculty for allocation of participants groups. Faculty from OB & HRM Area mentors at least 3-4 participants, assigned to each faculty member. Industry mentor would do an on-job assessment of participants and a Round Table Discussion after completion of IIP for faculty assessment. Participants are required to submit IIP Report to Industry Interface office for faculty assessment. Each faculty mentor would be given a 3-sessions credit for each IIP project.

Note: The term-wise course list for the Academic Year is uploaded timely on the PGPHRM Intranet.

7.3 The credit distribution for both years is as follows:

Credits	Term I	Term II	Term III	Total
All compulsory	31	36	27	94

Credits	Term IV	Term V	Term VI	Total
Minimum	34#	16	12	62
Maximum	34#	20 (+4)##	20	74 (+4) ##

All 34 credits are compulsory, out of which 12 are SDCs.

+4 credits are optional from HOP.

8. INTERNATIONAL EXCHANGE PROGRAMME

Participants have the option of studying in a reputed partner-institution abroad during Term VI, provided they satisfy the selection criteria.

8.1 Eligibility

- i. Participants who are interested in the International Students Exchange Programme (ISEP) must register when the International Relations Office announces the date for registration.

- ii. PGPHRM first year CGPA/composite score of weightage criteria as decided by the IR/PGPHRM EC for the eligibility criteria for selection for ISEP. This will be communicated to the participants before the selection process.
- iii. The students should enroll for the courses “with” at least fifty percent of the course workload of the students during the exchange term.
- iv. Participants should have completed their IIP course requirements before leaving for the exchange programme.
- v. Repeaters, participants who have taken a break from the programme & re-joined and/or conditionally promoted participants will not be allowed to participate in the ISEP.
- vi. Participants with any of the disciplinary issues, viz, any misconduct/ malpractice in examination/ assignment, academic indiscipline, Punch-in-Punch-Out (PINAPO), violation of rules, ragging, consumption/possession of banned substances, etc, where PGP/PGPHRM Executive Committee/Disciplinary Committee imposed any one or more of the following penalties during their course of study at the Institute are not allowed to participate in ISEP :-
 - Fine of Rs.5,000/- and above,
 - Suspension from the classes or the hostel for a specific period,
 - Awarding “Fail” grade in the course concerned,
 - Repeating a course/term/year,
 - Suspension, made ineligible for scholarships or participation in management festivals,
 - Debarred from placement activities,
 - Any other disciplinary action as decided by the PGP/PGPHRM EC or any other Institutional Committee of IIM Indore.
- vii. Fine towards late payment of fees or late registration or late arrival in the hostel will not be considered as disciplinary action.
- viii. Participants opting for ISEP must possess a passport valid for at least a year from the time of commencement of exchange term. A copy of the same must be submitted during the bidding process. Failure to do so will lead to cancellation of the application.
- ix. Voluntary disclosure will be obtained from the participants along with the ISEP application. Before confirming the nomination, IRO Office will obtain clearance from PGPHRM/PGP Office/Hostel office. In case false/suppressed disclosure are found later on will be ineligible subsequently and the participant would not be permitted for an exchange programme. In that case, an appropriate penalty will be imposed as per the IRO EC decisions.

8.2 Allocation

- 1) Allocation of ISEP will be done through a process of bidding.
- 2) Bidding process will be handled by the ISEP Committee and submit the result to PGPHRM/IRO EC for its approval.

- 3) Once a participant has been allotted a seat, he/she will not be allowed to change his/her allotment.
- 4) If the candidate does not get a school/university after deferring the allocated university, he/she is not eligible to the previous university.
- 5) In the event of a new school/university seats being added to our partner network, subsequent rounds of bids will be held. There would be no revision of allocations for those who have taken up seats in the first round of bidding. Fresh applications will be opened for the rest of the batch as well, for the subsequent rounds of bidding. Those who have not been allotted seats in the first round may also apply for subsequent rounds.
- 6) In case seats allotted during the first bid are vacated, those seats will be opened again for re-allotment. Participants who do not allocated seats during the initial bid are eligible to apply for these bids. Reallocation of already allotted seats will not be entertained; no upgrade will be possible.
- 7) The participants to whom seats are allocated during reallocation have to make their own arrangements for the deals/ offers that were previously arranged for by the IRO Office.
- 8) In case a participant opt out of the exchange programme for any reason a fine will be imposed as stipulated by the IR/PGPHRM EC.
- 9) The Institute will not be responsible for loss incurred in connection with the cancellation of ticket/ visa or any other expenses in case of withdrawal from ISEP
- 10) *Before leaving for ISEP, the participants must check their credit requirement from PGPHRM/IRO. They should subscribe to the required number of postgraduate level credit at Exchange University. Graduate/Under-graduate level courses at Exchange University will not be considered.*
- 11) Credits at exchange university will be counted as per the in-class hours as PGP conversion rule. Off-class hours will not be considered for credit requirements.
- 12) The participants cannot take similar/same course(s) in exchange university that they have already attended at the Institute. In case of doubt on the course title/content, participants have to get the clarification from the Area Chair of the concerned course area or the faculty may be obtained in written form and then inform to the STEPCOM and Programme office before finalization.
- 13) Languages/ music/ non-management course credits will not be counted to fulfil the credits requirement. Participants are required to finalize the courses well in advance taking into their minimum credit requirement and obtain the approval of the PGPHRMO.

- 14) Learning agreement is not validated and the credit will not be counted in the case of not obtaining the prior approval of the credits at the exchange university. The participants should submit a copy of the approved course list to ISEP Office through a Google Form (Google Form is to ensure whether the participants obtained approval and reported the matter to the office in time, as Google Form will give the stamp as proof of submission). In case of changes in credit/courses later stage at the partner university, approval of ISEP/PGPHRMO must be taken and to submit a copy of the approved course list to be uploaded through the Google Form.
- 15) If the exchange university is not offering the required credits as per the PGPHRM requirements and/or the participant could not subscribe to required credits, the participants have to subscribe the required course credits in the next term at Exchange University or IIM Indore. Participant will not be permitted to take courses in both places in one term. However, in the event of credit shortfall after course subscription process for the OB&HR area courses in the host university, special approval for exception/s may be taken to fulfil the credit requirements with available options.
- 16) After the nomination from the IRO, the student will receive an application process from the host university. Participants are responsible to complete the application process in coordination with IRO.
- 17) Participants will not be permitted to compensate for or replace any courses that they failed (got "Fail") in ISEP during the exchange programme in the same academic year at PGPHRM/PGP.
- 18) GPA earned during ISEP will not be considered for final CGPA calculation.
- 19) If a participant secures a "Fail" grade in any of the course(s) at the exchange university, the credit(s) of the course is calculated to fulfil minimum credit requirements. DCPs will be calculated for "Fail" grade as per the PGPHRM manual, followed by the same criteria for award of degree for ISEP participants also. No further interpretation of "F", "D", etc., will be done by PGPHRM/IR Office (i.e., "F" means course credit x 2 = n2 DCPs). No further inference (implied) as per Exchange University.
- 20) The CGPA earned in IIM Indore only will be counted to decide gold medals or any other academic award. However, a participant obtaining a 'Fail' grade in any course during the exchange programme will not be eligible for gold medals /awards.
- 21) IIM Indore is not responsible for any consequences due to cancellation of application at Exchange University for any reason. Participants participating in 6th term ISEP and non-receipt of grade sheet before finalization of PGPHRM 6th term grades will convocate with the next regular batch at IIM Indore.
- 22) Any communication from the partner institution with regard to non-compliance with their regulations and indiscipline will be viewed with utmost seriousness and strict disciplinary action will be initiated against the participant.

