

# Postgraduate Diploma in Management

## A Three-year Program in Management

For

*Working Executives and Business Owners*

(An AICTE Approved Program)

1949

May 2019 – April 2022



**XLRI**  
Xavier School of Management

For the greater good

**PROGRAM HIGHLIGHTS**

AICTE  
approved

Suitable for  
working executives  
as well as business  
owners

Classes held on  
weekends to  
distribute load,  
facilitate learning and  
reduce disruption of  
work of participants  
to the best extent  
feasible

Minimum 2 years  
work experience of  
candidates in  
executive/supervisory  
role

Separate experience  
sharing seminars for  
peer learning

Breaks between  
terms to  
accommodate work  
and personal  
requirements of  
participants

Live industry  
projects under  
expert guidance

Rigorous program  
of 900 contact  
hours

Terms scheduled to  
accommodate  
important festivals  
and year-end work  
pressure of  
participants

## **ABOUT THE PROGRAM**

XLRI has redesigned its highly successful and acclaimed three year AICTE approved Evening Post-graduate Diploma Program as a Weekend program from 2017 onwards. The Three-year AICTE approved Weekend Post-graduate Diploma program is uniquely designed and structured to enable working executives and business owners to develop the requisite managerial and business skills and competence for a managerial/ownership role. The program comprises of 900 hours of coursework interaction that is spread over three years to accommodate the time constraints of working executives and business owners.

Sessions for the program will be conducted mainly using physical classroom based sessions with very few virtual classroom based sessions. This structure allows students to meet their requirements of continuing education of the highest quality while continuing in their current employment/business.

With the rich opportunities for interaction with renowned faculty, peers, and industry experts, the program allows students many opportunities to apply the conceptual insights gained in the classroom to their respective workplace on a day-to-day basis. The students also get multiple opportunities to share their work/marketplace experiences thereby enriching classroom learning and fostering meaningful, value-added discussions amongst peers.

In addition to the application opportunities provided in individual courses, the two field work based projects provide ample scope to apply the knowledge gained during the program to real-life business settings and decisions. Students are also given multiple opportunities to understand the real-life applications and relevance of the knowledge gained in different courses through in-built evaluation mechanisms such as projects, assignments, case study based assignment cum presentations, etc.

The program scheduling has been done to maintain a balance between the pressures of work, personal life, and learning rigor to the best extent feasible. The physical classroom sessions for the program are scheduled on weekends at XLRI Jamshedpur. On few select weekends, sessions will be conducted over the virtual classroom mode to provide greater flexibility to the students. The virtual classroom sessions shall not exceed 25% of the sessions for the program. The program scheduling also provides for breaks between terms and during the financial year ending which is typically a hectic time for working professionals and business owners.

### **Objectives**

**The program has been designed to achieve the following objectives:**

- Imparting the highest quality of management education to the participants.
- Developing a general management perspective of the participants.

**To achieve these objectives, the program has been structured for:**

- Application of the classroom learning in workplace and special projects.
- Maximizing Peer learning through sharing of experiences in an academic setting.
- Addressing the general needs of participants for balancing work, education, and personal life to the best extent feasible.

## **ELIGIBILITY AND ADMISSION**

### **Eligibility**

The applicants of the three-year part-time weekend program in Postgraduate Diploma in Management 2019 – 2022, for working executives and business owners should meet the following eligibility criteria:

### **Educational Qualifications**

To be eligible to apply for the program, the candidate must have obtained a three-year Bachelors' degree or its equivalent in any discipline from a University or a Deemed University. Candidates who have completed the four-year Bachelors' degree in any Engineering discipline from a University or Deemed University are also eligible to apply. The candidate must have a score of 50% or more marks (or its equivalent GPA) in the above programs.

### **Work Experience**

The candidate must have at least two years of work experience in a **managerial/supervisory/executive/ownership role** prior to April 30, 2019. To be considered for eligibility, the work experience must be obtained after attainment of the above educational qualifications.

