Agenda

ISBS PGDM Academic Committee

Held on 21st September 2020

1. Review of the minutes of previous meeting held on 15th June 2020.
2. Review of academics for semester I of Batch 2020-22 and semester III of Batch 2019-21.
3. Informal faculty feedback.
4. Review of CLDP for semester III of Batch 2019-21.
5. Supplementary inputs for bright & weak students.
6. Students' engagement in virtual sessions.
7. FDP faculty.
8. Points for review in the next AC meeting.

For

Indira School of Business Studies PGDM

Prof. Shikha Mann

HOD- Academics, ISBS PGDM

Minutes of the Meeting of ISBS PGDM AC held on 21st September 2020

1.Review of the minutes of previous meeting held on 15th June 2020

Sr.no.	Agenda Point	Action Taken	Date/ Month	Remarks
1	Subject allocation for semester I of Batch 2020-22, semester III of Batch 2019-21	Roll outs of all subjects of semester I (Batch 2020-22) and semester III (Batch 2019-21) were reviewed by HOD.	Point closed in July 2020.	Further details are covered in agenda point number 2 of current meeting.
2	CLDP plan for semester III of Batch 2019-21	Workshop on "Business Analytics" was added in CLDP plan for semester III.	Revised CLDP plan was made and point closed in meeting held on 15-06-2020	Further details are covered in agenda point number 4 of current meeting.
3	COs for semester II,III,IV of Batch 2020-22	COs to be formulated as per Blooms taxonomy	September 2020	The work is in progress
4	FDP for Faculty	The FDP plan for each program faculty is ready	Plan was developed by faculty members in August 2020.	Further details are covered in agenda point number 7 of current meeting.

2.Review of academics for semester I of Batch 2019-21 and semester III of Batch 2018-20

Prof. Shikha Sindhu presented a summary of sessions taken, syllabus completion, assessments status, guest sessions plan/executed for semester I of 2020-22 Batch and semester III of Batch 2019-21. Approximately 35% of syllabus has been covered in semester I and approximately 40% syllabus has been covered in semester III. There were no deviations reported in academics.

Academic review report would be enclosed in closure file for period July-Dec 2020. It was shared that due to non-payment of fees, sessions for semester III students were suspended for about 10 days. CA-I of subjects of both semester I of 2020-22 Batch and semester III of Batch 2019-21 will be completed by 30th September 2020.

For semester III students, a guest sessions on domain areas are planned for students, the comprehensive CLDP plan for each division has been shared with CLDP in-charge i.e. Dr. Gaganpreet Ahluwalia. The plan was made by domain faculty and it was approved by SME and program heads.

The AC was satisfied w.r.t to different pedagogical tools incorporated in roll outs.

A summary of all guest sessions planned for semester III of Batch 2019-21 was presented to AC. AC found same to be satisfactory. The same is enclosed with this MOM

Documents to refer- closure files

3. Informal faculty feedback

Prof. Shikha Sindhu shared that informal feedback of all faculty teaching various HR subjects was taken from students of semester I (2020-22 Batch) and semester III (2019-21 Batch). The feedback of all faculty was positive. The faculty members were appreciated for their performance and contribution towards teaching-learning.

4.Review of CLDP for semester III of Batch 2019-21

Dr. Bagirathi Iyer shared that student of all divisions have attended minimum 2 webinars on domain topics (details in division CLDP plan). 2 GDs, 1 PI, 1 stress interview has been completed for semester III of Batch 2019-21. A 4 hours certification workshop on Business Analytics is planned in October 2020. To give international exposure to students, Indira Global Leadership lecture series is also planned in October 2020 wherein speakers of international repute will be addressing students on various topics.

5.Supplementary inputs for bright & weak students

Prof. Shikha Mann shared that student's participation in class and performance in various activities that faculty conduct suggest that students weren't facing any difficulty in any of HR/Marketing/ Finance/GM subjects. While taking informal feedback, HOD asked students about the need for remedial classes for any subject, student said that they were understanding the subjects well and there was no need for any remedial sessions.

It was shared that 53 students were selected in alpha Batch from ISBS PGDM (Batch 2019-21) These students were being given special inputs by industry experts (mentors from Ozone consulting).

6.Students engagement in virtual sessions

Prof. Shikha Sindhu shared that all faculty members have been using various ways of ensuring students engagement in virtual sessions. A summary of same is enclosed with this MOM. AC hailed faculty members for the tool, techniques, methods used by faculty to make sessions engaging and teaching- learning more effective.

7. Faculty Engagement and Development Plan

Prof. Shikha explained about the faculty engagement during lockdown period. The summary of the engagement activities discussed is as below:

- Academic teaching- 184 hours
- MOOCs/webinars identified and given to students- 9
- Assessments taken- 24
- Notes given for- 28 subjects
- QB (Question bank) made for- 28 subjects
- Self-Reading material given on- 62 topics
- CLDP Activities- Book Reviews, Group Interviews, GD (on Zoom)
- Research paper 100% completed (sent for publication)- 2
- Research papers in progress- 29
- Articles/Blogs written- 27
- Certification courses completed- 30
- Certification courses in progress- 27
- Book reading in progress- 27
- Webinar attended by faculty- 2

Each HOD shared that faculty in their program has identified external FDPs and will be attending the same as per schedule. Dr. Jog shared that Dr. Meena Goyal is writing a book on Indian Tax structure.

9.Points for review in the next AC meeting

Sr.no.	Agenda Point	Action Point	Date/ Month	Remarks
1	COs for semester II,III,IV of Batch 2020-22	COs will be formulated as per Blooms taxonomy.	30th September 2020	COs for semester-I courses have already been formulated and duly mapped with assessments in roll outs.

CC to: Dr. Abhinav Jog, Dr. Bagirathi Iyer, Dr. Mahesh Mangaonkar, Prof. Shikha Mann Sindhu

For

Indira School of Business Studies PGDM

Prof. Shikha Mann Sindhu
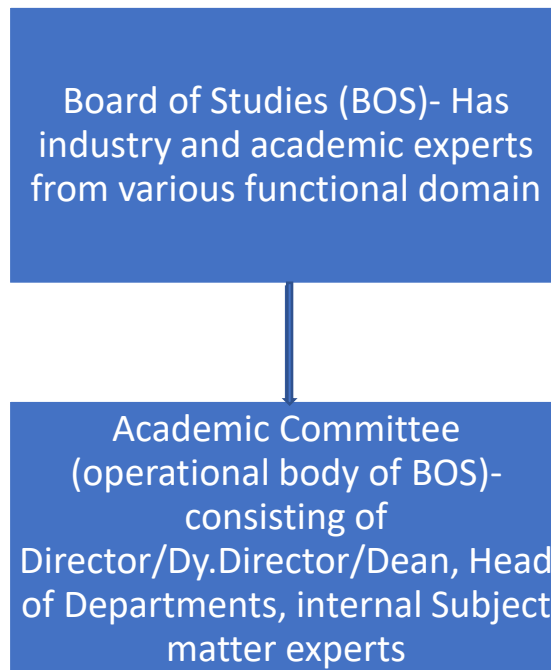
HOD- Academics, ISBS PGDM

Overview and Standard Operating Procedure (SOP) of Academic Committee for ISBS PGDM
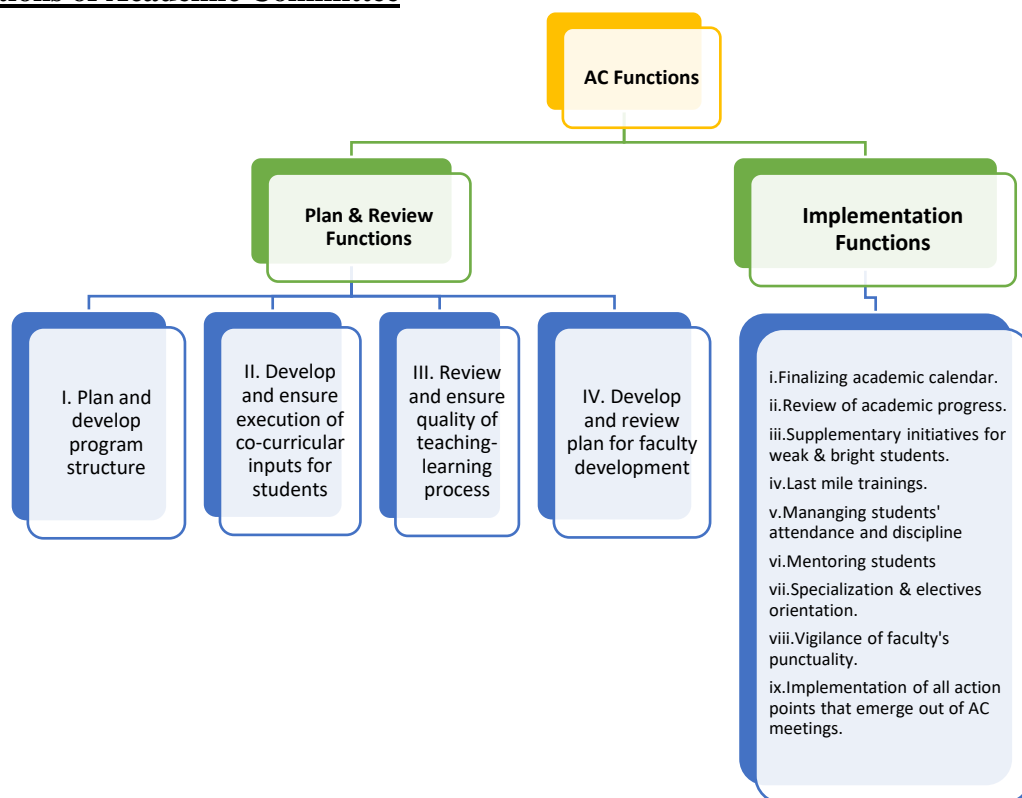
Document revised in- July 2020

