

Pune Institute of Business Management



Exam Code of Conduct and Rule Book

PGDM Batch 2025-2027

Credit Based Grading Pattern

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Vision and Mission Statement of the Institute

Vision of the Institute	To be a hallmark of professional excellence by creating competent leaders to drive sustainable growth through holistic, ethical, and globally oriented lifelong learning.
Mission of the Institute	To develop action-driven leaders through competency-based education, research and strong industry linkages. We aim to enhance employability, promote ethical and social responsibility and encourage lifelong learning that contributes to students' success, organizational effectiveness and sustainable growth.

PROGRAM EDUCATIONAL OBJECTIVES

PEO	Statement	Description
PEO1	Global Business Acumen	Graduates will demonstrate the ability to understand, analyze, and respond effectively to global business environments, enabling them to succeed in diverse and dynamic international markets.
PEO2	Professional and Technical Business Competency	Graduates will possess strong professional skills and technical knowledge across core business domains, empowering them to make informed decisions and drive organizational performance.
PEO3	Creativity and innovation	Graduates will exhibit creative thinking and innovative problem-solving capabilities to address complex business challenges and contribute to sustainable value creation.
PEO4	Ethical and Social Responsibility	Graduates will uphold high standards of ethical conduct and actively engage in socially responsible practices, contributing positively to the community and the broader society.

PROGRAM OUTCOMES

New PO	Program Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.

PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PO6	Demonstrate competency in evaluating dynamic business environments to craft strategies aligned with long-term sustainability goals.
PO7	Ability to foster innovation by applying design thinking, and entrepreneurial skills in business and social contexts.
PO8	Ability to effectively use digital technologies, productivity tools, and business applications to optimize organizational performance.

GRADUATE ATTRIBUTES

GA No.	Graduate Attribute	Description
GA1	Business Acumen	Demonstrate sound understanding of business functions, industry practices, and organizational challenges to make informed managerial decisions.
GA2	Domain Knowledge	Apply functional knowledge in management disciplines to solve contemporary business problems.
GA3	Communication Skills	Communicate ideas effectively through oral, written, visual, and digital media with diverse stakeholders.
GA4	Interpersonal and Collaboration Skills	Build professional relationships, collaborate effectively, and contribute positively in multidisciplinary and multicultural teams.
GA5	Critical Thinking	Critically evaluate information, assumptions, and business situations to make rational managerial judgments.
GA6	Analytical Reasoning	Apply quantitative techniques, business analytics, and evidence-based approaches for managerial decision-making.
GA7	Problem Solving	Identify, analyze, and solve complex business and organizational problems using systematic approaches.
GA8	Research and Inquiry Skills	Conduct research, interpret findings, and apply research methodologies to generate evidence-based managerial solutions.
GA9	Strategic Thinking	Develop long-term strategic solutions by evaluating internal and external business environments.
GA10	Conceptual Thinking	Integrate multidisciplinary concepts to understand business systems and organizational interrelationships.
GA11	Digital and Technological Competence	Utilize digital technologies, AI, business analytics, and enterprise applications to improve organizational performance.

GA12	Business Tools	Interpret and analyze business data using modern analytical tools for effective decision-making.
GA13	Entrepreneurial and Innovative Mindset	Demonstrate creativity, innovation, opportunity recognition, and entrepreneurial thinking to create value.
GA14	Design Thinking	Apply human-centered design thinking approaches to develop innovative business solutions.
GA15	Leadership and Team Building	Demonstrate leadership, motivate teams, manage conflicts, and achieve organizational goals collaboratively.
GA16	Professional Ethics	Demonstrate ethical reasoning and responsible conduct in professional and managerial practices.
GA17	Integrity and Accountability	Exhibit honesty, transparency, accountability, and professionalism in academic and professional environments.
GA18	Global Perspective	Understand global business environments, international markets, and cross-border managerial challenges.
GA19	Cultural Sensitivity & Intelligence	Demonstrate respect for diversity and work effectively in multicultural and inclusive environments.
GA20	Sustainability and Social Responsibility	Integrate ESG principles, sustainability, and social responsibility into managerial decisions for long-term stakeholder value.
GA21	Lifelong Learning and Adaptability	Continuously upgrade knowledge and skills while adapting to emerging technologies, business models, and workplace changes.
GA22	Emotional Intelligence, Humanity and Professional Well-being	Demonstrate empathy, resilience, emotional intelligence, positive attitude, humanity, and professional well-being while leading self and others.