### **Admission**

Candidates will be required to fill up the online application form on the website of XLRI. At the time of filling up online application candidate will be required to upload soft copies of the required documents [List in Annexure 1]. The application fee of Rs. 1000/- has to be paid online at the time of application. In event that one is facing problem with online submission, s/he may get in touch with the Admission office [Weekend Program] or send a hard copy of the form along with the documents mentioned in Annexure 1 and a demand draft of Rs. 1000/- in favor of "XLRI Jamshedpur" payable at Jamshedpur to the following address.

**Admission Office (Weekend Program),  
XLRI, Xavier School of Management,  
C. H. Area (East), Jamshedpur – 831001.**

The candidates should appear for written aptitude test on 7th April 2019. The test will have sections on quantitative ability, logical reasoning, and English language skills. Candidates who have written any of the well established, credible management entrance examination (e.g., XAT, GMAT, CAT, etc., in the last two years are encouraged to send the copy of the scores along with the application.

All applicants/candidates will also be required to appear for personal interview held at XLRI Campus during 7th – 17th April, 2019 (tentatively).

## **PROGRAM STRUCTURE**

### **Location**

The classroom sessions for the program will be held at XLRI campus in Jamshedpur on the weekends. The virtual classroom sessions shall be delivered over a direct-to-desktop mode and shall *normally* be around 25% of the total sessions for core courses only.

### **Class Timing**

During a term, the average weekly classroom load would *usually* be around 9-12 hours of classroom contact. The classes will be scheduled to start from 12:00 Noon on Saturday and end by 16:15 hours on Sunday to allow students from outside Jamshedpur to attend the program.

### **Duration**

May 2019 to March 2022

### **Courses**

The program has been designed with a rich mix of core courses, elective courses, and dissertations to provide a holistic approach to both practical and conceptual aspects of management domains. Further, the course structures and choice of pedagogical approaches provide multiple opportunities for peer learning and application of knowledge to real-life business situations.

#### **a) Core Courses (58 credits)**

The core courses have been designed with credits that range from 2 credits to 4 credits depending upon the requirements of the courses as deemed appropriate by XLRI. One credit is the equivalent of a total of 10 hours of teaching. In addition to the core courses, students are offered the opportunity to gain specialized knowledge in the individual management disciplines through the elective courses. The program is spread over nine teaching terms over the three-year period with the first five terms comprising of the core courses and the remaining four terms covering the elective courses.

- ✓ Financial Management
- ✓ Human Resource Management
- ✓ Introduction to Sustainable Development and Corporate Sustainability
- ✓ Legal Environment of Business
- ✓ Management Accounting
- ✓ Managerial Communication
- ✓ Managerial Economics
- ✓ Managerial Ethics
- ✓ Managing Human Behavior at Work
- ✓ Marketing Management

- ✓ Methods and Techniques of Business Data Analysis
- ✓ MIS: Technical and Social Perspective
- ✓ Operations Management
- ✓ Optimization Models for Managerial Decisions
- ✓ Quantitative Techniques for Managerial Decisions
- ✓ Spreadsheet Modeling
- ✓ Strategic Management

The above course list may be revised by the institute from time-to-time to keep the program updated and maintain its industry relevance.

### **b) Electives (24 credits)**

The core courses have a total credit requirement of 58 credits whereas the total credit requirement for elective courses is 24 credits. Each student should take up at least 12 elective courses of 2 credits each to meet the requirements of the program.

Elective courses will be offered during Terms VI-IX. Students can pursue elective courses in any of the following areas:

- ✓ Finance
- ✓ Marketing
- ✓ Production and Operations
- ✓ Strategy and Entrepreneurship
- ✓ Human Resource Management
- ✓ Economics
- ✓ Information Systems

Elective courses are designed to provide students with an in-depth understanding of specialized aspects of and recent developments in individual management disciplines. Each area will offer four elective courses, subject to adequate number of students being registered per course. Each student should take up at least 12 elective courses to meet the requirements of the program.