Academic Policy at ISBS PGDM centres on imparting quality education to its students with "employability" as central focal point of academics and co-curricular inputs.

Academic committee implements the planned inputs for students, conduct internal reviews and make corrective actions, if needed. The review of academic committee's functions is executed by the Board of Studies (BOS). AC is an internal body that implements the action plan put forth by BOS.

<u>Structure of Academic Implementation at ISBS</u>

Board of Studies (BOS)- Has industry and academic experts from various functional domain

Academic Committee (operational body of BOS)- consisting of Director/Dy.Director/Dean, Head of Departments, internal Subject matter experts

Functions of Academic Committee

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                    │ AC Functions │
                    └──────┬───────┘
            ┌──────────────┴──────────────┐
   ┌────────────────┐           ┌──────────────────┐
   │ Plan & Review  │           │ Implementation   │
   │   Functions    │           │    Functions     │
   └────────────────┘           └──────────────────┘
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Plan & Review Functions:

I. Plan and develop program structure

II. Develop and ensure execution of co-curricular inputs for students

III. Review and ensure quality of teaching-learning process

IV. Develop and review plan for faculty development

Implementation Functions:

i. Finalizing academic calendar.

ii. Review of academic progress.

iii. Supplementary initiatives for weak & bright students.

iv. Last mile trainings.

v. Mananging students' attendance and discipline

vi. Mentoring students

vii. Specialization & electives orientation.

viii. Vigilance of faculty's punctuality.

ix. Implementation of all action points that emerge out of AC meetings.

Functions executed by Academic Committee (Planning and Reviewing Functions)

  I.   Plan and develop program structure
  II. Develop and ensure execution of co-curricular inputs for students
  III. Review and ensure quality of teaching-learning process
  IV. Develop and review plan for faculty development
  V.   Assess CO-PO attainment levels

Implementation Functions executed by HODs and their teams:

i. Finalizing academic calendar.

ii. Review of academic progress.

iii. Supplementary initiatives for weak & bright students.

iv. Last mile trainings.

v. Managing students' attendance and discipline

vi. Mentoring students

vii. Specialization & electives orientation.

viii. Vigilance of faculty's punctuality.

ix. Implementation of all action points that emerge out of AC meetings.

Structure of Academic Committee

ISBS PGDM has academic committee consisting of: Director as chairperson, senior management of ISBS PGDM (i.e. Dean/Dy. Director- as per institutional hierarchy), Head of Department of each Program (i.e. PGDM General, PGDM Marketing, PGDM) and SME (Subject matter expert) from each functional area (i.e. Marketing, Finance, HR, GM). The SME and HOD can be same if the appointed HODs for each of the program belong to different functional domain. If there is no SME holding the position of HOD then an SME for concerned domain area is include as member of Academic Committee.

In month of June, members are appointed (if new members become part of AC) or reappointed (if existing members continue to be part of AC). If any new member join institute after month of June, the faculty attends the meetings as part of AC, but the formal appointment letter is issued in June of next year. The AC members formally appointed/reappointed in June 2020 (who will take charge as AC members w.e.f 1st July 2020) are as below:

Academic Committee for Finance

Sr. no.	Role	Name	Designation
1	Chairperson, SME- Finance	Dr. Abhinav Jog	I/C Director, ISBS PGDM
2	Member, SME-HR	Prof. Shikha Sindhu	HOD- Academics, ISBS PGDM
3	Member, SME-Marketing	Dr. Bagirathi Iyer	HOD- PGDM Marketing, ISBS PGDM
4	Member, SME-General Management	Dr. Mahesh Mangaonkar	HOD- PGDM, ISBS PGDM

Required Quorum for Meeting: Chairperson, all members are needed to be present for the meeting.

Frequency of meeting: Quarterly (May, August, December, February)

<u>**SOP of functions of academic committee**</u>

    I.   Plan and develop program structure

Objective:

- To develop the curriculum that fulfils the demands of industry with respect to knowledge expected from new entrants in the industry

Frequency of curriculum revision: Annually

SOP

Designing program structure

Developing courses and COs

Mapping COs with POs

Seeking BOS' approval

Finalizing program structure, courses

Disseminating information to stakeholders

To meet the ever-changing demands of industry, academic committee (AC) screens the existing program structure, courses every year and bring in modifications, if so, suggested by industry and academic experts who are part of AC.

I.1. Designing program structure

After seeking inputs from industry and academic experts, HODs with their faculty team design the program structure. Number of credits, different courses (specialization core/generic core/elective) and marks for each semester are finalized. The details need to be captured in following format:

Particulars	Semester I	Semester II	Semester III	Semester IV	Total Number of Subjects	Total Credits	Total Marks
Generic Core							
Specialization Core							
Electives							
Total Number of Subjects							
Total Credits							
Total Marks							

I.2. Developing courses and COs

Based on expertise of faculty, HODs assign the task of developing courses and COs to different faculty in their functional area/domain. The faculty studies the content of such course taught at other universities (reference of minimum 2 universities must be solicited). In consultation with HOD, courses are developed, and course objectives/outcomes are defined for each course.

Annexure 1- Format of syllabus comparison with universities

I.3. Mapping COs with POs

Once the curriculum is designed with COs for each course, the COs are mapped with POs. This mapping is done to ensure that each CO is leading to attainment of at least one of the POs. This activity is done by faculty in consultation with HOD. Once this task is done, HODs seek approval of industry and academic experts of AC with respect to program structure, course content, CO and CO-PO mapping for each course. The proposed course structure and curriculum is discussed in AC meeting in month of December. If any modifications are suggested by experts, same are incorporated in the curriculum.

I.4. Seeking BOS' approval and finalizing program structure, courses

The new curriculum along with CO-PO mapping is presented to BOS. After incorporating changes suggested by BOS, if any, curriculum is finalized. The task is completed by December end for the upcoming batch of next year.

I.5. Disseminating information to stakeholders

The softcopy of curriculum is kept in FTP, a hardcopy of same is submitted to library. The curriculum is shared with all faculty. The program structure is updated on ISBS PGDM website, responsibility of which lies with faculty in-charge of website. The new structure is mailed to prospectus in-charge so that same can be incorporated in prospectus for upcoming batch.

