



**MAKE THE RIGHT MOVE.**



**PROSPECTUS FOR ADMISSIONS**

POST-GRADUATE PROGRAMMES IN MANAGEMENT 2015-17

The background of the slide is a photograph of a modern library. In the upper half, a curved staircase with a white metal railing leads upwards. The lower half shows rows of wooden bookshelves filled with books. The overall atmosphere is bright and academic.

# Our Mission

“To excel in post-graduate management education, research and practice”

**Means:**

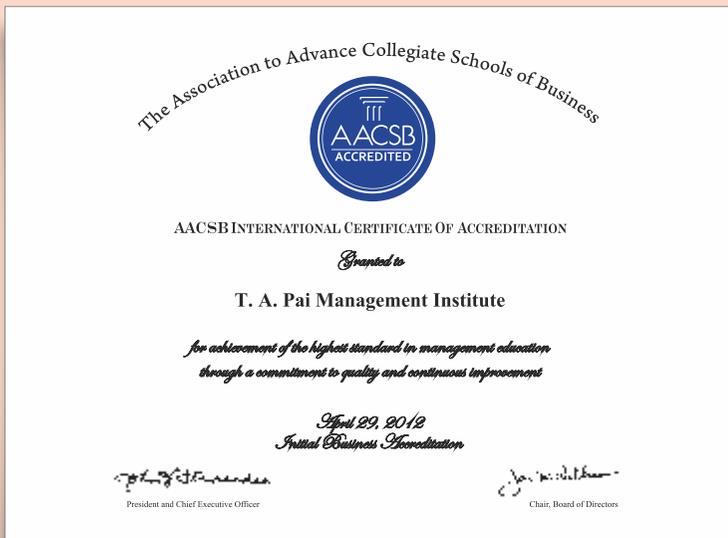
- By nurturing and developing global wealth creators and leaders.
- By continually benchmarking ourselves against best in class institutions.
- By fostering continuous learning and reflection, achievement orientation, creative interdependence and respect for diversity.

**Value Bounds:**

- Holistic concern for ethics, environment and society.



- The premier global accreditation body endorses for high quality of academic process
- Less than 5% of the world's 15,000 Business Schools have earned AACSB accreditation
- AACSB-accredited schools produce highly skilled graduates who are preferred by employers



TAPMI joins an elite group of institutions that have achieved business accreditation from AACSB International ([www.aacsb.edu](http://www.aacsb.edu)). TAPMI is the first and the only AICTE approved B-School in India to achieve this distinguished hallmark of excellence in management education.

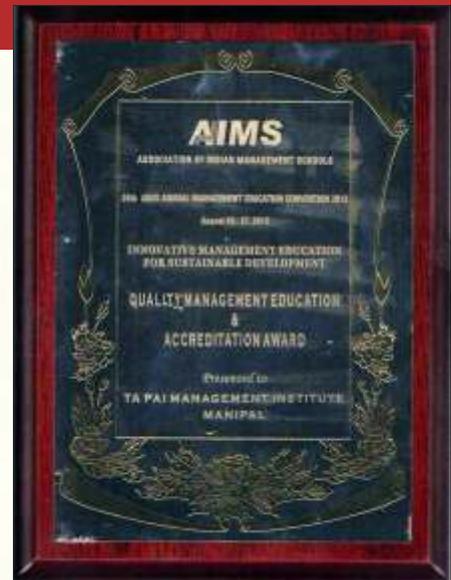
CRISIL awarded A\*\*\* B-School grading at national and Karnataka State level to TAPMI till November 2014.



# Recognitions & Awards

(Institute, Faculty, Students)

- Gold Award at the 4th IMC 2013 in New Delhi for TAPMI's presentation on 'Assurance of Learning'
- 'Institutional Appreciation Award', AIMS International, 2013
- 'Best B-School in South', at ASSOCHAM National Education Excellence Awards, 2013
- 'Best B-School with Best Industry Interface', Dewang Mehta B-School Awards, 2013
- Consistently ranked among top 1% B-Schools in India
- Awards won by students at various Management fests/ competitions in the country
- Ranked 19 among top 100 B-schools by Business Today, 2013
- SILVER AWARD at the 5th Indian Management Conclave, organized by MBA Universe, August 2014



For details on faculty & students' achievements, please visit: <http://www.tapmi.edu.in/know-us/achievements/awards>





# Contents

TAPMI earns AACSB	1
Recognition & Awards	2
Our Founder	4
Governance at TAPMI	5
Director Speaks...	6
TAPMI Today	7
Core and Adjunct Faculty	8
PGDM Salient Features	9
PGDM - Healthcare Salient Features	14
PGDM - Banking & Financial Services	17
State-of-Art Finance Lab	22
Optimistic about the nation - Ratan Tata	23
Significant Events Integral to curriculum at TAPMI	24
Academic Activities	26
Placements	27
Indicative List of Recruiting Organizations	28
Visitors Book Comments	29
Infrastructure	30
Admission Process 2015 - 17	33
Fee Structure	34

# Our Founder



Padma Bhushan Awardee  
**Late Shri Tonse Ananth Pai**  
(1922 - 1981)

Late Shri Tonse Ananth Pai (T. A. Pai) was born on the 17th of January 1922, the eldest of four sons of Late Shri Tonse Upendra Pai. After his early childhood spent in Udipi district, he went to Bombay (now, Mumbai) to pursue his education. He graduated in Commerce from Sydenham College of Commerce and Economics in 1943.

Shri T. A. Pai joined the Syndicate Bank in 1943 as Deputy Manager. After holding several positions in the bank and being the General Manager from 1944 to 1961, he rose to become the Managing Director of the bank from 1962 to 1964. His stewardship of the bank is credited with a number of achievements - fastest growth, pioneering schemes, innovation in mobilisation of small savings, agricultural financing and focus on the common man.

He was appointed as the first Chairman of Food Corporation of India in 1965. After a little over one year, he rejoined the Syndicate Bank in 1966 and was appointed its Chairman in

1967. The Government of India appointed him as Chairman of Life Insurance Corporation in 1970. He was elected to the Rajya Sabha in 1972 and appointed the Union Minister for Railways. In 1973, he was given the responsibility for the newly created Ministry of Heavy Industries and subsequently, additional charge of the Ministry of Steel and Mines. Shri T.A Pai took over the responsibility of the Ministry of Industry and Civil Supplies in 1974, and thus became responsible for the industrial development of India.

Awards and recognition came his way in many forms. He was conferred the Padma Bhushan by the Government of India in 1972. He was awarded the degree of D.Litt. by the Karnataka University in 1973. The Andhra University decorated him with the degree of D.Litt. in 1975.

Shri T. A. Pai passed away on the 29th of May 1981. He founded Manipal Institute of Management in 1980-81, which was later renamed as T. A. Pai Management Institute (TAPMI).

# Governance at TAPMI

TAPMI is an autonomous body and the governance of the institute rests with the TAPMI Trust, Governing Council and the Board of Management Studies. The Governing Council, chaired by Dr. Ramdas M Pai, is responsible for evolving broad framework and policies while the Board of Management Studies is responsible for all matters related to academics. Both comprise eminent members drawn from the academia, industry and business.

## Governing Council

**Dr. Ramdas M Pai** - Chairman  
Chancellor, Manipal University, Manipal

**Dr. H S Ballal**  
Pro Chancellor, Manipal University, Manipal

**Dr. K Ramnarayan**  
Vice Chancellor, Manipal University, Manipal

**Dr. Ranjan R Pai**  
Managing Director & Chief Executive Officer,  
MEMG Intl. India (Pvt.) Ltd., Bangalore

**Dr. H Shantaram**  
Administrative Officer, Academy of General  
Education, Manipal

**Dr. P D Shenoy, IAS (Retd)**  
Former Labour Secretary to GOI, New Delhi

**Dr. M Mahadevappa**  
Director, JSS Rural Foundation, Mysore, Bangalore

**Dr. M S Valiathan**  
National Research Professor, Manipal University,  
Manipal

**Shri. Bhaskar Bhat**  
Managing Director, Titan Industries Ltd., Bangalore

**Shri. Ananthakrishna**  
Executive Chairman, Karnataka Bank Ltd.,  
Mangalore

**Shri. Ramesh Adige**  
Former President, Corporate Affairs & Global  
Corporate Communication, Ranbaxy Laboratories  
Ltd., Gurgaon

**Shri. Rajiv Jain**  
Chief Executive Officer, Bajaj Finance Limited, Pune

**Dr. R C Natarajan** - Member Secretary  
Director, TAPMI

**Dr. Gururaj Kidiyoor**  
Dean -Academics, TAPMI

**Prof. Raghunath Rudran**  
Dean - Administration, TAPMI

## Board of Management Studies

**Dr. R C Natarajan** - Chairman  
Director, TAPMI

**Shri. M S S Varadan**  
Management Educator, Malleshwaram, Bangalore

**Dr. G Raghuram**  
Dean, Indian Institute of Management, Ahmedabad

**Dr. R Ravikumar**  
Professor, Indian Institute of Management, Bangalore

**Shri. Mohan M Phadke**  
President, International Consultants Inc., Pune

**Dr. S Ramnarayan**  
Professor, Indian School of Business, Hyderabad

**Shri. Harish H V**  
Partner - Corporate Advisory Services and Head -South India,  
Grant Thornton, Bangalore

**Shri. Shankar Venkateswaran**  
Director of Applications Marketing Asia Pacific,  
Oracle Corporation, Singapore

**Dr. R P Suresh**  
Staff Researcher, India Science Lab, General Motors Research and  
Development, Bangalore

**Shri. Navin Agrawal**  
Executive Director, KPMG, Mumbai

**Dr. Ananth Rao**  
Professor & Chief Academic Officer, University of Dubai,  
Dubai, UAE

**Dr. Narasimha Rao T V**  
Principal - Academics, Manipal Universal Learning Pvt. Ltd.,  
Bangalore

**Dr. Jayanta Chatterjee**  
HOD, Dept. of Industrial Management & Engineering,  
Indian Institute of Technology, Kanpur

**Dr. Gururaj Kidiyoor**  
Dean - Academics, TAPMI

# Director Speaks



At TAPMI, we pride ourselves of experimentation and innovation. The two year programs in Management are the areas that witness a lot of happening. Experiential learning, reflective thinking, application of creativity and leadership by example are traits that the institute strives to inculcate in the students. This year is no exception to this.

