

# EXECUTIVE FELLOW PROGRAM IN MANAGEMENT

2017

## Manual

(Procedures, Policies & Guidelines)

**IIM**  
RAIPUR

भारतीय प्रबंध संस्थान रायपुर  
INDIAN INSTITUTE OF MANAGEMENT  
RAIPUR

## PREAMBLE

In the 2<sup>nd</sup> Faculty Council Meeting of Academic Year 2016-17, held on March 27, 2017, it was decided to undertake a comprehensive review of the Fellow Programs at IIM Raipur. In pursuance of the same, a FPM Review Committee was constituted by the Director vide Circular No. IIM Raipur/Dir./2017-18/15 on 4<sup>th</sup> April, 2017. Following were the constituent members of the FPM Review Committee:

1. Prof. Sumeet Gupta (Information Systems) – Chairman of the FPM Review Committee
2. Prof. Jagrook Dawra (Marketing) – Member
3. Prof. Payal Anand (HR&OB) – Member
4. Prof. Pradyumna Dash (Economics) – Member
5. Prof. Vinay Goyal (Finance) – Member
6. Prof. R.K. Jana (Quantitative) – Member
7. Prof. Parikshit Charan (Operations) – Member
8. Prof. Satyasiba Das (Strategy) – Member

The FPM Review committee deliberated based on the EFPM manuals of various IIMs and submitted its recommendations to the faculty council. The recommendations of the FPM Review committee regarding EFPM Program were discussed and finalized in the 5<sup>th</sup> Faculty Council Meeting of the Academic Year 2016-17, held on 12<sup>th</sup> June, 2017. This manual is an outcome of the discussion during the meeting.

While this manual is completely applicable to EFPM batches 2017 and beyond, this manual supersedes the existing EFPM Manuals depending upon the stage a scholar is in his/her EFPM Program. The table below presents the matrix regarding the applicability of rules to previous batches. The year in the table indicates the start year of a particular EFPM batch.

<b>Rules Regarding</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
Eligibility Criteria	Yes	No	No	No	No
Course Work	Yes	No	No	No	No
CIS	Yes	Yes	No	No	No
Comprehensive Examination	Yes	Yes	Yes	Yes	Yes
TAC	Yes	Yes	Yes	Yes	Yes
Dissertation	Yes	Yes	Yes	Yes	Yes
Extension	Yes	Yes	Yes	Yes	Yes
Publication Requirement	Yes	Yes	Yes	Yes	Yes
Program Duration	Yes	No	No	No	No

## Table of Contents

INTRODUCTION .....	5
ADMISSION.....	7
FEE STRUCTURE.....	9
COURSE WORK .....	10
PERFORMANCE AND EVALUATION.....	13
COMPREHENSIVE EXAMINATION .....	15
THESIS WORK .....	16
AWARD OF TITLE .....	19
ADMINISTRATIVE MATTERS.....	20
OTHER POLICIES .....	21

## List of Annexures

Annexure I: Course Registration Form for First Year	-----	25
Annexure II: Academic Advisor Allocation Form	-----	26
Annexure III: Course of Independent Study Proposal Form	-----	27
Annexure IV: Course of Independent Study Evaluation Form	-----	28
Annexure V: CIS Report Format (Title Page)	-----	29
Annexure VI: Comprehensive Examination Evaluation Report	-----	30
Annexure VII: Thesis Advisor / TAC Chair Allocation Form	-----	31
Annexure VIII: Thesis Proposal Approval Form	-----	32
Annexure IX: Thesis Proposal Report Format (Title Page)	-----	33
Annexure X: Six Monthly Progress Report Form	-----	34
Annexure XI: EFPM Programme Extension Form	-----	35
Annexure XII: Thesis Seminar Examination Report	-----	36
Annexure XIII: Thesis Evaluation Guidelines	-----	37
Annexure XIV: Thesis Evaluation Form	-----	39
Annexure XV: Final Thesis Format	-----	40
Annexure XVI: No Dues Form	-----	43

# INTRODUCTION

## Program Objectives

IIM Raipur started the Executive Fellow Programme in Management (EFPM) from academic year 2013-14. Executive Fellow Program in Management (EFPM) is a unique doctoral programme in management specifically designed for working professionals with more than seven years of work experience in industry. The Programme is intended to provide industry professionals an opportunity to move to academic careers, should they so desire, at certain point in their life. By providing scholarly inputs to those who already have domain knowledge of their discipline, the programme offers prospects of a full time/part time career within academia or in research positions outside the academia world. Following areas of specialization are available at IIM Raipur:

- Business Policy and Strategy
- Economics and Business Environment
- Finance and Accounting
- Marketing
- Operations Management
- Organisational Behaviour & HRM
- IT & Systems

## Program Structure

The fellow programme at IIM Raipur has the following four components:

- a. Mandatory Course Work
- b. Comprehensive Examination
- c. Thesis Proposal Formulation
- d. Thesis Submission and Defense

### *Mandatory Course Work*

The mandatory course works consists of three modules of around 30 days<sup>1</sup> each:

#### Module 1: Foundation in Management

This is a 30 Days integrated course on foundation of management. The EFPM scholars who already have a one/two/three-year full-time classroom based PGDM/PGP from any of the IIMs or MBA from IITs / FMS Delhi / XLRI / NITIE or MBA /PGDM from reputed institutions or universities carrying International accreditation (EFMD / AACSB / AMBA) would be exempted from Module 1 (Foundation Module) provided that they have obtained a minimum CGPA of 6 on a 10-point scale or an equivalent 3.0 on a 4.0-point scale and the corresponding letter grade 'B'.

#### Module 2: Research Module I

This is a four-week module on building basic ability for research.

#### Module 3: Research Module II

This is a four-week module on building advanced ability for research.

### *Comprehensive Examination*

On completion of the second year course work, the scholar takes the comprehensive examination. The comprehensive examination at the end of the 2nd year tests whether the scholar has obtained a satisfactory level of knowledge in his/her field of specialization and whether s/he has satisfactorily integrated the various courses taken by him/her in the area. While the course work formally gets over with the completion of Comprehensive Examination, scholars are encouraged to continue taking advanced courses of interest even further into their research work. If a candidate is declared pass, he / she goes to the next stage, else he/she may be asked to do a

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<sup>1</sup> Excluding Public Holidays

term paper and on the completion of the term paper withdraws from the programme by getting a certificate titled “Certificate in Management Teaching.”

#### *Thesis Proposal Formulation*

After passing the comprehensive examination, the scholar enters the thesis writing stage. The scholar first develops a thesis proposal, for which s/he identifies a research topic, identifies the members of the Thesis Advisory Committee (TAC), gives a seminar on the thesis proposal to IIM Raipur’s academic community, and gets the thesis proposal approved by the TAC.

#### *Thesis Submission and Defense*

On approval of the thesis proposal, the scholar works closely with the TAC on his/her thesis work. When the candidate’s supervisor judges that the thesis is complete, the scholar gives a seminar on the thesis work and subsequently defends the thesis orally before a thesis examination committee. The Chairperson (Fellow Programmes) appoints the thesis examination committee comprising the thesis advisor and other members.

#### **Program Duration**

The scholar is expected to complete the programme in four years. Under special circumstances, extension may be granted to the scholar. In any case the entire program should finish within six years. If a scholar fails to complete the requisite academic works for the Executive Fellow Programme within this specified period, then s/he has to withdraw from the programme. The scholar’s registration will be terminated on the completion of six years.

#### **Title**

After completion of all requirements of the programme, the scholar is awarded the title of the “Executive Fellow of the Indian Institute of Management Raipur”.

#### **Other Issues**

The respective areas are responsible for the monitoring of the EFPM scholars enrolled in the area. This includes issues such as periodic performance appraisal, continuation of the fellowship, scholarship, and comprehensive examination.

**The decision of the institute (Director) in matters of interpretation of the rules will be final and binding on all concerned.**

# ADMISSION

IIM Raipur's Executive Fellow Programme aims to admit individuals with exceptional academic background, strong motivation and discipline, and potential to become excellent researchers at international level. Since this program is exclusively for the professionals with industrial experience, it is expected that research scholars will work towards developing a methodology, understanding and providing solutions for real life management problems, apart from developing a theoretical framework. Applicants are evaluated on their past academic achievements, motivation and preparation for the programme, letters of recommendation, scores on standard tests, statement of research, and a personal interview with the faculty.