- 23) Any remote exam conducted at IIM Indore on behalf of partner universities will be arranged for at the discretion of the PGPHRMO. The participants appearing for these exam(s) will have to bear any expenses arising out of the examination.
- 24) Participants on ISTEP must complete all sessions/quiz/ examination before departure from the exchange university. Participants are not allowed to request for remote exams directly to the partner university. The request should go through the ISTEP Office. Remote examinations will be held on the exceptional situation only.
- 25) It is compulsory for participants to bear for conducting the miscellaneous fee requirements of the partner exchange university, if any, and other charges such as insurance, transit payments, etc. The Institute will not be responsible for any expenses in connection with ISEP. In case of incurring any expenses by the Institute, the same will be recovered from the participants.
- 26) Attendance requirements of the host university (if any) would have to be followed.
- 27) Convocation of Participants, who attended Exchange programme will be held only after receipt of grade from the University. All 6th term exchange participants would be convoked with the next regular batch. The Institute will not be responsible for any delay in submission of grade by the Exchange University.
- 28) Provisional degree will be issued to participants after the receipt of transcripts from all the host universities and is subject to meeting the credit requirements at IIM Indore.
- 29) Participants should keep in mind that there are delays from the host university's side in processing transcripts. They must not exert undue pressure on PGPHRM Office to issue degree certificates complying the requirements, citing job joining requirements.
- 30) Caution deposit for all exchange participants will be processed as a single batch and not as and when transcripts and clearances are received from Host University.
- 31) The term beginning and end dates might overlap with the schedule of placements. Participants must adhere to the rules and requirements of the host University for any Concession on the joining or relieving dates. The PGPHRM, PGP, IRO or Placement Office will not intervene for any concession on the dates.
- 32) If participants miss any opportunity to participate in the lateral or final placements due to delayed return from the exchange, it will be solely their own responsibility.
- 33) Participants leaving for Term 6 exchange must sign a partial or full opt-out form from the placements before leaving for the student exchange. While away from Indore campus, their placement opportunities would be limited and discretionary to the placement office.

- 34) Participants will be required to vacate their hostel rooms by a stipulated date as desired by IIM Indore authorities. Any participant staying beyond this date would be required to pay applicable hostel charges.
- 35) Participants should take Clearance from PGPHRM/PGP office before they leave for ISEP.
- 36) The above rules are subject to revisions by the PGPHRM/PGP/IRO EC. Notwithstanding the regulations mentioned above, the Chair, IR is empowered to refer to the PGPHRM Executive Committee any deserving case for review. The PGPHRM EC will review such cases and take appropriate decision/actions.

8.3 Grade Conversion

Credits covered outside IIM Indore (courses approved by the PGPHRM Executive Committee, IIMI) will be transferred on hourly basis i.e. the total classrooms hours (of all courses) are divided by 6.25 hours as in IIMI, 1 credit if of 6.25 classrooms hours.

	Class room hours	Credit (class room ÷ 6.25)
Full course at IIMI	25	4
Full course at other B-School	24	3
Conversion formula : 1 credit = 6.25 hours		

8.4 Credit Requirement

The participant under ISEP will balance their remaining credit load in 4th and 5th terms and if the credit load comes in decimal point (e.g. 49.2) then participant will take additional credit load to cover at least minimum required credit load as per the requirement of the programme. The grading system at the exchange institute will be the criteria for having passed or failed in that term.

8.5 Attendance

Participants going on the exchange programme are required to attend at least 75% of the classes at the host institute. Participants will produce a certificate of attendance for the host business school.

8.6 Act as Ambassadors of the Institute

It is imperative that participants going on the exchange programme act as ambassadors of the Institute (IIMI). They must conduct themselves in a responsible and dignified manner while studying at the university abroad.

8.7 Incorporation of Grades

Grades earned at other B-Schools during the exchange programme will not be incorporated in the second year/final grade sheet and will be mentioned separately. If a participant secures a "Fail" grade in any of the course(s) at the exchange university, the credit(s) of the course is calculated to fulfil minimum credit requirements. The CGPA earned in IIM Indore only will be counted to decide gold medals or any other academic award. However, a participant obtaining an 'F' grade in any course during the exchange programme will not be eligible for gold medals/awards.

B. PROGRAMME ADMINISTRATION

9. Academic Council

Academic Council is the policy making body of the Post Graduate Programme in Human Resource Management. It consists of all the faculty members and is headed by Director.

10. PGP-HRM EXECUTIVE COMMITTEE

PGP-HRM Executive Committee is responsible for all operational matters of PGP-HRM, under the overall policy framework provided by the Academic Council. It consists of ex-officio members and faculty members nominated by the Director and is headed by Chair-PGP-HRM.

11. REGISTRATION

All participants are required to register on the notified registration day or the first day of each term unless permitted by the PGP-HRM Chairperson to register later.

A participant who fails to register on the specified dates will be deemed to have left the programme, and would be allowed to register only after he/she has obtained permission from the Chair PGP-HRM, who may charge a late registration fee of Rs.5000/- (Rupees five thousand only).

In addition to the late registration fee, late payment fees of Rs.100/- per day will be levied in case the payments are not made on time.

12. FEES & PAYMENT SCHEDULES

- a) The details of fees payable by each participant are given on the INTRANET. Payment of fees for each term has to be made by the participants at the beginning of the term and upload details in the link provided for.
- b) Term fees will have to be paid by the due date communicated by PGP/PGPHRM Office for each term. Those who fail to clear all their dues in a particular term will not be permitted to register for the next term.
- c) Refunding the term fees to the participants may be allowed, where he/she leaves the Institute in the subsequent terms, provided it is within the first 7 days from the beginning of the term concerned. Hostel and other expenses may be deducted on actual/pro-rata basis. There would not be any refund of the fees for earlier terms (Fee structure- Appendix 4).

13. REGISTRATION FOR ELECTIVE COURSES

The process of registration for elective courses in the second year for Terms V & VI:

- a) Elective details would be provided to participants for subscription/bidding of such elective in each term. Participants are required to participate in the bidding & course subscription process and based on the results, they should submit their elective forms to the PGPHRM Office on the day of registration for each term.

