

REPORT OF THE REVIEW COMMITTEE OF THE FELLOW PROGRAMME IN MANAGEMENT (FPM)

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Report of the Review Committee of the Fellow Programme in Management¹

1.0 Introduction

As India's commerce and industry grapples with the emerging economic challenges of doing business in a liberalizing national polity and a globalized world, IIMB in turn strives to keep up with these changes, lead practice, influence public policy and shape management thought in India and around the world. Management education, in general, is faced with the daunting task of understanding the dynamics and implications of emerging changes and responding with timely and appropriate modifications to curriculum design. Increasingly competitive education services the world over has also forced institutions to offer strong and unique programmes that are based on rigorous research. The changing environment of business education in India and wider global dynamics requires us to have a strong research focus particularly in an important doctoral programme like the Fellow Programme in Management (FPM).

The Indian Institute of Management Bangalore considers the Fellow Programme in Management (FPM) as one its major activities. Since its inception in 1976, 119 FPM students have graduated from the institute and are working in leading institutions/organizations both inside and outside the country. IIMB recognizes this programme as a major source of cutting-edge research. The programmes has a multiplier effect on management education as the graduates then join business schools and help scale up the post graduate programmes in these institutions. The current shortage of faculty members in management schools in the country would be addressed effectively with larger batch sizes of FPMs graduating from schools like IIMB. IIMB has been conscious of this fact and has been putting its efforts to increase the intake since last several years. For example, last year the total intake of FPM students doubled as compared to previous years.

The Fellow Programme is one of the most expensive programmes at the institute. The students spend 6-7 years in the institute to complete the programme. The Institute funds the entire cost of the programme from its own resources. The students are paid stipend and house rent allowance, contingency allowance. The Institute revises stipend and HRA periodically to keep pace with the market so that the programme is attractive to prospective students. Even with this high cost of the programme and with very little external help, IIMB has put in tremendous efforts to scale up this programme.

¹ The Review Committee appreciates the assistance provided by FPM students Anirvan Pant, Saroj K Pani, Tapsi Narang and Dinesh K Masta.

The programme has been reviewed periodically to explore ways to strengthen the programme continuously. So far the programme has been reviewed twice. The Third FPM Review Committee was set up with the following mandate

- Suggest overall objectives of the programme in keeping with IIMB's vision
- Benchmark with some of the leading FPM and Ph.D. programmes in the country and abroad
- Discuss programme structure [general coursework requirements and those for major (and minor if any) areas of specialisation]
- Assess milestones, cycle time, progress schedule, and criteria for promotion of students from one stage to the next
- Suggest coursework for year 1, 2, and 3 (currently students do not take courses in year 3) in each major area, with separate suggestions for students entering second year directly
- Review structure of financial support (fellowships vs. TA and RA work, contingency, etc.)
- Find ways to improve the quality of research output from FPM students (required publication quality work, help in converting conference papers to journal articles)
- Find ways to improve involvement in (supervised) teaching and (institute's) research.
- Evaluate mentoring (by faculty, senior FPMs, alumni), admissions (criteria, target market, procedures, test requirements), placement, etc.

2.0 Approach followed by the Committee

The Committee generated inputs from the following sources to analyze the current situation, explore future directions and to arrive at specific recommendations.

- FPM Office data (Annexure I)
- Review of earlier reports (Annexure II)
- Survey of leading Business Schools' websites (Annexure III)
- Discussion with the DAC chairs
- Discussion with Area chairs

- Discussions with Alumni
- Survey of current students

3.0 Recommendations

The 2008 vision document of the institute recognizes this programme unambiguously as a major activity of the institute and clearly indicates the need to scale up the programme further to achieve the objectives of the institutes as well as that of society at large. The Review Committee considered this as their guiding principle.

3.1 Vision of the Fellow Programme in Management

The vision statement of the programme would be as follows;

The fellowship program equips doctoral students for rigorous research and develops scholars who shape management and public policy thought.

3.2 Name of the Programme

The name of the programme will continue to be Fellow Programme in Management with the Area of Specialization mentioned in the parenthesis i.e. Fellow Programme in Management (Area of Specialization). However, it was felt that the Institute needs to pursue the process of offering 'Ph.D.'

3.3 Course Design: Philosophy

The core philosophy of the programme is to create and nurture research focus. This is essential because

- Research capability is becoming a major criterion for recruitment of faculty in business schools
- Greater emphasis on research within the institute
- FPM is a critical programme for bringing research focus in the institute as Ph.D. programmes contribute significantly to the research agenda of any institution by bringing in new ideas and augmenting faculty research agenda.

The programme would emphasize on building expertise along with perspectives.

The programme aims to develop management and public policy thought leaders who aspire to be in academics.