## Eligibility

The candidates for the programme must have one of the following qualifications obtained from any of the universities incorporated by an act of the central or state legislature in India, or other educational institutions established by an act of parliament or declared to be deemed as a university under section 3 of UGC Act, 1956, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India, or an equivalent qualification from an institution approved by AICTE.

- A Master's degree or its equivalent in any discipline with minimum 60% aggregate marks or equivalent grade point average

## Work experience:

Minimum 07 years of managerial/ entrepreneurial/ professional experience as on April 1, 2017 after graduation. The programme is open to all nationalities.

## Age Limit

Candidates must not be more than 50 years of age as on 1<sup>st</sup> June, 2017.

## Selection Process

Candidates who fulfil the eligibility criteria as stated above are required to submit any one of the CAT, GRE, GMAT scores along with their application form. Scores of any of these examinations including CAT taken during the last two years (i.e., on or after 1<sup>st</sup> July, 2015) will be considered valid. Admission to the programme is open to overseas candidates including NRIs and foreign nationals.

Candidates who already have a one/two/three-year full-time classroom based PGDM/PGP from any of the IIMs or MBA from IITs / FMS Delhi / XLRI / NITIE or MBA /PGDM from reputed institutions or universities carrying International accreditation (EFMD / AACSB / AMBA) with a minimum CGPA of 6.0 on a 10-point scale or 3.0 on a 4.0-point scale and an equivalent letter grade 'B' are exempted from this requirement, and can apply directly through the prescribed Application Form.

Candidates will also have to submit a 'Research Statement' that would help in understanding their clarity of thought for future research. The candidates short-listed on the basis of their academic record, competitive examinations, recommendations and research statement will be called to IIM Raipur for a personal interview for final selection during April-May of the year of admission and the successful candidates will receive offers by mid-May of that year.

A candidate receiving admission offer from IIM Raipur and accepting the offer within the stipulated date needs to send along with Offer Acceptance, a non-refundable commitment fee of ₹50,000 (the date of submission will be mentioned in admission offer letter) which will be adjusted against the amount of first instalment.

All candidates are required to register and submit the balance amount of first instalment of fee on May 15, 2017. Inauguration of the Programme will be held during the first week of June of the year of admission.

## How to Apply

The completed application for admission to the Fellow Programme shall include the following:

### *EFPM Application Form*

The EFPM application form can be downloaded from IIM Raipur's website (<http://www.iimraipur.ac.in>). A candidate is eligible to submit applications to a maximum of two areas. In such cases, two copies of the application form, one for each area, with all supporting documents may be sent together.

### *Relevant Test Scores*

Relevant Test Scores include CAT/GMAT/GRE. The test score should be valid on the deadlines of the submission of the application form. Test scores of last two years will only be considered.

### *Supporting Documents*

The supporting documents will consist of:

- Certified copies of School and University degrees. Candidates applying for waiver must attach copies of both sides of the grade sheet to ascertain the equivalence between the grading systems of other IIMs / IITs / Universities / Institutions, without which, the application for waiver will not be considered.
- Certified copies of mark sheets or transcripts of grades obtained during the course of study for the above degrees. Transcripts in languages other than Hindi and English must be submitted along with certified translations.
- Two references with their contact details and their respective email IDs from academics who have taught the candidate or with whom the candidate has worked closely on scholarly work. However, the supervisor at work could write a reference, if the candidate has been away from the university for a long period.
- Copies of Work Experience Certificates (if any)
- Caste Certificate (if applicable)
- Statement of Research

### *Application Fee*

Completed application form together with all relevant documents and a Demand Draft of Rs. 500/- in favour of Indian Institute of Management Raipur, should reach only through speed post to the Admissions Office (Fellow Program), Indian Institute of Management Raipur, GEC Campus, Sejbahar, Raipur 492 015 on or before March 15, 2017. There is no application fee for SC/ST/NC-OBC/DAP applicants who submit an attested copy of SC/ST/NC-OBC/DAP certificate.

### *No Objection Certificate*

Candidates have to submit the No-Objection Certificate from their employer at the time of admission.

Completed application forms should be sent to the following address.

#### **Admissions Office**

Indian Institute of Management Raipur  
GEC Campus, Sejbahar, Raipur – 492015 INDIA  
Phone: +91-771-2474612/13; 2971658  
Email: [efpm.admission@iimraipur.ac.in](mailto:efpm.admission@iimraipur.ac.in)

The completed application received by the Admissions Office will be compiled and submitted to the Admission Committee for the screening of application. Admission Committee will then evaluate the applications that have been submitted, and invite a select group of candidates for personal interviews.

Reservation for eligible categories will be as per Government of India rules applicable for doctoral programme at the time of admission. For any query, please contact: Email: [efpm.admission@iimraipur.ac.in](mailto:efpm.admission@iimraipur.ac.in)

## FEE STRUCTURE

The fee for the course is payable in favour of Indian Institute of Management Raipur is as follows. The Fee Structure for the scholars of the Executive Fellow Programme in Management of IIM Raipur is as follows:

S.N.	Particulars	1st Year ₹	2nd Year ₹	3rd Year ₹	4th Year ₹	Total
1	Tuition Fees	100000	100000	100000	100000	400000
2	Course Materials	10000	10000	10000	10000	40000
3	Computer Charges	5000	5000	5000	5000	20000
4	Library Fees	20000	20000	20000	20000	80000
5	Scholars' Association Fees	2000				2000
6	Alumni Activities	1000				1000
7	Caution Deposit*	10000				10000
	<b>TOTAL</b>	<b>148000</b>	<b>135000</b>	<b>135000</b>	<b>135000</b>	<b>553000</b>

- *Refundable*

- The amount of ₹ 50,000 deposited while accepting the offer of Admission will be adjusted against the 1<sup>st</sup> Year Fees.
- The fees/deposits mentioned against item nos. 5 to 7 in the 1<sup>st</sup> Year are payable only once.
- The caution deposit of ₹10,000 is refundable at the time of leaving the Institute subject to adjustments.
- The Year-wise amount indicated above is payable at the beginning of each Year.
- The balance amount of ₹98,000 towards 1st Year fees to be deposited at the time of registration.
- The fee payable for board and lodge facility will be extra and will be intimated before the commencement of term.
- After four years of program, the candidate will pay ₹50,000 per year as course fee in the subsequent years.
- This fee is applicable to all EFPM scholars.

### Late Fee Fine

- Payment within one week after last date: Rs.1000/-.
- Payment during second week after last date: Rs. 200/- per day (inclusive of Saturday / Sunday / Holiday), after which the defaulting scholar will be debarred from all academic activities.
- Payment of fees after the second week requires approval from Chairperson (Fellow Programmes). Please note that the late fee is applicable regardless of whether the payment is made directly or through bank loan. The scholar will not be permitted to proceed further with the course if the term fee is not paid.

### Withdrawal

There is no provision for refund of fees on withdrawal from the course.

# COURSE WORK

## Objectives

The objective of the course work is to provide essential exposure to various areas of management. This basic input is followed by a series of EFPM level courses to enable the scholar to take up doctoral level independent research.

EFPM scholars will have to take an equivalent of 42 Credits<sup>2</sup> out of which 36 Credits will be completed in the form of course work offered in three modules and 6 credits in the form of Course of Independent study which will start along with Module II.

## Module 1: Foundation [18 Credits] during June-July

This is a 30 days<sup>3</sup> integrated module having courses that build foundation in management. Following Courses will be offered during this module:

- Business Research Methods (1.5 Credits)
- Business Economics (1.5 Credits)
- Operations Management (1.5 Credits)
- Management of Information Systems (1.5 Credits)
  
- Corporate Finance (3.0 Credits)
- Organization Behaviour and Human Resources Management (3.0 Credits)
- Marketing Management (3.0 Credits)
- Strategic Management (3.0 Credits)

This module is an intense module and requires commitment to attend course work of around 6 hours per day for all 30 days.