INTRODUCTION TO EXAMINATION DEPARTMENT

We, at Examination Department, PIBM, Pune, predict the need for examination and assessment system and are working towards evolving a credible, valid, effective and transparent evaluation system that responds confidently to the challenges and newer demands of a knowledge society.

Examination department handles all Examinations of AICET Approved PGDM Course. Examination Department conduct all Internal Examinations which forms the continuous assessment pattern for the course during the Semester period.

Examination department has set of rules and regulations for all kinds of Exams.

The Examination department mainly deals with paper setting, Examiners allotment, Senior and Junior Supervisors, External and internal head supervisors, preparation and declaration of Schedule of Examinations, seating arrangements of examinations, actual and proper conduct of Examinations, genuine evaluation of all examinations, timely declaration of results, preparation and distribution of mark-sheets, conduction of grand Convocation ceremony at the end of the course for awarding certificates along with rank and achievers awards.

The department of Examinations is the statutory authority for conducting the Examinations and making policy decisions in regards to organizing and holding Examinations, improving the system of Examinations, deciding grace marks policy for the benefit of student etc.

1. EXAMINATION PATTERN

- 1.1. The assessment of student's performance during and/or at the conclusion of a semester/ course has to be done using examinations. In general, an examination may have different objectives like to check knowledge, communication skill, ability to handle situations, thinking process etc.
- 1.2. In management education, the assessment has to be of all different types, so that a student's knowledge, understanding and competence in the subjects studied are properly assessed and certified along with other required skills. The **Guidelines** given below enable the Institute to achieve this goal and gain the confidence of their students.
- 1.3. Examinations are done in two parts as follows both of them being important in assessing a student's achievement:

a) During Semester: Involving **Continuous Internal Assessments (CIA)**, to be conducted by the subject teacher/Corporate Panel/ other faculty during whole semester; and, to include tests, Presentations, Viva-voce, Assignments, group discussions, quiz, mini-projects, pre/ post reading and other means.

b) CIA for PGDM = 60% Marks of each subject

There shall NOT be any retest for those students who will remain absent for the internal exams during the semester period unless the permission for genuine reason is obtained by COE / Academic Council.

At Semester End: Covering **End Semester Examination (ESE)**, to be conducted by the subject teacher/ other faculty member/ corporate trainer at the end of a semester, on dates fixed at the Institute level; it generally includes a written examination, except few practical subjects like IT.

CIA for PGDM	ESE for PGDM
60 % Marks for CIA	40 % Marks for ESE

It is necessary to have both CIA and ESE of equal significance, and, a student's performance in a subject shall be judged by taking into account the results of CIA and ESE together.

1.4 Candidate who will not satisfy the attendance criterion will not be allowed to appear in End Semester Examination (one or more subjects) and such Candidates will be declared as fail in the End Semester Examination (one or more subjects).

1.5 Candidate who will not complete fee/ fine dues on time, will not be allowed to appear for ESE. In this case genuine cases are handled by concerned authorities.

1.6 End semester Presentation Examination will be conducted by panel of Examiners with internal, External and corporate panelist

1.7 End semester examination detailed schedule gets declared well in advance via email/ whatsapp groups/ notice boards. Students are liable to check the same and follow the timetable.

2. EVALUATION TYPES

2.1. The evaluation of academic performance of a candidate is generally based on the following: (evaluation sub heads are subject to change according to the suitability of the subject content, consider below table as an example, detailed assessment tools are attached in annexure)

Evaluation Heads	Description and sub heads	100 marks
Continuous Internal Assessment	Presentations	20%
	Viva-Voce	15%
	Class Test	15%
	Assignments	10%
End semester Examination	50 Marks written Examination (Practical Examination in exceptional subjects) Pattern is attached in annexure	40%

3. PASSING CRITERIA:

A minimum of D grade has to be secured as a sum of CIA and ESE. In case the candidate secures F grade then candidate is declared as fail in the particular subject. Candidate is allowed to secure maximum of two E grades in a course of four semester i.e in a whole two-year's evaluation process.

