# COMMON ADMISSION TEST (CAT) 2008

## www.catiim.in

Ahmedabad ❖ Bangalore ❖ Bhopal ❖ Bhubaneswar ❖ Chandigarh ❖ Chennai ❖ Coimbatore
Delhi ❖ Gurgaon ❖ Guwahati ❖ Hyderabad ❖ Indore ❖ Jaipur ❖ Jamshedpur ❖ Kolkata
Kozhikode ❖ Lucknow ❖ Mumbai ❖ Nagpur ❖ Noida ❖ Patna ❖ Pune ❖ Varanasi

### Where to send the CAT Application Forms:

| | |
|---|---|
| Ahmedabad, Jaipur, Mumbai, Nagpur | Manager (Admissions)<br>Indian Institute of Management Ahmedabad<br>Vastrapur, Ahmedabad – 380 015<br>Fax No. (079) 66324631 (Direct)<br>Fax No. (079) 26306896 (General)<br>Email: admission@iimahd.ernet.in<br>Interactive Voice Response System No. 079-26307258 |
| Bangalore, Hyderabad, Pune | Administrative Officer, Admissions<br>Indian Institute of Management Bangalore<br>Bannerghatta Road, Bangalore - 560 076<br>Fax No. (080) 2658 9973<br>Email: pgpadm@iimb.ernet.in<br>Interactive Voice Response System No. 080-26484650 |
| Bhubaneswar, Chandigarh, Guwahati, Jamshedpur, Kolkata, Patna, Varanasi | Incharge, Admissions<br>Indian Institute of Management Calcutta<br>Joka, Diamond Harbour Road, Kolkata – 700 104<br>Fax No: (033) 2467 9178<br>Email: pgpadmissions@iimcal.ac.in<br>Interactive Voice Response System No. 033-24380266 |
| Bhopal, Gurgaon, Indore, Noida | Incharge, Admissions<br>Indian Institute of Management Indore<br>Prabandh Shikhar, Rau-Pithampur Road<br>Indore 453331 (M.P.)<br>Fax No: (0731) 4228686<br>Email: pgpadmission@iimidr.ac.in<br>Interactive Voice Response System No. 0731-4058371 |
| Chennai, Coimbatore, Kozhikode | Assistant Administrative Officer, Admissions<br>Indian Institute of Management Kozhikode<br>IIM Kozhikode Campus PO, Kozhikode - 673 570<br>Fax No : (0495) 2803010, 2803011<br>Email: admissions@iimk.ac.in<br>Interactive Voice Response System No. 0495-2803005 |
| Delhi, Lucknow | Administrative Officer (Admissions)<br>Indian Institute of Management Lucknow<br>Prabandh Nagar, Off Sitapur Road<br>Lucknow - 226 013<br>Fax No: (0522) 2734004; 2734025<br>Email: admission@iiml.ac.in<br>Interactive Voice Response System No. 0522-2736666 |

Last date for receiving the completed CAT Application Forms at the IIMs: **SEPTEMBER 5, 2008**

**Test Date: NOVEMBER 16, 2008**
**Test Timings: 10.00 A.M. TO 1.00 P.M.**

# CONTENTS

**ADMISSION POLICY OF IIMs:** Each IIM admits students independently. The Common Admission Test (CAT) is conducted jointly by IIMs. However, each IIM follows its own admission process, independent of the other IIMs. It should be noted that performance in CAT is one of several inputs used by IIMs to judge the suitability of a candidate, first for group discussion and/or interview and then for final selection. The IIM to which the candidate has applied, evaluates the candidate in each of a set of different areas of achievement, including CAT performance. Each IIM independently decides what weightages should be given to the various areas. Admission process followed by each IIM is given in the respective institutional profile.

**ELIGIBILITY REQUIREMENT:** If an applicant is inadvertently allowed to take the CAT in violation of the admission requirements (eligibility criteria) of the IIMs, he/she cannot, at a later date, use that as a right to claim that he/she meets the eligibility requirements of the IIMs.

**SCHOLARSHIPS/FINANCIAL ASSISTANCE:** It is the endeavour of all IIMs that no student be denied opportunity to pursue the Post-Graduate Programme in Management for want of adequate financial resources. Substantial need-based scholarships are available for students belonging to economically disadvantaged families. (Please see the Brief Institutional Profiles in this Bulletin for details.)