Documents to refer- Syllabus booklet, CO-PO File

## II. Developing and ensuring execution of co-curricular inputs for students

Objective:

- To enhance skills of students' thorough application-based pedagogy
- To enhance industry interface by giving students' exposure of industry speakers

Norms of designing co-curricular inputs (CLDP Plan- Career & Leadership Development Program)

- **Mandatory inputs that must be part of CLDP plan (for sem I,II,III) are:**
  - Aptitude training
  - General awareness training
  - Reading habits
  - GD practice
  - PI practice
  - Certification workshops
  - Guest sessions

SOP of CLDP Plan

CLDP plan development

Review

CLDP plan finalization

CLDP execution

Review
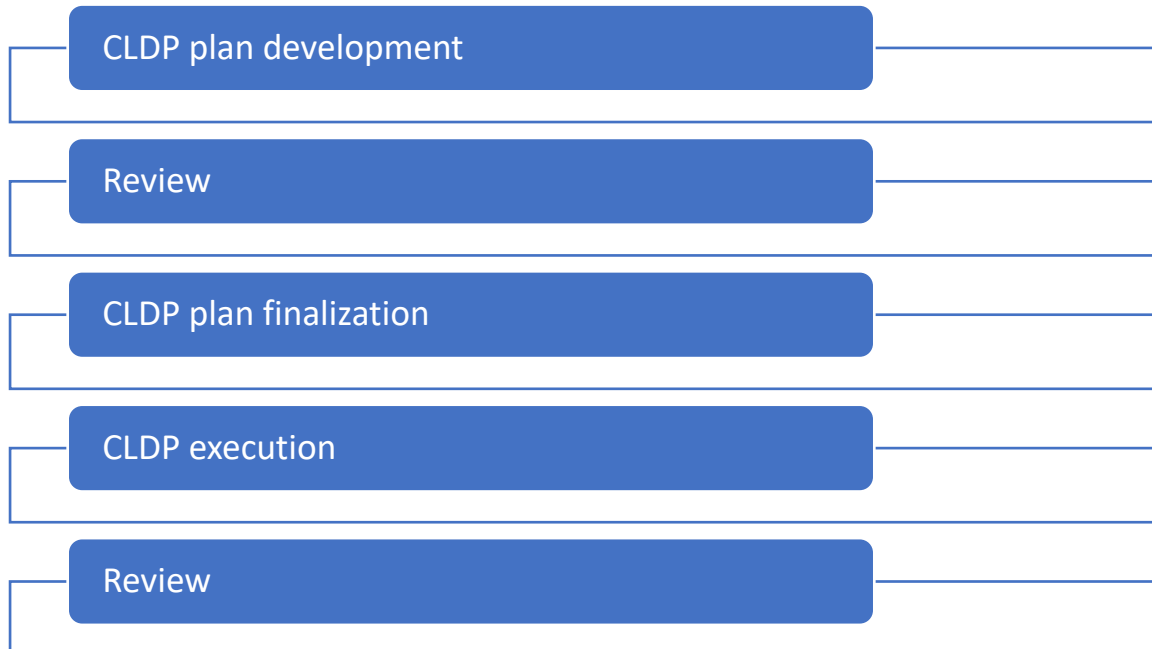
II.1. CLDP plan development

Before beginning a semester, a comprehensive CLDP plan is formulated by HODs in consultation with their faculty. There are two types of CLDP plans:

One at institutional level- driven by CLDP in-charge*. This constitutes the activities that are common to all students (irrespective of specializations) example- sector overview, aptitude training, in depth interview (discovery interviews) etc.

Another is at departmental level- driven by division in-charge (under guidance of HOD). This plan is aimed at skills specific to a domain. This constitutes of domain workshops, simulations, certification workshops, MOOCs, webinars etc.

*CLDP in-charge is a faculty who is responsible for coordinating and executing institutional level CLDP plan that is imparted to all students of ISBS irrespective of their specialization.

II.2. Review

The CLDP plan is presented and deliberated upon in AC meeting. It is ensured that CLDP is aligned with industry requirements. The approval of CLDP activities is taken from BOS.

II.3. CLDP plan finalization

After incorporating suggestions given by BOS if any, CLDP plan is finalized. The plan is shared with students in the beginning of semester. The division in-charge also share the plan for their respective divisions with the institutional CLDP in-charge.

II.4. CLDP execution

There is dedicated timeslot given for CLDP activities, in the timetable. Division in-charge/CLDP in-charge executes CLDP activities as per plan. They must make a CLDP file for the activities conducted by them. The file is updated on a weekly basis.

II.5. Review

The periodic review of CLDP activities is taken by HODs, every month. Feedback is taken by students after each workshop and at the end of semester (on all CLDP activities) to measure the effectiveness of CLDP program.

Students record learnings from CLDP activities in their logbook, which is reviewed by division in charge, every week.

Annexure 4- Sample CLDP plan format

III. **Reviewing and ensuring quality of teaching-learning process**

Objective:

- To ensure that varied teaching pedagogy is used by faculty while delivering a course
- To review quality of teaching (by assessing faculty feedback)
- To review students' performance

Activities under the function

a) Subject allocation
b) Review of pedagogy used by faculty (by assessing roll outs)
c) Finalizing evaluation process and assessment pattern for internal assessment
d) Solicit feedback (informal and formal) from students w.r.t faculty's teaching
e) Reviewing student's performance in different assessments

a) **SOP of** Subject allocation

Soliciting subject preference

Subject allocation

Communication to faculty

Roll outs preparation
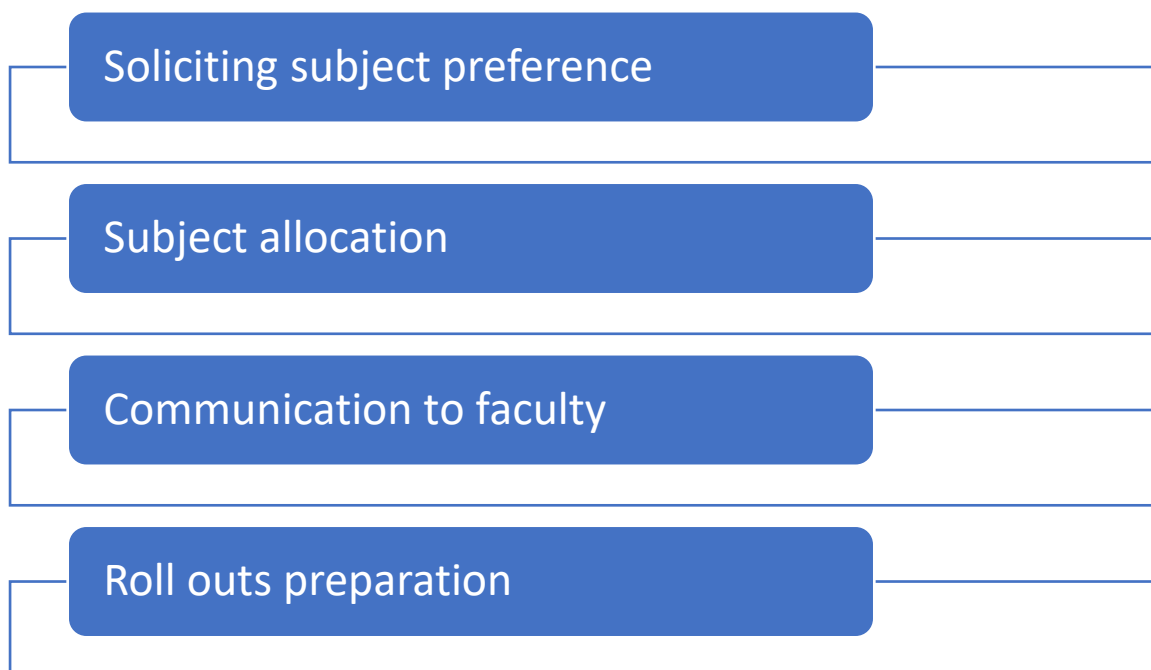
III.a.1. Soliciting subject preference

The first step in faculty allocation process is to solicit preference from faculty. HODs send mail to all faculty asking for their preference to teach various subjects in coming semesters. The process starts in month of October for semester II,IV and in month of April for semester I,III.

III.a.2. Subject allocation

After soliciting preference from faculty, HODs allocates subject to faculty considering faculty expertise, requisites of subjects and faculty's past feedback. Those subjects where in house expertise is not there, visiting faculty are identified and finalized. The subject allocation is discussed with Director/ Dy. Director/ Dean and after seeking their approval, same is finalized. Efforts are made to have largely equal distribution of workload among faculty.

III.a.3. Communication to faculty

The final subject allocation is mailed to all faculty. The academic coordinator then prepares timetable for concerned semesters.