- b) At the end of the bidding/subscription, participants are allotted the courses that they have won/chosen. In case a course is not offered due to under-subscription, the participants who have won that particular course will be given an option to choose a course from the available vacancy.
- c) The minimum number of registrations for a PGPHRM elective to be floated is **15** participants. In exceptional cases, this condition may be waived by the PGPHRM Executive Committee.
- d) The PGPHRM Office will drop courses receiving less than **15** subscriptions. The list of dropped courses will be informed to the instructors and participants at the beginning of the term.
- e) The registrants of such dropped courses will register for other courses to make up for the deficit in the credits they originally registered for. Thereafter, the registrations will become final and participants will not be allowed to change their preferences.
- f) Subscription of PGP Term-V & VI Courses by PGPHRM- II participants- The PGPHRM- II participants may be permitted to subscribe to 4 credits of PGP-II electives offered in Term V and VI. PGP-HRM participants are given proportional bid points to participate in the bidding process (i.e, Total points $300 \div \text{total credit of term-V } 24 \times 4 = 50$ points). However, in case a course is being offered in both PGP and PGPHRM terms, students should choose the elective offered in PGPHRM programme.
- g) PGP arrives the time table first and conducts the bidding process for allotment of courses. PGP-HRM to schedule sessions after the bidding process of PGP is completed and to prepare a time table taking into consideration the PGP time table.
- h) The timetable would be framed based on the mutual convenience of the faculty and the PGPHRM Office. When the number of courses announced is very high, the PGPHRM Office may develop a timetable before the registration. In such a case, participants must register for courses that do not have an overlapping schedule.
- i) The term credit requirements, course-list, tentative timetable and clash report are released well before the start of the bidding process. There are one or two mock bids followed by a final bid for PGP courses in each term. While subscribing the course, the participants must ensure that there is no overlapping of schedule.
- j) No participant can join or drop the courses after registration and/or before or after start of the course. On dropping the course, applicable grade cut/"Fail" grade as applicable will be awarded. In case of shortfall of credit, participants can subscribe to additional credits in the next term subject to complying the minimum and maximum term-wise credit restrictions.

14. ATTENDANCE NORMS:

14.1 Attendance Rules

- a) Participants are expected to attend all sessions of a given course. However, participants may take leave up to 20% of the sessions in any course on account of emergencies,

participation in management festivals or co-curricular activities etc., subject to approval of the Chair PGPHRM/PGP.

- b) Any absence below minimum 80% attendance in any course will attract a grade cut of 0.25 points for each session missed **beyond the 20% limit.**
- c) Participants with less than 50% attendance in any course for any reason will be awarded 'F' grade in that course.

Notes:

- In case of workshop courses with four grades (E/G/S/P), the grade cut of 0.25 will result in to one lower grade. In case of Pass/Fail course, one grade of 0.25 will convert "Pass" grade to "Fail" grade.

14.2 Face Recognition Attendance Monitoring

The PGPHRM Office will keep a record of attendance in all courses. Participants are required to register their attendance twice (for one session) in Face Recognition Attendance Monitoring machines as under:

- **Within 7 minutes before the start of the session**
- **Within 7 minutes after the end of the session**

Single punch, late/early punch will not be considered as attendance. Any late punch or single punch or early punch even by a minute will be marked "absent". Participants are not to attempt for attendance by PINAPO (Punched In the class, Not Attending the class or some portion of the class and/or re-enter the class before the close of the session/immediately after/before the close of session and Punched Out) and if found "Fail" grade in that course as well as disciplinary action will be initiated against him/her. In case session overshoot or postponed, respective CR to intimate the information to the PGPHRM Office through the Google form for rectification.

PGPHRM Office does not accept recommendation/approval from the faculty members (letter, email, verbal and any other forms,) indicating the presence of a participant in the class. In case the participant face some issues and machine does not accept attendance capturing after repeated punches, immediately report PGPHRM Office for re-registration. Attendance will not be provided in case the participant wear mask/ cap covering face and the face recognition machine does not work. It would be considered absent in the class. Attendance marking slots are as follows:-

Slot	IN Time (Duration 08 Minutes)	Out Time (Duration 07 Minutes)
Slot 1	08.54 - 09.01 am	10.15 - 10.22 am
Slot2	10.24 - 10.31 am	11.45 - 11.52 am
Slot3	11.54 - 12.01 pm	01.15 - 01.22 pm
Break	Lunch	Lunch
Slot4	02.24 - 02.31 pm	03.45 - 03.52 pm
Slot5	03.54 - 04.01 pm	05.15 - 05.22 pm
Slot6	05.24 - 05.31 pm	06.45 -06.52 pm
Slot 7	06.54 - 07.01 pm	08.15 - 08.22 pm
Slot 8	08.39 - 08.46 pm	10.00 - 10.07 pm
Slot 9	10.09 - 10.16 pm	11.30 - 11.37 pm

14.3 Procedure to Apply Leave

- a) If a participant is leaving the campus, he/she will have to take prior permission from the PGPHRM/ PGP Office. Leaving campus without authorization will attract disciplinary action.
- b) Leave has to be applied online through ERP system (on the same day of missing sessions) through TCS iON portal.
- c) In case of hospitalization, PGPHRM/ PGP Office should be informed by e-mail followed by application through TCS iON portal within 2 days of returning from leave.
- d) Failure to apply leave in due time would result in being marked as unauthorized absence.

15. MISSED QUIZZES AND EXAMINATIONS

- a. If a participant, whose approved absence is within the attendance norms of PGPHRM/ PGP, misses any quiz, mid-term or end-term examination, except group component of evaluation, a make-up examination be permitted on following conditions:
 - Medical hospitalization of self – supported by medical records authorized by institute medical officer.
 - Serious medical treatments of immediate family members, i.e, father, mother, siblings, spouse & children and grandparents of the participants – supported by appropriate documents. Grandparents means, parents of participant’s father and mother only.
 - Placement related processes – reported within 24 hours and authorized by Chair, Placement
 - Examination and certifications, viz, CA, CS, ICWA, CFA and FRM
 - Scholarship interviews/Exams of Aditya Birla, OPJEMS

Hospitalization means,

- Hospital stay at least for 8 hours
- Any procedure/ surgery/ overnight confinement in a medical centre
- Any accident which leads to injury/ fracture, etc,
- Contagious communicable diseases

- Any other medical condition as recommended by the Medical Officer of the Institute
- b. Participants wish to take make up exam has to complete the request through the Google Form as available in PGPHRM Office Intranet site within 3 days before the date of examination and/or 3 days after the date of the examination.
- c. No request will be entertained after the deadline i.e, within 3 days from the date of makeup exam (Google Form is to ensure that whether the participant reported the matter to the Office in time, as Google Form will give the time stamp as proof of submission).
- d. After filling the details in Google Form, complete the “Application for Makeup Examination” hard copy (which is downloadable from PGP Intranet or hard copy available in PGP Office), and submit to the PGPHRM Office with medical documents/ appropriate documents. In the case of hospitalization, information through a messenger will be considered.
- e. PGPHRM Office will verify the supporting documents and forward to the faculty concerned in case of meeting the requirements. In the case of not meeting requirements, the participant will be communicated accordingly. Participants sending email request to the faculty or PGP/PGPHRM Office for makeup exam will not be entertained.
- f. The concerned course instructor has the discretion either to award “F” for the missed component or to conduct a make-up examination or give a make-up assignment so obtained or extrapolate the grades obtained in other components to the missed component. The decision of the instructor in this regard with the approval of PGP HRM Chair will be final. In case of conducting make-up for quiz or mid-term or end term examination or any other component of evaluation, the final grade assigned for the course will be reduced by one level (i.e, 0.1 grade point deduction irrespective of evaluation component from the aggregate GPA) further. However, for following cases, no reduction of grade by one level (no deduction of 0.1 grade point):-
 - i. Placement related processes – reported within 24 hours and authorized by Chair, Placement
 - ii. Examination and certifications, viz, CA, CS, ICWA, CFA and FRM
 - iii. Scholarship interviews/Exams of Aditya Birla, OPJEMS
- g. Hospitalization cases will be considered for those participants who have applied for leave through TCSiON within 2 days of discharge from the hospital.