**CAT SCORECARD:** All the eligible candidates who take CAT 2008 will receive CAT scorecards by mid-January 2009, by mail, from the IIM to which they had sent their CAT Application Forms. The scorecard will be valid only for one year. A candidate who loses his/her scorecard during the year may obtain a duplicate card on payment of Rs. 250/- by Demand Draft, from the IIM that had mailed the original scorecard.

**NON-IIM INSTITUTIONS:** Institutions, other than the IIMs, which also use CAT scores for their admission process, will be provided CAT scores of the candidates who have applied to them, along with suggested guidelines on how to use the scores. IIMs do not have any role, other than providing CAT scores, in the admission processes of these institutions. IIMs do not ascertain the quality of programme/degree offered by these institutions before agreeing to provide CAT scores.

**NON-REFUND OF CAT APPLICATION FEE:** Please note that claims for refund of the CAT Application Fee will NOT be entertained.

# Summary of Important Instructions

## DOs [✓]   DON'Ts [X]

### CAT Application Form

| | | |
|---|---|---|
| ✓ | 1 | Read all instructions given in the CAT Bulletin carefully. |
| ✓ | 2 | Use a HB Pencil, except when the use of a Ball-point pen with Black Ink is indicated. |
| ✓ | 3 | Send the completed original CAT Application Form only in the envelope provided. |
| ✓ | 4 | Enclose with the Application Form- (a) 3rd copy of Bank's/IIM's Pay-in-Slip, (b) A copy of Bachelor's degree certificate/ provisional certificate if your degree education has been completed, or a certificate from the college/institution in the proforma given in this bulletin in Table 6 that you are in the final year or have completed the final year but are awaiting results, and have obtained at least 50% marks (45% in case of SC/ST/PWD category candidates) (c) A copy of mark sheet indicating percentage marks scored in graduation if your degree education has been completed, or the latest available mark sheet in case you are in the final year or have completed final year but are awaiting results, (d) Copy of OBC/SC/ST and/or Disability Certificate, if applicable, and (e) One additional copy of the photograph with your name and CAT Application Form Number written at the back. Failure to enclose the above will result in the rejection of your Application. Please write your Application Form number on the documents mentioned in (a), (b), (c) and (d). DO NOT STAPLE, PIN OR STITCH THESE DOCUMENTS TO THE APPLICATION FORM. KEEP THEM LOOSE ALONG WITH THE APPLICATION FORM INSIDE THE ENVELOPE. |
| ✓ | 5 | Send the original CAT Application Form duly filled-in along with enclosures in the envelope provided, by Speed Post or Registered Post. The last date for receipt of completed application forms at respective IIMs is September 5, 2008. **No corrections will be permitted after submission of the application form.  However, in case a candidate identifies any mistake in the submitted form, he/she may buy and submit a fresh form duly filled-in by September 5, 2008.** |
| ✓ | 6 | Test Admit Cards will be mailed to all eligible CAT applicants by the respective IIMs beginning October 13, 2008.  A list of candidates, whose application forms have been rejected will be put up on the CAT website (www.catiim.in) on October 3, 2008 along with the reason(s) for rejection. Applicants who do not receive their Admit Cards by October 31, 2008 should contact the Admissions Office of the IIM to which they have sent the CAT Application Forms, quoting the Application Form number and the test centre chosen by them. |
| ✓ | 7 | Please ensure that you have correctly filled in all the relevant Boxes, including mandatory Boxes marked with *, that is, Boxes numbered: 1 (Name), 8 (Bachelor's Degree, completed or not), 11 (Choice of Test Centre), 12 (Application to programmes of IIMs and Non-IIMs), 13 (Your Name and Complete Postal Address), 14 (Photograph), 15 (Signature), 18 Bachelor's Degree (If completed) or 19 Bachelor's Degree (If Incomplete), and 35 (Declaration by Candidate). |
| X | 1 | Do not staple, pin or stitch your photograph. Paste it firmly in the space provided. Do not sign on the photograph. Do not get it attested. |
| X | 2 | Do not tear or mutilate the CAT Application Form. |