The EFPM scholars who already have a one/two/three-year full-time classroom based PGDM/PGP from any of the IIMs or MBA from IITs / FMS Delhi / XLRI / NITIE or MBA /PGDM from reputed institutions or universities carrying International accreditation (EFMD / AACSB / AMBA)<sup>4</sup> would be exempted from the foundation module provided they have obtained a minimum CGPA of 6 on a 10-point scale or an equivalent 3.0 in 4.0-point scale and the corresponding letter grade 'B'.

## Module 2 and 3: Research Modules during October and January [18 Credits]

Module 2 and 3 will be advanced research modules of four weeks each. A scholar will have to complete 18 credits of course work which comprises:

- 2 Area EFPM Level Courses (6 Credits, offered one each in October and January)
- 1-2 Related Area EFPM Level Courses (3-6 Credits)
- 2-3 Research Full Courses (or 4-6 double half courses) (6-9 Credits)

Following is the list of suggested Research Courses (1.5 Credits each):

- Multivariate Data Analysis
- Experimental Design
- Qualitative Research Techniques
- Econometric Modelling
- Structural Equation Modelling
- Hierarchical Linear Modelling

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<sup>2</sup> One course is of three credits / 30 Hours.

<sup>3</sup> Excluding Public Holidays

<sup>4</sup> FPM Committee can waive some courses for MBA scholars from other Universities / Institutes

Additionally, a scholar will begin a course of independent study (CIS) under a faculty advisor from his/her area. The CIS comprises 6 credits and will continue till March End of the first year. A scholar will have to present his CIS work sometime during April of first year. The exact date will be communicated by the FPM Office.

Examination for each module will be conducted during the beginning of the next module. For the 3<sup>rd</sup> module, the examination will be conducted during the time of CIS presentation. The mode of examination (Term paper / Written exam / Assignment) is left to the respective faculty.

### **Course of Independent Study**

The objective of having a Course of Independent Study (CIS) Report is to allow the Scholars to organize and report the learnings gained in an in depth systematic literature review undertaken in their field of Research. The Course of Independent Study (CIS) Report should be a substantive contribution to the scholar's knowledge as well as to his research topic through integration of various literature sources in the domain. However, the CIS work may vary from one academic advisor to another academic advisor.

The purpose of CIS is to help a scholar narrow down his area of interest and help him create a base for finalising the topic of his / her thesis proposal. It is pertinent to note that the Course of Independent Study (CIS) Report represents a visible concrete output and would, therefore, have demonstrable potential enabling individuals to pursue further work on the theme.

The CIS work will be evaluated by the CIS Advisor himself/herself and another two faculty members to be nominated by the Chairperson (Fellow Programmes) in consultation with the scholar's CIS Advisor. In case of unsatisfactory performance in the CIS work, the scholar would be given one more chance to submit his/her CIS work within one month for re-evaluation from the date of first evaluation. A copy of the final report should be submitted to FPM Office.

### **Second, Third and Fourth Year**

The scholars will clear the Comprehensive Examination (CE) and work under the Thesis Advisory Committee (TAC) on a research topic. Some pointers for the second, third and fourth year are as follows:

- The scholar should present the thesis proposal before the faculty community in the second year after the comprehensive exam. The scholar should present his/her thesis proposal maximally by the end of second year.
- The scholar will have to submit six-monthly progress reports duly attested by the TAC Chair all through the second, third and fourth year.
- The scholar should ideally give the final thesis seminar before the end of 2<sup>nd</sup> trimester of second year. All exceptions from the proposed plan/ requests for extension will have to be submitted through the TAC Chair for approval of the Chairperson (Fellow Programmes). Fellow Programmes Committee would normally approve extensions; if the extensions are recommended strongly by the TAC Chair.
- For extension requests beyond the fourth year, the candidate would be required to make the presentation of the thesis/ work-in-progress before the TAC. The TAC will give the feedback for incorporation into the thesis. Extensions should be sought only during the seminar, with a clear plan of action for completion.

### **Transfer from One Area to Another**

After joining the EFPM programme, a scholar may apply by December 15<sup>th</sup> of the first year for change of the area of specialization if s/he so desires. Following conditions need to be fulfilled for change of area:

- The scholar must obtain the consent from the Areas Chairpersons of the original area of specialization as well as the destination area.
- A scholar cannot take transfer into an area to which s/he was originally rejected during EFPM interview.

**Academic Advisor**

By the end of Module I, sentient area, in consultation with the scholar, will designate Academic Advisor (AA) for each EFPM scholar. The scholar should submit Faculty Advisor Appointment Form (Annexure II) duly signed by the AA to the Fellow Programmes Office.

- All scholars have to consult their AA for all academic matters relating to their elective courses, Comprehensive Examination and Dissertation, if any, until they successfully complete Comprehensive Examination.
- The responsibilities of AA continue until his/her scholar successfully completes CIS and Comprehensive Examination (CE).
- AAs may serve as one of the three members of the Comprehensive Examination Committee and Thesis Advisory Committee of their respective scholar.

**Completion of Course Work**

Scholars must finish all requirements of the courses within the term in which the courses are offered. If for any reason, one is not able to complete a module or a part of it, he will be allowed to complete the same by next year. However, the program duration of 4 years will remain as it is.

# PERFORMANCE AND EVALUATION

## Academic Performance and Evaluation System

The evaluation of academic performance is based on varying combinations of the following components:

- a. Assignments, Quizzes, Class participation etc.
- b. Project Work and or term paper(s)
- c. Examinations
- d. Seminars

While components (c) and (d) are mandatory, relative weights of the components for a specific course will be at the discretion of the instructor. However, written examination/s with minimum weight of 50% is compulsory for all the courses. For EFPM level courses, the evaluation scheme and the weights for each component in the scheme vary from course to course. The course instructor has the option to choose the mode of written examination. It could be classroom, open-book/closed-book or take-home examination /assignment. The evaluation schemes for every course are conveyed to the scholars at the beginning of the course along with the course outline.

Attendance is must for examinations for each scholar in each term, failing which he/she will be debarred from the registration for next term. Such scholars are required to continue from that term along with next batch.

For each component of evaluation, the faculty member will communicate the performance of scholars through marks only. At the end of the course, the faculty member will aggregate on all the components of evaluation using the weights he has prescribed in the course outline. He shall compute the weighted cumulative marks and give the appropriate grade. Numeric score for individual components along with class distribution of scores may be communicated to the scholars.

IIM Raipur follows a system of continuous evaluation. Throughout the term, the scholar will be tested on his/her ability to understand concepts, learn techniques and apply them to problems in the real world. At each stage of the course, the scholar would be in a position to assess his/her performance and take measures to make improvements.

## Grading System

A ten-point grading scale with corresponding letter grades as follows is used:

Letter Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F	I
Grade Point	10	9	8	7	6	5	4	3	2	1	0	-
Description	Exceptional	Excellent	Proficient	Very Good	Good	Fair	Satisfactory	Unsatisfactory	Poor	Very Poor	Fail	Incomplete*

*\*Absent in Mid-Term/End Term*

The Term Grade Point Average (TGPA) is calculated by computing the sum of grade points in respective courses multiplied by their respective credits, and dividing it by the total credits for all courses in the term. Similarly, the Cumulative Grade Point Average (CGPA) is calculated at the end of each term as a composite index of the academic performance of the scholar up to that stage in the Programme. TGPA is an indicator of scholar performance for a term, whereas CGPA is an indicator of scholar performance up to a term.

“In the case of a scholar obtaining ‘I’ Grade, he/she shall be required to repeat that component in that course before Mid-Term Examination of the subsequent term. If the reason for absence for Mid / End Term examination

does not come under Medical/exigencies, a loss of two grades will be imposed after re-examination result. If the scholar is unable to appear for the re-examination on the said due date, he/she will be awarded 'F' Grade."

IIM Raipur follows a system of relative grading. This implies that the grade received by a scholar is relative to the grades obtained by the class as a whole. It is therefore not uncommon to find a case where a scholar obtains a grade of B for obtaining 75% marks; since, the class average was around 73% marks. However, faculty members may prescribe some absolute limits to award grades as well. For example, he/she may fix 30% marks as minimum marks for obtaining a pass grade.

In each course, a scholar is thus awarded a letter grade only. The weighted average for all courses taken by a scholar in the programme is called the Cumulative Grade Point Average (CGPA). Please note that the weights used to compute CGPA are the number of credit hours for a course.