The above process is applicable to all the participants including students through the Student Exchange Programme.

16. EVALUATION PROCEDURE

16.1. Grading of Individual Courses

- i. Course instructors may use different components of evaluation like
 - Class participation;
 - Quiz (announced or unannounced);

- Take home assignments;
 - Term papers, paper critiques;
 - Essay submission;
 - Individual / Group Assignments;
 - Individual / Group Presentations;
 - Oral examination (in special cases);
 - Mid-term examination; and
 - End-term examination.
- ii. Courses of two credits or less should have at least two components of evaluation while courses of more than two credits should have at least three components. The weightage of any one component should not be more than 50%. **Individual evaluation (as against group evaluation) components should constitute at least 60%. In other words, group components should be less than or equal to 40%.** Mid-term and end-term examinations, if any, should have a minimum weightage of 20% and 30% respectively. A course instructor may decide not to have any written component of evaluation, after obtaining appropriate approval from the competent authority.
- iii. Shorter duration quizzes will be conducted by the course instructor during class hours. Longer duration quizzes and mid-term/end-term examinations will be conducted by the PGP-HRM office at pre-announced timings. Individual component of quiz/assignment/project is to be assigned before the end of the last session.
- iv. A five-point scale will be used for evaluating participants in individual courses.

Grade	A	B	C	D	F	I
Description	Excellent	Good	Satisfactory	Low Pass	Fail	Incomplete (Final Grade Pending)

- v. For each component of evaluation, generally marks are first awarded which are next converted into letter grades with the instructor deciding the range of marks for each letter grade. The component-wise letter grades are then converted into numerical values (up to four decimal points) by using the Grade Conversion Table given in Appendix 3.

The values, so obtained by a participant in various components of evaluation in a course, would be added and the sum would be divided by 3 to obtain the final course grade points which will then be converted into a final letter grade for the entire course by using the following conversion table:

Grade Point	3.55 to 4.33	2.55 to 3.54	1.55 to 2.54	0.55 to 1.54	0.00 to 0.54
Grade	A	B	C	D	F

- vi. The instructor should specify the grading plan in the course outline. Course coordinators should ensure that the components of evaluation, the weights attached to them and the grading plan for a course taught by different instructors in different sections are identical.
- iv. Normalization grading pattern would be adopted, as per the table given below:

Grade	<i>Permissible range for individual evaluation components - Quizzes and Exams, individual assignments, individual presentations etc.</i>	<i>Permissible range for class participation (*) & group-based components: group assignments, group presentation etc. (**)</i>
A	0% (min) to 20% (Max)	0% (min) to 20% (Max)
B	30% (min) to 50% (Max)	30% (min) to 50% (Max)
C(#)	25% (min) to 50% (Max)	25% (min) to 50% (Max)
D&F(#)	5% (Min) to 20% (Max)	0% (Min) to 20% (Max)

Note: The sub grades (like A+, A and A-) within a grade will be clubbed together for determining the above ranges. Combined distribution of A and B may be 70% when A is less than 20%

(#) For the subscribed electives in Term V and Term VI, due to minimum number of students the grading distribution for C & D categories may be continued as below:

Grade	Permissible range for all components
C	20% (min) to 50% (Max)
D&F	0% (Min) to 20% (Max)

(*) Please note CP is the only exception here, which is individual. Rest all are group based components.

()** Grade deviation of up to 20% may be allowed in the group-based components. Instructors are expected to use this flexibility judiciously.

- viii. If a participant has not fulfilled the academic requirements of a course, he/she may be assigned “I” (Incomplete) grade temporarily, representing non-completion of the academic requirements of the course. First year PGP-HRM participants must complete any such incomplete course work before they proceed for their summer assignment. In case of a second-year participant, such incomplete course work of an academic term should be completed within the course of the following term. A sixth term “I” must be completed well in time to graduate. If for any reason, the participant fails to complete the course within the time stipulated by the course instructor and/or the PGP-HRM Office, then the “I” grade would be automatically converted into an “F” grade.
- ix. If a participant misses one or more components of evaluation with prior permission, the following procedure will be followed:

- a) Initially, the participant will be awarded “I” (incomplete) grade. “I” is a temporary grade, not intended to be shown as a final grade in a course.
 - b) When the participant completes the make-up requirements as specified by the course instructor within the specified time, “I” will be replaced by the final grade (A, B, C, D, F) awarded for that component by the instructor.
 - c) In case the participant fails to complete the make-up requirements as indicated in (b) above, the instructor will give an “F” for the missed component(s) of evaluation.
- x. The grades given by an instructor in any component of evaluation are final. The instructor will not be called upon to justify the grades as long as they conform to the norms. A student, who desires clarification on the grade(s) awarded, may discuss the matter with the concerned instructor(s) within 4 days after receiving the grades. If any grievance regarding grading is not resolved through discussion with the instructor or if the instructor is not available in station, the concerned student may refer the matter to the Chair PGP-HRM in writing within 2 days thereafter, who will then discuss the matter with the instructor, if required.

In case of Term-III end-term examination, the students may ask queries through email. The faculty members are expected to respond as deemed necessary.

No request for grade revision will be entertained after the deadline i.e. within 4 days from the release of the grades.

- xi. Evaluation of Summer Internship Projects: A comprehensive evaluation in the form of Viva or an exam would be held in term IV.
- xii. Course Feedback- The course feedback will be collected through TCSiON and participants must ensure to provide their course feedback within the stipulated time/ window. The feedback submitted by the participant will carry a 0.1% weightage in all courses.
 - a) The course instructor will give grade with the evaluation components of 100%.
 - b) Programme office will convert the faculty given grade to 99.9% (by multiplying the faculty given grade with 0.999)
 - c) Programme office will give 0.00433 grade to the participants who have submitted the course feedback with the stipulated time (A+ =13, hence 0.1% of A+ = 0.004333. i.e., $((13/3)* 0.001)$)
 - d) 0.00433 grade will not be given to the participants who have not submitted the course feedback.

16.2. Grade Point Average (GPA)

GPA for a term is the weighted average of the grade points obtained in the courses registered for by a participant in that term, the weights being the respective course credits.

16.3. Cumulative Grade Point Average (CGPA)

CGPA, as at the end of a term/year, is the weighted average of the grade points obtained in all the courses registered for by a participant up to and including that term/year, the weights being the respective course credits.

16.4. Deficit Credit Points (DCPs)

Grades "D" and "F" will carry DCPs as follows:

- A "D" will carry one DCP in a one-credit course, two DCPs in a two-credit course, three DCPs in a three-credit course, four DCPs in a four-credit course and so on.
- An "F" will carry two DCPs in a one-credit course, four DCPs in a two-credit course, six DCPs in a three-credit course, eight DCPs in a four-credit course and so on.
- Total number of DCPs will be calculated by adding the number of DCPs accumulated by obtaining both "D"s & "F"s during the academic year.