3.4 Expectations

The cost of the programme being high (estimated to be around Rs 8 crores per annum), there has to be commensurate output from this programme. Each year, the programme should be able to generate 20-25 journal publications, around 50 conference publications, help generate large research projects and also meet research and teaching assistance needs of the institute. It is also expected that more than $2/3^{\text{rds}}$ of the graduating batch would join academic institutions as compared to the current ratio of $1/3^{\text{rd}}$.

3.5 Approach Suggested for Achieving the Vision

A key requirement to strengthen this programme is to mainstream FPM within the Institute. It should truly be a flagship programme. Strengthening the programme requires

- Adequate emphasis on resource commitment, planning activities, programme administration, etc.
- Consistent and large annual intake so that there is continuity in planning and required effort to strengthen the programme.

Currently research emphasis comes in considerably late in the programme. Average time taken to complete the comprehensive examination is 32-33 months. Average time taken to defend the proposal is 50 months. These milestones should be achieved much faster in the programme.

It is important to build and nurture a research mindset and research orientation early in the programme. This can be done through

- Offering separate FPM courses
- Building research orientation in the First Year coursework
- Involvement in research projects
- Emphasis on publishing quality papers

The current programme also suffers from a lack of clarity in ownership of the programme. The ownership of the programme can be enhanced through

- Areas playing a major role in designing, continuously updating and assuming greater responsibility in running the programme

Improvement in the quality of the programme would require:

- Offering more FPM level courses, skill oriented courses and taking regular feedback on the courses
- Continuously updating the course materials
- Emphasizing the quality of the course
- Emphasizing research work and greater interaction with faculty
- Creating a congenial research environment
- Reviewing the programme once every five years

The candidate admitted into the programme should have a strong research aptitude. Admission process should assess research orientation and preference should be given to those with research publications and teaching in management institutions.

3.6 Entry Requirements

Candidates should have a minimum of 16 years of successful education with at least a Master's Degree for non-engineering students and Bachelor's Degree for engineering and other equivalent degrees. For example,

- 10 (high school) + 2 (Intermediate) + 3 (Bachelor's non-engineering) + Master's Degree
- or**
- 10 (high school) + 2 (Intermediate) + 4 (Bachelor's engineering)
 - Preference should be given to candidates having post graduate education with research emphasis. Preference should also be given to faculty members of other management institutions.
 - Considering the desirability of having faculty members of other management schools and departments in the programme, the programme should be promoted extensively among the top management departments and schools in the country.

3.7 Admission Process

Candidates are advised to take well recognized graduate level tests such as GRE/JRF/SRF/NET/CAT/GMAT/GATE or other equivalent tests.

- FPM office screens applications for eligibility criteria and sends them to the area
- Area informs FPM office on the selection criteria that they will be following before screening applications
- Area specific tests and interviews may be conducted
- Area selects candidates based on a set of criteria that includes test scores, past academic record, interview, etc
- Areas provide details on the selection criteria used and assessment of candidates to FPM office
- Areas will also provide the type of financial assistance requested by each candidate.
- FPM Committee decides number of students and the financial support to be provided based on the funds available that year.
- Selection process should be completed by March end so as to help candidates to plan their joining and help areas to plan courses.

3.71 Financial Support

The Institute (Director, Dean Academic, Dean Administration and FPM Chairperson) decides the amount of money available for supporting FPM each year based on the overall financial situation of the Institute. Based on this and the commitment towards the on going students FPM committee arrives at the number of students that will be supported each year. Students selected by the area beyond this number will be admitted on payment basis. There will be three kinds of support.

1. Full support : Tution fee, fellowship and research assistantship : Students are required to provide Teaching Assistance and Research Assistance
2. Tuition fee and Fellowship Support (No Research Assistantship required): Students are required to provide Teaching Assistance only. In case faculty members require research assistance, payment will be made by the faculty to the extent of support provided.
3. Tuition Fee Support: Support will be to the extent of Tuition Fee waiver. For such students TA and RA is not required. In case faculty members request TA/RA assistance, payment will be made to the extent of support provided. TA and RA payment will be determined by the FPM committee each year.

Students who are not supported will have to pay Tuition fee. Tuition fee will be 80 per cent of the PGP fees.

Full contingency amount and conference travel assistance will be available as per norms for students who have been provided with full support and Tuition Fee and Fellowship Support.

The FPM committee decides the Tuition fee, fellowship amount, Research Assistantship amount, Stand alone teaching assistance amount (when fellowship is not provided), contingency allowances, conference grant, and such other assistance each year.