### Academic Criteria for the Course Work

A scholar must satisfy the following conditions at the end of the third term of the Module 3 of the first year to be eligible for taking comprehensive examination:

- a. A minimum of GPA of 4.0 in each Module
- b. A minimum CGPA of 4.5
- c. A minimum GPA of 5.0 in the area specific course taken in Module 2 and 3.
- d. Not more than 2-Ds or 1 F
- e. Clearing CIS

Scholars are advised to obtain their answer sheets from the Fellow Programmes Office Programme Assistant/concerned faculty and seek clarifications (if any) from the faculty. The Fellow Programmes Office will display the grades obtained by all the scholars in a particular module three weeks after the examinations. *The notice will be displayed for 3 days during which scholars can verify the accuracy of the grades. After this period the grades will be finalised and informed to the scholars. After the grade sheets are finalised by the Fellow Programmes Office, no request for re-evaluation or change in grade will be entertained.*

Each scholar is expected to attend a minimum of 80% of classes in each course (i.e. in a 3 credit course, 16 classes out of 20) to avoid grade-drop penalty. The grade penalty will be imposed on all the scholars who do not meet the minimum 80% attendance requirements in each course in the following manner.

Attendance of Scholar (%)	Grade Penalty
More than or equal to 70% but less than 80%	One grade drop (e.g. from A+ to A)
More than or equal to 60% but less than 70%	Two grade drop (e.g. from A+ to A-)
More than or equal to 50% but less than 60%	Three grade drop (e.g. from A+ to B+)
Less than 50%	F grade will be awarded

Thus, out of a total of 20 sessions in a course, if a scholar is absent for 13 classes or more, the scholars in such cases may be debarred from giving exams for that particular course and be given an F grade.

The scholars who do not fulfil the academic requirements of the programme within the stipulated time, the FPM Committee may review the situation and may cancel the registration of the scholar in consultation with the CIS Advisor.

The scholar whose registration has been cancelled on any grounds may file an appeal to the Director who in consultation with the faculty council may reconsider his /her case and take decision accordingly. The decision of the Director on such appeal will be final & binding.

# COMPREHENSIVE EXAMINATION

## Objective

The objective of the Comprehensive Examination (CE) at the end of the second year is to test whether the scholar has obtained a satisfactory level of comprehension and application of the concepts learned in his/her field of specialization. The CE is not to test knowledge of a discrete collection of topics in the area. The comprehensive examination consists of a test covering the scholar's major area.

The scholars are required to appear for the CE on completion of the required course work, including CIS. Ideally, a scholar should complete his/her course work including CIS by the month of April of the first year and prepare for the CE. The Chairperson (Fellow Programmes) informs different Area Chairpersons about the names of the scholars who have completed their course work and are required to appear for the CE.

## Comprehensive Examination

The Area decides upon the format of the comprehensive examination for each scholar in their area. The same could be offered as a written examination or a review of a few important papers or a term paper on specific topic or any other format as decided upon by the area. The candidate should finally appear for an oral examination in front of the Area Comprehensive Examination Committee.

## Area Comprehensive Examination Committee

The Chairperson (Fellow Programmes), in consultation with the scholar's academic advisor (AA) appoints the Area Comprehensive Examination Committee (ACEC). The committee consists of the academic advisor (as Chairperson of the ACEC) and two other members (same area/related area/one external). The external member, if any, can be invited through skype, if he/she is in a different location.

In order to pass the CE, at least two of the ACEC members should declare the scholar's performance as satisfactory. If multiple number of scholars in an area take CE in the same year, same / separate ACEC can be formed for each scholar with the respective AA as the Chairperson of the ACEC.

## Grading of the Comprehensive Examination

The oral portion of the comprehensive examination would be graded as Pass | Fail. A grade 'Pass' signifies the minimal acceptable performance expected from a EFPM scholar. A 'Fail' indicates that the answer is not up to the standards expected from our EFPM scholars.

## Time Limit for Comprehensive Examination

The scholar must appear for the Comprehensive Examination by the end of June after completing the course work phase. Under special circumstances, the date of CE may be extended by up to a maximum of 3 months upon prior application from the scholar and recommended by the sentient area through AA. In case of unsatisfactory performance in the CE, one re-examination is permitted. But it must be taken by the scholar within 3 months of the first CE.

If the scholars fail to clear CE in the second attempt also, he will have to withdraw from the program.

# THESIS WORK

## Objective

The thesis should be a scholarly contribution to the knowledge pertinent to the understanding and resolution of management problems. The scholar should demonstrate professional competence in developing a model or a set of hypotheses, collecting and interpreting data, reaching conclusions, and drawing the implications for research and managerial practice.

## Thesis Advisory Committee

Within one month from the date of passing the comprehensive examination, the scholar must identify a Thesis Advisor who will guide him/her as Chairperson in his/her Thesis Advisory Committee (TAC). This should be communicated to the FPM office in writing along with the consent of the concerned faculty member. The Chairperson (Fellow Programmes) appoints the TAC in consultation with the scholar and the thesis advisor. A scholar must propose his/her TAC within three months of passing his/her comprehensive examination.

The TAC will consist of three members, including the thesis advisor, at least two of which, must be from the scholar's area of specialization. The members are chosen to contribute to the thesis research in a complementary manner and to provide help in literature search, research design, model construction, fieldwork, and data analysis. An expert or an academician from outside of IIM Raipur can also be member of the committee provided s/he is interested in the topic of research and can spare time to guide the scholar.

If the circumstances demand, the Chairperson (Fellow Programmes) may, in consultation with the scholar and the Chairperson of the TAC, reconstitute the TAC. A Co-Chairperson TAC will be appointed (from amongst TAC members) if TAC Chairperson proceeds on long leave or quits the services of the Institute and EFPM candidate's pre-thesis submission seminar is not over. In case TAC Chairperson proceeds on long leave or quits the services of the institute before the thesis proposal seminar of the candidate, TAC will be reconstituted.

The role of TAC includes the following:

- a. Judging the adequacy of the research design for the Thesis Proposal
- b. Attending thesis seminar to be presented by the scholars and to provide feedback
- c. Providing written feedback on the draft thesis submitted by the scholar

## Thesis Proposal Seminar

The proposal should contain a survey of literature and context description on the subject. Scholars should clearly state their research objectives, relate these to the research in the area and problems in this context, develop a model or a set of hypotheses, provide clear definitions, describe and defend the proposed research methodology and highlight the potential contribution of the proposed study to theory, practice, and research in the relevant area of management.

When the TAC agrees on the adequacy of the research design, the scholar formulates a preliminary thesis proposal and gives a seminar on the proposal to the institute's academic community for getting further inputs to strengthen the thesis proposal. The scholar through TAC should give at least two weeks' notice to the Fellow Programmes Office for arranging the seminar, in the interest of better participation from the institute's academic community. During summer vacation, FPM office will schedule the seminars considering the availability of faculty members.

## Approval and Submission of Thesis Proposal

A thesis proposal is approved only after the scholar has given the thesis proposal seminar and the TAC concludes that the subject appears researchable in the way it has been proposed. TAC will ascertain that the field work is likely to produce the required data and the analytical methodology if adequately carried out will produce an acceptable thesis, and the scholar is ready for doing full scale research.

The scholar submits to the Chairperson (Fellow Programmes) a copy of the thesis proposal approved by the TAC. The scholar's failure to fulfil this requirement within 6 months after passing his CE will be considered as "unsatisfactory performance". A scholar can be given one more chance to present the thesis proposal by the end of second year. If the scholar fails to clear in the second attempt, his/her registration will be cancelled.

### **Thesis Research**

Under the TAC's guidance, the scholar pursues independent and original research towards preparation of a thesis. The thesis may require field investigation and observation to ascertain and impartially report facts and issues of significance to organizations and institutions. The thesis should include effective analysis and evaluation of relevant data to yield independent and significant conclusions.

### **Research Progress Report**

In order to promote a healthy system for tracking academic progress of the scholars and to facilitate the FPM Committee to take timely remedial actions, if any required, a six-monthly reporting system has been introduced for scholars from second year onwards. They are required to submit a six-monthly report of their progress to the Fellow Programmes office. The report in the prescribed format (Annexure X) signed by the Chairperson of the TAC should reach the office latest by the end of every six months.