These are exciting times. The worst is behind us and India is poised to come out of the downturn with the major growth driver being the services sector. The financial services sector has been a major contributor within the services sector and has been consistently growing at nearly 8.5% per year. This sector comprises of Commercial Banks, Insurance companies, Non-banking financial companies, Cooperatives, Pension funds, Mutual Funds, Investment Banks, PE funds and other similar financial entities. We are expected to become the fifth largest banking sector in the world by 2020 and third largest by 2025, according to a joint report by KPMG-CII.

Against this backdrop, TAPMI's intensive BKFS program is designed to prepare students in a broad range of careers in the financial services sector. This program is highly rigorous, provides deeper understanding of the realities of financial markets and institutions and prepares industry relevant graduates. Consistent with TAPMI's core philosophy of bridging the gap between the theory and practice of finance, we provide a unique setting to our students wherein each student is provided funding to invest in various asset classes to gain first-hand experience in generating alpha. Our intent is to bring real world to the class room and significantly improve the industry interface with the financial services sector.

I invite you to be a part of this exciting and state-of-the-art program and contribute to the growth of India's financial services sector.

A handwritten signature in black ink, appearing to read 'R C Natarajan'.

**Dr. R C NATARAJAN**  
Director



## TAPMI Today

T. A. Pai Management Institute, popularly known as TAPMI, was established in the early 80's in pursuance of the vision of the late Shri. T. A. Pai. With the induction of the first batch of students in the year 1984, the Flagship Program of TAPMI, the two year Post Graduate Programme in Management (PGDM) commenced. TAPMI was one of the first few institutions to seek the approval of All India Council for Technical Education (AICTE). TAPMI's PGDM Program is approved by the AICTE since its inception.

Today, TAPMI is one of the top ranking institutes in India known for its strong academic credentials and reputation. The institute has been recognized well by established, reputed business and industrial houses in India. Over the years, the institute has earned a name not only for its Post Graduate Programme in Management and Post Graduate Programme in Healthcare Management, recognized as equivalent to MBA by the Association of Indian Universities (AIU) but also for the quality of talent it has developed among the students.

In April 2012, TAPMI was accredited for its postgraduate program, by AACSB International - The Association to Advance Collegiate Schools of Business ([www.aacsb.edu](http://www.aacsb.edu)). Only two business schools in India, and less than 5% worldwide, have attained this distinguished hallmark of excellence in management education.

CRISIL Business School Grading has rated TAPMI with an A\*\*\* grading in their national-and state-level Grading of Management Educational Institutions in the country.

## Recognitions

AACSB-International Accredited

AICTE Approved

CRISIL A\*\*\* graded

Ranked among top 20 B- Schools in India

A I U Recognised

# Core Faculty

- **Abilash Ramani K**, B.E, PGDM
- **Aditya Mohan Jadhav**, B.E, MBA, MTP, Ph.D
- **Ajay Kumar Gupta**, DME, MA (PPM), MA (Hindi), MM, Ph.D
- **Ajith Kumar**, BTech, MTech, Ph.D
- **Animesh Bahadur**, MHRM & IR, Ph.D
- **Aparna Bhat**, MA, M Phil, PGDP
- **Chowdari Prasad**, M.Com, CAIIB, CIF, Dip. TD, Dip. MB, MIMA
- **Debmallya Chatterje**, MTech, MSc, MIT, Ph.D
- **Durga Prasad M**, MCom, MBA, MPhil, Ph.D
- **Ganes Pandya**, MPhil, Ph.D
- **George K J**, MA, MBA
- **Gururaj H Kidiyoor**, B.E, PGDM, Ph.D
- **James P S**, M.Sc (Def Studies), M.Sc (Psy), MBA, Ph.D
- **Jayanthi Thanigan**, B.E (Agri), PGDRM, Ph.D
- **Kedar P Joshi**, B.E, ME, FPM
- **Kedareshwaran Subramanian**, B.E, PGDBA
- **Kumar Kunal Kamal**, MA, FPM
- **Madhavi Latha Nandi**, B.E, FPM
- **Madhu Veeraraghavan**, B.Com, MBA, Ph.D
- **Mayank Jyotsna Soni**, M.Com, FPM
- **Natarajan R C**, MA, PGDRM, Ph.D
- **Pradeepta Sethi**, B.Sc, M.Sc, FPM
- **Prashant V Yatgiri**, B.E, MBA, Ph.D
- **Raghunath Rudran**, BTech, PGDRM
- **Rajasulochana S**, MA, Ph.D
- **Rajiv V Shah**, M.Com, FICWA
- **Ram Kumar Dhurkari**, B.Sc, MCA
- **Sankalpa Bhattacharjee**, M.Phil, Ph.D
- **Seena Biju**, M.Sc, MBA, Ph.D
- **Sham Ranjan Shetty**, B.E, PGDM
- **Simon George**, M.Sc, MBA, Ph.D
- **Sivakumar A**, B.Sc, MBM, Ph.D
- **Sridhar Telidevara**, B.E, MA, Ph.D
- **Srikanth P**, B.Com., MBA, Ph.D
- **Srivatsa H S**, B.E, MS, Ph.D
- **Sudeep Kumar S**, B.Sc, MBA, FIII
- **Sulagna Mukherjee**, M.Sc, M.Phil, Ph.D
- **Sushanta Kumar Sarma**, PGDM, FPRM
- **Varsha Khandker**, B.Sc, M.Sc, FPM
- **Vasanth Kamath V. P.**, B.E, MTech, MBA, Ph.D
- **Vidya Pratap**, MA, M.Sc, Ph.D
- **Vinod Madhavan**, MBA
- **Vishwanathan Iyer**, M.Com, ACA, Ph.D
- **Vrishali N Bhat**, M.Com, A.C.A.

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## Adjunct Faculty

- **Mohan Kumar**, BSc (Engg), MSE
- **Rajesh Rajah**, PGDM
- **Vasudeva Rao A S**, B.E (Mech), PGDBM, Ph.D
- **Vinit Thakur**, M.Sc, BIMS, BQM

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## Prominent Visiting Faculty

- **Arun Kumar Chaudhuri**
- **Avinash Paranjape**
- **Shashidhar Acharya**
- **Sundar Sarukkai**
- **Shalini Verma**
- **Swaminath Malathesh**
- **P B Ramanujam**
- **Saji K Mathew**
- **Nishith K Mohanty**
- **Rajesh B V**
- **Naveen Narayan**
- **Malavika Harita**
- **D S Broca**
- **Love Tandon**
- **K J Jaims**
- **Ravindranath Shanbhogue**

# POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM) 33<sup>rd</sup> Batch

*Pedagogy with Pedigree*



TAPMI's reputation for institutional excellence in the past 30 years is a result of its coherent and compelling vision. Adequate initiatives are taken to blend the philosophy of management education with the industry-relevant curriculum. This aims to generate greater social, ethical and professional accountability among the students.

## Curriculum with an emphasis on Assurance of Learning

The Post Graduate Programme in Management at TAPMI aims at offering a mix of knowledge, skills and attitude that a professional manager needs to possess to deliver results in varying scenarios of business. For this purpose, the curriculum, pedagogy and learning processes are appropriately structured and rolled out during the two years. These include six terms of course work and an intensive field component called "Management in Practice". Besides, students go through a few other special field based experiential learning modules enriching their understanding while also honing their managerial and leadership skills as well as talents during their stint at TAPMI.

The Curriculum is designed by bringing in subjects to be studied in different terms in a progressive manner: understanding of concepts from multiple disciplines and developing skills to apply these concepts and principles in real life scenarios of business management. The pedagogy for each course is chosen appropriate to learning requirements and complexity of subject to be taught and learnt. Mixing and matching live projects, exercises and assignments along with simulating the business challenges, dilemmas of a manager and dynamics brought in by industry and society at large is central to the academic design and delivery of all courses at TAPMI. Each Course is designed with an objective of meeting or achieving specific learning outcomes.