4. PROVISIONS FOR GRACE MARKS

A candidate may be awarded grace marks only, if he / she secure a pass in all the subjects after the award of the grace marks, where summation of grace marks will be maximum 30 marks.

Maximum of 10 marks in maximum of 3 subjects (if subjects are more than 10 in a semester) in each semester will be awarded as grace marks.

Grace of 30 marks at the maximum can be awarded to the students who are short of 30 marks to get First Division with all the heads already passed.

5. PASSING GRADES

- 5.1. Obtaining minimum 4.0 SGPA in each Semester shall be essential for passing the course and earning clearance of the semester. Any student, who secures less than 4.0 SGPA in a Semester, shall be deemed to have failed in that semester/ course.
- 5.2. Student having less than 4.0 SGPA is considered to have backlog in one or more subject in a particular Semester.
- 5.3. In that case, student has to reappear to that Subject Examination and get the clearance of the same in maximum eight attempts.
- 5.4. If he/ she fails to achieve Pass grade in that subject after eight attempts, then a student is declared as non-eligible candidate to complete the course.
- 5.5. Reexamination happens in subsequent semester with re-exam fees.
- 5.6. Students who are eligible to reappear in an examination shall have to apply to the Controller of Examinations through the prescribed form to be allowed to reappear in an examination and pay the fees prescribed by the Institute
- 5.7. A candidate who gets pass in each semester gets diploma of PGDM course.

6. GRADE :

Grade for PGDM will be calculated for both years together at the end of the course considering cumulative scores

Letter Grade	A	B	C	D	E	F
Qualitative Meaning	Excellent	Good	Fair	Poor	Exposed	Failed
Grade Point	10	8	6	4	2	0

Fail: Student will be declared as fail in case of any single backlog in FY or SY

7. IMPROVEMENT OF RESULT (END SEMESTER EXAMINATION)

- 7.1. Candidate can apply for Grade/ result Improvement at the upcoming re-exam of the particular semester
- 7.2. Candidate has to appear for minimum one third of the total subjects of the semester / course of PGDM
- 7.3. Candidate can appear for ESE only. He / she is not allowed to appear for CIA or projects for Improvement in result.

8. GRIEVANCES / REVALUATION/ VERIFICATION

- 11.1 Student has to apply for any grievances / revaluation/ verification within maximum of 10 days or as per the deadline given by exam department after result declaration.
- 11.2 Student will be declared with grievance redressed / revaluation or verification result and (if he/ she is not convinced with the same then) faculty will explain reason of achieved scores along with answer sheet to the student.

9. AWARD OF DEGREE/ DIPLOMA

A student shall be awarded a degree/ diploma if:

- 9.1. He/she has registered himself/herself, undergone the course of studies, completed the project report/ dissertation specified in the curriculum of his/ her programme within the stipulated time and secured the minimum clearance of each semester prescribed for award of the concerned degree/ diploma.
- 9.2. There are no dues outstanding in his/her name of the Institution.
- 9.3. No disciplinary action is pending against him/her.

10. AWARD OF RANK

- 10.1. Candidates at first 3 top positions amongst the PGDM course will be awarded in the Convocation.
- 10.2. On the basis of specialization, the topper candidate of PGDM course will be awarded