### **c) Field-Work Based Projects (8 credits)**

In addition to the core and elective courses, each student must do two Field-Work Based Projects having a total credit requirement of 8 credits (4 credits \* 2 Field-Work Based Projects) under the joint guidance of a faculty member of XLRI and an industry expert (from the organization where student is doing the project). Each project may either be in a specific domain/specialization area of Management or it may be a general project cutting across multiple management domains.

### **d) Induction & Preparatory Course**

A significant number of concepts, frameworks, and tools in management have origins in models that require a basic degree of knowledge of mathematics. To ensure that students do not face problems with the courses because of inability to follow the required

mathematics, a preparatory course on Mathematics will be conducted a week prior to the commencement of the program. Such preparatory course shall be conducted either in a physical classroom mode or virtual classroom mode as decided by XLRI. During the week allocated to the preparatory course, a few induction sessions will also be held to familiarize the students with the facilities and rules of XLRI.

**e) Area of Concentration:**

An “area of concentration” will be acknowledged if four electives and a dissertation from the same area are cleared successfully. Given the structure of the program, it is possible for a student to have at most two “areas of concentration”.

**Term Schedule**

Normally core course terms will be of 14-17 weeks’ duration with 2 weeks of gap between two consecutive terms. The last week for each term will be reserved for conducting end-of-term examinations. However, a few terms may be shifted or stretched longer in case of any unforeseen exigencies.

1st Year: 2019 - 2020

Term I to Term III

Compulsory courses will be offered during the above terms.

2nd Year: 2020 - 2021

Term IV to Term VI

Compulsory courses will be offered during terms IV-V and elective courses will be offered in term VI.

3rd Year 2021 - 2022

Term VII to Term IX

Elective courses will be offered during the above terms.

The term schedule given above is subject to change without prior notice.

**Break in Curriculum**

In case there is a break in the coursework a student can take a break and repeat the unfinished term in the next year. However, the student has to complete the curriculum within a maximum period of 5 academic years from the date of original admission to the program.

## **Placement**

As this is a program for working executives and business owners, XLRI will not provide any placement assistance to the participants of this program.

## **Facilities**

The students may avail the library facilities and the IT infrastructure as per the rules of XLRI.

## **Bank Loan**

**SBI, XLRI Branch** and **Central Bank of India, Adityapur Branch** have agreed to extend education loan for selected candidates as per their respective norms. One can obtain educational loans for this program from other banks as well.

## **PROGRAM FEES**

### **a) Tuition Fees:**

The tuition fees and other academic charges payable for this program, for the batch 2018 – 2021, year wise is as follows.

1st Year (2019 – 2020) – Rs. 4.26 lakhs\*

2nd Year (2020 – 2021) – Rs. 3.23 lakhs\*

3rd Year (2021 – 2022) – Rs. 3.23 lakhs\*

\* This fee is payable in three installments each year prior to the commencement of each academic term as decided by XLRI. Taxes, if applicable, will be charged additionally.

### **b) Boarding and Lodging (Optional)**

Outstation students may opt for arranging their own accommodation in Jamshedpur during the weekends for the sessions. Alternatively, boarding and lodging facilities can be provided by XLRI either in the student hostel, MDP residence, or International Center depending upon both the availability and choice of the students. Further students may opt for single stay accommodation or twin sharing accommodation depending upon availability.

The rates for these facilities will be fixed by the institute depending upon the nature of accommodation (single/twin sharing) and the type of facility opted for. The rates for boarding and lodging shall accordingly range from Rupees Five Hundred per Day to Rupees Fifteen Hundred per day. Taxes, if applicable, will be charged additionally. Students interested in availing such accommodation should give prior intimation to the institute so that the appropriate arrangements can be made.