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## Class room learning

The PGP is divided into six trimesters spread over two years of the Programme. During the first three terms of the first year, all students study courses of different functional areas. They learn the fundamentals of both management subjects as well as supportive subjects from social sciences and quantitative methods, which prepare each student to move towards specializations of choice.

During the second year, courses taught include a few core courses and several electives from various specializations. This will help prepare every student to be "industry ready" by the time he/she graduates at the end of the program.

## Electives

TAPMI offers elective courses in **Marketing, Finance Operations, System, HR, General Management** to suit the industry requirements and topical demands on skills and competence based on recruitment needs of the corporate partners of TAPMI.

A rigorous process of choice and allocation of elective courses ensures in professionalizing management for all sectors of the economy. This helps in providing the skilled personnel for superior wealth generation.



A brief listing of all the courses offered in the first year and choices available under different specializations in the second year are given below. Every year new elective courses are added.

## PGDM Course Curriculum

### First Year spread over terms 1-3

TERM 1
Course Title
Managerial Analysis for Decision
Problem Solving & Decision Making
Business Statistics
Organizational Theory & Practice
Basics of Accounting
Microeconomics
Managerial Communication - 1

TERM 2
Course Title
Marketing Management
Financial Management - 1
Management Accounting
Macroeconomics
Operations Research
Operations Management-1
Organizational Behaviour

TERM 3
Course Title
Marketing Research
Strategic Management
IT for Business
Business Law
Operations Management - 2
Human Resource Management
Financial Management - 2
Managerial Communication-2
Workshop on Entrepreneurship Management

### 2nd Year spread over Terms 4-6

TERM 4
Course Title
<b>COMPULSORY COURSES</b>
Business Ethics
Project Management
<b>GENERAL MANAGEMENT ELECTIVES</b>
Enterprise Risk Management
Business Analytics
Consulting Skills and Approach
<b>OPERATIONS MANAGEMENT ELECTIVES</b>
Supply Chain Management
Materials Management
Quality Management and Six Sigma Green Belt
<b>MARKETING MANAGEMENT ELECTIVES</b>
Brand Management
Retail Management
Consumer Behaviour
Sales Management
<b>HUMAN RESOURCE ELECTIVES</b>
Competency Mapping, Recruitment and Selection
Strategic Human Resource Management & Human Resource Planning
Performance Appraisal and Management
Workshop on Emotional Intelligence (Pass/Fail type)
<b>FINANCE ELECTIVES</b>
Business Analysis & Valuation
Commercial Banking
Options and Futures Markets
Securities Markets
<b>ECONOMICS ELECTIVES</b>
Money, Banking and Monetary Policy
<b>SYSTEMS ELECTIVES</b>
M-Commerce

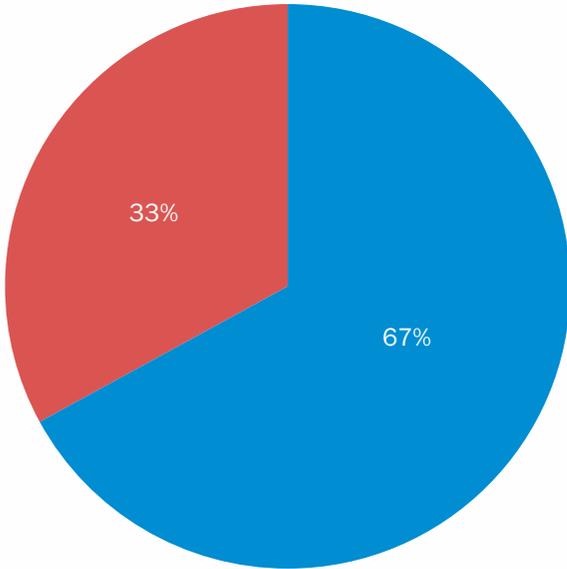
TERM 5
Course Title
<b>COMPULSORY COURSES</b>
MIP
<b>OPERATIONS MANAGEMENT ELECTIVES</b>
Game Theory and Applications
Theory of Constraints
<b>MARKETING ELECTIVES</b>
Digital Marketing
Business to Business Marketing
Research & Innovation Skills (BrandScan)
Marketing of Financial Services
Customer Relationship Management
Distribution Management
<b>HUMAN RESOURCES ELECTIVES</b>
Human Resource Information System
Learning and Development
Employee Relations & Industrial Relations
Compensation Mgmt
Assessment Center Workshop (Pass/Fail type)
TAPMI Student Managed Investment Course
<b>FINANCE ELECTIVES</b>
Investment Banking
Mergers & Acquisitions
Consumer Banking
<b>SYSTEMS ELECTIVES</b>
Data Mining for Business Intelligence
IT Strategy & Management
IT Consulting
Enterprise Resource Planning

TERM 6
Course Title
<b>COMPULSORY COURSES</b>
Executing Competitive Business Strategy - STRATSIM
Business Leadership
<b>GENERAL MANAGEMENT ELECTIVES</b>
Cross Cultural Management
<b>OPERATIONS MANAGEMENT ELECTIVES</b>
Product Design and Development
Modelling with Spreadsheets
<b>MARKETING MANAGEMENT ELECTIVES</b>
Marketing Strategy
Integrated Marketing Communications
Rural Marketing
Services Marketing
Personal Selling and Sales Negotiation
<b>HUMAN RESOURCES ELECTIVES</b>
Talent Management
International Human Resource Management
<b>FINANCE ELECTIVES</b>
Portfolio Management
Project Finance
Quantitative Asset Management
<b>SYSTEMS ELECTIVES</b>
E - Business

The uniqueness of the academic processes at TAPMI emerges from a high emphasis on experiential learning, values and ethics, leadership focus, and development of a balanced view of life. Every year, the list of electives offered may undergo a change.

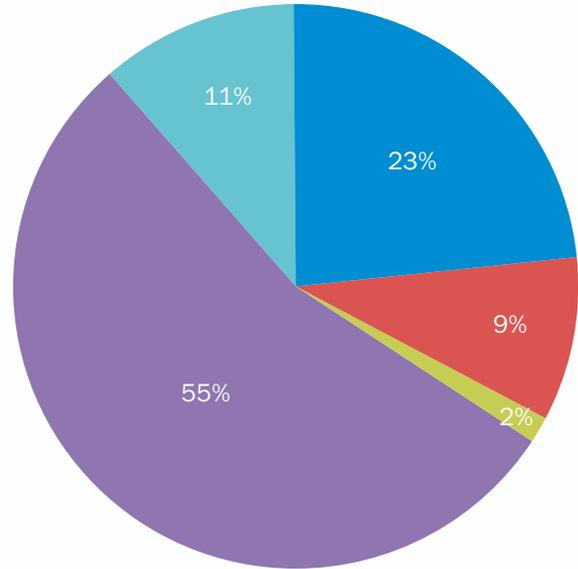
# Student Profile 2014-16

**Demographics** Average Age: 23.8 years



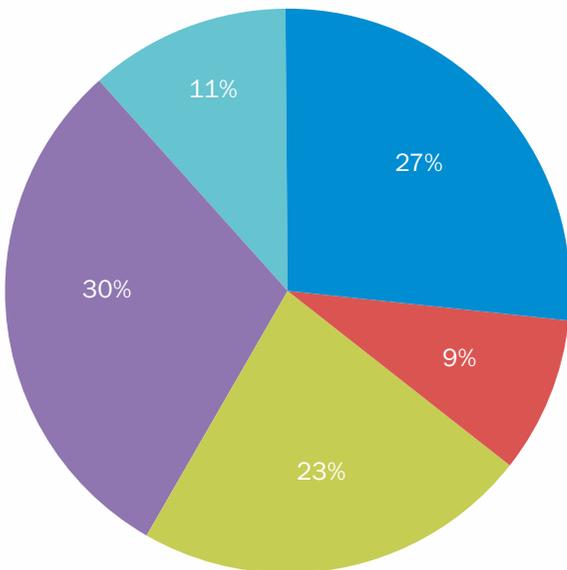
- Male
- Female

**Specialisation Preference**



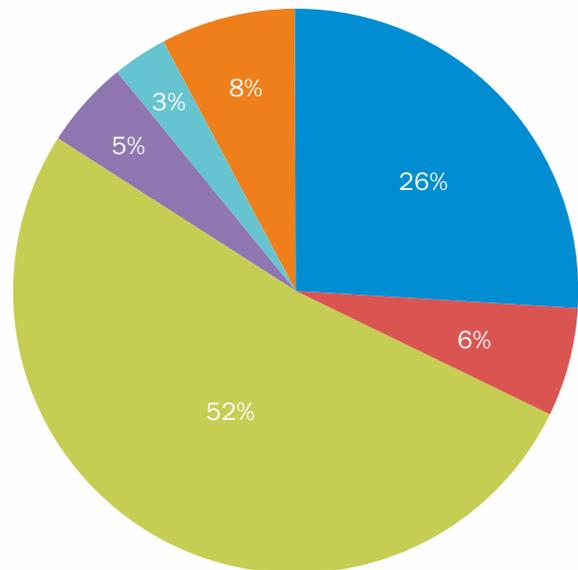
- Finance
- Marketing
- Human Resources
- Operations
- IT/System

**Work Experience**



- Fresher
- 2 to 3 years
- Less than 1 year
- 3 years and above
- 1 to 2 years

**Educational Background**



- Computer Science
- Pharmaceutical
- Commerce
- Science
- Engineering
- Others

# POST GRADUATE DIPLOMA IN MANAGEMENT-HEALTHCARE (PGDM-HC) 6<sup>th</sup> Batch

*Qualification with a lifeline*



Organized health care has seen tremendous growth in the last 10-15 years in India. Today, the need to tackle numerous minor to major diseases; to address the impact of frequently occurring natural and manmade disasters; to deal with the complexities of managing small clinics to large hospitals; to offer affordable and reliable medical and health services to all sections of the society and in all corners of the country has led to the emergence of Healthcare Sector as a growing and challenging sector of Indian economy. In a scenario of dearth of basic infrastructure, burgeoning population in rural and urban India and severe shortage of trained and committed manpower, willing to work in this sector gave rise to the design and offer of a world-class programme in Post Graduation in Health-care Management.