III.a.4. Roll outs preparation

After receiving the subject allocation, faculty start preparing session plan/ roll outs in LTP pattern. The weightage of L, T and P is customised as per requirements of each subject.

b) SOP of Review of pedagogy used by faculty

Roll out preparation

Roll out review by HOD

Roll out review by AC

Roll out finalization
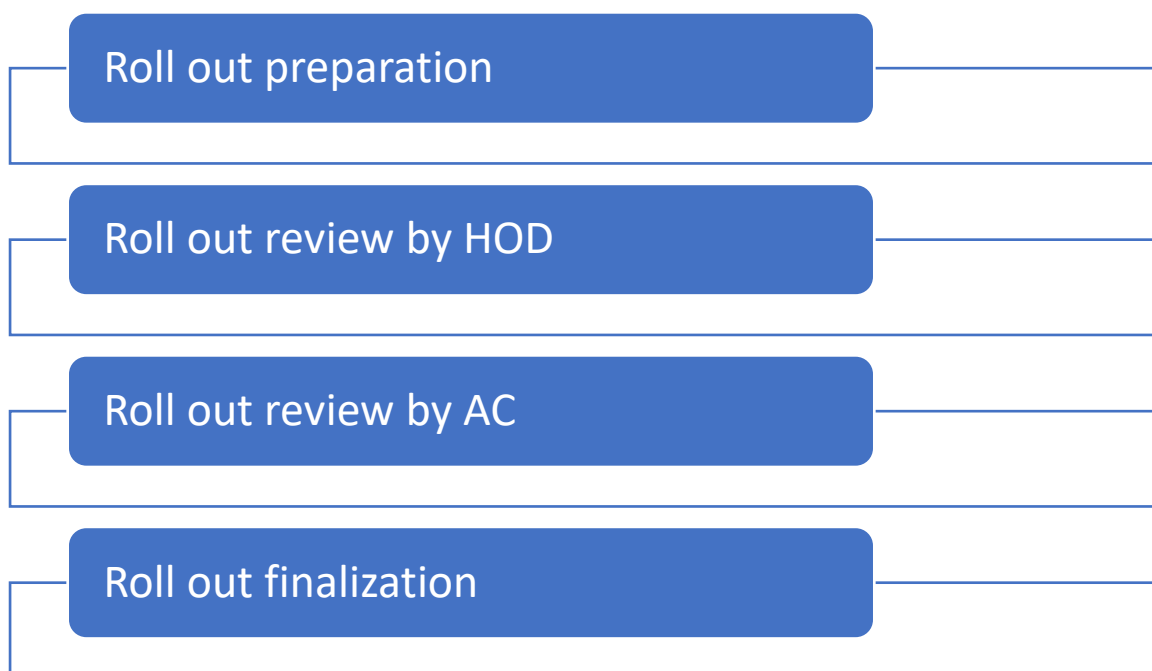
III.b.1. Roll out preparation

Each faculty prepares the session-by session plan (called as roll out) for the subject allocated to him/her. Details of lecture, tutorial and practical hours are incorporated in roll outs. Details of pedagogy are mentioned in the roll out. The objective is to keep a mix of pedagogical tools to best deliver the subject/course.

III.b.2. Roll out review by HOD

Once finalized, the HOD has a one-to-one discussion with faculty w.r.t teaching pedagogy incorporated in roll outs. Faculty incorporates the suggestions given by HOD, if any.

III.b.3. Roll out review by AC

The roll outs are reviewed by AC in meeting scheduled in May/December to ensure that varied and most suitable pedagogy is incorporated for each course.

III.b.4. Roll out finalization

After incorporating suggestions by AC, the faculty finalizes the roll outs for each course/subject allotted to him/her. The soft copy of roll outs is shared with students by each faculty, in their first session. The faculty maintains a hardcopy of roll out in their subject file and the same must be updated (the column of "actual date") after each session.

Annexure 2- Roll out format.

c) **SOP of Finalizing evaluation process and assessment pattern for internal assessment**

Finalising assessment pattern

Mapping CO with assessment

Communication to faculty
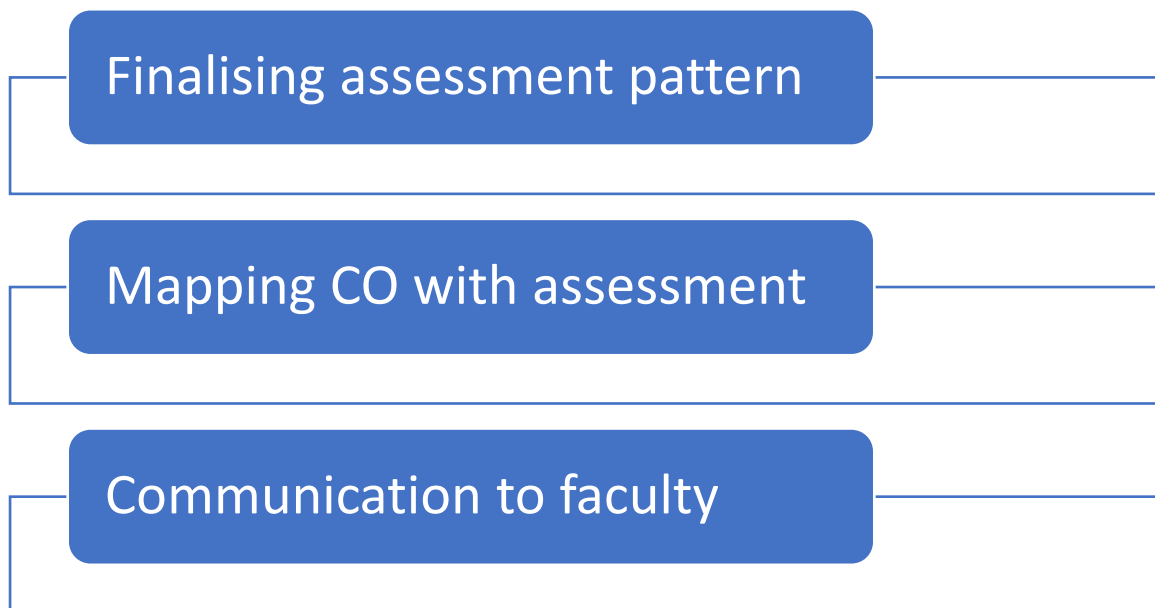
III.c.1. Finalising assessment pattern

Different components of assessments are deliberated upon and finalized by AC, for both 3 credits and 2 credits subjects. Weightage for each component is finalized. The different components of assessments are:

- Class participation

- Continuous assessments
- Mid semester exam
- End semester exam

Criterion, if any, for above components are finalized by AC. For continuous assessments, faculty is advised to not repeat same mode for different assessments.

III.c.2. Mapping CO with assessment

Each assessment must be mapped with certain CO. This mapping is captured in roll outs as well. The AC reviews CO-assessment mapping to ensure each CO has been assessed at least once.

III.c.3. Communication to faculty

Once the assessment pattern is finalized in AC, HODs formally communicate to faculty about number of assessments to be taken, their weightage, timeline for conducting assessments and submitting marks (to HOD).

d) SOP of Soliciting feedback (informal and formal) from students w.r.t faculty's teaching

Taking regular feedbacks from students w.r.t course delivery is integral part of teaching-learning at ISBS PGDM. The objective is to find gaps if any, between students' expectations and faculty's teaching.

SOP

Informal feedback

Communication to faculty

Corrective action

Review and follow up
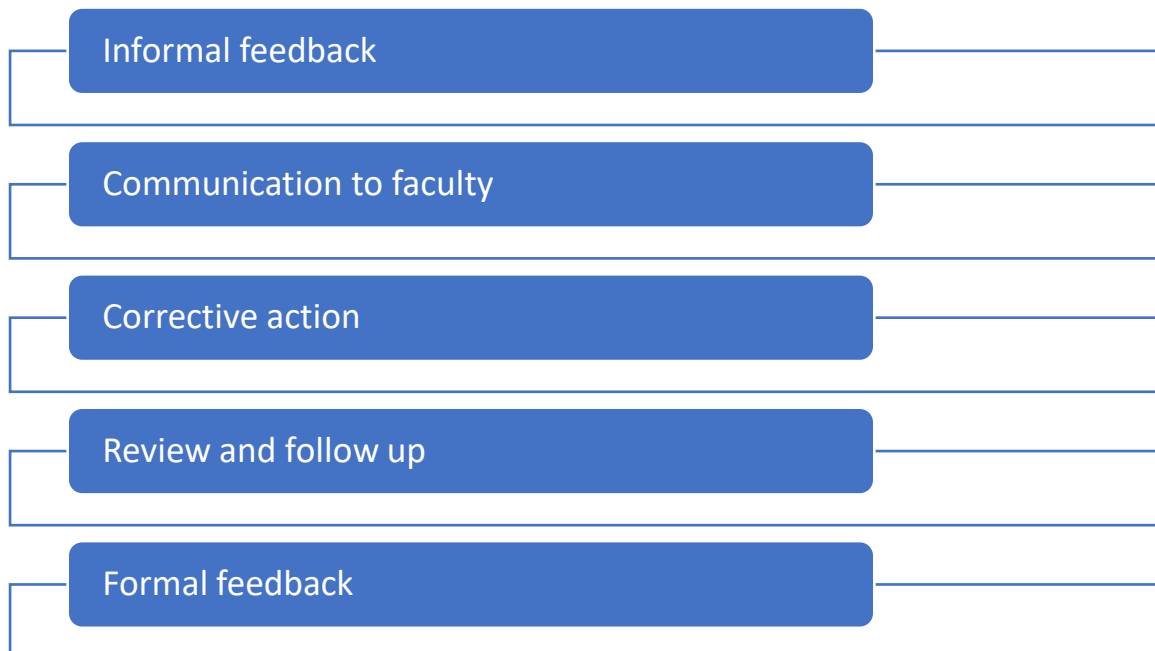
Formal feedback

III.d.1. Informal feedback

All HODs go to classes and solicit informal feedback for faculty teaching subjects in their respective domain. The informal feedback is taken after one month of commencement of a new semester.