### Common Admission Test: NOVEMBER 16, 2008, 10:00 a.m. to 1:00 p.m.

| | | |
|---|---|---|
| ✓ | 1 | Report at the test venue latest by 9.45 a.m. on November 16, 2008 and occupy the seat on which your Test Registration Number is pasted. Please note that the test procedures begin at 10:00 a.m. You will NOT be allowed to enter the test hall after 10:00 a.m. |
| ✓ | 2 | Carry with you only the Admit Card, HB Pencils, Ball Point Pen with black ink, eraser, sharpener and a watch inside the test hall. |
| ✓ | 3 | Handle the Answer Sheet carefully in the test hall so as not to damage it. Do not fold the Answer Sheet or leave smudges on it. |
| ✓ | 4 | Use only HB Pencil for writing (including signing) or darkening the circles in the Answer Sheet. |
| X | 1 | Do not bring any papers (other than the Admit Card), cellular phone, calculators, watch-calculators, alarm clocks, digital watches with built-in calculators/memory etc. to the test hall. |
| X | 2 | Do not occupy a seat which has a different Test Registration Number pasted on it, even if that seat is unoccupied. |
| X | 3 | Do not attempt to give/obtain help from fellow-test takers during the test. Do not try to work on answering the test after the signal to stop working has been given at the conclusion of the test. If any applicant is found using unfair means (by the invigilator), his/her candidature will be annulled without any prior intimation. |
| X | 4 | Do not seek clarifications on any item in the Test Booklet from the Test Invigilator or Test Supervisors. Use your best judgement. |
| X | 5 | Do not leave your seat before the Test Invigilator personally collects the Answer Sheet from you at the end of the test and allows you to leave the test hall. |

# CHECKLIST FOR ENSURING COMPLETENESS OF THE CAT APPLICATION FORM (CAF)

This section summarises the precautions a candidate needs to take before sending the application form to the concerned IIM, depending upon candidate's choice of test centre. Please read this page carefully before you send in your application. You may proceed to send the application form, only if the answers to the following questions are in the affirmative: Questions 1 to 13 for all candidates; questions 14 to 18 for those candidates who have already completed their graduation; questions 19 to 22 for those candidates who are in their final year of graduation.

1.   Have you read the eligibility requirements for CAT and those for the post-graduate and fellow programmes of IIMs, and are you eligible for the programmes, for which you have applied by filling in box number 12?

2.   Have you used HB pencil for darkening the circles and have darkened them properly?

3.   Have you used HB pencil for filling in all boxes except 13, 14, 15 and 35?

4.   Have you used ball-point pen with black ink for filling in boxes 13, 15 and 35?

5.   Have you filled in mandatory boxes 1, 8, 11, 12, 13, 14, 15, 18/19, and 35?

6.   Have you signed the application form in box 15 and 35? **If someone other than the candidate signs the application form, the candidate may be debarred from the admission process at any stage including appearing for CAT.**

7.   Have you affixed your recent passport sized photograph on the form in Box No.14?

8.   Have you enclosed an additional copy of the same photograph, with your name and CAT Application Form Number written at the back?

9.   Have you entered your address correctly in the application form including the PIN code? Please note that IIMs are not responsible for non-delivery or delayed delivery of any communication sent by speed post or registered post. Filling up correct address would minimize the possibility of such an eventuality.

10.   In case you belong to Scheduled Caste (SC), Scheduled Tribe (ST), Non Creamy Other Backward Classes (OBC), and/or Persons with Disability (PWD) category, has a photocopy of certificate in support of your claim been enclosed with the application form? Has the certificate been issued by a competent authority mentioned in the CAT bulletin?

11.   Have you enclosed the third copy of the bank's/IIMs' pay-in slip used to purchase the CAT Application Form? Please note that the pay-in slip should be in the **name of the candidate.**

12.   Have you retained a photocopy of the duly filled in application form?

13.   Have you written the CAT Application Form Number on the Top Right Corner of each enclosure and on the envelope in which you are sending the application form?

14.   If you have completed your graduation, have you enclosed the photocopy of degree / provisional degree certificate?

15.   If you have completed graduation, have you enclosed the mark sheet indicating your percentage?

16.   If you have completed your graduation and your university/institution uses only few subjects/courses to calculate percentages and the same is not reflected in the photocopy of your mark sheet or degree certificate, has a certificate from your university indicating the basis on which percentage is calculated by your university/institution been enclosed with the application form?