The promise and opportunity for professionally trained managerial cadre in health care sector assures a growing career for those committed and interested to work in healthcare sector. The two year Post graduate program on Health Care Management (HCM) at TAPMI intends to integrate knowledge, skills and attitude of both health/medical field and business management fields, leading to the award of the Post Graduate Diploma in Management Healthcare approved by All India Council for Technical Education (AICTE) as equivalent to an MBA. TAPMI expects to address the gap between the demand and supply for professional talent in Healthcare sector through its graduates.

TAPMI's 2 year Program of PGDM-Healthcare equips its students with competencies necessary to work in the following areas of healthcare domain :

- Management of hospitals and its resources
- Management of health service products/services
- Management of service delivery systems
- Management of patients and
- Management of community/public health systems

The PGDM-Healthcare Program is expected to develop high quality health care professionals and to open wide career opportunities for the participants in both management and health sectors.

The two year programme is fully residential and includes six terms with various management and healthcare related courses along with elective courses.

## Class room learning

The PGP is divided into six trimesters spread over two years of the Programme. During the first three terms of the first year, all students study courses of different functional areas. They learn the fundamentals of both management subjects as well as supportive subjects from social sciences and quantitative methods, which prepare each student to move towards specializations of choice.

During the second year, courses taught include a few core courses and several electives from various streams of specializations, which will help prepare every student to be "industry ready" by the time he/she graduates at the end of the program.



A brief listing of all the courses offered in the first year and choices available under different specializations in the second year are given below :

## PGDM-Healthcare Course Curriculum

The first year contains an immersion module and three terms. The courses in each term are designed to provide conceptual and foundation skills on Management.

### First Year spread over terms 1-3

TERM 1
Course Title
Managerial Analysis for Decision
Problem Solving & Decision Making
Business Statistics
Organizational Theory & Practice
Basics of Accounting
Microeconomics
Managerial Communication - 1

TERM 2
Course Title
Marketing Management
Financial Management - 1
Management Accounting
Macroeconomics
Operations Research
Operations Management-1
Organizational Behaviour

TERM 3
Course Title
Marketing Research
Strategic Management
IT for Business
Business Law
Operations Management - 2
Human Resource Management
Financial Management - 2
Managerial Communication-2
Workshop on Entrepreneurship Management

### 2nd Year spread over Terms 4-6

The second year courses are designed to provide specialized skills on healthcare related areas through special subjects. The courses offered during the second year may undergo a change.

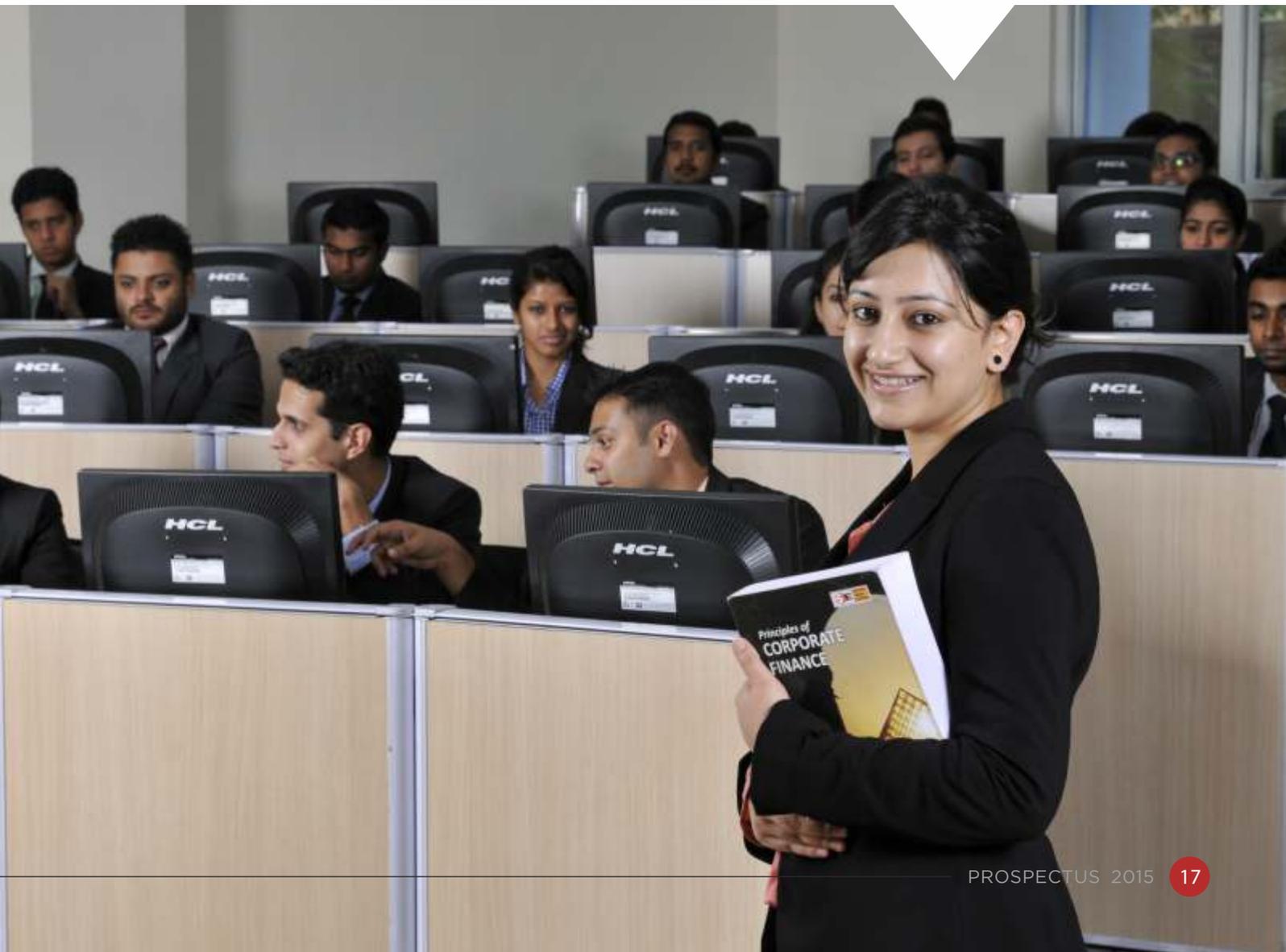
TERM 4
Course Title
Sales & Distribution in Healthcare
Pharmaceutical and Biomedical Product Management
Healthcare Supply Chain Management
Healthcare Systems & Policies in India
PGDM Elective

TERM 5
Course Title
Quality Management in Healthcare
Promotion of Healthcare Products & Services
Healthcare Services Marketing
Performance Management in Healthcare
Health Insurance
Health Ethics

TERM 6
Course Title
Technology Management in Healthcare
Business Leadership
Patient Relationship Management
Healthcare Law
PGDM Elective

# PGDM-BANKING & FINANCIAL SERVICES (PGDM-BKFS) 2<sup>nd</sup> Batch

*Bank upon a great career*



PGDM-BKFS, offered by TAPMI, is a two year full-time residential post-graduate programme. The trimester-based programme caters to the needs of the vast and fast growing field of financial services with a special focus on Banking and Capital Markets.

PGDM-BKFS is designed to prepare students in a broad range of careers in the financial industry – careers requiring analytical rigour and the ability to innovate around market challenges. It equips students with advanced financial modelling techniques and prepares them to design innovative solutions to complex finance problems faced by the banking and financial services industry.

Many career paths exist for PGDM-BKFS graduates: Investment and Corporate Banking, Stock Broking, Financial Analyst, Treasury Operations, Asset Managers, Credit Rating Analyst, roles with exchanges/regulators, etc. The programme will help those aspiring for managerial positions in the banking and financial industry. With a high need for efficient professionals in this sector, this is the right time to do a specialised course that caters to its needs.

Core courses in the first year provide an in-depth understanding of the theoretical underpinnings in this field. In the second year, students are exposed to cutting-edge academic research and state-of-the-art industry best practices. They have the option to choose from either the banking or the capital market stream.