17. COMMUNICATION OF GRADES

- i. Course instructors are required to communicate the participants the marks obtained in the quizzes/exams as soon as possible.
- ii. Instructors may communicate the component-wise marks directly to participants, while the final course grade is communicated to the participants by the PGP-HRM Office.
- iii. The PGP-HRM Office will communicate to participants their final letter grades in various courses along with GPA and CGPA.

18. CRITERIA FOR PROMOTION AND AWARD OF DEGREE

CGPA and Deficit Credit Points (DCPs) will be the two criteria that will be used (i) to promote a participant from first year to second year and (ii) to award the Degree to the second-year participant.

18.1. Criteria for Promotion

1. A first-year participant will qualify for promotion to the second year if he/she satisfies the following two criteria:
 - He/She must have CGPA of at least 2.0 at the end of the first year.
 - He/She must not have accumulated more than twelve DCPs at the end of the first year.
2. A participant, who does not satisfy either **one or both** criteria mentioned in 1 above, shall be given an option of repeating the first year of the programme or withdrawing from the programme.
3. However, a participant, who is repeating the first year of the programme, will have to compulsorily withdraw from the programme if he/she fails to satisfy the criteria 1 above.

18.2. Criteria for Award of Degree

1. A second-year participant, who has satisfactorily completed the summer project, will qualify for the award of the Degree if he/she satisfies the following two criteria:
 - He/She must have CGPA of at least 2.0 at the end of the second year.
 - He/She must not have accumulated more than ten DCPs at the end of second year.
2. A participant, who does not satisfy either one or both these criteria and who has not already repeated the first year, will be given an opportunity to make up for the shortfall in CGPA and/or DCPs either by repeating the course(s) in which he/she has obtained a D or F or by choosing a new elective course offered in Term V/VI of the next academic year. As and when such a participant makes up the shortfall in CGPA and/or DCPs by successfully completing the required number of course credits, the PGP-HRM Office would issue a Provisional Certificate. The Degree would be awarded to him/her at the Institute's next Annual Convocation.
3. A participant, who does not satisfy either one or both criteria mentioned in 1 above and who has already repeated the first year, will be asked to withdraw from the programme.

19. AWARDS

19.1. Certificate of Academic Excellence

Top 5% of the batch in every year may be awarded a Certificate of Excellence for their academic performance. This certificate will be issued at the first and second year.

Eligibility criteria for the award of Certificate of Excellence:

- The participant must be in the top 5% of the batch
- The participant must not have an 'F' grade in any course, and
- No disciplinary action should have been taken against the participant.

In case of any fraction while computing the top 5% of a batch size, the institute may take the nearest/ next integer value.

19.2. Institute's Scholastic Awards

“The Indian Institute of Management Indore Award for Best Scholastic Performance” is given every year to one participant from graduating PGPHRM batch.

- IIM Indore Gold Medal for Scholastic Performance (Rank 1)

The preliminary list of participants for consideration of awarding the medal would be selected based on the following criteria;

- The participant should be in the top 10 per cent of the batch in the first year,
- The participant should also be in the top 10 per cent of the batch of the second year class, based on the CGPA,

- Information pertaining to all the terms will be taken into account in deciding the award of gold medal.

In addition, the award is given only if the student's CGPA is:

- 3.2 and above in the first year;
- 3.2 and above in the second year;
- 3.3 and above cumulatively for the first and second years.

(The CGPA would be assessed based on the weightages of the courses taken at the Institute in the first and second years)

- The participant should not have an 'F' grade in any course, during the entire programme, including exchange term,
- No disciplinary action has been taken against the participant.
- [In case of a tie in CGPA, wherever it is used as a criterion, for scholarships or awards, digits up to 8 decimal points will be used to find out the relative position].

19.3. Need-based Financial Assistance Scheme

Apart from merit-based scholarships mentioned above, the Institute also has "Need-based Financial Assistance (NBFA)" scheme to provide financial support to needy PGP-HRM participants. The objective of the financial assistance scheme is to provide adequate financial aid opportunities so that no applicant is deprived of pursuing the programme due to financial constraints. Family income is taken to mean the income of parents/ guardians and spouse. The need of the participants is determined based on various parameters relating to the financial position of the participant and his/her family. Participants who wish to avail of this assistance should apply for the same in a prescribed form along with the required documents. These forms could be obtained from the PGPHRM Office.

Award under NBFA Scheme:

To encourage students who are awarded the NBFA support to excel in their academics, a merit-based award to a limited number of the awardees of the NBFA based on their 26 performance will be given. The value of the award will be equal to the tuition fees for the year. The number of awards for the following programmes are given below. The final number for each programme will be decided by the Director and announced at the beginning of the year.

1. PGP Year I	3 awards
2. PGP Year II	3 awards
3. IPM Year I	1 award
4. IPM Year II	1 award
5. IPM Year III	1 award
6. PGP HRM Year I	1 award
7. PGP HRM Year II	1 award

Conditions to be fulfilled to be eligible for the award:

1. The student should have been awarded NBFA for the year.
 2. The student should be in the top 30% of his/her batch based on the CGPA for the year.
 3. The student should have secured a CGPA of at least 3.0 during the year
 4. The student should not be debarred by the programme executive committee from receiving any award for the year
- The shortlisted eligible students will be ranked on their CGPA and the awardees selected based on the number of awards available.
 - With respect to PGPHRM, a shortlisted eligible student will be selected for the award as specified above, subject to the additional condition that his/her CGPA in the year is at least equal to that of the lowest among those selected for the award in PGP.
 - If the selected student is in receipt of any scholarship towards fees during the year, the difference between the tuition fee and scholarship already received only will be given as the award. (For this purpose, any medals or cash prizes instituted by other organizations for excellence in performance will not be considered).
 - The award will be given during the convocation or pre-convocation (at the end of year II). It will be given only to those students who complete the programme in the minimum prescribed period (within 2 years).

The Institute reserves the right to verify details mentioned in the NBFA application forms. The NBFA Committee reserve the right to award or reject the request for NBFA.

20. Convocation & Award of Degree

The “Master of Business Administration” will be conferred on all participants who at the end of second year have fulfilled all the conditions and requirements for the award of the Degree at the Institute's Annual Convocation held at the end of each academic year.

21. Academic Discipline & General Conduct

- i. The Institute expects its participants to conform to strict norms of integrity, honesty and good conduct in all their dealings. It also expects the participants to abide by the rules of the Institute both in letter and spirit.
- ii. Ragging of fresh participants by the senior participants, in whatever form, is strictly prohibited. As per Government norms and judicial directions, any incident of ragging will be viewed extremely seriously. The relevant Government Regulations on curbing the menace of ragging in higher educational institutions is on the intranet.
- iii. Smoking, drinking and eating in the classroom is strictly prohibited.
- iv. Smoking and consumption of alcoholic beverages on the campus is strictly prohibited.
- v. Marking proxy attendance for others or having attendance marked by others will attract severe punishment leading to expulsion.