Annexure 3- informal feedback format.

III.d.2.,3. Communication to faculty and corrective action

The HODs share the feedback with their faculty. If there is any concern about faculty teaching, shared by students, the same is shared with concerned faculty. HOD suggest corrective action (changing delivery style, changing pedagogy, focusing on class interaction, training the faculty etc) to the concerned faculty. In extreme cases, decision about changing the faculty is taken by HODs in joint deliberation with dean, dy. Director.

III.d.4. Review and follow up

HODs attend sessions of concerned faculty to gauge the expected improvement w.r.t teaching. Feedback from students is taken again after a period of 10 days to understand if there is improvement w.r.t teaching-learning (if not then faculty is changed).

Faculty is counselled and coached by HOD to improve the teaching/delivery skills.

III.d.5. Formal feedback

Formal (written) feedback is taken from students, towards the end of semester. This feedback is discussed in AC meeting. Formal feedback is taken into consideration for allocating subjects to faculty in future.

e) SOP of Reviewing student's performance in different assessments

The assessments are conducted by concerned faculty as per plan. The faculty share the marks with their HOD. HOD consolidates marks of all subjects under their domain and share the same with exam department (in assessment marks format provided by exam department)

The marks are shared with students on mail and the same are displayed on notice board.

Feedback is given to students about their performance so that they can improve in future assessments.

The performance of students is discussed in AC meeting and corrective action are taken, if need be (example- giving remedial classes for any subject where performance is consistently low, training faculty or changing faculty if performance is consistently low in a subject delivered by a particular faculty).

IV. Review and develop plan for faculty development

To keep abreast with latest industry requirements, faculty need to continuously develop themselves so that they can impart contemporary skills to students.

Objective

- To enable faculty, bridge the gap between current and desired knowledge/skill level

SOP

- The research & FDP in-charge make plans for institutional FDP and communicates budget for faculty development, to HODs.
- The HODs discuss FDP requirements with their team and in joint consultation, identify training needs of each faculty member.
- Faculty identify relevant FDPs to cater to their training needs.
- The FDP plan is presented to and discussed in AC meeting.
- As per approved FDP plan, faculty attend the external FDP and after completion of FDP, share the knowledge gained with rest of team members.

V. Assess CO-PO attainment levels

To comprehensively assess students' performance and track the fulfilment of institutional philosophy/objectives, it is imperative to review the CO-PO attainment levels.

Objective

- To review the trend of attainment levels of CO-PO
- To gauge a comprehensive picture of extend to which the institutional strategic objectives (PEOs) are being attained.

SOP

The BOE gives attainment levels of CO-POs to AC.

AC members evaluated the attainment level of each of PO/PEO

Implementation Functions executed by HODs and their teams:

i. Finalizing academic calendar.
ii. Review of academic and co-curricular progress.
iii. Supplementary initiatives for weak & bright students.
iv. Last mile trainings.
v. Managing students' attendance and discipline
vi. Mentoring students
vii. Specialization & electives orientation.
viii. Vigilance of faculty's punctuality.
ix. Implementation of all action points that emerge out of AC meetings.

Frequency of meetings to execute above stated functions- as and when required.

i. Finalizing academic calendar

- Well before commencement of a semester, HODs in joint consultation finalise the academic calendar.
- The first step in making academic calendar is to finalize holidays in each semester (referring to IGI holiday list, summer break, winter break).
- After discarding the holidays, working days in each semester are finalized.
- Start, end date of semester, preparatory leaves and exam schedule is finalized.
- The dates of events and various workshops are blocked in calendar.
- After incorporating all details and seeking approval of Dean, Dy. Director and Director academic calendar is finalized and same is communicated to all faculty and other stakeholders and saved in FTP.

Documents to refer- Academic closure file

ii. Review of academic progress

- HOD take fortnightly review of academic progress of different subjects/courses taught by their faculty in different divisions, w.r.t syllabus completion, assessment status, guest session plan.
- If any deviation is observed, HODs take corrective action (eg.- arranging extra sessions if a subjects has been allotted lesser than expected sessions) to ensure that curriculum is delivered as per plan.
- Each division has a division in-charge who is responsible to drive CLDP activities planned for the division. HODs take fortnightly review of CLDP status to ensure that CLDP is delivered as planned.
- If any deviation is observed, corrective action is taken by HOD.
- HODs check the subject file and CLDP file maintained by subject faculty/ division in-charge to ensure that faculty is formally documenting the academic/co-curricular progress.

Documents to refer- CLDP File, Subject File, Academic Closure File

iii. Supplementary initiatives for weak & bright students

- Each student has his/her own learning pace. To customise the knowledge dissemination process for students of different calibre, ISBS PGDM implements certain initiatives.
- Weak students are identified based on their class participation and overall performance. Remedial coaching classes are conducted for such students for such subjects in which students face difficulty.
- Extra classes are arranged for English language for those students who face challenge in speaking in English.

- For bright students, alpha batch is created. These students are allocated industry experts who groom and develop them w.r.t positive behaviours and domain knowledge. The industry experts provide mentoring to such students on regular basis. These students have lot of potential, inputs given to such students ensure that they can harness their potential.

iv. Last mile trainings

- Last mile trainings are given to help students prepare effectively for placements. The list of companies who would be coming for campus drives is solicited from placement in-charge.
- Based on company, industry and profile, HODs find suitable external or internal resource to train students on concerned profile. The identified resource train the students (who have applied and have been shortlisted for concerned company) thus help them perform well in placement drive.

v. Managing students' attendance and discipline

Attendance and class participation:

AC decides the attendance norms and discipline in-charge communicates the same to all students. The expected attendance is 100%. The minimum attendance that a student must have in order to appear for exam is 70%. If attendance is below 70%, the students shall not be allowed to appear for exam of such subjects and will be awarded, "term not granted".

Attendance in-charge share the attendance reports on a fortnightly basis, with students and faculty. HODs with division in-charges, analyse the attendance of their divisions and take corrective action for the defaulters (counselling the students, speaking with their parents, ensuring that attendance in-charge send letters to defaulters' home). Class participation is an important parameter and highly stressed upon.

- 10 marks are given to students who actively participate in sessions (attempt to give answers at least 90% of times whenever faculty ask any question or announce an activity)
- 8 marks are given to students who often participate in sessions (attempt to give answers at least 80% of times whenever faculty ask any question or announce an activity)
- 3 marks are given to students who mostly participate in sessions (attempt to give answers at least 70% of times whenever faculty ask any question or announce an activity)
- 0 marks are given to students who participate in less than 70% of participation opportunities.

Discipline:

Discipline is integral part of ISBS culture. Students are expected to be on time and be well groomed. Discipline squad (consisting of discipline in-charge and select faculty) make surprise

visits to each division and find out the students who do not meet the expected norms of attire and grooming. List of such defaulters is shared with faculty and HODs.

HODs and division in-charge counsel such students (also, they must pay a fine as a punitive action taken against them)

Punctuality is extremely valued at ISBS. Faculty has standing instruction to not let the students enter the class even if they are late by a minute. Academic coordinator makes round before each session to ensure that late students are not allowed entry in classroom. This rule is to inculcate punctuality in students.

vi. Mentoring students

Objective of mentoring is to provide hand holding to students and giving them a platform to discuss any concern.

Mentors are faculty at ISBS and each faculty is assigned a group of students as his/her mentees. The mentor meets their mentees at least once a week and have discussion on:

- Mentee's attendance
- Class performance
- Participation in institutional events/activities
- Challenges faced by mentees, if any

Mentors also check the logbook, that each student at ISBS is required to maintain (Students capture learnings from guest sessions, alumni sessions, workshops in their logbooks), to gauge the learning absorbed by their mentees.

HODs are super mentors for assigned set of students. HODs take regular feedback from faculty mentors w.r.t to data collected in mentoring session and take corrective action for any challenge shared by students.

vii. Specialization & electives orientation.

Specialization at ISBS starts in semester II. Choice of electives is also offered semester II onwards. Near the end of 1st semester (in last week of October/ 1st week of November), HODs orient students about various specializations offered by ISBS (w.r.t career opportunities, profiles, placement prospects etc), students are also oriented about various electives offered in each specialization (out of which, students have to choose any 2 electives, which become part of active curriculum of that semester).

Specially for choosing specialization, students are oriented not just by HODs but also by alumni and industry experts. Students choice is solicited. The data is segregated and numbers for each specializations and selected electives emerge at the end of data analysis.