3.8 Programme Design

3.8.1 Duration and Financial Support

- The duration of programme for all official purposes is 5 years. Students are expected to complete the programme within 5 years.
- Financial support will be given for all the 5 years. The financial support will have two components: Fellowship and Research Assistantship. Fellowship requires TA work to be done from third year onwards.
- Beyond five years the student has to register each year by paying fees determined periodically.
- The financial support will not be extended beyond five years under any circumstance.
- The maximum duration of the programme is 7 years.

3.8.2 Courses

The first two years of the programme will be devoted for course work. The programme will have four categories of courses. They are:

- Research enabling courses (REC)
- Basic discipline courses (DC)
- Breadth courses (BC)
- Dissertation and Allied Area courses (DAC)

3.8.3 Credits, courses, waiver and GPA requirements

I. Research Enabling Courses: Builds research skills

- A total of 12 Credits should be taken out of which 9 should be completed in First Year, 3 credits in the third year.
- A minimum of 3 courses should be taken from the following courses:
 - Philosophy of Science (3), Research methodology (3), Qualitative Research Methods (3), Introduction to Econometrics (3), Optimization (3), Multivariate Analysis (3)
- Additional courses taken from the above set would be considered as specialization courses (DAC).
- Compulsory course: Academic and Professional Writing & Pedagogy Techniques (3) in the third year.
- GPA requirement for REC is 2.75.

II. Discipline Courses: Builds theoretical foundations

- A total 12 Credits is required to be completed in the First Year. The courses are:
 - Statistics for Management Research (3), Mathematics for Management Research (3), Microeconomics (3), Macroeconomics (3), Introduction to Organizations (3), Social Psychology (3)
- These courses are offered separately for FPM students.
- Minimum GPA requirement 2.75.
- FPM office ensures offering these courses every year.
- These courses are included in the respective area plan.
- Respective Area may waive off one or more courses requirement based on the previous academic performance of the candidate by administering a challenge examination.
- FPM office organizes the waiver procedure.
- Area designates a faculty member as Area FPM Coordinator who helps students in the choice of course work during the first two years of the programme.

III. Breadth Courses: Builds general management background

- A minimum of 12 credits should be taken.

- Can be completed anytime during first two years. These are PGP/PGSEM/PGPPM courses and may be offered separately.
- Suggested courses are:
 - Corporate Finance (3), Marketing (3), Corporate Strategy (3), Production and operations Management (3), Managerial and Financial Accounting (3), Human Resource Management (3), Information Systems (3)
- Area may decide to waive off one or more courses requirement based on the previous academic performance of the candidate by administering a challenge examination.
- Breadth courses are not needed if a student has PGP or equivalent programmes from IIMs and has scored at least a B grade.
- Minimum average GPA required is 2.00.
- In about 2-3 years, Areas should offer separate condensed breadth courses to non area students highlighting key concepts that would be useful to them. For example, F & A area may offer once course covering both finance and accounting. Similarly other areas may offer a 2 credit course.

IV. Dissertation Area and Allied Area Courses: Builds specialization

- At least 39 credits to build substantial conceptual/theoretical understanding and equip students with research skills.
- Allied area courses could be from one area or more than one area.
- Major area should have a minimum 24 credits and Minor 15 credits. May opt for a minor or equivalent number of courses from other areas.
- Not more than 12 credits of PGP courses.
- One course (3) can be Reading/Seminar course on a special topic depending on student's interest.
- Some courses can be from other institutions within or outside the country.
- Choice of either zero or one minor is available.
- Offering FPM programme by the area is subjected to the area's preparedness to offer a minimum of 24 credits.

3.8.4 Credit Requirements

- Year-wise number of credit requirement is as follows.

Year	Courses	Dissertation	Total
I	36	0	36
II	36	0	36
III	3	33	36
IV	0	36	36
V	0	24	24
Total	75	93	168

- For Dissertation Area and Allied Area Courses, the credit requirement is as follows.

	Major	Minor	Total
PGP (max)	6	6	12
FPM (min)	18	9	27
Total	24	15	39

3.9. Yearwise Plan

The objective, the methods followed and the evaluation criteria for each year of the Programme is given below.

3.9.1 First Year

- Objectives: The key objectives in the first year are to
 - Inculcate research interest

- Provide an understanding of management discipline
 - Provide theoretical foundations in the core area, and to
 - Introduce the student to research process.
- Methods: The method followed to achieve the objectives is to have an appropriate mix of courses and involvement in research. The course will consist of 3 DAC (major and minor), 2 breadth courses, 3 research enabling courses and 4 discipline courses. There is a requirement of quarter time Research Assistance (RA) each term.
 - Evaluation: Student has to satisfy minimum grades in REC, DC, BC and DAC courses. IF the shortfall is greater than 0.25 the student should be asked to leave the programme.