TAPMI also provides a unique opportunity to students to undergo experiential learning of stock selection and portfolio management through the Student Managed Investment Course, wherein each student is provided with a seed capital funding to invest across sectors and generate alpha over the duration of the programme.

## Banking

The banking sector has become one of most influential players in contributing to the Indian economy as a whole. Commercial banks are showing fantastic results with respect to capital adequacy, profitability, asset quality and risk management. The process of deregulation has helped the banks in extending their services into other areas, such as investment banking, insurance, credit cards, depository services, mutual funds, etc.

The banking industry is expected to grow at an annual rate of 23.3 percent. This level is on par with banks in Japan and Singapore. Despite the global recessionary trends, the Banking, Financial Services and Insurance Industry in our country has been looking up in the recruitment mode. There is ever-growing demand for professionally-qualified personnel in this domain.

## Financial Services

The role of financial services is vital in sustaining a nation's economy. It generally includes insurance, mutual funds, banking, and shares & stocks. Presently, this sector is growing at a rate of 15 percent per annum in the country.

The financial system comprises of specialised and non-specialised financial institutions of structured and unstructured financial markets, financial instruments and services. All these services make the transfer of funds hassle-free, bring stability to the economy, and increase competition within and outside the country.

## Classroom learning

The first trimester concentrates on foundation courses that extensively cover the basics of accounting, finance and insurance concepts, and banking functions. The second trimester focuses on managing financial aspects, regulating and reducing risks, control systems, project- and micro-financing. The course curriculum is the right blend of all the aspects related to the banking, finance and insurance sectors, both national and international.

## Management In Practice (MIP)

At TAPMI, it was realised that a summer project for mere academic compliance benefitted neither the industry nor the student. To take this activity to a new level, Management In Practice or MIP was conceived. Its flow and sequence is as follows:

A one-week exposure to industry during the first year is followed by eight weeks of summer internship at the end of that year. Students take up a project offered by corporate concerns and spend this time accomplishing the goals set by the host organisations. In the second year, they work on an identified organisational issue.

Perhaps the most important innovation is the ability to convert the summer internship into consolidated learning. This has also resulted in the generation of cases by students. TAPMI generated over 450 cases authored by students through MIP, and about 200 of them are registered at European Case Clearing House (ECCH), a major international case clearing agency.

# Banking & Financial Services - (BKFS) Course Curriculum

## First Year spread over terms 1-3

TERM 1
<b>Course Title</b>
Managerial Analysis for Decision
Financial Accounting
Statistics
Introduction to Marketing
Economics for Finance
Financial Markets and Institutions
Managerial Communication

TERM 2
<b>Course Title</b>
Financial Statement Analysis
Introductory Econometrics
Marketing of Financial Services
Macroeconomics
Bank Management and Regulation - I
Corporate Finance - I
Business Law
IT for Banking and Financial Services

TERM 3
<b>Course Title</b>
Management Accounting
Commercial Banking
Investment Theory
Money Banking and Monetary Policy
Bank Management and Regulation - II
Corporate Finance - II
Human Resource Management
Corporate Strategy



**\*Second Year spread over terms 4-6**

**BANKING STREAM**

TERM 4
Course Title
Treasury Management
Fund Management and Alternative Investments
Asset Liability Management (Including Liquidity Management)
Business Valuation
Financial Modelling using MS-Excel and VB
Credit Risk Management
Interest Rate Risk Management

TERM 5
Course Title
Industry Internship
Foreign Exchange Management
Financial Engineering and Structured Finance
Trade Finance (Including HP and Leasing)
Retail Banking and CRM
Project Appraisal and Finance

TERM 6
Course Title
Rural Banking and Micro Finance
Corporate Governance and Ethics
Wealth Management
International Financial Crime
Bankruptcy and Reorganisation
Project (starts from Term IV) (10000 words)

**CAPITAL MARKETS STREAM**

TERM 4
Course Title
Fund Management and Alternative Investments
Market Microstructure
Business Valuation
Financial Modelling using MS-Excel and VB
Stock and Commodity Derivatives
Market Risk and Value at Risk

TERM 5
Course Title
Industry Internship
Foreign Exchange Management
Fixed Income Securities
Mergers and Acquisitions
Investment Banking
Trading and Technical Analysis
Financial Engineering and Structured Finance
Global Financial Markets and Institutions

TERM 6
Course Title
Corporate Governance and Ethics
Behavioral Finance
Real Estate Finance
Project and Infrastructure Finance
Value Investing
Private Equity and Venture Capital
Project (starts from Term IV) (10000 words)

\* Tentative



# Student Speak



**Neha Agarwal**  
Second Year Student,  
Bloomberg Champion

A Fund Manager in the making...

When I look 16 months back, I see a young girl keen to learn about financing and investments having enrolled in TAPMI. Today, I see myself as a well-equipped person ready to take up the challenges of the corporate. Finance at TAPMI has enabled us to learn the fundamentals of the subject not only in theory but also by practice. With the Student Managed Investment Course, I already feel myself to be working as an analyst in a financial institution. Every day is a new challenge wherein we have to convince our mentors for each of our portfolio decisions. There could indeed not have been a better platform than this to gear up before jumping into the deep ocean.



**Aishwarya Shetty**  
First Year Student, BKFS

The focused and fast-paced program of PGDM-BKFS has been challenging and exciting. The intellectual interactions between professors and students and between students themselves has made the learning process competitive, fascinating and memorable. The Bloomberg Finance Lab adds a new dimension to the curriculum, one I cannot wait to be engulfed by. A chance to meet dignitaries like CFO of BSE and lectures from SEBI bring home the advantages of studying at TAPMI. And my journey at TAPMI has just begun.



**L Kathiresan**  
Second Year Student,  
Bloomberg Champion

At the right place, at the right time...

Investing in stock markets was always a dream. Specializing in finance, the basic fundamental concepts were built strong at TAPMI. But, how do I get started with investing? How do I realize the dream? With the inauguration of the state of the art TAPMI finance lab and with an exclusive investment course in terms V and VI, the solution has seemed to come at the right place and at the right time. After all, there cannot be a better bridge between the theory and the reality for a finance guy, than investing real money in the stock markets.



**Dhiraj Kumar Baid**  
First Year Student, BKFS

The BKFS graduate journey so far has been a seamless learning experience. The environment is cognitive and the opportunity to compete with the brightest minds brings out the best in me. The curriculum has a perfect blend of theoretical and experiential learning which ensures my overall development as a finance expert. In short, it's Exciting, Impelling and Rigorous...



**Anukriti Vashishta**  
First Year Student, BKFS

2049km away from home, a day in TAPMI is full of challenges that draw me closer to my dream career in the BFSI industry. The pedagogy of the course is relevant and aligned to meet the prospects of the industry. Guest lectures, Panel discussions and the Bloomberg lab synergize and aid in relating and applying the theoretical concepts to the practical world of Banking and Finance.

# State-of-Art **Finance Lab**



Inauguration of Finance Lab by  
Mr. Nayan Mehta, CFO - Bombay Stock Exchange (BSE)

TAPMI Inaugurated its new state-of-the-art trading lab set up with technological assistance of Bloomberg in the campus. TAPMI is one of the few B-Schools in India to have taken such an initiative for the onus of its students and faculty, giving them an edge over others. This was set up with about one crore rupees in creating the finance lab in its campus.



The world class finance lab will be equipped with 16 Bloomberg terminals and supported by data feed from BSE and NSE. This will be one of the largest of its stature Finance Lab in the country. TAPMI Finance Lab will provide students hands on experience in investments and portfolio management, forecasting, risk management and understanding global financial markets. It will also help finance students in gaining relevant knowledge by experiential learning process.



## "Optimistic about the nation" - **RATAN TATA**



Shri Ratan N. Tata, Chairman Emeritus, TATA Group of companies interacted with students of TAPMI, Manipal on diverse topics. He showed a lot of optimism in the future business scenario in the country and emphasized the need for strong leadership, both in business and in political spectrum.

When asked about the brain drain from India, Mr. Tata reflected that if adequate facilities and opportunities are made available in our country, we can go a long way in tackling the issue.

When quizzed on the decision to withdraw from the banking sector, Mr Tata explained to the students that the conditions put forth by the regulators to operate in the banking sector created a conflict with the existing way of functioning of the TATA Group.

Mr Tata proudly explained the strong cultural values that Tata group is known for, stressing the importance of serving the society with responsibility. Thus, he was sceptical about the law that mandates companies to undertake CSR activities and believes that CSR should come naturally to all corporates rather than by a mandate from the State.

Mr Tata also shared the influence Mr J R D Tata had on him, which moulded him to the leader he is today. The three major aspects JRD Tata taught him were to be low key, to be driven by values and not be motivated by personal greed.

When a student debated on the lack of adequate encouragement for women entrepreneurs in India as compared to the Western countries, he disagreed saying that women's position in India is equally good as elsewhere and specifically cited the example of the country having had a woman Prime Minister.

He also exuberated optimism stating that bureaucracy in India is not something that one should be discouraged by but one should learn to tackle effectively.