11. UNFAIR MEANS RULES

11.1. Cases of unfair means during examination shall be dealt by the Examination Committee as per the rules of PIBM

11.2. Refer to following punishment

Sr. No	Nature of Malpractice	Quantum of Punishment
1	Possession of Copying Material	Cancellation of one subject exam in which caught with copying material
2	Actual Copying from Copying Material	Cancellation of one subject exam in which caught with copying material with additional one subject examination
3	Possession of another student's answer book or supplement	Cancellation of one subject exam in which caught with copying material with additional one subject examination
4	Mutual/ Mass Copying	Cancellation of one subject exam in which caught with copying material with additional two subject examination
5	Possession of Mobile	Cancellation of one subject exam in which caught with Mobile and fine of Rs.500/-
6	Found having written on palms or on the body, or on the clothes/ writing pad/ calculator while in the examination	Annulment of the performance of the Student at the Institute or cancelation of one subject exam in which caught. Depending on gravity of offence.
7	Exchange of any material during examination	Annulment of the performance of the Student at the Institute
8	Use of anything which is not permitted	Cancellation of one subject exam in which caught using
9	Chit chatting in exam hall	Annulment of the performance of the Student at the Institute
10	All other malpractices not covered in the aforesaid categories.	Annulment of the performance of the student at the Institution examination in full and severe punishment depending upon the gravity of the offence.

12. TERMINATION FROM THE PROGRAMME:

A student may be required to be relieved / rusticated from the programme and directed to leave the College on the following grounds:

- 12.1. Obtaining F Grade and hence not passing a course, in spite of eight successive attempts in PGDM;
- 12.2. Absence from classes for more than 2 weeks at a time in a semester without leave of absence being informed/ granted by competent authorities;
- 12.3. Candidate who is admitted on regular admission to the programme will have to successfully complete the program in maximum 4 years failing which the candidate will be terminated.
- 12.4. Failure to meet the standards of discipline as prescribed by the College from time to time.
- 12.5. A Candidate who has been involved in act of indiscipline or any unlawful criminal activity or Unfair means (UFM) will be referred to the committee/ council and as per rules such student(s) may be rusticated/ expelled.

13. INTERPRETATION OF REGULATIONS

- 13.1. In case of any dispute or difference of opinion in interpretation of these regulations or any other matter not covered in these regulations, the decision of the Controller of Examination/ Examination Committee / Academic Council shall be final and binding.

14. EMEREGENT CASES

- 14.1. Notwithstanding anything contained in the regulations, the Chairman of the Academic Council may, in emergent situation, take such action on behalf of the Academic Council.

APPENDIX

Appendix A) - ASSESSMENT PARAMETERS

S. N O.	Assessment Parameters	Description
1	Practical Sessions or Unguided Session	It is a part of internal evaluation. In the practical session, situational based assignment/case studies/application questions are discussed in the class to understand the domain concepts and ability to apply through analysing, evaluating and creating strategic solutions to the problem with the help of the respective topic and subject faculty
2	Mini Project	Mini project mostly covers all the chapters of the subject. Based on the class completion students will be simultaneously working on the mini project in a phase-wise manner which enables the understanding to apply, analyze, evaluate and create.
3	Case Study	Case study analysis is part of subject evaluations. Each subject carries 5 minimum number of cases mapped with topics from reputed published cases where students need to analyze based on the given case questions and present.
4	MCQ	MCQ test in the form of assessment where after every chapter respective faculty will conduct application based MCQ Test to ensure students remembering and understanding about the concepts.
5	Live Project	In this component respective faculty assigned field-oriented project and company where the student will work closely with the company or on the field to apply their learnings and analyze feasibility to evaluate alternative options their by creating a new solution for a real-time practical problems
6	Simulation	A certain subject and competency demand a student's hands-on experience, wherein it's not practically possible or required huge investment in such case we emphases faculties to use stimulation-based assessment as part of the evaluation. (Product Management, Equity Research, NPD etc.)
7	Role Play	In role-play process, students will be individually allocated with the current critical situation of an organization. Students will perform the character or person and express their strategies or solution through Concept knowledge, decision making skill, problem-solving skill, analytical skill and strategic thinking skill
8	Presentation	PPT Presentation will be allocated to an individual or group of students in a specific topic or chapter of the subject. A classroom presentation or showcasing of the results of a particular project that has been conducted by an individual student or by a group of students in fulfilling a course assignment.
9	Viva	Viva is an oral examination, conduct among individual students to know about their domain concept with practical answers for situational questions