3.9.2 First Year Summer

- Objectives: The objectives of the programme during the summer in the first year are
 - Supplement conceptual understanding developed during the first year
 - Involvement in research process
- Methods: The method would be working with a faculty member on a research project with the aim of preparing a publishable quality paper.
- Evaluation: Evaluation will be based on contribution towards publishable paper, a report on the summer work or grade point if any course is taken.

3.9.3 Second Year

- Objectives: The objectives in the second year are to
 - deepening area related theory knowledge
 - build significant capability in research process in the core area
 - provide actual research experience
 - build appreciation of management discipline.
- Methods: The methods followed are
 - Adequate number of area courses to build strong conceptual understanding (Major as well as Minor and discipline courses (a min of 30 credits)

- RA (quarter time for three terms)
- Evaluation: Students should satisfy the minimum GPA requirements in respective category of courses.
- Research Paper: The student has to submit an original research paper of publication quality to the area. The FPM coordinator and the Area Chair constitute a committee of at least two faculty members to evaluate the paper. The deadline of submission is May end of each year. The evaluation is to be done within a week of submission.
- Evaluation should be based on
 - Originality of research idea
 - Appropriateness of review literature or his/her domain of expertise
 - Clarity of research objectives/Hypotheses
 - Appropriate use/development of conceptual framework
 - Use of appropriate data analysis tools
 - Rigor in analysis and ability to interpret the results
- Area Comprehensive and Viva: Subject to satisfactory submission of the research paper the area shall conduct Area comprehensive exam no later than June 30th.
- Comprehensive examination is to assess the student's conceptual and methodological capability, perform independent research in his/her area of interest. It is a "gate" towards proposal. The student may be assessed on following parameters (or combination of)
 - Ability to review literature in his/her domain of expertise
 - Ability to develop a conceptual framework
 - Ability to conduct a methodological review
 - Ability to critique.
- The Viva may do the following:
 - To assess the student's conceptual understanding and ability to articulate. Understanding of the topic and related fields/streams

- Engage the student to see a practical problem from theoretical lens.
 - Clarity in communication to understand, interpret the questions and respond in an appropriate manner.
 - Students are encouraged to present any paper that he/she has written or to present a research proposal based on his/her paper
- The results of the Comprehensive Exam and Viva should be announced by the Area within a week of completion. A student will not be registered in third year if he/she has not completed Area Comprehensive exam. A re-examination will be given before end of August in case any student fails in the Comprehensive examination. A student will be asked to leave the programme if he/she fails in the re-examination.

3.9.4 Third year

- Objective: The objectives in the Third Year are
 - To enable student to be fully equipped with research capability
 - To complete a part of the dissertation work, and to
 - Develop teaching skills
- Methods: The methods followed are
 - Formation of DAC within one month of completion of Comprehensive/ Viva examination.
 - Additional course work as desired by DAC
 - Preparing dissertation research Proposal
 - RA work (10hrs/week)
 - TA – one course each term (Sitting through classes and grading, teaching material development)
 - Facilitate presenting paper in a conference
 - Facilitate International Experience
- Evaluation: Completion of research proposal is the priority during the Third Year. The student should submit term-wise plan approved by DAC to FPM office within two weeks

of constituting the DAC. The DAC monitors the progress and ensures that there is no significant deviation. The student is expected to submit the proposal by the end of second term. If not, the DAC should ensure that Research Proposal is submitted in the third term. If the proposal is not submitted by the end of Third Year, the FPM office should stop payment of Fellowship to the student unless there are extenuating circumstances. The payment of the Fellowship will be resumed only after the submission of the proposal. It is desirable that the student presents a paper in a conference during this year.

3.9.5 Fourth Year

Objectives: The objectives in the Fourth Year are

- Completion of substantial part of the research work
- Building research skills
- Develop Teaching skills

Methods: The methods followed are

- Dissertation work
- Paper Publications
- RA work (10 hrs/week)
- TA – one course each term (TA: Take a class or two, grading and teaching material development)

Evaluation: By the end of the Fourth Year the student should have made significant progress (data collection and analysis) towards completion of dissertation. The student should submit a term-wise plan approved by DAC to FPM office during the first month of the year and DAC should monitor the progress of the student and in case there is a shortfall by the end of each term, the student should immediately bring it to the notice of DAC and FPM office. The Fellowship in the Fifth Year will be released upon receipt of a certification from DAC that the progress during the fourth year has been satisfactory. It is desirable that the DAC Chair facilitates publication of a paper in a journal by the student during the Fourth Year.

3.9.6 Fifth Year

Objective: The main focus in the Fifth Year is completion of the Dissertation

Method: Except for Research and Teaching Assistance work the student will be working entirely on the dissertation. Ideally the student submits the draft dissertation before the end of the second term of the Fifth year, and spends 1 to 2 months on preparing draft of papers from dissertation to be sent for publication in a journal.