17.   If you have completed your graduation and your university/institution awards grades in lieu of marks, have you enclosed a photocopy of the certificate from your university/ institution for conversion of Cumulative Grade Points Average (CGPA) or grades in percentage score with the application form? Please note that even if there is no such equivalence used by your university/ institution, a certificate to that effect needs to be enclosed.

18.   In case you have completed your graduation but are awaiting final year results, has a photocopy of the certificate from your university/institution been enclosed indicating that you have obtained at least 50% marks so far in the exams for which results are already available (See Table 6)? Have you also included your latest available mark sheet? If a university/institution does not have any scheme for converting CGPA into equivalent percentage, the equivalence would be established by dividing obtained CGPA with the maximum possible CGPA and multiplying the results with 100.

19.   In case you are studying in final year of graduation, have you enclosed a photocopy of certificate from your university/ institution that you are a final year student with the application form? Has the certificate been issued by an authority such as a Principal/HOD/Registrar/Director?

20.   In case you are studying in final year of graduation and have obtained at least 50% marks taking all examinations for which results have been declared by University/Institutions, have you enclosed a photocopy of your latest available mark sheet with the application form?

21.   In case you are studying in final year of graduation, have you enclosed a certificate from your university/institution indicating the percentage of marks obtained thus far (See Table 6), with the application form?

22.   In case you are studying in final year of graduation and your university/institution awarded grades in lieu of marks, have you enclosed a photocopy of the certificate from your university/ institution for conversion of Cumulative Grade Points Average (CGPA) or grades in percentage score or if there is no such equivalence used by your university/ institution, a certificate to that effect needs to be enclosed with the application form.

## CAT Eligibility

The candidate must hold a Bachelor's Degree, with at least 50% marks or equivalent CGPA [45% in case of the candidates belonging to Scheduled Caste (SC)/ Scheduled Tribe (ST) or Persons with Disability (PWD) category], of 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. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent. The percentage obtained by the candidate in the bachelor's degree would be based on the practice followed by the university/ institution from where the candidate has obtained the degree. In case of the candidates being awarded grades/CGPA instead of marks, the equivalence would be based on the equivalence certified by the university/ institution from where they have obtained bachelor's degree. In case the university/ institution does not have any scheme for converting CGPA into equivalent marks, the equivalence would be established by the IIMs by dividing obtained CGPA with the maximum possible CGPA and multiplying the resultant with 100.

Candidates appearing for the final year bachelor's degree / equivalent qualification examination and those who have completed degree requirement and are awaiting results can also apply. Such candidates must produce a certificate from the Principal/Head of the Department/Registrar/Director of the university/ institution certifying that the candidate is currently in the final year / is awaiting final results and has obtained at least 50% marks or equivalent (45% in case of candidates belonging to SC/ST/PWD category) based on latest available grades/ marks.

# SECTION 1: INSTRUCTIONS FOR FILLING OUT THE CAT APPLICATION FORM

CAT is the first step in the process of seeking admission to the Post-Graduate and Fellow Programmes in Management offered by the IIMs. However, for Fellow Programmes in some areas at some of the IIMs, it may not be necessary to appear in CAT (see details given in the Institutional Profiles of each IIM). It should be noted that each IIM follows its own admission process, independently of the other IIMs. CAT score obtained by the applicants is just one of the criteria used by IIMs.

- The CAT Application Form (CAF) and an envelope are provided with this Bulletin. Please use only this envelope to return the completed CAF and any enclosures.

- The CAF has **35 numbered boxes.**

- Some of the boxes contain rectangular **cells** (into which letters—written in CAPITALS—or numbers, have to be entered) and / or **circles,** which have to be darkened.

- Use only HB PENCIL for filling all the boxes, except Boxes 13, 14, 15 and 35, for which use a BALL-POINT PEN WITH BLACK INK.

- Since the CAF will be read by an OMR machine, ensure that you fill in the cells clearly, darken the circles evenly and completely, and do not leave any smudges or stray marks on the CAF. Fill in the boxes properly as IIMs would not be responsible for rejection of application in case the boxes have not been filled properly.

- Do NOT tear, bend or mutilate the CAF.