- vi. Mobile phones, communication devices, cameras and audio-video gadgets (either switched on or off) are not allowed in the classrooms and during other academic activities such as examination, quizzes, guest lecture etc. The Institute will confiscate any such gadgets found.
- vii. Cases of indiscipline or misconduct in classes, irresponsible behaviour inside or outside the classes, use of unethical practices during the summer placement or violation of the rules of the programme will be severely dealt with.
- viii. Any form of dishonesty including attempts to copy or help others copy in any manner is strictly prohibited.
- ix. Unless specified otherwise by the instructor, participants must not collaborate in any manner in completion of home assignments and projects. All sources of information and ideas used for completion of the assignments and projects must be explicitly acknowledged. In other words, the non-referenced part of the answer as presented to the instructor should be the independent work of the participant(s).
- x. Rules regulating the conduct of quizzes and examinations are given in Appendix 1.
- xi. Canvassing for grades is strictly prohibited.
- xii. Instructors will be free to adopt any measure to penalize participants for breach of academic discipline. Any such violations and measures taken by the instructors will be reported to the Chair PGP-HRM. Instructors may also choose to report the incident to the Chair PGP-HRM recommending disciplinary action against the involved participant.

22. Disciplinary Committee

In the event of any PGP-HRM participant not adhering to the academic discipline and general conduct expected of him/her, a complaint could be registered against the participant(s) concerned. Inquiries into such complaint(s) is/are conducted by the PGP-HRM Executive Committee or a disciplinary committee constituted by the PGP-HRMEC/Director.

22.1. Disciplinary Procedure

On receiving a complaint against a participant or acting suo moto, the Chair PGP-HRM shall initiate disciplinary action against any participant for any alleged misconduct. In such cases, the following procedure shall be adopted:

1. The Chair PGP-HRM will seek an explanation for the breach of discipline from the participant.
2. On obtaining the response from the involved participant the matter will be discussed in the PGP-HRM Executive Committee/Disciplinary Committee. The participant would be given an opportunity to explain his/her case before the Committee. The Committee may call others also for facilitating the inquiry. At the conclusion of the inquiry, the PGP-HRM Executive Committee shall either exonerate the participant or impose any one or more of the following penalties:
 - Fine
 - Public apology
 - Confiscation of mobile phones, communication devices, cameras, and audio-video gadgets found in classrooms and other prohibited places
 - Suspension from classes or the hostel for a specified period

- Additional academic assignment(s) or project work
 - Scaling down grades obtained in one or more courses
 - Awarding a permanent 'F' grade in the course concerned
 - Repeating the course
 - Suspension, withdrawal or made ineligible for scholarships or participation in management festivals, International Student Exchange Programme
 - Withdrawal of Placement services
 - Community service
 - Expulsion from the Institute
 - Any other
3. Notwithstanding the academic regulations mentioned above, the Chair PGP-HRM is empowered to refer to the PGP-HRM Executive Committee any deserving case for review. The PGP-HRMEC will review such cases and take appropriate decisions/actions.
 4. A participant, who is aggrieved by the penalty imposed by the PGP-HRM Executive Committee under clause (2) above, has the right to appeal, within 7 days of the date of intimation of the penalty imposed, in writing to the Dean (Programmes) for academic matters and to the Director for non-academic matters such as cases wherein suspension/expulsion/denial of promotion to the next academic year/complete debarment from placement. The decision of the Dean (Programmes) for academic matters and Director for non-academic matters on such an appeal shall be final.
 5. The payment of any penalty/fine to be paid to outside agencies, viz. PMNRF or any others, penalty will be collected from the participants and the remittances will be made in the name of the Institute. In case of nonpayment of the fine/penalty, the same will be recovered from the participant's caution deposit and settle the account before next term registration.

23. Participants Grievance Redressal Process

a) Academic Matters

- i. If a participant is aggrieved on matters pertaining to academics he or she should take it up with the concerned Programme Chair.
- ii. In case the Programme Chair feels that the matter has to be taken up with the EC, the same will be listed in the following EC.
- iii. If the participant is not satisfied with the decision of the Programme Chair/EC, he or she can appeal to the Dean (Programmes).

b) Non-Academic Matters

- i. If a participant is aggrieved, he or she should take it up with the respective Chair.
- ii. In case the Chair feels that the matter has to be taken up with the EC, the same will be listed in the following EC.
- iii. Cases wherein suspension/expulsion/denial of promotion to the next academic year/complete debarment from placement has been recommended by the respective ECs can be appealed to the Director.

C. FACILITIES

24. LIBRARY & COMPUTING FACILITIES

Details about the Library and the computing facilities available in the Institute are given on the website of the Institute. <http://www.iimidr.ac.in/iimi/index.php/facilities/library>

25. PLACEMENT

The Placement Committee helps, guides, and counsels second year participants in securing suitable permanent placement by bringing them in touch with prospective employers. No leave of absence from class is given for attending placement interviews.

26. STUDENTS ACTIVITIES COUNCIL (SAC)

An elected body of the PGP-HRM participants manages the co-curricular and extracurricular activities on the Campuses. SAC coordinates and participates in activities in the following areas: sports, social & cultural, placement, academic affairs, hostel, mess, infrastructure and publications.

27. BANK

A branch of the State Bank of India is located in the institute premises. The bank also has locker facilities, which may be made use of by participants. State Bank of India ATM is in the hostel block of the Institute and the ICICI Bank ATM is located in the main building near Reception.

28. ACADEMIC ADMINISTRATION

The Director is the chief academic and administrative head of the Institute. He appoints various Committees to advise and assist him in the management of different activities of the Institute. Each Committee will have a Chairperson and several members. In addition, there are also Chairpersons for different academic Areas of the Institute.

29. GENDER SENSITIVITY

The Institute has an 'Internal Complaints Committee' to look into all complaints against sexual harassment received from participants, staff, faculty or other personnel connected with the Institute. More information on this Committee is given on the website of the Institute. <http://www.iimidr.ac.in/iimi/index.php/about-us/committees/internal-complaints-committee>

Notes:

- 1. Any contingencies not provided for herein shall be decided by the PGP-HRM Executive Committee.**
- 2. The clauses mentioned are subject to changes from time to time.**
- 3. The final interpretation of the clauses contained herein, if necessary, will be made by the PGP-HRM Executive Committee.**

APPENDIX 1: Conduct of Quizzes & Examinations

- Participants must be present in the examination venue at least 5 minutes before the commencement of the quiz/examination. Participants must not be allowed to enter the examination hall 5 minutes after the commencement of the quiz and 15 minutes for examination.
- All participants must have Identity Card/nametags during examinations.
- Participants must occupy the seat allotted to them as per the seating chart. The question paper and answer sheet shall be placed by the Invigilator on each seat before participants occupy their seats. The participants must turn the question paper and commence writing on the answer sheets only after the announcement to start has been made by the Invigilator. After the Invigilator's announcement, the participants should stop talking with one another, however urgent the problem/situation may be. The participants can talk only with the Invigilator and nobody else during the duration of the examination – both inside as well as outside.
- Participants are not allowed to bring any mobile phone or another communication device into the examination hall. Participant must not ring any device in the class with Internet on or hotspot on or access the Internet while using a laptop or any other device. The invigilator shall confiscate any such gadget found in the examination hall. In addition, disciplinary action may be initiated against the involved participant.
- You must follow instructions written on the question paper and/or given by the invigilators. Disciplinary action will be initiated against violation of rules.
- If a participant would need to step out of the exam hall for any unforeseen/ biological requirement, permission of the invigilator is to be obtained. However, no such permission shall be given during the first one and half hour and the last half an hour of the examination. Participants will not be permitted to leave the examination hall for examinations of 2 hours or less. At any point of time, not more than one participant shall be given permission to go out from the same room.
- Participants must not refer to any book, paper or other notes, unless it is an open book examination. In an open book examination, a participant shall refer only to books and notes that he/she has brought into the examination hall. Consultation with another participant orally or with his/her book/notes is prohibited.
- Passing, receiving or seeing papers of others during the examinations is STRICTLY PROHIBITED. Anyone who wilfully gives assistance to another shall be considered as guilty as the one who receives it.
- In case of any doubt regarding the quiz/examination that has not been clarified by the Instructor or the Invigilator, participants have to proceed by making suitable assumptions.
- At the close of the examination, the supervisor on duty shall collect the answer books at the seats of the participants. Therefore, the participants should stay back until their answer books are collected. However, those who finish the examinations at least fifteen minutes prior to the close of the examination could leave the hall earlier after handing in the answer books to the supervisor. Handing in the answer books to the Invigilator shall be the sole responsibility of the participant.
- The participant must not take the answer book out of the examination hall.
- Participants shall write their name on the loose/supporting answer sheets.
- Invigilators should report to the PGP Office any violation of these rules by the participants.