## IMPORTANT DATES

Last date of receipt of application with payments	: 31 March, 2019
Interviews	: 7 April – 17 April, 2019
Written Test	: 7 April 2019
Last day of admission for selected candidates	: 4 May, 2019
Last day of admission for wait listed candidates	: 11 May, 2019
Commencement of program	: 3rd week of May 2019

\* Written test will be held on a select weekend day during the interview period.

The dates mentioned above are subject to change in event of exigencies or unforeseen circumstances. The candidates are requested to keep in touch with admission office to get the information about any such changes. The admission office will also keep you informed over email in case of any change.

The first installment of the fee must be paid at the time of admission to the program.

### Annexure 1

Candidates are required to fill up the online application form on the website of XLRI. At the time of application candidate will be required to upload soft copies of the following documents.

- a) Address proof [Aadhar Card, Driving License, Voter ID]
- b) Proof of Identity [Aadhar Card, Driving License, Voter ID, any other identity proof issued by the Central Government /State Government].
- c) Photograph
- d) Proof of Educational attainments [Degree certificate and mark sheets]
- e) Proof of work experience [Joining letter, most recent salary slip, letter from HR department of your current organization, previous organization.]

You are requested to keep the soft copies of the above documents ready before you commence the online application process.

## **ALUMNI SPEAK (on re-launching of the program in 2012)**

I am happy to know that XLRI is re-starting the evening program for the working professionals at Jamshedpur. This actually means that a bunch of professionals will get immense benefit from the program which eventually will equip them to lead the future.

The BME course which I pursued almost two decades back helped me in my professional assignments. The faculty members of the institute are truly exceptional not only for their wisdom & qualifications but more importantly the values they uphold. The design of the program gives wide range of inputs to the students.

I am sure many of my corporate colleagues will harness this opportunity and get benefitted.

My Best Wishes to the institute and the aspirants.

**A B Lall**  
**Head-Jamshedpur Plant**  
**Tata Motors Limited**

When I was doing my B.Tech there were 2 fads. One was to seek an admission in a US university and the other was to write CAT or XAT for admission to IIMs or XLRI. I avoided doing both. I wanted some work experience before I could choose to go back to academics.

I again faced the choice of doing a full- time MBA/ PGDBM or BME at XLRI after having 2 years of work experience. I chose the latter for two reasons: one was to do with financials. I didn't have to quit my job. But, the other reason, and as it turned out in retrospect the more important one, was the ability to test theories I would learn in a real work environment.

As the physicists believe, there is nothing more practical than a good theory, because a good theory has to stand its ground against severe tests of reality through experimentation and observation, I had a wonderful opportunity to accept and discard theories as they were thrown at me in the course of BME with a strong yardstick of validation in real life.

In BME, I didn't have to merely deal intellectually with the theories, a large number of them I could live and validate through my experience in managing people, union and situations. I could bring new insights to the class room from such experiences and go back with new perspective to handle situations differently. Application of organizational behaviour, strategy, quantitative techniques, finance and marketing as well as business law have had a profound effect on my ability to think holistically as I have moved from job to job within the same company.

I wonder if I would have had such deep appreciation of theories and an ability to modify or even invent them based on different situations if I had gone for a full-time MBA. I am indeed grateful to one of my seniors in TATA Steel who actively encouraged me to take up BME.

**Bimlendra Jha**  
**Executive Chairman (Longs Steel UK) at Tata Steel in Europe**

I was always a fun-loving person. I was cool before it was cool to be cool. People who knew me were surprised when I followed a hard day's work at the Tata Steel Plant with evening classes at XLRI for three straight years. If I had not enjoyed myself, I would have quit on day one. I value most the respect I picked up there for (a) data-driven, fact-based, analytical decision-making, and (b) spotting the parallels in seemingly disparate situations. Some of the decisions we take impact the entire subsequent course of our lives. Though it shaped my destiny, I don't recall weighing the pros and cons of going in for the PGDBM Evening Course at XLRI. My future was beckoning impatiently. I had a long list of targets in my youth. XLRI was my ammunition. It still is.