> Complete the CAF by carefully filling out all the boxes that are relevant to you. BOXES 1, 8, 11, 12, 13, 14, 15, 18/19, and 35 ARE MANDATORY AND SHOULD BE FILLED IN COMPULSORILY. APPLICATIONS WITH THESE BOXES NOT FILLED IN WILL BE REJECTED. REQUESTS FOR RECONSIDERATION OF SUCH FORMS WILL NOT BE ENTERTAINED BY IIMs. The IIMs reserve the right to reject applications in which even the non-mandatory boxes are not filled in or filled in wrongly. The IIMs also reserve the right to reject applications received from ineligible candidates. Non-rejection of any application, however, does not entitle the applicant to appear in CAT or seek admission in IIMs. Applications based on incomplete/false information can lead to their rejection at any stage, including after admission of candidates on the basis of such applications.

- **Please note that the CAF is the only source for much of the information about your personal details, academic background and CAT admission related matters. Your failure to provide full and accurate information asked for in the CAF can prove to be of disadvantage to you. It is, therefore, advisable that you re-check the filled out CAF to ensure that you have not missed out any box applicable to you.**

**DETAILED INSTRUCTIONS FOR FILLING OUT THE CAF:**
(Please refer to the sample CAF given at the end of this section)

Note: Fill all boxes that are relevant to you. Boxes marked with * and written in bold are mandatory. **Leaving any of these boxes blank will lead to rejection of your Application Form.**

*BOX 1:       **Name of the Candidate**
Write your name in capital letters (as it appears in the school leaving certificate) and darken appropriate circles below. Leave one cell blank between two parts of your name. In all, 35 cells are provided for your name. Please use the same format for your name in Box 13 of this Application Form and in your Answer Sheet at the test.

BOX 2:        **CAT Application Fee**
Darken the circle against the amount you have paid while purchasing the CAT Bulletin and Application Form.

BOX 3:         **Gender**
Darken the circle applicable to you.

BOX 4:         **Nationality**
Darken the circle applicable to you.

BOX 5: **Category**

Four categories are indicated in this box: Scheduled Caste (SC), Scheduled Tribe (ST), Other Backward Classes Non Creamy (OBC Non-Creamy), and Others. Darken the circle corresponding to the category to which you belong.

If you belong to SC or ST categories, your caste/tribe must be listed in the Government of India schedule. The caste certificate that you send with the CAF should be in the Government approved format and should clearly state (a) Name of your caste/tribe (b) Whether you belong to Scheduled Caste or Scheduled Tribe (c) District and the State or Union Territory of your ordinary residence and (d) the appropriate Government of India schedule under which your caste/tribe is approved by it as Scheduled Caste or Scheduled Tribe. Failure to enclose a copy of the caste certificate will result in the rejection of your Application Form.

If you belong to Other Backward Classes (Non-Creamy), certificate that you belong to Non-Creamy OBC category duly signed by competent authority should be sent along with the CAF. The certificate should be in the format as suggested in Table 7. Failure to enclose such a certificate will result in you not being considered under the reserved category.

BOX 6: **Date of Birth**

Three segments each of two cells are provided in this box for entering the date, month and year of your birth. If you were born on say, 7 July 1980, write 07 07 80 (and not 7 7 80) in the appropriate segments of cells and darken the appropriate circles below. Do not leave any cell blank.

BOX 7: **Persons with Disability**

As per the "Persons with Disabilities Act, 1995", 3% reservation is provided for candidates with disability. This provision is applicable **if you suffer from any of the listed disabilities to the extent of not less than 40%, as certified by a medical authority as explained in the said Act.** Darken the circle against the category of Disability that is applicable to you. Please note that if you are applying as a person with disability, you have to enclose a copy of the disability certificate (issued by an authority duly constituted by the government for the purpose) with your Application Form; failure to do so will result in the rejection of your Application Form.

**Important**

If your disability relates to Low Vision/ Blindness, and you require the services of a scribe while writing CAT, enclose an application to this effect along with your application form. Please also mention in the application if you require the CAT question paper to be provided to you in a larger font size.