3.10 Suggested Schedule: In the initial years there is greater need to coordinate across areas to schedule courses. The suggested schedule is as follows.

Year	Category of Courses	Term I	Term II	Term III	Total credits
I	Research Enabling	3	3	3	9
	Discipline	6	3	3	12
	Dissertation and Allied Area	3	3	3	9
	Breadth		3	3	6
	RA (h/w)	10	10	10	
	Total	12	12	12	36
II	Breadth	3	3		6
	Dissertation and Allied Area	9	9	12	30
	RA (h/w)	10	10	10	
	Total	12	12	12	36
III	Research Enabling	3			3

	Dissertation	9	12	12	33
	RA (h/w), TA	10, 1 course	10, 1 course	10, 1 course	
IV	Dissertation	12	12	12	36
	RA (h/w), TA	10, 1 course	10, 1 course	10, 1 course	
V	Dissertation	12	12		24
	RA (h/w), TA	10, 1 course	10, 1 course		
	Courses				75
	Dissertation				93

- Students are required to take on an average 12 credits each term during the first two years. Minimum credits required for financial support is 9 and maximum of 15 per term.
- Students who are not availing fellowship/RA can take up to 15 credits each term and complete the coursework earlier, if the course schedule permits.
- Completing a minimum number of credits from another area, would qualify students to get the Minor in that area. Areas will specify the courses to be taken towards earning a Minor.
- Minimum GPA requirement for DAC is 2.75. If the student falls short of 2.75 by the end of second year but have 2.5 or more GPA, he or she will be given one more year to make up the deficit. However, the assistantship will be given only for five years.

3. 11 Important Milestones

Year	Term I	Term II	Term III	Summer
I	Fulfilling the minimum GPA for different category courses			A report on summer work
II	Fulfilling the minimum GPA for different category			CE/Viva

	courses		
	Submission of publication quality paper		
III	DAC during first month	Dissertation Proposal	Dissertation work, conference paper
IV	Completion of Data Collection and Analysis		
	Publication of a paper		
V	Submission of Draft Dissertation		Final Submission and Preparation of one or two papers for publication

3.12 Research Assistance

- RA work is mandatory through out the duration, except during the last term of the fifth year
- RA is paid – the amount paid is determined periodically based on sustenance and ability to attract good candidates for the programme.
- Students having difficulty to meet the GPA requirements may opt out of RA work for a maximum of two terms. Assistantship will not be paid during this period.
- Payment to students per month will consist of Fellowship and RA

For example (in Rs):

I year: $15000+9000 = 24000$

II year: $15000+10000 = 25000$

III year: $16000 + 11000 = 27000$

IV year : $17000 + 12000 = 29000$

V year : $18000 + 12000 = 30000$

- Institute provides accommodation to students on campus on payment basis.
- FPM office pays both these components to the students. The FPM office recovers the second component from faculty member's project. Faculty

members have to pay the RA component from their projects to avail research assistance (from third year onwards during the first two years of implementation). For example, a seed money project may be able to take help of a student for about 4-6 months.

- Area allots students to faculty members based on the request. In case there is not enough demand from the area faculty, the area Chair may inform FPM Chair who may in turn allot to other area faculty members.
- In the first two years of implementation, area Chair may allot first and second year students for RA irrespective whether faculty members have research projects or not. Area Chair may rotate students among various faculty members so that the students become aware of faculty research work. However, the students should work for at least one term with the faculty allotted. Third year onwards the allotment is made based on the request and faculty members taking assistance should be paying to the FPM office from their project for the assistance taken.
- After two years if the demand for research assistance is high the second year students may also be allotted based on the faculty demand and FPM office may recover research assistance amount from faculty project.
- Large projects may pay full amount (fellowship and research assistance) to FPM office and get the assistance on a longer term basis.
- If area has initiated a research study without outside funding the area chair requests the FPM chair to provide the RA required for the project each year. Area need not pay research assistance to FPM office.
- Area Chair collects the feedback of the faculty on the performance of the student.

Consulting project

- A faculty member may associate a student in a consulting project, with the approval of the FPM Chair, by paying full amount (fellowship + assistantship) to FPM office. However, priority in allocation will always be for research projects.
- No additional money is paid to the student.

3.12 Teaching Assistance

- Task of TA is sitting through classes and grading, teaching material development, tutorials (in exceptional cases taking a session or two).
- Area Chair allocates TA assignment.
- TA work starts from term I of year III and ends by the end of second term of the Fifth Year.
- The norm is one course (one section) each term. However, depending on the requirement the Area Chair may assign one more section in lieu of TA work in the subsequent terms.
- Each year the student does TA work for only 3 sections.
- One term in a year can be assigned to a faculty member for teaching material development upon request from the faculty member. The teaching material should be shared with the Area.
- Student should work with a faculty to develop at least one teaching material (case or teaching note or exercise) during the programme based on real data.
- For students on conditional promotion TA work is not assigned.
- No outside assignment is allowed while receiving fellowship.
- Area Chair should inform FPM Chair, if area is not able to assign TA work to a student.
- In such a situation FPM Chair informs another area (where there is shortage of TA and student has interest in the area) to avail TA assistance.
- Area Chair collects the feedback from the faculty on the performance of the student.