For offering a specific elective at least 20% of students should opt for concerned elective.

Documents to refer- Specialization wise attendance records

viii. Vigilance of faculty's punctuality

Punctuality is expected not just from students but also from faculty. Each faculty, on joining choose their working shift (I/II). The faculty is required to punch in and punch out at specified time. If consistent deviation is recorded w.r.t clocking in working hours, such are brought to notice of HOD by assistant registrar. HOD then counsel the faculty.

Faculty is required to reach on time for sessions. A deviation register is maintained by academic coordinator who record deviations, if any. Those faculty whose name appear in deviation register are counselled by HOD/Dean/ Dy. Director/ Director.

ix. Implementation of all action points that emerge out of AC meetings

There are several action points that emerge out of AC meetings, HODs with their teams ensure effective implementation of such action points and present a report to AC in next scheduled meeting.

Annexure-I: Format of syllabus comparison with universities

Unit No.	Current Syllabus	Syllabus 1 (FMS Delhi)	Syllabus 2 (BHU)	Proposed Syllabus	Justification
**Syllabus Comparison- Compensation and Benefits (HR, Specialization Core)**				
1	Introduction of Compensation: Definition of Compensation, Evolution of compensation, need and importance of compensation, components of compensation, types of compensation. Compensation Outsourcing, Adhoc or contract employment	Conceptual dimensions of Wage, Compensation, and Rewards; Labour Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques; Bases of Pay; Designing a compensation system: Fixed and Variable Components and structuring; Performance and Compensation; Perspectives of equity, efficiency, and competitiveness; Designing Wage and Compensation Policy; Executive Compensation; Compensation for special groups: Third party vendors, Expatriates, etc.	Labor Cost: Meaning, Classification of Labor costs Factors affecting labor costs Statutory requirements related to labor cost Cost Benefit Analysis of important HR functions Idle time	Introduction of Compensation: Definition of Compensation, Evolution of compensation, need and importance of compensation, components of compensation, Compensation Outsourcing, Adhoc or contract employment	Brief introduction to get background of compensation
2	Compensation Policies and Objectives: Objectives of Compensation management, Principles of wages and salary administration, the elements of wage administration and factors influencing Compensations levels	Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Rewards and Incentives: Financial and Non-financial components; Perks, Benefits and Services for managerial staff; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment advisory, Tax planning, Insurance, Wellness, etc.; Employee Recognition and Motivation.	Labor Turnover: Meaning of Labor turnover and Productivity Methods of measurement of labor turnover Causes and effects of labor turnover Cost of labor turnover Methods to reduce labor turnover	Understanding Strategy and Pay Policies: Compensation and Organization Strategy, Factors that influence Companies competitive strategies and compensation Practices, The Pay Model: Polices Of Pay Model, Internal Alignment, External Competitiveness, and Pay Techniques. Designing of compensation package (cost to company)	Unit 1 and 2 combined to make the syllabus crisp and ensure clubbing of similar topics
3	Strategic Pay Policies: Compensation and Organization Strategy, Lifestyle and compensation Factors that influence Companies competitive strategies and compensation Practices		Remuneration and Incentives: Essentials of good remuneration system Methods of remuneration Incentives- Monetary and Non-Monetary Incentive Schemes for direct and indirect workers Incentive schemes for employees in service industries Current scenario of incentive system in Indian Industries.	Internal Alignment: Definition, What shapes internal structure, the internal pay structure, best available verses best fit model. Overview of Job analysis, Job description and specification. Job evaluation: Defining Job evaluation, content, value and external Market Links Methods of Job evaluation and Person based structures.	Some details of job analysis removed since they are covered in detail in Sem II as part of HRM
4	The Pay Model: Polices Of Pay Model, Internal Alignment, External Competitiveness, and Pay Techniques.		Computation of Salary: Salary calculations Components of salary Deductions Overview of Fringe Benefit Tax	External Alignment: External competitiveness and its definition, designing pay levels. The Structure of Pay: Grade and pay structure, Broad Branding. Pay Techniques: Competency based pay, Performance based pay/merit based pay, Individual pay and Team pay plans.	
5	Evaluation leading to Compensation and incentives: Internal Alignment: Definition, What shapes internal structure, the internal pay structure, best available verses best fit. Job analysis – importance of job analysis, procedure of job analysis, data collection methods, Job description and specification. Job evaluation: Defining Job evaluation, content, value and external Market Links Methods of Job evaluation and Person based structures. External Alignment: Job evaluation, External competitiveness and its definition, designing pay levels. The Structure of Pay: Grade and pay structure, Competency based pay, Broad Branding, Performance based pay/merit based pay, Individual pay and Team pay plans.		Compensation Management: Elements of compensation Principles for the determination of compensation Designing of compensation package (cost to company). Preparation of employee budget.	Reward systems: Long Term and short term incentive systems, Financial and Non-Financial incentives, Cafeteria Plan. Welfare measures, Flexi working hours, Sabbatical leave concept, best employee participation in management (statutory and non-statutory) Retention allowance concept.	
6	Reward systems: Long Term and short term incentive systems, Financial and Non-Financial incentives, Benefits and Perks, Cafeteria Plan. Welfare measures, Flexi working hours, Sabbatical leave concept, best employee participation in management (statutory and non-statutory) Retention allowance concept.		Pay for Performance and Incentives Management: (3) Individual Employee Incentives and Recognition, Incentives for Salespeople, Team or Group Variable Pay Incentive Plans, Organization-wide Variable Pay Plans, Incentives for Managers and Executives, Designing and Executing Effective Incentive Plans.	Compensation of Special Groups and Executive Compensation: Who are special groups, setting executive compensation, and compensation strategy for the special group, Compensation for sales force, Compensating the flexible workforce, Contingent employees	Given the current scenario this needs special focus
7	Compensation of Special Groups and Executive Compensation: Who are special groups Principles and processes for setting executive compensation, and compensation strategy for the special group, Compensation for sales force, Compensating the flexible workforce, Contingent employees			No change	
8	Expatriate compensation: Expatriate Pay and Strategic Choices in Global Compensation. International Compensation – Concept, Objectives, components and problems of International Compensation.			Removed the unit	Unit 8 of old syllabus Moved to Unit of International HRM (now a part of Strategic HRM)

Annexure-II: Roll out format. (sample of latest format- revised in Dec June 2020)

Indira School of Business Studies PGDM
Session by session course roll-out (Batch 2019-2021), Sem. III

Program	PGDM General		Faculty	Prof. Shikha Sindhu		Course/ Subject	Compensation & Benefits	
Semester	III		Credits	3		Course Code	G-HC-309	
Division	B2H		Hours per week	2 (contact hours- 45)		Nature of course	Specialization core	

Course Outcomes	CO1: To understand issues related to compensation in corporate sector
	CO2: To design, analyze and restructure compensation management system, policies and strategies.

Core Text Book	Compensation: Milkovich and Newman (Mc Graw Hill- 12th Edition)

Reference Books	1. Compensation in the era of Knowledge workers: Richard I Henderson (10th Edition)
	2. Strategic Compensation: Joseph J Martocchio (9th Edition)
	3. Human Resource Management: V S P Rao (3rd Edition)
	4. Personnel Management: C. B. Mamoria (2nd Edition)