### **Draft Thesis**

The principal purpose of the thesis is to demonstrate the scholars' capability to make fruitful use of research methods appropriate to the problem and to develop and handle evidence satisfactorily. Hence, the thesis should contain a statement of (a) the research procedures employed, and (b) the extent, nature, reliability and suitability of the evidence gathered. Clarity, conciseness and orderliness of writing and presentation are required. It is necessary to include sufficient evidence to support the reasoning and conclusions so as to permit other scholars to build upon them. The length of the thesis will vary with research topic and evidence required. The thesis need not be of book length. The scholar submits one copy of the approved draft thesis duly signed by the TAC members to the Fellow Programmes Office. The draft thesis needs to be submitted before proposing the thesis seminar.

### **Publication Requirements**

Following are the pre-requisites for submitting the doctoral draft thesis:

- One Journal Papers acceptance in the classified list of IIM Raipur

### **Thesis Seminar**

The thesis seminar needs to be presented by the candidate only after s/he submits the approved draft thesis to the FPM Office. Before submitting the final thesis for defense the scholar presents a seminar on the research to disseminate the findings to stimulate research work in the area. The seminar also provides an opportunity to obtain feedback from the institute's academic community including the TAC towards better presentation and findings. These suggestions have to be included in the final thesis.

The scholar through TAC should give at least two weeks' notice to the FPM office for arranging the seminar in the interest of better participation from the institute's academic community. During summer vacation, Fellow Programmes Office will schedule the seminars considering the availability of faculty members.

### **Final Thesis Submission**

After incorporating all the suggestions provided in the Thesis Seminar, the scholar submits the final thesis along with a detailed abstract of the thesis not exceeding 10 pages (both soft and hard copies) and signed approval forms by all the TAC members to the Fellow Programmes Office within three months from the date of the thesis seminar.

## Guidelines on Writing the Thesis

The scholars may refer guidelines from APA manual of style<sup>5</sup> or Chicago manual of style<sup>6</sup> in drafting their thesis. In general, a paper, whether it is a thesis, a report or a dissertation is made up three parts: the front matter (normally referred to as prelims), the text and the reference matter. In a long paper each of these parts may consist of several sections but in a short paper there may be just the title and text. The number of sections naturally depends upon the length and complexity of the paper for example for a short paper there is no point in having a table of contents. The order should be as follows (of course parts may be omitted but this order should be maintained).

### *Preliminaries*

- Title
- Reverse of title page- a blank page
- Letter of Transmittal certificate of Approval
- Certificate of Approval
- Abstract
- Table of contents
- List of illustrations
- List of tables
- Preface and Acknowledgement (either together or separate)

### *The Text / Body*

- Introduction
- Main body of paper usually consisting of
- Part and chapters including notes.

### *Reference Matter*

- Appendices and Bibliography

## Thesis Examination Committee

When a scholar is ready to submit his/her 6 copies of thesis work, he/she requests the Chairperson (Fellow Programmes) to appoint the Thesis Examination Committee (TEC). The Chairperson (Fellow Programmes), in consultation with the TAC Chairperson, appoints the TEC consisting of two members of the TAC and two eminent external experts preferably one from abroad, to be taken from experts' list submitted by the TAC Chairperson. TAC Chairperson will submit a panel of eight external experts with complete contact details of which four should be experts from abroad in case s/he refers to get thesis evaluated from abroad. External experts must have published research credential in top class journals in the area of specialisation. The role of TEC includes the following:

- Examining the thesis work
- Conducting an oral thesis defense examination

## Non Completion of the programme and extension

The stipulated period for completion of the course is 4 years for a regular scholar. One year of extension will be given to scholars, subject to the recommendation of the TAC Chairperson and due deliberation in the FPM Committee based on the progress report submitted by the scholar. No further extensions will be allowed but under exceptional cases the extension might be given for one more year. Scholars unable to complete the programme within six years of enrolment will be terminated from the programme and their registration will be cancelled.

## Others

Exceptional cases, which are not covered by these regulations, will be referred by the Chairperson of the TAC to the Chairperson (Fellow Programmes) for consideration. FPM committee along with a representative of the scholar will take the final decision on any referred matter.

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<sup>5</sup> <http://www.apastyle.org/?apaSessionKey=ZS2cJeqKRvzk7cUEIk6zzFZ4>

<sup>6</sup> <http://www.chicagomanualofstyle.org/home.html>

## AWARD OF TITLE

The scholar shall complete the following requirements before qualifying for the award of the title:

- Submit required number of copies of the thesis and abstracts.
- Obtain clearance from various functionaries of the institute as per guidelines with the Fellow Programmes Office.

For getting the award at least three members of the Thesis Examination Committee (TEC) should declare the scholar's thesis work is seminal and recommend for the award.

On qualifying for the award of the title, scholars receive the title of "Executive Fellow of the Indian Institute of Management Raipur" at the forthcoming annual convocation. Meanwhile, a provisional certificate can be given on the scholar's request only after obtaining clearance from various functionaries of the institute

The scholars are required to indicate the exact name to be used in the title. The scholars are expected to receive the title in person.

## ADMINISTRATIVE MATTERS

### Discipline

A scholar shall conform to a high standard of discipline, and shall conduct himself, within and outside the precincts of the Institute in a manner befitting the scholars of an institution of national importance. He shall have the seriousness of purpose and shall in every way, train himself to lead a life of earnest endeavour and cooperation. He shall show due courtesy and consideration to the faculty and employees of the Institute and pay due attention and courtesy to visitors. The Institute attaches great importance to integrity, honesty and discipline. A sense of responsibility and a high degree of maturity are expected from all the scholars both inside and outside the Campus as befits future managers. The following breaches of discipline may attract immediate expulsion from the Institute:

- a. Any case of gross misconduct.
- b. Any form of malpractice during an examination.
- c. Any cases of reporting fictitious data for an empirical study.

### Withdrawal from the Programme

A scholar wishing to withdraw from the Programme at any time must give it in writing. He/she should also obtain a “No Dues Certificate” (as per format at Annexure XVI) from Accounts, Library, Hostel, Computer Centre, Fellow Programmes Office, Programme Office, and submit it to the Fellow Programmes Office for settling his/her accounts. Scholars withdrawing from the programme will not be issued any formal transcripts or partial course completion certificate.

### Refund

All fees paid by a scholar, other than Caution / Security Deposit, are not refundable, once a scholar has been admitted to the Institute. The Security Deposit will be refunded at the end of the programme, after receipt of “No Dues Certificate” in the Fellow Programmes Office.

### Partial Course Completion Certificate

EEFPM scholars will not be issued any formal transcripts or partial course completion certificate before completion of the full programme.

### Fellow Programmes Office

Fellow Programmes Office will co-ordinate all activities concerning the Executive Fellows. All executive fellows may, therefore, contact the Fellow Programmes Office for anything concerning the Executive Fellow Programme.

## OTHER POLICIES

### Issues Around Sexual Harassment and Safety of All on Campus

Acts of sexual harassment are covered under The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Section 354 of Criminal Law (Amendment) Act, 2013. Upon receipt of information on such instances by anyone to any authority in the Institute, the said authority shall immediately report the complaint to the Chairperson, Gender Sensitivity Committee (GSC). The Chairperson of GSC shall arrange for detailed investigation of the case and submit the report to the Director and Fellow Programmes Committee with proposed course of action against the offender(s). The Fellow Programmes Committee will implement GSC's proposed course of action in a timely manner. GSC's Policy Guidelines are binding on all parties concerned.

### Plagiarism Policy

IIM Raipur expects that scholars, faculty, research staff, all uphold academic integrity and practice exemplary scholarship. While submitting term papers, assignments, presentations, proposals, thesis, papers it is expected that the scholar who is submitting will ensure that it is his/her own work, they will acknowledge the work of other sources that they have borrowed from, and make it explicit who they have consulted in completing their work. Failure to acknowledge consultation, help, or sources are all treated as plagiarism. Plagiarism is judged by output and not by intent.

Plagiarism includes copying, colluding (working with someone inside or outside the Institute while the requirement is that you work alone), submitting someone else's work as yours.