- Any violation of the 'Quiz & Examination' rules would attract 'F' grade and/or the matter would be referred to the Disciplinary Committee.

APPENDIX 2: Guidelines for grant of scribe (writer) and/or compensatory time (extra time/additional time) for DA participants

The facility of scribe (writer) be allowed to any participant with benchmark disability as defined under section 2(r) of the RPwD Act, 20216 and has limitation in writing including that of speed if so desired by him/her.

Benchmark Disability - Section 2(r) “person with benchmark disability” means a person with not less than forty per cent. of a specified disability where specified disability has not been defined in measurable terms and includes a person with disability where specified disability has been defined in measurable terms, as certified by the certifying authority.

An eligible participant should make an application before the start of the term to the Office of the Disability (ODC) with a certificate issued by the Medical Board/doctor of not below the rank of Civil Surgeon/ Medical Superintendent of a Central or State Government Hospital /Medical College to the effect that the participant has physical limitation to write and scribe is essential to write examinations on his behalf as per the proforma placed as Appendix-3A.

The Office of the Disability after verifying the records, recommend to the programme department with the list of all participants eligible to provide scribe and compensatory time.

a) Facilities and Concessions to a Physically Challenged/ Physically Disabled participant:

- The Institute shall arrange the scribe (writer) as per the prescribed academic qualification to write the examination on behalf of the participant. In case, the participant intend to bring his/her own scribe he/she may be allowed to do so subject to the verification of educational qualification by the programme office concerned.
- The academic qualification of a ‘Scribe’ (Writer) to write the examination on behalf of a physically challenged student should be one grade lower than the qualification possessed by the candidate enrolled for appearing the examination.
- The participant may be allowed to change the scribe in case of emergency on the written application.
- Every participant with benchmark disability, whether using scribe or not, shall be entitled to 20 minutes compensatory time (extra time or additional time) for every hour of examination. In case the duration of the examination is less than an hour, then the duration of additional time should be allowed on pro-rata basis. Additional time should not be less than 5 minutes and should be in the multiple of 5.
- The Institute shall pay a lump sum amount of Rs. 400/- (Rupees Four hundred only) as honorarium per examination to a scribe in case the Institute arrange the scribe.

- Proper seating arrangement (preferably on the ground floor) should be made prior to the examination.
- The participant should be allowed to use assistive devices like talking calculator, speech to text software, etc,. Option of choosing the mode for taking the examination in the computer or in large print or even by recording the answers from speech to text be allowed.
- Alternative objective questions in lieu of descriptive question may be provided and giving alternative questions in lieu of questions requiring visual inputs for persons with visual impairment. Please accept requests for oral tests/examinations.

b) Duties and Responsibilities of Scribe (Writer)

- The scribe will read the questions for the participant and write answers only as per the dictation of the participant and the scribe shall not paraphrase, translate, add emphasis or embellish the dictation in any manner, i.e., the scribe shall only transcribe what is dictated to him by the participant.
- The invigilator assigned for the examination will monitor the examination and should report to the programme Office any violation of the examination rules by the participant.
- The scribe should be punctual, careful and should act in the exam as directed by the candidate without wasting time of the participant.
- The scribe should not make any claim or accept any money or money's worth from the participant. The honorarium to Scribe shall be paid by the Institute.
- The scribe should not put the participant in emotional or stressful situation during the period of examination.
- Scribe should maintain distance with the participant prior and after the examination and not to exploit the participant in any manner.
- Scribe shall follow all instructions, guidelines, directions etc. of the Institute in true letter and spirit.
- Failure to follow the examination norms and instructions may impact the result of the participant apart from being booked under use of unfair means in examination.

It is clarified that in case of injuries of temporary nature such as fracture in the arm, forearm or dislocation of shoulder, elbow, wrist or any other illness, the participants are eligible to seek assistance of writer, however, no extra time will be given.

Certificate regarding physical limitation in an examinee to write

This is to certify that, I have examined Mrs/Ms. _____ (name of the participant with disability), a person with _____ (nature and percentage of disability as mentioned in the certificate of disability), S/o or D/o _____, a resident of _____ (Village/District/State) and to state that he/she has physical limitation which hampers his/her writing capabilities owing to his/her disability.

Signature _____
Chief Medical Officer/ Civil Surgeon/ Medical Superintendent of a
Government health care institution

Name and Designation: _____

Name of Government Hospital/
Health Care Centre with Seal _____

Place : _____

Date : _____

Note: Certificate should be given by a specialist of the relevant stream/ disability (eg. Visual impairment – Ophthalmologist, Locomotor disability – Orthopaedic specialist/PMR)

APPENDIX 3: Grade Conversion Table

	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	100%
A+	0.65	1.30	1.95	2.60	3.25	3.90	4.55	5.20	5.85	6.50	7.15	7.80	13
A	0.60	1.20	1.80	2.40	3.00	3.60	4.20	4.80	5.40	6.00	6.60	7.20	12
A-	0.55	1.10	1.65	2.20	2.75	3.30	3.85	4.40	4.95	5.50	6.05	6.60	11
B+	0.50	1.00	1.50	2.00	2.50	3.00	3.50	4.00	4.50	5.00	5.50	6.00	10
B	0.45	0.90	1.35	1.80	2.25	2.70	3.15	3.60	4.05	4.50	4.95	5.40	9
B-	0.40	0.80	1.20	1.60	2.00	2.40	2.80	3.20	3.60	4.00	4.40	4.80	8
C+	0.35	0.70	1.05	1.40	1.75	2.10	2.45	2.80	3.15	3.50	3.85	4.20	7
C	0.30	0.60	0.90	1.20	1.50	1.80	2.10	2.40	2.70	3.00	3.30	3.60	6
C-	0.25	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	5
D+	0.20	0.40	0.60	0.80	1.00	1.20	1.40	1.60	1.80	2.00	2.20	2.40	4
D	0.15	0.30	0.45	0.60	0.75	0.90	1.05	1.20	1.35	1.50	1.65	1.80	3
D-	0.10	0.20	0.30	0.40	0.50	0.60	0.70	0.80	0.90	1.00	1.10	1.20	2

Cumulative Grade Point Average (CGPA)