**Firdose Vandrevala**  
**Executive Vice Chairman**  
**Essar Steel India**

I am glad to know that BME Program is being restarted at XLRI. I wish the program grand success. Here are my thoughts on BME program and how it benefits us: "We live in a world which is fast changing & complex web of people, physical assets, technology, financial instruments, regulations, globalization etc. To successfully lead change, we need to build on diverse functional knowledge, team synergy, optimal utilization of resources & technology. We need to drive culture of innovation, high performance, continuous improvement and global networking. I believe that BME program at XLRI offered me an opportunity to open my mind to diverse considerations which help take better decision, lead people better and manage resources optimally to make positive impact in whatever we are doing in this complex environment."

**Indra Kumar**  
**General Manager - Chennai Plant**  
**Timken India**

XLRI literally has made man out of monkey of me. When I joined XLRI (though I had engineering degree and some work experience (Tata Steel)), we were lacking a broad perspective to manage the operations and understand the business. XLRI opened up our "third eye" to look at the world from a completely different perspective. Business leaders as faculty were an added advantage in this course.

**NK Sharan,**  
**Vice President, TQMS, Tata Sons**

Doing an evening program of PGDBM at XLRI is the best thing that I have done in my academic career. It did not only widen my perspective but also gave in-depth academic knowledge of the business world. Professionals in Jamshedpur are indeed fortunate for getting an opportunity of doing such a program in a world class Institution like XLRI without taking any break from work. I have personally benefited immensely in advancement of my career by using the knowledge gained during this program"

**Pradeep Srivastava**  
**Chancellor, Baddi University, Himachal Pradesh, near Chandigarh**  
**Former Managing Director**  
**The Indian Steel & Wire Products Limited**  
**(A Subsidiary of Tata Steel Ltd)**

When I joined the first batch of the 3 Year XLRI Evening Program, I had 10 years experience at upper middle management level of TATA STEEL and had good practical experience in “Operational Management, HR & IR”

This program not only helped me polish my learning in “General Management, HR & IR” but also gave me a very good learning opportunity in “Communication, Public Speaking and Financial Management.”

This helped me to grow faster to the top management level.

**Prem Sagar**  
**Former Managing Director**  
**Tayo Rolls**

While I learned about Finance, Marketing and Organizational Behavior concepts in the BME program, it also enhanced my strategic thinking, problem solving and presentation skills. Putting in close to 100 hours/week between the day job and MBA program for 3- years (how can I forget that!), taught me how to work under sustained pressure. 17-years later, I continue to leverage these skills in my professional career as well as in my personal life!

**Rajesh Agarwal**  
**Procurement Domain Head, NGSC Hyderabad**  
**NOVARTIS HEALTHCARE PRIVATE LIMITED**

I was always interested in doing a stint in Marketing & Sales. Immediate benefit I got on completion of my PGDBM was selection in Tata Steel Marketing team. XLRI evening program and the opportunities that opened thereafter helped me work in various areas of business like Operations, Planning, Commercial and various task forces. I could take up different assignments at different locations with ease. Being practicing managers, there were many opportunities to put learnings from the program to use. These experiences are greatly instrumental in broadening my thinking horizon and dealing with various stakeholders. Overall a program with many fond memories

**Rajiv Mangal**  
**President & CEO at Tata Steel Thailand pcl**

The simple truth is that I would never have become an entrepreneur had I not attended the Business Management Evening Program at XLRI. The evening program gave me the opportunity to work and study at the same time - most importantly, it allowed me to finance my own education. I was simply a mechanical engineer going into the program with very little idea of how businesses functioned. XLRI instilled this knowledge in me and gave me the confidence to venture out on my own.

**B R Taneja**  
**Chairman, Indian Seamless Group**