Unit no.	Topic	Subtopic	Teaching Learning Activity (TLA)	Details of TLA	Planned Count				Actual Count			
					L (Lecture)	T (Tutorial)	P (Practice)	Dates (no of lectures on a date are in bracket)	L	T	P	Dates
1	Introduction of Compensation	Definition of Compensation, Evolution of compensation, need and importance of compensation, components of compensation, types of compensation. Compensation Outsourcing, Adhoc or contract employment	Discussion and: 1. Storytelling 2. Video	1. Understanding compensation from Ramayana & Mahabharata 2. Compensation & Benefits in animation (video by org communications). Link- https://www.youtube.com/watch?v=pqtYQb9nbRk	4	2		06/08/2020 (1) 10/08/2020 (1) 13/08/2020 (1) 17/08/2020 (1)				
2	Compensation Policies and Objectives	Objectives of Compensation management, Principles of wages and salary administration, the elements of wage administration and factors influencing Compensations levels	Discussion and: 1. MOOC	1. Designing compensation by e PG Pathshala. Link- http://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610	3		2	20/08/2020 (1) 24/08/2020 (1) 27/08/2020 (1)				
3	Strategic Pay Policies	Compensation and Organization Strategy, Lifestyle and compensation Factors that influence Companies competitive strategies and compensation Practices	Discussion and: 1. Article Reading	1. HBR Article- In times of crisis a little thanks goes a long way by Sabina Nawaz (May 2020)	2	3		31/08/2020 (1) 03/09/2020 (1)				
4	The Pay Model	Polices of Pay Model, Internal Alignment, External Competitiveness, and Pay Techniques	Discussion and: 1. Activity	1. Using Pay Model concept, design compensation policy for a pharma company with given information.	3	2		07/09/2020 (1) 10/09/2020 (1) 14/09/2020 (1)				
5	Evaluation leading to Compensation and incentives	Internal Alignment: Definition, What shapes internal structure, the internal pay structure, best available verses best fit. Job analysis – importance of job analysis, procedure of job analysis, data collection methods, Job description and specification. Job evaluation: Defining Job evaluation, content, value and external Market Links Methods of Job evaluation and Person based structures. External Alignment: Job evaluation, External competitiveness and its definition, designing pay levels. The Structure of Pay: Grade and pay structure, Competency based pay, Broad Branding, Performance based pay/merit based pay, Individual pay and Team pay plans.	Discussion and: 1. Video 2. Case Study	1. How Google keeps best & brightest employees (by Bloomberg Quicktake), link- https://www.youtube.com/watch?v=4a_f9H4xb28 2. HBR Case- Reinventing Performance Management by Ashley Goodall (April 2015)	5	3	2	17/09/2020 (1) 21/09/2020 (1) 24/09/2020 (1) 28/09/2020 (1) 01/10/2020 (1)				
6	Reward systems	Long Term and short term incentive systems, Financial and Non-Financial incentives, Benefits and Perks, Cafeteria Plan. Welfare measures, Flexi working hours, Sabbatical leave concept, best employee participation in management (statutory and non-statutory) Retention allowance concept	Discussion and: 1. Video 2. Case Study	1. Hay group Job Evaluation by Hay Group Indonesia. Link- https://www.youtube.com/watch?v=dBfcWcQWJbg 2. HBR Case- Final Performance Appraisal: Improving results through feedback by Dick Grote (January 2000)	5	2	2	05/10/2020 (1) 08/10/2020 (1) 12/08/2020 (1) 15/08/2020 (1) 19/10/2020 (1)				
7	Compensation of Special Groups and Executive Compensation	Who are special groups Principles and processes for setting executive compensation, and compensation strategy for the special group, Compensation for sales force, Compensating the flexible workforce, Contingent employees	Discussion and: 1. Article 2. Activity 3. Numericals	1. HBR Article- Name your price: Compensation Negotiation at Whole Health Management by Brian et al (January 2010) 2. Design a letter of increment taking cues from the article mentioned in point 1. 3. Do CTC and salary calculations with given data	5	3	3	22/10/2020 (1) 26/10/2020 (1) 29/10/2020 (1) 02/11/2020 (1) 05/11/2020 (1)				
8	Expatriate compensation	Expatriate Pay and Strategic Choices in Global Compensation. International Compensation – Concept, Objectives, components and problems of International Compensation	Discussion and: 1. Article 2. Role Play	1. HBR Article- 15 rules for negotiating a job offer by Deepak Malhotra (April 2014) 2. Role play on salary negotiation	3	3	3	09/11/2020 (1) 12/11/2020 (1) 16/11/2020 (1)				
				Total L,T,P	30	18	12		0			

Assessment details

Assessment no.	Type of Assessment	Maximum Marks	Tentative Date	Actual Date	Course Outcome
1	Digital poster presentation (on topic "Impact of Covid on compensation")	10	14/09/2020		CO1
2	Mid semester exam	20	October 2nd week		CO1,2
3	End semester exam	60	December 2nd week		CO1,2
	Attendance	10	NA	NA	NA
	Total Marks	**100**			

Planned Contact Hours				Actual Contact Hours		
L/T/P	Count	Contact hours	Remarks	L/T/P	Count	Contact hours
L	30	30		L/T/P		0
T	18	9	2T/P = 1L	T		0
P	12	6		P		
	Total contact hours	**45**			**Total contact hours**	

Annexure-III: Informal feedback format

			Students' Informal Feedback for Faculty				
Department: HR				**HOD: Dr. Yogesh Daudkhane**		**Period: Dec 2019- April 2020, Date: 30/01/2020**	
Sr. No.	**Subject & Division**	**Faculty**	**Feedback**		**Area of Concern**	**Action Plan & Follow up**	**Outcome**
			Positive (Y)	**Negative (N)**			
1	HRM (A1M)	Prof. Neetu R	Y		No Any	NA- shared the positive feedback with team and appreciated them	
2	HRM (E1M)	Dr. Natashaa K	Y		No Any	NA- shared the positive feedback with team and appreciated them	
3	HRM (C1M)	Prof. Shikha S	Y		No Any	NA- shared the positive feedback with team and appreciated them	
4	HRM (F1M)	Prof. Neetu R	Y		No Any	NA- shared the positive feedback with team and appreciated them	
5	HRM (B1F)	Prof. Neetu R	Y		No Any	NA- shared the positive feedback with team and appreciated them	
6	HRM (F1F)	Prof. Amruta D	Y		No Any	NA- shared the positive feedback with team and appreciated them	
7	HRM (B1H, F1H)	Dr. Natashaa K	Y		No Any	NA- shared the positive feedback with team and appreciated them	
8	LL -I (B1H, F1H)	Dr. Yogesh D	Y		No Any	NA- shared the positive feedback with team and appreciated them	
9	L&D (B1H, F1H)	Dr. Natashaa K	Y		No Any	NA- shared the positive feedback with team and appreciated them	
10	IR (B1H,F1H)	Prof. Shikha S	Y		No Any	NA- shared the positive feedback with team and appreciated them	
11	KM (B1H, F1H)	Dr. Yogesh D	Y		No Any	NA- shared the positive feedback with team and appreciated them	
12	HR Manual (B1H, F1H)	Prof. Rupesh A	Y		No Any	NA- shared the positive feedback with team and appreciated them	
13	Project on best HR Practices	Prof. Amruta D	Y		No Any	NA- shared the positive feedback with team and appreciated them	
14	CLDP	Prof. Amruta D/ Dr. Natashaa K	Y		No Any	NA- shared the positive feedback with team and appreciated them	
HOD Signature:							

Annexure-IV: Sample CLDP plan format

Indira School of Business Studies PGDM
Departmental "Career & Leadership Development Plan" (CLDP) (Batch 2019-2021), Sem. III

Program	PGDM General		Specialization	HR		Div in-charge	Prof. Neetu Randhawa
Semester	III		Division	B2H		Hours per week	1
			HOD	Prof. Shikha Sindhu			

Objectives: 1. To enhance domain knowledge & professional skills of students through application based learning
2. To enhance placement readiness of students (by training them on selection process steps- CV Review/GD/PI)

Departmental CLDP- Internal

Sr. no.	Activity	Details	Planned Hours	Planned Dates	Actual Hours	Actual Dates	Status (write- "completed" or "not completed" with reason for deviation)	Executer/ Resource Person
1	**CLDP Orientation**	Orientation to students w.r.t CLDP Plan and objectives	1	04/08/2020				
2	**Resume Review**	Review/correct CVs of each student w.r.t. expected content & format		04/08/2020				
3	**Personality Profiling**	Personality Profiling of each student using Strength cards	2	11/08/2020, 18/08/2020				
4	**PI- I**	CV based PI	2	25/08/2020				
5	**PI- II (Panel Interview)**	CV based + Domain based		08/09/2020				
6	**GD- I**	Current affairs based group discussion	2	01/09/2020				
7	**GD/II**	Domain based group discussion		15/09/2020				
8	**Book Review**	Books- 1. Find your why by Simon Sinek 2. HR Purpose by Steve Brow	2	22/09/2020, 29/09/2020				
9	**Scrap Book/ I** / **Scrap Book/ II, III** / **Scrap Book/ IV,V**	Students to make an e book of recent HR Articles published in Economic Times and give viva to faculty.	6	05/09/2020 / 22/09/2020 / 06/10/2020 / 13/10/2020, 20/10/2020				
10	**Webinar- I**	"Managing Generational Divide" by Dr. Ajay Kolhatkar, TRIZ Practitioner & Innovation Consultant **Link-** https://zoom.us/webinar/registe r/WN_b9y-6VA3TpK7DqjFfQj1g **Source-** Maruma Community Outreach	1	21/07/2020				
11	**Webinar- II**	"Origami"- unfolding the mental models to unleash the power, passion and potential through the art of paper folding by Mr. Aravindan Arumugam, Founder- Unfold & Rewire **Link-** http://tiny.cc/creased **Source-** Trainers Forum	2	18/07/2020				
12	**Webinar- III**	"Design Thinking for Everyday Life" by Dr. Ajay Kolhatkar, TRIZ Practitioner & Innovation Consultant **Link-** https://zoom.us/webinar/registe r/WN_Grc3b0V5SQOOkruBb Bae8Q **Source-** Maruma Community Outreach	1	17/07/2020				
13	**Webinar- IV**	"Changinmg Role of HR in COVID 19" by Dr. Kajari Mukherjee, Associate Prof. IIM Indore **Link-** https://learnwith.jigsawacadem y.in/People-Analytics-Digital-HR-webinar?utm_source=facebook &utm_medium=cpc&utm_cam paign=xG-17072020-PADH-WEBINAR **Source-** Jigsaw Academy	1	15/07/2020				
14	**MOOC- I**	"Designing compensation" by Dr. Ipshita Bansal, Department of Management Studies, BPSMV, Sonipat **Link-** http://epgp.inflibnet.ac.in/Home /ViewSubject?catid=1610 **Source-** ePG Pathshala	2	24/08/2020				
15	**MOOC-II**	"Modem Human Resource Management - Recruitment and Selection Process" **Link-** https://alison.com/course/mode rn-human-resource-management recruitment-and-selection-process-revised **Source-** Alison.com	2	30/08/2020				
16	**MOOC-II**	"Creating Meaning for Employees" **Link-** https://alison.com/course/creati ng-meaning-for-employees **Source-** Alison.com	2	15/09/2020				
	Total Hours		26					