His specific advice to the budding managers was to aspire to make a difference in the world rather than strive just for personal advancement and glorification. This, in his opinion, is the key to becoming a successful manager.



## Significant Events integral to Curriculum at TAPMI



### Industry Interface & Learning

*BrandScan* is one of India's largest market research fairs and a prestigious annual event organized by TAPMI for 21 years. Some of the companies for whom the projects have been carried out under Brandscan include Apple Computers, Titan, Perfetti, HUL, Vodafone, Amul, Tata Tea, Britannia, Cadbury, Nestle, IBM, Voltas, Reebok, MRF, Channel V, UB group, Citi Bank, and TVS Suzuki. TNS India Pvt. Ltd., a major market research firm is the research partner for Brand Scan.



*Atharva* is an annual inter B-School programme that celebrates the spirit of enterprise. It is a mega event for the corporate, alumni and students. Atharva comprises Young Business Leader Contest, Business Plan Contest, Research Paper Presentations, Polemic and Management Games, organized and hosted by the student community at TAPMI. Atharva tests a TAPMIAN's commitment, responsiveness and creativity. *Quiz on the Beach (QOTB)*, a brand by itself, conducted annually in the silver sands of Kapu Beach is the only one of its kind where teams from top B Schools vie with those from industry.



### Quiz on the Beach Event - Atharva 2014

## Student Fora

TAPMI has active student fora and committees for Alumni Relations, Marketing, HR, Systems, Welfare, event management, MIRC etc., through which they take responsibility and manage different tasks on their own.

## Co-curricular and Extra-curricular Activities

TAPMI has an array of co-curricular and extra-curricular activities to keep the students engaged in multiple talents and physical fitness. These are mainly student driven and supported by TAPMI and its faculty members.

During the conduct of these programmes and events, students are exposed to and challenged to seek, develop and apply multi-tasking abilities and skills, learn to make best use of resources available, and also to make sense of uncertainty. Cultural programmes like *Goonj* bring out the talent in art and music, while activities like *Speed* bring out their sporting talent.

## Alumni Relations

Since the commencement of the programme in 1984, over 4800 students have graduated from TAPMI. Currently occupying prominent positions of responsibility in India and abroad, they continue to excel in their chosen careers with distinction and pride. The Institute, which has Alumni Chapters in different cities like Bangalore, Chennai, Mumbai, Delhi and Hyderabad holds regular alumni meets in order to provide them a forum for coming together and sharing their knowledge and experience.



## Events at TAPMI

- Joy of Giving Week (Social event)
- Defi (Entrepreneurial competition)
- BrandScan
- Alumni Meets
- Atharva
- SPEED
- Conclaves
- Founder's Day Lecture (T. A. Pai Memorial Lecture)
- Leadership Lectures
- Convocation
- Regional/National Festivals
- CXO Leadership Lecture Series

## Conclaves at TAPMI

- DISHA - HR Conclave
- Finomenal - Finance Conclave
- SUMMIT - IT Conclave
- M-Brace - Marketing & General Management
- Abhyudaya - Healthcare
- Scope - Operations Conclave
- Manthan - Budget Discussions



Alumni visit to the campus

# Academic **Activities**

At TAPMI, research and teaching go hand in hand. Yet, the uniqueness lies in the fact that students contribute their mite, collaborating with faculty to produce Cases, Projects and Publications of high quality.

## Student Faculty Joint Research

At TAPMI, students are encouraged to collaborate with faculty members to pursue research in areas of interest. Such research projects put to test understanding of concepts and act as avenues to test the skills. Over the years, students along with faculty have developed real life cases, conducted market research projects and have carried out consultancy assignments. About 50 research papers have been published through four compendiums of research papers, jointly authored by students and faculty members.

## Executive Education and Faculty Development Programmes

TAPMI is actively involved with a number of business organisations to provide continuous learning and education to their executives. The programmes are composite and flexible and the time duration is based on the business organization's requirements. Executive Education Programmes (EEP), Faculty Development Programmes (FPD) and EEP for SMEs are some of the courses offered.

## Foreign Collaborations

- Asian Institute of Management, Manila
- Manipal International University, Malaysia
- School of Management, Asian Institute of Technology (AIT), Bangkok
- Sheffield Hallam University (SHU), UK
- St. Mary's College, California, US
- University of Dubai (Development Phase)



## Centers at TAPMI

### Centre for Research in Banking and Finance

Sponsored by AICTE, Govt. of India, the Center for Research in Banking and Finance is dedicated to promoting high-quality research in financial, economic, creation of new data sets, and development of new teaching materials in the area of finance. The Center has several affiliated scholars at leading institutions, and it continues to define the research frontier, hosting a working papers series and a variety of conferences.

### Centre for Indian Culture, Heritage and Management

Established in 2009, the Centre for Indian Culture, Heritage and Management promotes studies on Indian ethos in management. With the growing focus and excitement about the Indian model of management in the global arena, the Center has undertaken a study titled **Managerial Excellence through Indian Ethos** with funding from AICTE.

### India Blue Ocean Strategy Research Centre (IBOSRC)

TAPMI is the first institution in India to establish the IBOSRC in association with BOS, Malaysia. The Center is involved in training, faculty development and education activities pertaining to BOS. By adopting BOS philosophy, TAPMI is redefining the curriculum to orient the future managers it produces to the new way of thinking which breaks traditional beliefs of compromises and tradeoffs.



## Placements

TAPMI has been enjoying the goodwill of its recruiters for the past many years; and the placement for the year 2014 has been particularly outstanding because 100% target was achieved by January 2014 when the course completion for the last term was March 2014. Industry has been offering jobs with diverse profiles to the students. The students of TAPMI have risen to the occasion as evidenced by the feedback from its recruiters. TAPMI students have provided a seamless fit into the work profiles that was placed before them and successfully faced the challenges of the workplace.

### Rewarding careers

The repeated placement visits by our recruiters bear ample testimony to their confidence in our institute. This has enhanced TAPMI's faith in itself and the institutional learning that the student undergoes at its portals. But more than that the quality of placements has elevated with TAPMI graduates being offered challenging assignments in various sectors. TAPMI graduates have time and again shown that they are well aware of the business environment and the issues facing various industries. They have their feet firmly on the ground and they are productive from day one.

Details of Placement Reports for the 6 years -2009, 2010, 2011, 2012, 2013 and 2014 can be seen at  
website: <http://www.tapmi.edu.in/placements/final-placements/placement-reports/>

# Indicative List of Recruiting Organizations

ACG Worldwide	Ft2acres (Feet2acres property Consultants)	MedPlus
AKS Software	Future Generali India Life Insurance Co.	MEMG
Altisource	Gartner	Microsoft
Amazon	GCMMF (Amul)	MindTree
Analytics Quotient	Godrej & Boyce Mfg. Co.	Mogae Media
ANZ Banking Group	Google India	Motherhood
Apollo Hospitals	HCG Oncology	MphasiS
Aranca	HCL Technologies	Mu Sigma
Axis Bank	HDFC Bank	Odessa Technologies
Bajaj Auto Finance	HDFC Life	Optimal Strategix
Bajaj Electricals	Hewlett Packard	Pepper Square
Balmer Lawrie & Co.	HOSMAC India	Perfetti Van Melle India
BPL Medical Technologies	IBS Software Services	Primlaks
Capgemini	ICICI Bank	Puzzle Desh
CapitalVia Global Research	ICICI Prudential Life Insurance Co.	Ramco
CEquity	Idea Cellular	Ranbaxy Laboratories
Citicorp	IFB Industries	Reliance Analytics
Cognizant	iGate	Saatchi & Saatchi Health
CRISIL	IMRB International	SBI Capital Markets
CSS Group Chennai	iNautix Technologies	Siemens Hearing Instruments
Cura Healthcare	India Property	Sify Technologies
Dabur India	Infiniti Retail	Sonata Software
DaVita Nephrolife	Infosys Technologies	South Indian Bank
Dell India	Infosys BPO	Sutherland Global Services
Dell International Services	Infrastructure Development Corporation (Karnataka) Ltd.	Tata Capital
Deloitte	Inteltecap	Tata Motors
DialHealth	InteQuant Advisors	TCS
Dr. Reddy's Lab	J K Helene Curtis	TCS e-serve
Dun & Bradstreet	Jocata Financials	TE Connectivity
eClerx Services	Jubilant Retail	Titan Company
Engage4more	Kansai Nerolac Paints	Triveni Byapar Company
Enhance Oman	Khazana Jewellery	TVS Logistics
Epoch Elder Care	Kotak Bank	United Breweries
Etihad Airways	Kotak Securities	UST Global
Faith Super Speciality Clinics	KPMG	Vanilla-Beans Consulting
Faxtel Systems	L&T	VE Commercial Vehicles (Volvo Eicher)
Federal Mogul	LatentView Analytics	Vidal Health TPA
Feedback Consulting	Manipal Technologies	Wealth Advisors
Flipkart	Maveric Systems	Webnish Software
Fortis Hospitals	McKinsey	Wipro Consumer Care
Fractal Analytics		Wipro Technologies
Freshdesk Technologies		