4.0 Governance Issues in FPM

4.1 Current status

The FPM programme in its current form suffers from several governance issues. Some of them include:

- Absence of a well-laid manual of policies and procedures.

- Lack of enforcement of whatever norms and rules.
- Very little or no planning of several activities that are normally required in running a credible academic programme.
- Excessive decentralization of issues pertaining to the logistics of running the programme.
- Lower priority by the areas and the individual faculty with regard to firm commitments to the FPM programme.

This has resulted in courses offered without a time table conforming to institute norms of terms, inordinate delay in submission of the student evaluation, of the students in the courses that they have taken and in the conduct of viva. There are no periodic evaluations of the dissertation work. Nor are there unambiguous milestones on the progress.

This also contributes to lengthening of the time take to complete the dissertation. This must be addressed seriously to strengthen the programme.

Some of the possible areas to improve the governance of the FPM programme are listed below.

4.2 Role of FPM Office

- Provide all support to take care of the logistics pertaining to running the FPM programme – such as obtaining course outlines, scheduling classes, obtaining evaluation of the course, obtaining feedback from students, providing necessary support to faculty offering courses, facilitating with back office support for various FPM activities
- Interfacing with the students and dealing with all the academic and administrative requirements for the students
- Bringing to the notice of the FPM Committee from time to time all deviations, providing reporting and information support to the committee for all decision making

4.3 Role of FPM Committee

- Meet periodically and make policy decisions with respect to various aspects of the programme (these include programme design, admissions requirements, pass criteria, setting milestones for progress of the thesis work etc.)
- Academic decision making from time to time on all matters pertaining to the programme – this includes decisions on progress of students, examination and thesis evaluation

- Monitoring & Enforcement of various policies and academic decisions taken by the FPM programme – this includes ensuring conformance to schedules of course offerings, conformance of faculty and students to various requirements laid out in the FPM programme (such as sticking to course and grading schedule, completion of course requirements, meeting passing requirements), liaising with the Dean (Academic) and Areas to sort out any discrepancies.

4.4 Role of Area Chair

- Responsibility for ensuring that the required courses are as per the prevailing norms, identifying faculty for each course to be offered, approval of new courses.
- Identify a set of courses for Major and a set of courses for Minor.
- Identifying a FPM faculty coordinator who
 - Takes care of admission process – admission criteria, holding tests and interviews, evaluation and selection of students (with the help of a committee)
 - Help students prepare their course plan during the first two years
 - Organizes evaluation of paper submitted by the student during the second year
 - Organizes Comprehensive Examination and Viva
- Participating in inter-area coordination initiatives in offering courses to other areas, refining area offerings in a coordinated fashion etc.
- Supporting the FPM committee with all the academic and administrative support whenever required with respect to several matters of running the programme and addressing various student issues
- Assigning TA work to the students
- Assigning RA work to the students
- Send information on assignment of TA/RA of individual student to FPM office.
- Sharing feedback on the RA/TA performance with the FPM office.

4.5 Role of Dean (Academic)

- To drive the inter-area, inter-programme coordination initiatives required for effective delivery of the FPM programme through arrangements such as courses committee.
- To support the FPM committee in resolving matters of conflict that arises between areas and programmes, sorting out exceptional and unacceptable performances of the areas, programmes and faculty to protect the credibility of the programme.

4.6 Planning Issues

- Planning of the admission process (to be partly transferred to the admissions wing)
- Assignment of TA/RA during the first two years
- Evaluation of Publishable Quality paper
- Planning of course offerings (time table, scheduling etc., Comprehensive Exam and Viva scheduling)
- Planning of thesis work progress – identifying milestones, expectations (deliverables), TA/RA work planning for the students

4.7 Information availability

- Course offering details , course outlines etc to be provided well in advance, providing a repository of past course outlines
- Developing database of students, profiles, their current status, past students data
- Developing a mechanism for student feedback on courses that they have taken and administering them and making them available to the FPM committee and the IIMB faculty at large.