10	Extempore	Extempore is conducted on-spot for an individual student based on certain topics in the chapters. Through extempore, we can understand the students, content delivery – voice pacing body language preparation, organizational perspectives, in-depth content knowledge, ability to apply and flow of content.
11	Chapter Wise Assignment	Chapter-wise assignments will be given to the students to understand their concept knowledge based on the chapter. The Chapter-wise assignment will be a situational based assignment where students need to use their critical analytical skills to work on the assignment
12	End – term	End term is the major component of the evaluation wherein the question paper consists of MCQ, Descriptive based questions or case-based questions. The end term will be conducted end of the semester for each subject. End term evaluation will be done for 50 marks of the subject (and will be converted to required weightage) which consists of application-based questions or case-based questions as per the chapter.
13	Mid – term	Mid-term will be conducted mid of semester with 50% of subject completion. The mid-term evaluation will be done for 30 marks of the subject which consists of application-based questions or case-based questions as per the chapter completed.
14	Class Participation	Class Participation may be used as an assessment method to gauge how well students understand class content and issues.
15	Research Paper Review	In-depth research and analysis demonstrating high scholarly achievements, independent original research and advancing a new point of view.
16	Workbook	The workbook will be explained and assigned to the students on the first day of their course and it covers all the chapters of the subject. Based on the chapter completion, students will be working on the current situation of the topics related to the business world, which enables the student to be updated day to day processes.

Appendix B)

Appendix C)

Sample form of Grievance / Revaluation

Grievances of Internal Marks of PGDM Sem 1 Batch 2025-27

<https://forms.gle/kJgHWWioSqqMm3UWA>

PUNE INSTITUTE OF BUSINESS MANAGEMENT

Approved by AICTE, Affiliated to Savitribai Phule Pune University

PGDM 21-23 Semester-I End Term- Grievances Remarks

Name	Amisha Pawar
UID / Roll No/ PRN	DM21B09
Section of Sem-1	PGDM 2
Mobile No (calling)	8412802709
I will fill following questions after checking my all subject's result. I can fill this form only once. If my name appears twice only one response will be considered for me. I will write only in the questions where I have queries that too genuine. If I have missed any exam component then I know I have to re do it later.	I agree
Managerial Accounting Query? Describe in detail here	No
Fin Mgnt Query? Describe in detail here	No
Mktg Mgnt Query? Describe in detail here	No
HRM Query? Describe in detail here	No
RM Query? Describe in detail here	No
Busi Stats Query? Describe in detail here	Yes, Please check the Assignment 1 and Assignment 2 has been submitted via google form. This was a group assignment so 'Priyanka Bhandari' submitted the same for the group. She has received the assignment marks as 10 for assignment 1 and 12 for assignment
Aptitude (Decision Tools) Query? Describe in detail here	Yes, i got very less in SI CI and profit and loss please check it once as I'm sure that I won't get less marks
Busi Communication Query? Describe in detail here	No
Basic of Analytics Query? Describe in detail here	Yes, please check once as I got very less marks
Basic of Operations Query? Describe in detail here	No
IT for Managers (Excel) Query? Describe in detail here	NO
Economics Query? Describe in detail here	No
Final Presentation Query? Describe in detail here	No
Examination Remarks	Basics of Analytics - MCQ test not given hence less score Stats - Asgnt 1 : 10/15, asgnt 2 - 12/15 updated Aptitude - No change

Appendix D) Final Exam Admit Card



**PUNE INSTITUTE OF BUSINESS
MANAGEMENT FOR PGDM**

Pibm | PGDM

ADMIT CARD

POST GRADUATION DIPLOMA IN MANAGEMENT

SEMESTER-IV END SEMESTER EXAMINATION

(04th May, 2026 to 06th May, 2026)

STUDENT NAME : SWARAJ KUMAR MANDAL

BATCH : 2024-2026

SPECIALISATION : FINANCE ANALYTICS-2

UID : 2024-1907-0001-0002

PRN NO. : DM24B57

ROLL NO. : FA108

EXAM ROOM : NB 204

FEES DUE :

EXAM FORM SUBMISSION : Late Submit



Controller of Examinations

Signature of Student

INSTRUCTIONS FOR EXAMINEES:

1. Candidates without a photograph will not be allowed to appear for the examination.
2. No admission without Admit Card.
3. Examinee should be present at least 15 minutes before the commencement of examination.
4. Obey all the instructions given by the invigilator.
5. Observe complete silence during examination.
6. Any form of copying or misbehavior will be dealt with strict disciplinary action.
7. Mobile / any electronic gadget if found, will be considered as a copy material. Fine of Rs. 500/- and Cancellation of paper as punishment will impose on student.
8. The schedule is subject to change in case of any emergency.
9. In case of loss of issued Admit card, Rs. 100/- will be charged for duplicate Admit card

TIMETABLE – END SEMESTER EXAMINATION - IV					
SR. NO.	SUBJECTS	TYPE	DAY & DATE	TIME	INVIGILATOR'S SIGN
1	GLOBAL LAWS & ECONOMICS	COMMON	MONDAY, MAY 4, 2026	11.30AM TO 01.30PM	
2	INDIAN ETHOS & CORPORATE GOVERNANCE	COMMON		03.30PM TO 05.30PM	
3	CASES IN FINANCE	FINANCE	TUESDAY, MAY 5, 2026	11.30AM TO 01.30PM	
4	DESIGNING HR POLICIES	HRA			
5	HEALTHCARE MARKETING	MARKETING		03.30PM TO 05.30PM	
6	RURAL AND MICRO FINANCE	FINANCE			
7	GLOBAL HR PRACTICES	HRA			
8	INTERNATIONAL MARKETING	MARKETING			
9	PREDICTIVE ANALYTICS AND MACHINE LEARNING USING PYTHON	BA & ANALYTICS MINOR	WEDNESDAY, MAY 6, 2026	11.30AM TO 01.30PM	
10	INDUSTRY 4.0	OPERATIONS MINOR			
11	TIME SERIES ANALYSIS AND FORECASTING	BA & ANALYTICS MINOR		03.30PM TO 05.30PM	
12	PURCHASING & SUPPLIER RELATIONSHIP MANAGEMENT	OPERATIONS MINOR			

Appendix E) Final Exam Timetable Format

PUNE INSTITUTE OF BUSINESS MANAGEMENT FOR PGDM						
END SEMESTER EXAM TIMETABLE OF PGDM SEMESTER - 1 BATCH 2024-26						
Hall ticket distribution date is 11th to 13th November 2024						
Sr. No	Subject Code	PGDM Subjects	Credit	Day & Date	Exam Time	Day
1	2426113	Business Communication	1	Friday, 15 November, 2024	10:30am to 12:30pm	Day-1
2	2426114	Decision Tools - (Aptitude)	1	Friday, 15 November, 2024	03.00pm to 05.00pm	
3	2426112	Legal Aspects of Business	2	Saturday, 16 November, 2024	10:30am to 12:30pm	Day-2
4	2426111	IT for Managers	2	Saturday, 16 November, 2024	03.00pm to 05.00pm	
5	2426101	Business Statistics	3	Monday, 18 November, 2024	03.30pm to 05.30pm	Day-3
6	2426103	Financial Management	3	Tuesday, 19 November, 2024	03.30pm to 05.30pm	Day-4
7	2426105	Managerial Accounting	3	Thursday, 21 November, 2024	03.30pm to 05.30pm	Day-5
8	2426106	Managerial Economics-1	3	Friday, 22 November, 2024	03.30pm to 05.30pm	Day-6
9	2426107	Marketing Management	3	Saturday, 23 November, 2024	03.30pm to 05.30pm	Day-7
10	2426104	Human Resource Management	3	Sunday, 24 November, 2024	03.30pm to 05.30pm	Day-8
11	2426108	Research Methodology	3	Monday, 25 November, 2024	03.30pm to 05.30pm	Day-9
12	2426109	Basics of Business Analytics	2	Tuesday, 26 November, 2024	03.30pm to 05.30pm	Day-10
13	2426110	Basics of Operations Management	2	Wednesday, 27 November, 2024	03.30pm to 05.30pm	Day-11
**Result will be declared after 30 days from the last Examination date.						

Appendix F) Question Paper Sample

PRN No.