Plagiarism might be in the form of:

- Copying text, ideas, figures, tables, computer code, mathematical derivations, and presenting it as yours. Changing it very slightly and not citing the source from which you took the original idea
- Paraphrasing by substituting words, by changing the order of words or phrases and presenting it as your own
- Paraphrasing by joining two or three short phrases from one or more sources
- Not putting quotation marks for phrases, sentences, paragraphs cited verbatim from other sources
- Making a collage by cutting and pasting from internet and openly available sources without acknowledging the sources
- Copying from terms papers, assignments from previous year scholars
- Copying from unpublished sources available to a limited audience
- Presenting an idea that you may have thought of but is also found in another place as yours and not acknowledging who else and where has a similar idea been presented
- Getting someone else (paid or non-paid) to do your work and presenting it as your work
- Copying from your own work published or unpublished in the past without citing or mentioning it explicitly

Use the Chicago Style Guide, or APA Manual (7th edition) or any style indicated by the faculty or the outlet to which you are reporting to cite, acknowledge work cited or quoted by you. If you have any doubts please ask a colleague, faculty, or the Program Office for further clarification. You could also refer to <http://plagiarism.org/>. Learning to cite and refer appropriately is the writer's/author's/individual responsibility. Ignorance about style, rules is not a sufficient excuse to indulge in intentional or unintentional plagiarism.

Plagiarism is viewed as a serious offence and it will attract penalties including possible expulsion from the Institute. Complaints of plagiarism will be first made to the Chairperson (Fellow Programmes) by the faculty and the Chairperson (Fellow Programmes) will then initiate an enquiry and reach a decision. The scholar will have the right to appeal to the Director whose decision will be final.

## Grievance Redressal Policy

In the course of their program, it is sometimes possible that the scholar may face issues which affect his/her well-being or ability to complete the program. For those rare but possible cases the Fellow Programmes Office has the following procedure in place for the scholar to receive a fair hearing.

### *Process to be followed by the EFPM scholar and office to resolve program related issues*

For any issue the EFPM scholar faces that he/she needs to be redressed and the Academic Advisor or TAC Chair are unable to help the following process may be followed:

The scholar submits a written complaint detailing the issue to the Chairperson (Fellow Programmes). As a first step the Chairperson (Fellow Programmes) will meet with the scholar and ascertain if the issue can be solved by dialogue and discussion with the scholar and the concerned party. In case such intervention does not resolve the issue the Chairperson (Fellow Programmes) will form a sub-committee of two or three faculty members to address the issue in the fairest possible manner.

The scholar if still dissatisfied can appeal to the Director who is the highest appellate authority in the Institute. The Director's decision will be final.

## Publication Ethics and Authorship Norms

Norms for publication ethics and authorship are well established among the academic community, such as the one specified by Committee on Publication Ethics (COPE)<sup>7</sup>.

Attribution of authorship depends to some extent on the discipline but, in all cases, must be based on substantive contributions to a combination of the:

- conception and design of the project;
- analysis and interpretation of the research;
- drafting significant parts of the work or critically reviewing it so as to contribute to the interpretation.

Each author must have participated sufficiently in the work to take public responsibility for at least that part of the work they contributed. All persons designated as authors must qualify for authorship, and all those who qualify must be offered authorship.

Authorship must not be offered to those who do not meet the requirements set out above. The right to authorship is not tied to position or profession: ghost, gift, or honorary authorship is unacceptable. For example, none of the following contributions justifies including a person as an author:

- being an Organisational Unit head, holding other positions of authority, or personal friendship with the authors;
- providing a technical contribution but no other intellectual input to the project or work to be submitted;
- providing routine assistance in some aspects of the project, the acquisition of funding, or general supervision of the research team;
- providing data that have already been published or materials obtained from third parties, but with no other intellectual input.

Where relevant, the term 'editor' should be applied only to a person who has played a significant role in the intellectual shaping of a publication.

Where appropriate, other persons who contributed to the research but do not meet the criteria for authorship should be named in the Acknowledgements. This includes those who have contributed facilities, materials or technical or other research or technical writing assistance. Funding bodies should always be acknowledged in a

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<sup>7</sup> <https://publicationethics.org/>

manner consistent with that described in the relevant funding agreement. Where individuals are to be acknowledged, authors should make all reasonable steps to obtain their written or email consent.

The order of the names in a publication is decided according to the quality of the contribution, the extent of the responsibility and accountability for the results, and the custom of the discipline. The attribution of authorship is not affected by whether researchers were paid for their contributions or by their employment status.

An author who submits a manuscript for publication accepts the responsibility of having included as co-authors all persons who are entitled to co-authorship, and none who are inappropriate.

The submitting author should send each co-author a draft copy of the manuscript and should make a reasonable attempt to obtain consent to co-authorship, including the order of names; other contributions should be indicated in a footnote or an "Acknowledgements" section, in accordance with the standards of the discipline and the publisher.

#### *Author(s)' Responsibilities*

All researchers must take all reasonable steps to ensure that their findings are accurate and properly reported. If they become aware subsequently that their findings were inaccurate and/or improperly reported, then researchers should take all reasonable steps to correct the record.

All researchers have a responsibility to accurately assign credit for contributions to a research publication or outcome.

Each author of a research publication takes responsibility for the validity, originality, and integrity of the research that they contributed, or permitted to have been contributed, to the research that is disseminated.

Each author must be offered the opportunity to review and approve the final version of the work to be submitted for publication.

A researcher must, prior to publication of any research that names the researcher as an author, assure himself / herself that:

- authorship has been offered to all people who meet the criteria for authorship listed above; and
- appropriate steps have been taken to obtain each person's written or email notification of acceptance or disclaimer of authorship within a reasonable time of the offer being made.

Collaborating researchers should agree on authorship and author order of a publication at an early stage in the research project and should review their decisions periodically.

Where a publication has several authors, one author should take responsibility for:

- recording authorship and managing communications about the publication with the co-authors and editor/publisher;
- ensuring that all authors acknowledge their authorship and contribution in writing or by email before submitting the work for review;
- keeping a record of such correspondence for the period described.

#### *Models to Promote Authorship and Author Order Discussion*

Some of the models that promote authorship and author order discussion are as follows:

- American Psychological Association (1992) Ethical principles of psychologists and code of conduct. *American Psychologist* 47: 1597-1611.
- Beveridge CA and Morris SE (2007) Order of merit. *Nature* 448: 508, [www.authorder.com](http://www.authorder.com).
- Winston RB (1985) A suggested procedure for determining order of authorship in research publications. *Journal of Counseling and Development* 63: 515-518.

## ANNEXURES



Annexure II: Academic Advisor Allocation Form

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

**ACADEMIC ADVISOR ALLOCATION FORM**

I, <NAME OF THE SCHOLAR> \_\_\_\_\_, <ROLL NO> \_\_\_\_\_, scholar in the <AREA> \_\_\_\_\_

hereby declare that I want to work in the area of <TOPIC> \_\_\_\_\_ and I have met

Prof. (Dr.) \_\_\_\_\_ and have obtained his/her consent to be my academic

advisor.