Annexure I

1. Number of Students Admitted in Each Area During 200-08

Year	CSP	ESS	F & C	Marketing	OB & HRM	POM	PSP	QMIS	Total
2000	0	0	2	1	0	1	0	2	6
2001	3	0	1	2	2	0	0	1	9
2002	2	0	2	1	1	0	0	0	6
2003	3	0	2	1	2	0	0	4	12
2004	3	1	0	1	2	1	0	0	8
2005	1	1	3	0	1	0	0	1	7
2006	2	0	1	0	0	1	0	2	6
2007	2	2	3	0	3	1	3	1	15
2008	6	3	6	3	3	2	3	4	30
Total Intake	22	7	20	9	14	6	6	15	99

2. Average Number of Credits taken by Students in Different Areas

Area	No of Students admitted in First Year during 2000-2006	Average No of Total Credits taken by students	Average Credit from PGP courses	Average Credit for Tool Courses*	PGP course credit/ Total credit (%)	Tool course credit/ Total Credit (%)
CSP	14	81.50	45.36	13.71	55.65	16.83
ESS	2	77.00	48.50	19.00	62.99	24.68
F & C	11	79.45	47.09	17.73	59.27	22.31
Marketing	4	77.50	48.00	15.50	61.94	20.00
OB & HRM	7	81.43	45.29	12.43	55.61	15.26

POM	3	78.67	47.33	16.67	60.17	21.19
QMIS	10	79.20	46.80	20.00	59.09	25.25

* Tool courses include QM-I & II, research methodology, econometrics (and similar courses), simulation, applied mathematics and related courses covering quantitative methods in research.

3. Time Taken to Complete Comprehensive Exam / Viva (in months)

Area	Reported Number of students for this purpose	Average
Corp. Strategy and Policy	14	29.71
Economics & Social Sciences	2	32.5
Finance and Control	11	32.64
Marketing	4	40
Org. Behavior and HRM	6	32.5
Production & Ops. Mgmt.	2	43
Quant. Methods & Info. System	7	35.86

- The average duration taken by a student to complete Comprehensive Examination and Viva is around 33 months while the median duration is 32 months.
- Maximum duration is around 55 months, while minimum was around 27 months.

4. Time Taken to Constitute DAC (in months)

Area	Reported Number of students for this purpose	Average
Corp. Strategy and Policy	11	42.45
Economics & Social Sciences	1	49
Finance and Control	7	40.29
Marketing	4	44
Org. Behavior and HRM	4	45.5
Production & Ops. Mgmt.	2	45.5
Quant. Methods & Info. System	6	45.5

- The average duration taken by a student for DAC constitution is 43.4 months while the median duration is 42 months.
- Maximum duration is around 60 months, while minimum was around 29 months.

5. Time Taken for Proposal Submission (in Months)

Area	Reported Number of students for this purpose	Average
Corp. Strategy and Policy	7	48.43
Economics & Social Sciences	None	NA
Finance and Control	8	46.13
Marketing	3	45
Org. Behavior and HRM	4	46.5
Production & Ops. Mgmt.	1	71
Quant. Methods & Info. System	7	54.71

- Average duration for proposal submission is 50 months, while the median duration is 49 months.
- Maximum duration is 74 months , while the least duration is 31 months

6. No of FPM students Graduated Since 2000

Area	CSP	ESS	F & C	Marketing	OB & HRM	POM	QMIS	Public Systems	Total
2000				1	1		2	1	5
2001	1		1	3				3	8
2002						1	3		4
2003	1	1		1	1		2		6
2004		2	1				3	1	7
2005				1			3		4
2006			2				2	1	5
2007	3		3		1		1		8
2008				2	3	1	2		8
Area Total	5	3	7	8	6	2	18	6	55

7. Publications of FPM students 2004-2008

Area	Conference Paper In India	Conference Paper Abroad	Journal Publication	Book / Chapter	Other Activities
CSP	9	12	4	1	6
ESS	1	0	1	0	1
F & C	1	3	4	0	1
Marketing	0	15	0	0	3
OB & HRM	2	4	1	2	0
POM	3	0	0	0	1
QMIS	3	8	5	0	1
Public Policy	0	0	0	0	2
Total	19	42	15	3	15

Annexure II.

Summary of the Recommendations of the FPM Review Committees of 1991 & 1998

Objectives

- RC (1991) & RC (1998) concurred that the objectives of the programme should be:
 - To provide doctoral level educational facilities for interested candidates for careers in management;
 - To develop teachers, researchers and consultants in different areas of management
 - To add to the body of knowledge through research, both applied and conceptual, and to disseminate such knowledge
- RC (1998) dropped objective 4 of RC (1991): “to contribute to the formulation, implementation and evaluation of public policies.”
- RC (1991) highlighted that successful candidates were not able to use the prefix ‘Dr.’