CGPA at the end of a year, is the weighted average of the grade points obtained in all courses registered by the participant. Non-credit courses are not included in calculating CGPA. The weights used is the course credits. An indicate percentage equivalence of CGPA can be calculated as follows:-

$$\begin{aligned} \text{If, } 3.5 \leq \text{CGPA} \leq 4.33 &= 91 + (\text{CGPA} - 3.5) \times 10.8434 \\ \text{If, } 2.3 \leq \text{CGPA} < 3.5 &= 60 + (\text{CGPA} - 2.3) \times 25.8334 \\ \text{If, } 2 \leq \text{CGPA} < 2.3 &= 50 + (\text{CGPA} - 2) \times 33.3334 \\ \text{If, } 1 \leq \text{CGPA} < 2 &= 20 + (\text{CGPA} - 1) \times 30 \end{aligned}$$

APPENDIX 4: Fee structure

For Batch 2024-26

भारतीय प्रबंध संस्थान इंदौर

Indian Institute of Management Indore

Post Graduate Programme in Human Resource Management leading to award of MBA
Fees Structure for PGP-HRM Batch 2024-26 (Academic Year 2024-25 & 2025-26)

(updated on 09 May 2024)

Fee in Rs.

PGP-HRM First Year Annual fee					
SN	Heads	Academic Year	Installments		
		2024-25	1	2	3
1	Course Fee	8,00,000	2,75,000	2,75,000	2,50,000
2	Medical Insurance Premium *	711	711		
3	Refundable Caution Deposit#	50,000	50,000	-	-
4	Mess Deposit ##	54,000	18,000	18,000	18,000
	Grand Total	9,04,711	3,43,711	2,93,000	2,68,000
PGP-HRM Second Year Annual fee					
SN	Heads	Academic Year	Installments		
		2025-26	4	5	6
1	Course Fee	9,25,000	3,15,000	3,05,000	3,05,000
2	Alumni fee including GST @18%**	10,000+1800			11,800
3	Mediclaime Insurance Premium*	711	711		
	Grand Total	9,37,511	3,15,711	3,05,000	3,16,800
*	Mediclaime insurance premium will be on actuals.				
**	Applicable GST (presently 18%) will be charged on Alumni fee. Alumni fee is non-refundable.				
#	Caution deposit will be refundable on completion/withdrawal of the course.				
##	Mess deposit will be adjusted against actual mess bill. For PGPHRM 2nd year participants, mess is optional.				
	Fees and mess deposit may be paid in three equal installments.				
	Course fee does not include cost of text books.				

Payment mode: Participants must pay their fees using the E-Shiksha portal (a portal in collaboration with ICICI bank for the Institute for collection of fees from the participants).

The E-Shiksha portal link to pay the fee and Important Instructions are given below:

[E-Shiksha Portal for Fee Payment](https://erp.eshiksha.net/DirectFeesv3/IIMIndore) (<https://erp.eshiksha.net/DirectFeesv3/IIMIndore>)

Important Instructions for Fee Payment

1. The participants are required to Click on the Programme Fee option and need to fill his/her Roll No by selecting Programme Name (PGP HRM / MBA HRM) and then proceed with the payment.
2. If the participants are opting for a loan from any bank then they need to choose the NEFT/RTGS option where a challan will be created containing an Account Number. The loan sanctioning Bank can remit the funds to that account number and provide fee payment confirmation with UTR to the participant. The participant needs to update the UTR details on the Fees Payment details form.
3. If any participant wants to download the previously paid amount through this portal then can choose the "View Transaction" option.

For Batch 2025-27

भारतीय प्रबंध संस्थान इंदौर

Indian Institute of Management Indore

**Post Graduate Programme in Human Resource Management leading to award of MBA
Fees Structure for PGP-HRM Batch 2025-27 (Academic Year 2025-26 & 2026-27)**

(updated on 09 January 2025)

Fee in Rs.

PGP-HRM First Year Annual fee					
SN	Heads	Academic Year	Installments		
		2025-26	1	2	3
1	Course Fee	8,00,000	2,75,000	2,75,000	2,50,000
2	Medical Insurance Premium *	700	700		
3	Refundable Caution Deposit#	50,000	50,000	-	-
4	Mess Deposit ##	54,000	18,000	18,000	18,000
	Grand Total	9,04,700	3,43,700	2,93,000	2,68,000

PGP-HRM Second Year Annual fee					
SN	Heads	Academic Year	Installments		
		2026-27	4	5	6
1	Course Fee	9,25,000	3,15,000	3,05,000	3,05,000
2	Alumni fee including GST @18%**	10,000+1800			11,800
3	Mediclaime Insurance Premium*	700	700		
	Grand Total	9,37,500	3,15,700	3,05,000	3,16,800

*	Mediclaime insurance premium will be on actuals.
**	Applicable GST (presently 18%) will be charged on Alumni fee. Alumni fee is non-refundable.
#	Caution deposit will be refundable on completion/withdrawal of the course.
##	Mess deposit will be adjusted against actual mess bill. For PGPHRM 2nd year participants, mess is optional.
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3. If any participant wants to download the previously paid amount through this portal then can choose the "View Transaction" option.

APPENDIX 5: Academic Calendar

भारतीय प्रबंध संस्थान इंदौर POST GRADUATE PROGRAMME IN HUMAN RESOURCE MANAGEMENT ACADEMIC CALENDAR 2025-26			
First Year PGPHRM Batch 2025-27		Second Year PGPHRM Batch 2024-26	
Term- I		Term- IV	
Registration	Saturday, 28 June 2025	Registration	Saturday, 14 June 2025
Inauguration & Orientation	Tuesday-Wednesday, 01-02 July 2025	Classes begins	Saturday, 14 June 2025
Classes begins	Friday, 04 July 2025	Industry Interface Projects (Offline Period)	
Term Ends	Friday, 19 September 2025	Starts	Monday, 18 August 2025
		Ends	Saturday, 13 September 2025
		Term Ends	Saturday, 13 September 2025
Term- II		Term- V	
Registration	Thursday, 25 September 2025	Registration	Tuesday, 16 September 2025
Classes begins	Thursday, 25 September 2025	Classes begins	Tuesday, 16 September 2025
29th Foundation Day of the Institute - Friday, 03 October 2025			
REP*	6-13 October 2025	HOP*	27 October to 03 November 2025
Term Ends	Friday, 26 December 2025	Term Ends	Wednesday, 10 December 2025
Term- III		Term- VI	
Registration	Monday, 05 January 2026	Registration	Monday, 15 December 2025
Classes begins	Monday, 05 January 2026	Classes begins	Monday, 15 December 2025
Term Ends	Friday, 20 March 2026	Term Ends	Thursday, 12 March 2026
*Pre-Convocation - Friday, 27 March 2026			
*Convocation - Saturday, 28 March 2026			
Holidays:			
Independence Day			Friday, 15 August 2025
Mahatma Gandhi's Birthday			Thursday, 02 October 2025
Republic Day			Monday, 26 January 2026
Grade Submission deadlines:			
Term - 1/2/3/4/5	Not later than three weeks after the conclusion of the End-Term examination of the course OR the end of the Term, whichever is earlier		
Term - 6	At least two weeks before the Convocation		

***Subject to change**