\_\_\_\_\_  
(Signature of the scholar)

Date: \_\_\_\_\_

\_\_\_\_\_  
(Signature of Academic Advisor)

Date: \_\_\_\_\_

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

**COURSE OF INDEPENDENT STUDY PROPOSAL FORM**

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Title of the CIS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Basic Thrust of Study:**

**Library Based | Field Work Based | Any Other**

Signature of the Scholar

Signature of the Academic Advisor

Name \_\_\_\_\_

Date: \_\_\_\_\_

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

**COURSE OF INDEPENDENT STUDY EVALUATION FORM**

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Components of Evaluation	Marks			
	Max Marks	Academic Advisor	Faculty Member 1	Faculty Member 2
<b>Introduction &amp; Literature Review:</b> Clearly describes objectives and rationale of the CIS. Presents relevant & Up-to-date literature.	35			
<b>Report Writing:</b> Is the writing style clear (topic sentences introduce themes presented in each paragraph; concise language used; spelling and grammar). Are the ideas presented clearly and can they be followed from one section of the proposal to the next?	25			
<b>Research Gaps/Conclusion</b>	15			
<b>Presentation:</b> Presentation Skills Handling Questions & Answers	15 10			
<b>Total Marks</b>	100			

**Result:**    Approved | Approved with Changes | Not Approved

**Date:** \_\_\_\_\_

Remarks if Any:

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\_\_\_\_\_  
Signature of Academic Advisor

\_\_\_\_\_  
Signature of Member

\_\_\_\_\_  
Signature of Member

Annexure V: CIS Report Format (Title Page)

TITLE

A CIS Report  
By  
(Name of the EFPM Scholar)

Submitted on  
(Date)

*Approved by the CIS Examination Committee*

1. Prof. \_\_\_\_\_ [Academic Advisor]

2. Prof. \_\_\_\_\_ [Member]

3. Prof. \_\_\_\_\_ [Member]



Indian Institute of Management Raipur

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

**COMPREHENSIVE EXAMINATION EVALUATION REPORT**

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Marks Obtained in Written Examination: \_\_\_\_\_

Members of the ACEC: \_\_\_\_\_, Academic Advisor  
\_\_\_\_\_, Member  
\_\_\_\_\_, Member

Area Comprehensive Examination Committee Members Report

Comments on the Performance of the Scholar (Write overleaf, if necessary):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Result: Pass | Fail

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of Academic Advisor

\_\_\_\_\_  
Signature of Member

\_\_\_\_\_  
Signature of Member

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

THESIS ADVISOR / TAC CHAIR ALLOCATION FORM

I, <NAME OF THE SCHOLAR> \_\_\_\_\_, <ROLL NO> \_\_\_\_\_, scholar in the <AREA> \_\_\_\_\_

hereby declare that I want to work in the area of <TOPIC> \_\_\_\_\_ and I have met

Prof. (Dr.) \_\_\_\_\_ and have obtained his/her consent to be my Thesis advisor

(TAC Chair).

\_\_\_\_\_  
(Signature of the scholar)

Date: \_\_\_\_\_

\_\_\_\_\_  
(Signature of Thesis Advisor / TAC Chair)

Date: \_\_\_\_\_

Annexure VIII: Thesis Proposal Approval Form

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

THESIS PROPOSAL APPROVAL FORM

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Title of the Proposed Thesis: \_\_\_\_\_

\_\_\_\_\_

Date of Submission: \_\_\_\_\_

Members of the TAC: \_\_\_\_\_, Chairperson

\_\_\_\_\_, Member

\_\_\_\_\_, Member

Remarks on the Proposal (Write overleaf, if necessary):

\_\_\_\_\_

\_\_\_\_\_

**Result:**    Approved | Approved with Changes | Not Approved        **Date:** \_\_\_\_\_

\_\_\_\_\_  
Signature of TAC Chairperson

\_\_\_\_\_  
Signature of TAC Member

\_\_\_\_\_  
Signature of TAC Member

Annexure IX: Thesis Proposal Report Format (Title Page)

TITLE

A Thesis Proposal  
By  
(Name of the EFPM Scholar)

Submitted on  
(Date)

*Approved by the Thesis Advisory Committee*

1. Prof. \_\_\_\_\_ [Chairperson]

2. Prof. \_\_\_\_\_ [Member]

3. Prof. \_\_\_\_\_ [Member]



Indian Institute of Management Raipur

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

**EEFPM PROGRESS REPORT FORM**

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Title of the Proposed Thesis: \_\_\_\_\_

\_\_\_\_\_

Date of Submission: \_\_\_\_\_

Members of the TAC: \_\_\_\_\_, Chairperson

\_\_\_\_\_, Member

\_\_\_\_\_, Member

**Report by the Scholar (Use Additional Space, if Necessary)**

1. Outline below your progress and achievements over the last 6 months. Indicate what milestones have been achieved, including detailing what chapters or sections of your thesis have been written in draft or final form.
2. Outline below your research goals for the next 6 months. Indicate what milestones have been set for the next 6 months, including detailing what chapters or sections of your thesis you plan to write in this period.
3. Research Output, if any, in the form of publication / conference / case etc.

\_\_\_\_\_  
Signature of the Scholar

**Comments by TAC Chair (Use Additional Space, if Necessary)**

1. Please provide comments on the scholar's achievements and progress
2. The scholar's rate of Progress is: Very Good | Good | Satisfactory | Below Acceptable standard  
(Measures, if any, to be taken if the progress is below acceptable standard)

\_\_\_\_\_  
Signature of TAC Chairperson

Annexure XI: EFPM Programme Extension Form

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

EFPM PROGRAMME EXTENSION FORM

- 1. Name of the Scholar: \_\_\_\_\_
- 2. Registration Number: \_\_\_\_\_
- 3. Date of Admission to EFPM Program: \_\_\_\_\_
- 4. Extension due from: \_\_\_\_\_
- 5. Current Status / Progress of the scholar (Please attach Progress Report)
  - a. Coursework completed with CGPA: \_\_\_\_\_
  - b. Date of Clearing Comprehensive Exam : \_\_\_\_\_
  - c. Publications: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  - d. Expected date for Completion of EFPM: \_\_\_\_\_
- 7. Reason behind delay: \_\_\_\_\_  
\_\_\_\_\_

Signature of Scholar

Date: \_\_\_\_\_

TAC Chairperson Remarks: \_\_\_\_\_  
\_\_\_\_\_

Recommended / Not Recommended

Signature of Chair (TAC)

Signature (Member TAC)

Signature (Member TAC)

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

8. EFPM Committee Recommendations

\_\_\_\_\_  
\_\_\_\_\_

Recommended / Not Recommended

Signature of Chairperson (EFPM)

Date: \_\_\_\_\_

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

THESIS SEMINAR EXAMINATION REPORT

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Title of the Thesis: \_\_\_\_\_

\_\_\_\_\_

Date of Thesis Seminar: \_\_\_\_\_

Members of the TAC: \_\_\_\_\_, Chairperson

\_\_\_\_\_, Member

\_\_\_\_\_, Member

**REPORT OF THE THESIS ADVISORY COMMITTEE:**

The scholar submitted a comprehensive report of the research work carried out by him / her and made an oral presentation to the academic community of IIM Raipur, along with its panel of examiners.

(Please tick ONE of the two options given below)

ADEQUATE for the submission of the EFPM Thesis, incorporating the suggestions (if any) in consultation with the TAC Chair

INADEQUATE for the submission of the EFPM Thesis in its present form and major modifications are required. The scholar must incorporate the modifications suggested and give the seminar again.

\_\_\_\_\_  
Suggested Date of repeat Thesis Seminar

Remarks on the Proposal (Write overleaf, if necessary):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of TAC Chairperson

\_\_\_\_\_  
Signature of TAC Member

\_\_\_\_\_  
Signature of TAC Member

**Executive Fellow Programme in Management  
Indian Institute of Management Raipur**

**THESIS EVALUATION GUIDELINES**

The Fellow Programme in Management at the Indian Institute of Management Raipur has 2 years of course work followed by a comprehensive written examination and viva. Upon successful completion of the course work, the scholar works towards his/her doctoral work which culminates in the form of a thesis. Presentation of the thesis in a public seminar and successful defense of the thesis in an oral examination is a requirement for the award of the title "Fellow of the Indian Institute of Management Raipur". Accordingly, a Thesis Evaluation Committee (TEC) comprising of the three (Thesis Advisory Committee) TAC members of the scholar and two external examiners is formulated for examining the thesis of the scholar. The thesis is first examined by the TAC of the scholar who certify the thesis to be original and worthy of examiners by external examiners. A thesis must be evaluated by two external examiners before the scholar is permitted to proceed towards thesis defense. This document presents the guidelines for evaluation of the thesis of the scholar before it can be submitted for the defense.

An external examiner is requested to evaluate the thesis on the basis of whether it contains an original idea or an original application of an existing idea and whether it is ready for a defense. The examiner may satisfy himself/herself as to whether the candidate has sufficiently exercised his/her mind and whether the overall quality compares favorably with doctoral dissertations in related areas. Importance must also be paid to the overall thesis as well as the robustness and vigor in the research method. The comments can be noted in the attached Thesis Review Form in the form of a narrative evaluation. In addition to providing a narrative evaluation, an external examiner is required to make an explicit choice of one of the following options with regard to the acceptability or readiness of the thesis for defense:

**Category I: Accept without change**

*When all members of the Thesis Examination Committee (TEC) accept the thesis as Category I*

- a. The scholar will go ahead with the defense.
- b. At the defense, all members of the TEC should sign two copies of acceptance form (one for library, one for Fellow Programmes Office).
- c. The scholar would then be required to submit hardbound copies of the thesis to the Fellow Programmes Office and the library within two weeks of the defense.