Pune Institute of Business Management for PGDM

End Sem Exam Sem-I/PGDM-2024-26

Date: 20/11/2024

Time: 11.00am to 01.00pm

Marks: 40

End Semester Examination, Semester – I 2527103 - HUMAN RESOURCE MANAGEMENT

Instruction: -

There are 3 sections – A, B, and C

Section A– 15 Marks – Attempt any 3 out of 5 questions.

Section B– 15 Marks – Compulsory question.

Section C– 10 Marks – Attempt any 5 out of 6 questions.

Course outcome (CO) is written for each question.

Bloom's Taxonomy Level (BTL) is written for each question.

Do not write anything on question paper.

SECTION A – 15 MARKS

Attempt any 3 out of 5 questions. Each question is for 5 marks:

- | | | |
|------------|---|--|
| QA1 | Mr. Abhishek is the Head HR of a Manufacturing Startup company. He is planning to design Organizational Structure for the company. Critically analyses the hierarchical and matrix structure for the company | 05 Marks
(CO1)
(BTL4,6) |
| QA2 | Explain the below mentioned types of collars in details
a. White collar
b. Blue collar
c. Pink collar | 05 Marks
(CO1)
(BTL1,2) |
| QA3 | Create Job analysis for the below mentioned profile
a. Company Name: Amul
b. Profile: Marketing Manager | 05 Marks
(CO2)
(BTL4,6) |
| QA4 | Mr. Arjun is the head of Training department in Tata Motors Company. He is planning to implement Simulation training method to his subordinates. Critically analyse both the training method and suggest the suitable method. | 05 Marks
(CO3)
(BTL5,6) |

QA5	Calculate CTC structure – CTC-15,00,000/-, variable salary – 10%, work location – Baner Pune.	05 Marks (CO4) (BTL3)
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SECTION B – 15 MARKS

Evaluating Performance at BrightTech Solutions”		15 Marks
BrightTech Solutions, a mid-sized IT firm, introduced a new Performance Management System (PMS) to replace the old annual appraisal method. The new system included SMART goal-setting, quarterly reviews, and a 360-degree feedback process. However, employees complained that goals were unclear and feedback was inconsistent across departments. Managers felt the process was time-consuming, and some employees believed ratings were biased. HR noticed that high performers were demotivated as rewards were not linked to performance outcomes. The HR Head now plans to redesign the PMS to make it more transparent, measurable, and development-oriented.		
QB1	Which PMS methods BrightTech solution need to impmenent?	05 Marks (CO4) (BTL4)
QB2	Design Goal sheet and SMART Goal sheet for the below mentioned profile – HR Manager.	05 Marks (CO4) (BTL6,5)
QB3	What steps can BrightTech take to improve the feedback communication process to ensure better employee acceptance?	05 Marks (CO4) (BTL1,2)

SECTION C – 10 MARKS

Attempt any 5 out of 6 questions. Each question is for 2 marks:

QC1	Explain the below mentioned expatriated in detail a. LCN b. PCN c. HCN	02 Marks (CO1)(BTL2)
QC2	Describe any 2 types of Interview Types in detail	02 Marks (CO2)(BTL2)

QC3	Explain Competency Mapping and Types	02 Marks (CO4)(BTL2)
QC4	Difference between HRIS & HRMS Application	02 Marks (CO6)(BTL4)
QC5	Critically analyse the impact of AI on HR	02 Marks (CO6)(BTL4)
QC6	Critically analyses Social Learning Model	02 Marks (CO3)(BTL4)

☆☆ ALL THE BEST ☆☆

Appendix G)

DOS AND DON'TS FOR WRITTEN EXAMINATION (For students)