## Visitors Book Comments

Date	Name & Address	Remark
19-07-2014	<b>Shri Joginder Singh</b> IPS(Retd.) Former Director, CBI, India	Excellent visit. Inquisitive faculty. Keep up the good work you are doing.
12-06-2014	<b>Prof. Raghuvveer Singh</b> Director, TSB Manipal University, Jaipur	Very rich & well organised learning resource centre. Everything a student/faculty needs is available for self enrichment. Compliments leader & people behind the whole centre.
02-04-2014	<b>Dr A P J Abdul Kalam</b> Former Presedent of India	Well done
13-03-2014	<b>Prof. Shantha Sinha</b> Former Chairperson National Commission for Protection of Child Rights (NCPDR) New Delhi	Wonderful campus and excellent institution. Keep up the good work and prepare the young with a spirit of commitment. I wish you all the best.
08-03-2014	<b>Shri Vinod Rai, IAS., (Retd.),</b> Former Comptroller & Auditor General of India	It is such a privilege to visit TAPMI, which has established itself as a centre of excellence globally. Your campus is immaculate. Your faculty appears so committed. The Institution has emerged among the best in the country. Please keep up the good work.
03-03-2014	<b>Shri. Rajshankar Ray,</b> Chief Executive Officer, Home Appliances Division IFB Industries Ltd.	Came here to read through copies of the Brandscan reports, Very interesting.The Library itself is well laid out and the lighting through the centro during the day is lovely. A very good campus and my best wishes to the institute in the years ahead.
10-02-2014	<b>Shri Ratan N. Tata</b> Chairman Emeritus, TATA Group of Companies, Mumbai.	A very interactive and engaging experience with some very bright young people- some of whom will inevitably rise to be leaders in our country.
23-12-2013	<b>Dr Sandeep Krishnamurthy</b> Dean, University of Washington Bothell	I am very impressed with the operations, aspiration and people at TAPMI. Sky is the limit!

## Eco Friendly TAPMI

Dignitaries visited TAPMI campus and planted saplings

**Dr A P J Abdul Kalam**  
Former President of India

### Alumni

Batch 1986-88, Batch 1991-93, Batch 1997-99,  
Batch 2001-03, Batch 2002-04

**Shri (Dr.) Vinay Sahasrabuddhe**  
Director General,  
Rambhau Mhalgi Prabodhini (Think tank),  
In-Charge of BJP's National Good Governance Cell,  
New Delhi

**Shri Joginder Singh**  
IPS(Retd.)  
Former Director CBI  
India

**Shri Ratan N. Tata**  
Chairman Emeritus,  
Tata Group of Companies, Mumbai

**Shri Raja V**  
President and MD - TE Connectivity

**Shri Faizal K E (1988-90 batch)**  
President/CEO  
Emirates Techno Casting FZE, Sharjah, UAE

**Shri Vinod Rai, IAS., (Retd.),**  
Former Comptroller & Auditor General of India

**Shri Navin B. Chawla, IAS., (Retd.),**  
Former Chief Election Commissioner of India

# Infrastructure

The infrastructural facilities available at TAPMI compare favorably with the best in the country and the learning environment is congenial enough to bring out the best in a student. The ambience ensures sufficient comfort and confidence among students, enabling them to maximize their potential.

The facilities available in the campus are:

- Modern gallery type class rooms equipped with audio-visual amenities.
- Wi-Fi campus
- Seminar/ Conference halls with video conferencing facilities.
- Fully air-conditioned state-of-art library that includes books, periodicals, project reports, working papers and annual reports of major limited companies and electronic databases both on-line and off-line.
- ICT infrastructure comprising high end hardware, software and communication systems and 24/7 internet connectivity networked via high-end blade servers and managed switches.
- Internet Service Providers with a total bandwidth of 16 MBPS (1:1)
- Canteen/ Mess
- Separate hostels for men/women with 24-hours power supply, hot water facility, lifts, washing machines
- Telephones with unlimited internal calling
- Integrated laundry services
- Medicare
- Gym
- Indoor/ Outdoor Games
- Convenience Store
- 24 hours Security on Campus
- House keeping & facilities Management Services
- Bank / ATM facility inside campus

## Hostel Facilities

It is mandatory for all the students to stay in the residential hostel. The institute will provide furnished accommodation on twin sharing basis. There are a air-conditioned hostel rooms for those who prefer such facility.



**Ragging** is totally banned and anyone found guilty of ragging and/or abetting ragging is liable to be punished.



# Convocation 2014

Chief Guest for the ceremony was  
Dr. A P J Abdul Kalam, Former President of India





## PGDM ADMISSIONS 2015 -17

### Post Graduate Diploma in Management-Banking & Financial Services

PGDM- BKFS: 2nd Batch

### Post Graduate Diploma in Management-Healthcare

PGDM- HC: 6th Batch

### Post Graduate Diploma in Management

PGDM: 33rd Batch

(AICTE approved Two Year Full Time Residential Programs)

#### ELIGIBILITY

- Minimum overall aggregate 50% in Graduation (10+2+3 or 10+2+4). Final Year Students may also apply
- PGDM & PGDM-BKFS: Valid scores of CAT 2014/ XAT 2015/ GMAT 2013 or 2014
- PGDM-HC: Valid Scores of CAT 2014/ XAT 2015/ GMAT 2013 or 2014/ MAT 2014

#### APPLICATION FEE

₹ 1500/- for one program, ₹ 2500/- for any two programs & ₹ 3500/- for all three programs  
**For NRI:** ₹ 3100/- or USD - 50 for one program, ₹ 4500/- or USD - 75 for two programs & ₹ 6000/- or USD - 100/ for all three programs

**Prospectus cum payment Vouchers** available at  
TAPMI, Manipal / Select centers of T.I.M.E & IMS coaching centers  
OR  
Online payment through Debit/Credit cards (See FAQs in Website)

**Submit Online Application before 31 December, 2014**

*\*Our Institute uses CAT/XAT scores for short-listing the candidates for our Post-graduate Programmes in Management. IIMs and XLRI have no role either in the selection process or in the conduct of the programme.*

## TAPMI

Manipal - 576 104, Karnataka

📞 0820 2701010/1070 ✉ admissions2015@tapmi.edu.in 🖱 www.tapmi.edu.in

# Admission Process

## PGDM

### Eligibility requirements:

- A graduate degree (10+2+3 OR 10+2+4) in any discipline from an AIU recognized university, with not less than 50% overall aggregate marks. Final year students may also apply.
  - Those with professional qualifications such as Chartered Accountancy; Cost Accountancy and Company Secretary are also required to have a minimum 50% overall aggregate marks in their qualifying examination
- Admission Test scores of one of the below tests:
  - CAT 2014 • XAT 2015 • GMAT 2013/2014

## PGDM-HC

### Eligibility requirements:

- A graduate degree (10+2+3 OR 10+2+4) in Paramedical or Medical from an AIU recognized university, with not less than 50% overall aggregate marks. Final year students may also apply.
- Admission Test scores of one of the below tests:
  - CAT 2014 • XAT 2015 • GMAT 2013/14 • MAT 2014 (September or December)

## PGDM-Banking & Financial Services

### Eligibility requirements:

- A graduate degree (10+2+3 OR 10+2+4) in any discipline from an AIU recognized university, with not less than 50% overall aggregate marks. Final year students may also apply.
  - Those with professional qualifications such as Chartered Accountancy, MCom, M.A Economics, Cost Accountancy and Company Secretary are given preference and also required to have a minimum 50% overall aggregate marks in their qualifying examination
- Admission Test scores of one of the below tests:
  - CAT 2014 • XAT 2015 • GMAT 2013/2014



Candidates may note that TAPMI uses CAT/XAT scores only as basis for performance assessment along with other parameters of selection. IIMs or XLRI have no role in the selection process or conduct of the PGDM Programme of TAPMI.

# Fee Structure

## PGDM

The current academic fee payable by admitted students for the PGDM Programme - 2015 -17 is ₹ 13.50 lakhs including accommodation. Caution deposits extra. Monthly food bill (additional) is approximately ₹ 3,500.

## PGDM-HC

The current academic fee payable by admitted students for the PGDM-Healthcare Programme - 2015 -17 is ₹ 9.50 lakhs including accommodation. Caution deposits extra. Monthly food bill (additional) is approximately ₹ 3,500.

## PGDM-BKFS

The current academic fee payable by admitted students for the PGDM-Banking & Financial Services Programme - 2015 -17 is ₹ 13.50 lakhs including accommodation. Caution deposits extra. Monthly food bill (additional) is approximately ₹ 3,500.

For more details, please visit our website: [www.tapmi.edu.in](http://www.tapmi.edu.in)

## Banking facilities in Manipal

The following banks have branch operations in Manipal.

- ICICI Bank
- Corporation Bank
- Canara Bank
- Syndicate Bank
- Karnataka Bank
- State Bank of Mysore
- State Bank of India
- HDFC Bank
- Indian Overseas Bank
- Vijaya Bank
- Axis Bank

Many other banks have their branches/ATMs in the nearby town Udupi.