**Category II: Accept the thesis conditionally with minor modifications**

*If one or more members of the TEC accept the thesis in Category II*

- a. The scholar will go ahead with the defense.
- b. At the defense, all TEC members but the Advisor (or Joint Advisors) should sign two copies of acceptance form (one for library and one for Fellow Programmes Office).
- c. After the defense, the scholar will work on the suggested changes (as suggested by the examiners in their reports and during the defense) for which a maximum period of two months would be given to the scholar from the date of the defense.
- d. The scholar should then get the acceptance forms signed by the Advisor(s), who will ensure that changes have been incorporated in the thesis, and submit two hard-bound copies of the dissertation along with a letter from the Advisor(s) certifying that changes were made.

**Category III: Resubmission after Changes**

*If one or more members of the TEC suggest Category III - Resubmission,*

- i) The Thesis Advisory Committee (TAC) and the scholar will meet to discuss the issues raised by the examiner(s).

- ii) The TAC and the scholar will decide on a time-frame to address issues/ queries raised by the examiner(s), which may be a maximum of six months. The scholar will address the issues/ queries and send a detailed correspondence – which may entail resubmission of part of the thesis but not the full thesis – to the examiner(s) (through the Fellow Programmes Office) who had suggested Category III, after the TAC accepts it.
- iii) The examiner(s) will be asked to send his/her comments on the correspondence within two weeks of receiving it.
- iv) The defense will take place after acceptance of the detailed correspondence from the scholar by the examiner(s). If the examiner is not satisfied with the first round of correspondence, a second round of correspondence should be sent. In rare situations where the second round of correspondence is also not found to be satisfactory by the examiner(s), the EFPM Committee can meet and decide on the next step on a case-to-case basis.
- v) At the defense, all TEC members but the Advisor (or Joint Advisors) should sign two copies of acceptance (one for library and one for the FP office).
- vi) After the defense, the scholar will incorporate
  - a. all modifications as addressed by him/her in response to queries raised by the examiner(s), and
  - b. changes suggested during the defense, for which a maximum period of two months would be given to the scholar from the date of the defense.
- vii) The scholar should then get the acceptance form signed by the Advisor(s), who will ensure that modifications/ changes have been incorporated, and submit two hardbound copies of the dissertation along with a letter from the Advisor(s) certifying that changes were made.

#### **Category IV: Unacceptable**

If *one member of the TEC* finds the thesis unacceptable, then opinion of a fifth examiner would be sought. If a thesis is found to be unacceptable by more than one examiner, then a new thesis has to be resubmitted. A scholar would be allowed to resubmit a new thesis only once. The time given for resubmission of a new thesis, however, should not be more than completion of seven years in the programme.

At the defense, an oral examination will be conducted by the Thesis Examination Committee (TEC) comprised of the TAC and the two external examiners. The members of the TEC will evaluate whether the dissertation examined at the defense can categorically be certified as of the standard for the award of the title "***Executive Fellow of the Indian Institute of Management Raipur***". There can be one and only one dissent among the TEC members. If the TEC rejects the dissertation outright (with more than one member so rejecting), the candidate is dropped from the Programme.

Executive Fellow Programme in Management  
Indian Institute of Management Raipur

THESIS EVALUATION FORM

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Name of the Scholar: \_\_\_\_\_

Registration Number: \_\_\_\_\_

Area: \_\_\_\_\_

Dissertation Title: \_\_\_\_\_

Date of Thesis approval by TAC (During Thesis Seminar: \_\_\_\_\_

Date Submitted to External Examiners for Review: \_\_\_\_\_

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**Comments (Use Overleaf, if Necessary):**

*Please provide specific comments on the novelty, contribution, flow, methodology, and rigor in the thesis*

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**Decision (Please tick one of the four options below. For details please see guidelines):**

- Accept without Change
- Accept with Minor Changes
- Resubmission after Changes
- Unacceptable

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Signature of Thesis Examination Committee Member

Date

EXECUTIVE FELLOW PROGRAMME IN MANAGEMENT

Title of the thesis in CAPS

By

Name of the candidate in (CAPS)

**IIM**  
RAIPUR

भारतीय प्रबंध संस्थान रायपुर  
INDIAN INSTITUTE OF MANAGEMENT  
RAIPUR

<YEAR>

**EXECUTIVE FELLOW PROGRAMME IN MANAGEMENT**

**Title of the Dissertation in CAPS**

**By**

**(Name of the Scholar)**

A Dissertation submitted in Partial Fulfillment of the Requirements for the  
Executive Fellow Programme in Management of the

**INDIAN INSTITUTE OF MANAGEMENT RAIPUR**

**<YEAR>**

**Prof.** \_\_\_\_\_  
Chairperson  
Fellow Programme in Management

**Prof.** \_\_\_\_\_  
Chairperson  
Thesis Advisory Committee

Members of the Thesis Advisory Committee

1. Prof. \_\_\_\_\_ Chairperson

2. Prof. \_\_\_\_\_ Member

3. Prof. \_\_\_\_\_ Member

**भारतीय प्रबंध संस्थान रायपुर**  
**Indian Institute of Management Raipur**  
 जी.ई.सी. केम्पस, पुराना धमतरी रोड, सेजबहार, रायपुर-492015, भारत  
 GEC Campus, Old Dhamtari Road, Sejbahar, Raipur-492015, India

**PROFORMA FOR NO DUES CERTIFICATE FOR SCHOLARS**

*(To be submitted to Fellow Programmes office after obtaining necessary certificates from all concerned departments)*

1. Name of the scholar \_\_\_\_\_
2. Roll Number \_\_\_\_\_
3. Programme / Batch \_\_\_\_\_
4. Room No / Hostel \_\_\_\_\_
5. Date of leaving / Likely date of leaving the Institute \_\_\_\_\_

Sl. No.	Name of the Department	Certification	Tick (✓) whichever is applicable	Remarks	Signature with seal and date
1.	Director's Secretariat	Any dues?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
2.	Accounts and Finance	He/she has paid all the fee/charges If no, the amount due is ₹ _____ towards _____ (head).	Yes <input type="checkbox"/> No <input type="checkbox"/>		
3.	Hostel (J.E.)	He/she vacated/likely to vacate the hostel on : _____ His /her furniture etc are in order?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
4.	Library (Librarian)	He/she is having any dues to the Library. If yes, the amount due is ₹ _____	Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>		
5.	Career Development and Placement (Chairman)	Any dues?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
6.	Scholars Affair (Chairman)	Any dues?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
7.	IT (Chairman)	Any dues?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
8.	Fellow Programmes Office	He/she surrendered the ID card <i>(Please ensure surrender of the ID card by the scholar)</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>		
9.	Cafeteria	Any dues?	Yes <input type="checkbox"/> No <input type="checkbox"/>		

DECLARATION

I, ..... hereby certify that to the best of my knowledge, have no dues towards the Institute, as on the date of my leaving the Institute. In case any due is found at a later date, I hereby give my consent to pay the due to the Institute immediately failing which appropriate fine as deemed fit by the Institute may be imposed on me.

My Bank details for refunding Caution Money are as under:

- 1. Name of Account Holder : \_\_\_\_\_
  - 2. Account No & Type : \_\_\_\_\_
  - 3. Name of Bank : \_\_\_\_\_
  - 4. Bank Address : \_\_\_\_\_
  - 5. IFSC Code : \_\_\_\_\_
- (Note: Name of Account Holder is same as Name of Scholar only)*

Please arrange to remit my Caution Money Deposit refund to the above account only.

Place: Raipur  
Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of the Scholar

**FELLOW PROGRAMMES OFFICE**

GEC Campus, Sejbahar, Raipur 492015, India

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Email: [fpm@iimraipur.ac.in](mailto:fpm@iimraipur.ac.in) Website: [www.iimraipur.ac.in](http://www.iimraipur.ac.in)