Eligibility Criterion

- RC (1991) supported applications from Masters degree holders (55%) or bachelors’ engineering degree holders (60%) , with a requirement for CAT scores followed by RAT for all
- RC (1998) found that requirement of CAT tied the programme closely to the PGP, with undesirable effects.
 - Suggested that GATE, GRE scores be accepted; IIM PGP degree holders , and degree holders from the IITs and IISc be exempted
 - Recommended a higher reliance on RAT, depending upon area preferences

Duration of the Programme

- RC (1991): 4 years, extendable by 1 year on the recommendations of the DAC; further extension in rare circumstances on the discretion of the Academic Committee.
- RC (1998): No student to be permitted to stay in the programme for more than 8 years.

Course Structure: RC (1991)

- Felt strongly that fellow-level course should be evolved for Year 1 in order to delink the programme from PGP; the current model where PGPs & FPMs study together in Year 1 may be continued till the institute gathers the requisite faculty resources.
- Four FPM level core courses and a number of FPM electives to be offered at least by every area which are to be compulsory for students specializing in that area.

Course Structure: RC (1998)

- 40 core credits & around 12 credits chosen by the area of specialization during Year 1.
- CGPA of at least 2.2 overall and 2.5 for area chosen courses in Year 1; CGPA of 2.8 in Year 2 (area prescribed courses)
- FPM courses should be managed with the same rigor and discipline as PGP courses, in terms of detailed course outlines, approval by FPM Committee, and strict time tables.

Comprehensive Examination

- RC 1991 recommended
 - comprehensive exams after completion of all coursework
 - Written part to be conducted by area by 31st August of IIIrd Year with a subsequent viva-voce
 - Two chances for clearing the comprehensive exam should be permitted
- RC 1998 recommended
 - The comprehensive exam could be held as soon as students have completed the requirements of the core courses
 - This would enable start of dissertation work in 1.5 years

Other recommendations of RC (1991)

- The appointment of a faculty advisor in Year 1
- Dissertation proposal within a period of three months of formation of DAC.
- Other recommendations of RC (1998)
- Full-fledged administrative officer for FPM
- Provision of cubicles as working spaces
- Representation of FPMs on Library Committee

- Requirement for Teaching Assistantship in at least three courses during the entire programme
- FPM Placement Cell
- Married student accommodation
- Faculty Contingency Allowance

Annexure III.

Survey of Leading Business Schools

Entry Criteria

- No. of Students : An average range of 22-27 take admission (e.g. Berkeley ~18; Stanford ~25).
- Academic Qualification
 - Formal Requirement :At least a Bachelors degree
 - Reality : Top Schools : ~ 75-80% Masters
 - IIMB : ~ 50 % Masters (by year 2005 it was <40%)
- Experience : No Formal Specification
 - Reality : Top Schools Median experience ~ 4 years (Experience of >10 years except that of academics is extremely rare)
- Age : No Formal Specification
 - Reality : Top Schools: Median age ~ 27 (Senior students are present but extremely rare)

Course Work

- Course work takes about four semesters (six trimesters) and around 4 to 5 courses per semester (4 courses per trimester)
- First Year : Course work, Start work with a faculty member and exam
- Second Year (till summers) : Course work, Submission of original research paper leading to Qualifying exam, Candidacy
- Third Year : Extra course if suggested, present Curriculum Paper in workshop and prepare Dissertation Proposal
- Fourth Year : Proposal and Thesis work
- Fifth Year and beyond : Finish and defend the dissertation.

Program Design (Nomenclature differs)

- The student has to go through/chose courses from the following segments

- Core Courses (Major- 4) (Most of the areas have at least 3/4 core courses which are central to the area. At least one course is predominantly a broad methodology course specific to that area. Students have to take all the courses)
- Allied area courses (Part of Major- 2 to 3) (Core courses of other areas). The area decides which allied courses are compulsory and which are optional
- Discipline courses (Minor- 4 to 5) : Each area subscribes to at least two/three disciplines. Generally disciplines are Economics, Psychology, Sociology, Pol Sc etc. Each discipline provides at least two courses. A student has to take at least 4 to 5 courses from these disciplines. Areas can shortlist the disciplines.

Program Design

- The student has to go through/chose courses from the following segments
 - Method Classes (3 to 4 excluding Major area Offer): RM, Statistical tools, Philosophy of science. There is a set of preliminary method classes that a student has to take (in first year). Rest can be taken afterwards.
 - Breadth Classes (Generally 4 to 5): Students without MBA or such background will take at least one course from each of the allied areas (A/C. Marketing, Fin etc). Compulsory allied areas are pre-determined. A few offered in first year. This is student specific.

Summary

- Research focus
- Flexibility in design – fewer required courses
- Custom designed coursework
- Usually 5 years – high cost for delaying completion
- Financial Help: 4+1 (students have to do TA/RA work as a requirement for financial help)
- 1 st and 2nd year : Course work (Major and Minor). In few schools, students have to take exam after first year.