DO's –

- 1) Examinations will start on time as per timetable. Be present on your respective bench 10 mins prior to the commencement of Examination. Seating plan is displayed on the Notice Board and also attached herewith.
- 2) Students arriving more than 30 minutes late for an examination will not be allowed to sit the examination. Students arriving within the first 30 minutes of an examination starting will not receive any lost time.
- 3) Students may not leave the examination room within the first 45 minutes of the examination. No student will be allowed to return after having left the room unless they have been accompanied by an Invigilator.
- 4) Roll No/ PRN are also displayed on the entrance of respective classrooms.
- 5) You must carry your Admit Card (and ID card) every day of Examination with photo pasted on it and sign and stamp of Exam dept is mandatory on Admit card. Your signature is also compulsory on Admit Card.
- 6) You should be in College Uniform only.
- 7) Be in possession of adequate writing materials. Borrowing writing materials NOT permitted.
- 8) Sign the daily attendance sheet without fail.
- 9) Before submission, please mention number of supplements attached on the main answer sheet.
- 10) Please maintain strict silence in the Hall. Strictly follow all instructions given by the Invigilators
- 11) **Mention your PRN (Eg – DM26A01) on Question paper at the right corner immediately once you receive it.**
- 12) **Must read all instructions on the answer sheets and complete all mandatory details. Photo of sample answer sheet is attached for your ready reference. Any mistake in details filled on the sheet will lead to cancellation of answer sheet.**

Invigilator's Name & Signature		Academic Year : 20 21 - 20 23												
Division : PGDM - 1		EXAMINATION : 1 st Sem End term												
PRN : D M 2 1 A 0 1		Date : 6 Dec, 2021												
Specialization : —		Time : 10.30am to 12.30pm												
Roll No : —		Sub Code : (keep it Blank)												
Supplements Attached : 1 Main + =		Subject Name : Managerial Accounting												
Specific Remarks of invigilators regarding malpractice (in Red ink) with signature														
Question Nos. and Marks obtained :														
	1	2	3	4	5	6	7	8	9	10	Total Marks	Out of	Sign & Date	
Evaluator														
Moderator														
Evaluator's Overall Remarks :														
INSTRUCTIONS TO EXAMINEES - ALL DETAILS ABOVE AND ON SUPPLEMENT SHOULD BE FILLED IN CAPITAL LETTERS ONLY. - Examinee should be present at least fifteen minutes before commencement of the examination. - Observe complete silence during examination. - Obey all the instructions given by the invigilator. - Any form of copying or misbehavior will be dealt with disciplinary action in accordance with rules in vogue. - Question No. / Answer No. should be written at the center in capital. - Page number 1 of answer book contains all instructions and examinee should start answering from page 2 only. - Irrespective of the actual seat occupied by the examinee, PRN/roll numbers on the admission card and those on the answer book / supplements should be same.														

DON'Ts –

- 1) Do not use any unfair or foul means. You will be debarred from writing Examination.
- 2) Do not carry any reference material inside the Hall.
- 3) Don't carry mobiles, laptops, smart watches or any such gadget. Only carrying a simple calculator is allowed no Scientific Calculator please.
- 4) Don't write your name or any other details anywhere in the answer sheets which may help to disclose your identity. Such answersheet will be considered invalid.
- 5) Use of any color other than Blue or Black ink is NOT permitted.
- 6) Don't remove / disturb the Roll Numbers pasted on the writing Tables.

NOTE :- CANDIDATES ARE HERE BY CAUTIONED TO STRICTLY ADHERE ALL ABOVE INSTRUCTIONS FAILING WHICH THEY ARE LIABLE FOR DISCIPLINARY ACTION INCLUDING DEBARRING FROM EXAMINATION.

**Examination Department
PIBM, Pune**

Appendix H)

IAEER'S

Pune Institute Of Business Management

[Approved by AICTE, Ministry of HRD, Govt. of India]



Date :

SHOW CAUSE NOTICE

From :

Director and Controller of Examinations,
Pune Institute of Business Management,
Pune.

To Student's Name)

You have been found (case of indiscipline in brief).....

in the Examination Paper (subject name) “.....”.

You have been adequately cautioned prior to the Examination not to indulge in any such unfair practice in the Examination Hall and you are also aware of the penalty for such unfair practices. In view of the above, you are hereby instructed to give a written explanation for the happened misconduct. Pending your explanation **your paper is kept on hold.**

You must submit your written explanation to the undersigned latest by (time)today.

Name and Signature of the Invigilator:

Received by student
(name and sign of student)



IAEER'S

Pune Institute Of Business Management

Gat No. 605/1, Mukaiwadi Road, Pirangut,
Tal. Mulshi Paud, Pune (Maharashtra)

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