Additional activities (Departmental CLDP-Internal), if any

Sr. no.	Activity	Details	Hours	Date	Resource Person
1					
2					
3					
4					
	Total Hours				

Departmental CLDP- External

Sr. no.	Activity	Details	Planned Hours	Planned Dates	Actual Hours	Actual Dates	Status (write- "completed" or "not completed" with reason for deviation)	Executer/ Resource Person
1	**Certification Course (workshop)**	Measuring HR effectiveness (from the perspective of measuring ROI of HR functions).	8	4th Week of August				Mr. Rahul Pinjarkar, Director Human Resource and Chief Ethics Officer, Trent Hypermarket
2	**Certification Course (workshop)**	Handling Employee Grievences (how to have difficult conversation with people/employees)	6	1st week of September				Mr. Rajat Grover, GM & Head of Business HR, Fullerton India Credit Company Ltd.
3	**Certification Course (workshop)**	Pychometric Tools to uncover Employee Begaviours	8	3rd Week of September				Punam Aswani, Certified Competency Assessor, Enneagram & TIFF Coach
4	**Certification Course (workshop)** HR Analytics		8	4th Week of September				Mr. Amol Charegaonkar, Data Analysis expert
5	**Guest session**	Training Need Analysis	3	2nd week of September				Ms. Supriya Razdan, Sr. L & D Specialist, Jabil
6	**Guest session**	Current Trends in HR	3	1st week of October				Ms. Namrata Mandoli, Academician
	Total Hours		36					

Additional activities (Departmental CLDP-External), if any

Sr. no.	Activity	Details	Hours	Date	Resource Person
	Total Hours				

Summary of Total CLDP Hours

Sr. no.	Particular	Planned Hours	Actual Hours	Deviation (write activities w.r.t which the deviation is reported)	Reason for Deviation	Corrective action
1	Departmental CLDP- Internal	26		1. 2. 3.	1. (for activity 1)- 2. (for activity 2)- 3. (for activity 3)-	1. 2. 3.
2	Departmental CLDP- External	36				
	Total Hours	**62**				

Signature of Division in-charge:			Signature of HOD	

Annexure-V: Sample of HOD review reports

Indira School of Business Studies - HOD Report (HR)- Semester Beginning Review Report

PGDM Semester II (Batch 2018-20) — Date: 10/12/2019

Sr. No.	Subject	Core/Elective	Faculty	Rollout Submission (Y/N)	Methodological Mix	Assessment — Appropriate Mode	Assessment — CO Mapping	Guest Session Plan — Yes / NO	Guest Session Plan — Plan	Remarks, If Any
1	Labour Laws 1	Core	Dr. Yogesh	Y	Y	Y	Y	Yes	on "PF Calculations and Challans Orientation"	
2	Industrial Relations	Core	Dr. Yogesh	Y	Y	Y	Y	No		Several cases are being taught by subject faculty.
3	Knowledge Management	Core	Dr. Yogesh	Y	Y	Y	Y	Yes	on "KM in Deloittee"	
4	Learning and Development	Core	Prof. Shikha	Y	Y	Y	Y	Yes	on "Trends in L&D"	
5	Campus to Corporate (C2C- HR)	Core	Prof. Shikha/ Prof. Rupesh/ Prof. Amruta	Y	Y	Y	Y	Yes	on "Payroll Management"	
6	Talent Management	Elective	Prof. Amruta	Y	Y	Y	Y	Yes	on "Comptency Mapping"	
7	Contemporary HR Initiatives	Elective	Prof. Rupesh	Y	Y	Y	Y	Yes	on "Assessment Centres"	

Reviewed By HOD: Dr. Yogesh Daudkhane

Indira School of Business Studies - HOD Report (HR)- Mid Semester Review Report

PGDM Semester II (Batch 2018-20) — Date: 22/02/2019

Sr. No.	Subject	Core / Elective	Faculty	Rollout Updation (Yes / No)	Syllabus Completion (%)	Required Assessment Done (Y/N)	Guest Session — Yes / NO	Guest Session — Plan/ Details	Feedback (Informal)	Remarks, If any
1	Labour Laws 1	Core	Dr. Yogesh	Y	65%	Y	Yes	Was covered in 2 days Payroll Management Workshop on 9th & 10th Feb 2019	Good	
2	Industrial Relations	Core	Dr. Yogesh	Y	65%	Y	No		Good	
3	Knowledge Management	Core	Dr. Yogesh	Y	75%	Y	Yes	Delivered on 17th Feb over Skype by Ms. Vaishali Lavania, ISBS alumni who is handling KM profile in Deloitte	Good	
4	Learning and Development	Core	Prof. Shikha	Y	70%	Y	Yes	Planned on 2nd march	Good	
5	Campus to Corporate (C2C- HR)	Core	Prof. Shikha/ Prof. Rupesh/ Prof. Amruta	Y	70%	Y	Yes	2 days workshop on "payroll management" organized on 9th & 10th Feb 2019 by Mr. Abhijit Jagtap, T&D Manager with Neeyamo Enterprise, Compensation Expert	Good	
6	Talent Management	Elective	Prof. Amruta	Y	70%	Y	Yes	Delivered on 12th march on "Competency mapping" by Ms. Astha Rathi- Manager talent acquisitions with Nityo Infotech	Good	
7	Contemporary HR Initiatives	Elective	Prof. Rupesh	Y	70%	Y	Yes	Planned on 5th March	Good	

Reviewed By HOD: Dr. Yogesh Daudkhane

Indira School of Business Studies- HOD Report (HR)- End Semester Review Report

PGDM Semester II (Batch 2018-20) — Date: 12/04/2019

Sr. No.	Subject	Division	Core / Elective	Faculty	Rollout Completion (Yes / No)	File Completion (Yes / No)	Compendium Submmission (Y/N)	Syllabus Completion (Y/N)	Required Assessment Done (Y/N)	Guest Session — Yes / NO	Guest Session — Details	Feedback (End Sem)	Remarks, If any
1	Labour Laws 1	B2H, F2H	Core	Dr. Yogesh	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	Yes	Executed- details in mid review report	Good	
2	Industrial Relations	B2H, F2H	Core	Dr. Yogesh	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	No		Good	
3	Knowledge Management	B2H, F2H	Core	Dr. Yogesh	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	Yes	Executed- details in mid review report	Good	
4	Learning and Development	B2H, F2H	Core	Prof. Shikha	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	Yes	Delivered on 2nd march 2019 on "Trends in L&D" by Ms. Meeta Kanhere- OD consultant	Good	
5	Campus to Corporate (C2C- HR)	B2H, F2H	Core	Prof. Shikha/ Prof. Rupesh/ Prof. Amruta	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	Yes	Executed- details in mid review report	Good	
6	Talent Management	B2H, F2H	Elective	Prof. Amruta	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	Yes	Executed- details in mid review report	Good	
7	Contemporary HR Initiatives	B2H, F2H	Elective	Prof. Rupesh	Y	Y	Y	Y	Y (all 3 assessments done, CA marks submitted)	Yes	Workshop on "Assessment Centre" by Ms. Punam Aswani - A.C expert, on 2nd and 5th March 2019	Good	

Reviewed By HOD: Dr. Yogesh Daudkhane