Campus Banking: Syndicate Bank operates an Extension Counter and an ATM in the Campus premises. All banks offer 'Education Loans' to TAPMI students on liberal terms.

**" Scholar Loan Scheme" facility to our students from State Bank of India**

**Education loans offered by all Public Sector Banks**

## Admission Process for NRI candidates:

### Eligibility requirements:

Non-Resident Indians

- Application fee ₹ 3100 (approx 50 USD)
- Self /Parents/Blood Relatives working/living abroad (as per Gol norms)
- A graduate degree from an AIU recognized university with 50% aggregate marks
- A valid score from GMAT test taken during 2013/2014
- Those appearing in CAT 2014/XAT 2015 fulfilling requirements of residentiality are also eligible to apply

**Program Fee for NRIs** • USD 36,000 including accommodation. Caution deposits extra. Monthly food bill (additional) is approximately ₹ 3,500.

### Centers for WAT and Personal Interviews\*

TAPMI would conduct WAT and Personal Interviews (WAT/PI) at the following centers:

- Bangalore
- New Delhi
- Hyderabad
- Jaipur
- Mumbai
- Kolkata
- Cochin
- Chennai
- Manipal
- Ahmedabad

\*More centers may be added or above centers may be shifted to others subject to demand.

## Availability of Application forms/payment vouchers

TAPMI Prospectus 2015 containing a coded voucher can be obtained on payment of ₹ 1500/-

(₹3100 or USD -50 for NRIs) from any of the following sources:

1. Coaching Centers of IMS and T.I.M.E.
2. Admissions Office, TAPMI, Manipal (Ph: 0820-2701010/1070)
3. **Online application to be submitted through [www.tapmi.edu.in](http://www.tapmi.edu.in)**

All candidates including those purchasing hard copies of Prospectus from Coaching centers or TAPMI, Manipal have to fill up and submit the application ONLINE, using the online application facility on the website [www.tapmi.edu.in/admissions/application](http://www.tapmi.edu.in/admissions/application)

Start date for application submission ONLINE: **18th October, 2014**

Last Date for application submission ONLINE: **31st December 2014**

Note: TAPMI does not accept any applications on hardcopy mode. All applications must be submitted online. Candidates have an option of making payment for application voucher by purchasing from the Centers listed above or making online payment through credit card/debit card or using online banking payment facility. Our website will guide you through the application submission process as well as online payment process.

All candidates after on-line registration, need to complete the process by effecting the online payment of ₹ 1500/- for one program, ₹ 2500/- two programs and ₹ 3500/- for three programs

**Application fee for NRI:** ₹ 3100/- or USD - 50 for one program  
₹ 4500/- or USD - 75 for two programs  
₹ 6000/- or USD - 100/ for three programs

## Instructions to candidates for filling up ONLINE APPLICATION

1. Read all instructions carefully before filling up the Application Form ONLINE.
2. The application is valid for admission to Post Graduate Diploma in Management 2015-17 (PGDM 2015-17), Post Graduate Diploma in Management-Healthcare 2015-17 (PGDM-HC 2015-17) and Post Graduate Diploma in Management-Banking & Financial Services 2015-17 (PGDM-BKFS 2015-17).
3. Application must be complete in all respects and filled with requisite information. No blanks can be left. Once the form is filled and submitted, the candidate could view it but no further amendments are possible.
4. Candidates have to appear for any of the below mentioned Entrance Tests, and submit the details of the test they intend to take along with its registration number(s), in the TAPMI Application Form.
  - a. Common Admission Test (CAT) being conducted by the IIMs on 16th November, 2014 and 22nd November, 2014;
  - b. Xavier Aptitude Test (XAT) being conducted by XLRI on 4th January, 2015;
  - c. GMAT conducted on any date between 1st January 2013 and 31st December, 2014.
5. While applying for CAT/XAT/MAT/GMAT, candidates are required to indicate their intention of applying to TAPMI for PGDM, PGDM-HC & PGDM-BKFS 2015-17 in the appropriate space given in the CAT/XAT/MAT/GMAT Application Form.
6. While filling details in the TAPMI Application Form, candidates should take care to ensure:
  - a. Their name is filled exactly as it appeared in CAT/XAT/GMAT/MAT application form;
  - b. Indicate their CAT/XAT/GMAT/MAT Registration Number as given in the CAT/XAT/GMAT/MAT Admit Card;
  - c. Upload a passport size photograph in .jpg/.pdf format with less than 1 mb size, along with the application form.
7. Last date to fill and submit the online application form is 31st December, 2014.
8. Candidates using GMAT tests must submit their Score Cards along with the application form as a scanned copy in .jpg/.pdf format, with less than 500 KB size.
9. All applications are to be submitted ONLINE only.
10. Interim inquiries on admission status of individual candidates will not be entertained.
11. Visit <http://www.tapmi.edu.in/admissions/faq/> for any further information and updates on admissions 2015
12. The admissions process for PGDM, PGDM-HC & PGDM-BKFS 2015-17 would use the scores of CAT/XAT/GMAT/MAT or assessment of candidates along with other selection parameters. For more details visit [www.tapmi.edu.in/admissions](http://www.tapmi.edu.in/admissions).
13. An applicant may submit an application form for PGDM on payment of ₹ 1500/- for single program, ₹ 2500/- for any 2 programs and ₹3500/- for all three programs.
14. The above procedure may be changed depending on the circumstances developments that may arise.
15. Any disputes regarding the Admissions to these programs are subject to the jurisdiction of Udupi only.
16. Application fee is non refundable
17. All withdrawals will be dealt with as per AICTE Refund Policy



### Admission Office

**Mr. Navin Yelamali** - Assistant Manager (Admissions)

Ph: 0820-2701070. M: +91- 9480833195

**Ms. Jyothi Nayak**

**Mr. Ganesh Nayak**

Ph: 0820-2701010/2701070

Fax: 0820-2570699

Email: [admissions2015@tapmi.edu.in](mailto:admissions2015@tapmi.edu.in)

Web: [www.tapmi.edu.in](http://www.tapmi.edu.in)

# Location and Logistics

## (MANIPAL - The International University Town)

TAPMI is located in Manipal - popularly considered as the 'Oxford of India'. Manipal is known for its high class institutions of Medicine, Engineering, Dental, Hotel Management, Law and Pharmacy and also for its contribution to innovative banking, financial services and health care. Manipal is a highly vibrant youth township set up on a hill. It is located in Udupi district, Karnataka, approximately 70 kms north of Mangalore on NH 66. It is easily accessible by road from Mangalore and Bangalore, both of which are well connected by rail and air from all major cities in India.



### By Road:

Manipal is at a distance of 403 kms from the capital city Bengaluru and an hour's journey by road from Mangalore on NH 66. Manipal has one of the most sophisticated bus transport systems. State-owned Volvo AC buses ply from Mangalore frequently, besides a host of private buses. State owned KSRTC buses as well as many private buses depart from Bengaluru every night and reach Manipal the next morning. If you are driving from Bengaluru, take NH 4 out of Bengaluru, turn left at Nelamangala and enter NH 18 to get to Mangalore and drive north on NH 66 to get to Manipal. Manipal is at a distance of about 893 kms from Mumbai and buses from Manipal ply on NH 66.



### By Train:

Udupi is a major railway station on the Konkan Railway route connecting Mangalore to Mumbai. It is well connected with all major cities on the Konkan line and also with other cities via Mangalore rail terminal.

Udupi Railway Station : 0820 - 2524351



### By Air:

The closest airport is Bajpe Airport, Mangalore, which is nearly 65 km away. Bajpe airport is connected to many cities in India. Regular flights are available from Mangalore to Bengaluru and also to Mumbai, Delhi, Chennai, Cochin, Hyderabad, Kolkata. Taxi services are available from Mangalore to Manipal and it takes about 75 minutes to reach the Campus.



Mangalore Airport : 0824 - 2241433

Indian Airlines : 0824 - 2254253

Air India Express : 0824 - 2220673 /2451046/47

Spice : 0824 - 2252452

Jet Airways : 0824 - 2441181/2441184

### TRAVEL AGENCIES

Trade Wings Ltd., Manipal : 0820 - 2570285

Jet International Travels Udupi : 0820 - 2529221

Suman Travels, Manipal : 0820 - 2527120

Suman Travels, Udupi : 0820 - 2522887

Sunshine Travels, Manipal : 0820 - 2572821

Airports near Udupi	Type	Aerial Distance
Bajpe Airport, Mangalore	Domestic	44 km
Hubli Airport (HBX)	Domestic	229 km
Bengaluru International Airport (BLR)	International	330 km
Goa Airport	Domestic	313 km

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- An Autonomous Institute involved in Post Graduate Education and Research in Management since 1984
- Consistently ranked among top 1% of B-Schools in India
- Unique Award winning Management in Practice (MIP)

*\*Our Institute uses CAT/XAT scores for short-listing the candidates for our Post-graduate Programmes in Management. IIMs and XLRI have no role either in the selection process or in the conduct of the programme.*



**TAPMI**  
Manipal

P. B. No. 9, Manipal 576 104, Karnataka, India  
E-mail: admissions2015@tapmi.edu.in Ph: 0820 - 2701010 / 1070