*BOX 8: **Bachelor's Degree**

If you have passed a degree course, darken the circle against 'Completed'. If you are in the final year of the degree course and/or awaiting final result at the time of applying for CAT, darken the circle against 'Incomplete'. Your marking in this box should be compatible with that in the Box 18 or 19. (Please note that you are eligible to take CAT only if you have a qualifying degree/ equivalent qualification as mentioned under eligibility criteria or are in the final year of such a qualifying degree or equivalent.)

**Note:**

Please note that if you do not enclose a copy of bachelor's degree/certificate or a certificate that you are studying in the final year of graduation issued by your college/institute in the proforma provided in this Bulletin in Table 6, your application will be rejected.

BOX 9: **Work Experience in Months (as on 31/08/08)**

Indicate only **paid and full-time** work experience, acquired **after completing the Bachelor's** Degree, as on August 31, 2008. **Appprenticeship, Articleship, Internship etc.,** which form an integral part of a course of study, should not be treated as work experience. Write in the 3-digit cell the number of months of your work experience and darken the appropriate circles. If the duration of your work experience is in one or two digits, add the appropriate number of zeros on the left to make it a 3-digit number. For example, 6 months should be entered as 006, and 3 years, 5 months as 041.

BOX 10: **Work Experience in Sectors**

Darken the circle(s) which are relevant to your work experience as coded below:

1. Information Technology (IT) / Information Technology-Enabled Services (ITeS)
2. Telecommunications
3. Banking / Financial Services
4. Automobiles / Auto-Ancillaries
5. Pharmaceuticals / Health Care
6. Fast Moving Consumer Goods (FMCG)
7. Durables
8. Engineering / Industrial
9. Retail
10. Others

*BOX 11: **Choice of Test Centre**

Choose one test centre from among the centres listed in the table below. Use the Test Centre code listed against your choice of Test Centre, for filling out this box and darken the appropriate circle. The IIMs reserve the right to allot a Test Centre other than the one marked by a candidate in case the Centre marked by that candidate is unavailable for any reason. Requests for change of Test Centres will generally not be entertained. However, under exceptional circumstances, if a candidate has a valid reason for requesting a change of Test Centre, he/she can write to the IIM which has issued the Admit Card, stating the reasons for requesting a change, and enclosing appropriate supporting documents and a photocopy of the Admit Card. Such requests can be made only after the Admit Cards are received by the candidates, but cannot be made after November 07, 2008. Please note that the IIMs do not guarantee that such requests will be entertained.

**Code List for Test Centres**

| Under IIM Ahmedabad: | | Under IIM Indore: | |
|---|---|---|---|
| Ahmedabad | 41 | Bhopal | 71 |
| Jaipur | 43 | Gurgaon | 72 |
| Mumbai | 45 | Indore | 73 |
| Nagpur | 48 | Noida | 74 |
| **Under IIM Bangalore:** | | **Under IIM Kozhikode:** | |
| Bangalore | 51 | Chennai | 81 |
| Hyderabad | 54 | Coimbatore | 83 |
| Pune | 56 | Kozhikode | 84 |
| **Under IIM Calcutta:** | | **Under IIM Lucknow:** | |
| Bhubaneswar | 61 | Delhi | 91 |
| Chandigarh | 62 | Lucknow | 95 |
| Guwahati | 64 | | |
| Jamshedpur | 65 | | |
| Kolkata | 66 | | |
| Patna | 68 | | |
| Varanasi | 69 | | |

*BOX 12: **Application to programmes of the IIMs/ Non-IIMs**

This box lists various post-graduate and fellow programmes being offered by IIMs. Darken the circle(s) relevant to your choice(s) of various programmes offered by any or all IIMs, provided you satisfy the specific eligibility criteria stated in the Brief Institutional Profiles of the IIMs (see Section 4 of this Bulletin). (Please note that individual IIMs will consider your application for their programme(s) only if you have darkened the appropriate circle(s) provided against the programmes listed under each IIM separately in this box.)

IIMs, through a formal arrangement, have allowed some non-IIM institutes to use the CAT for shortlisting candidates who take CAT and seek admission to their PG Programmes in Management. The list of such non-IIM institutes is given in Section 5. Please refer to these institutes' admission advertisements for details. Candidates may please note that IIMs do not ascertain the quality of degree or programmes conducted by the non-IIM institutions and do not have any role either in selecting the candidates for, or in conducting the programmes of non-IIM institutions. Darken the relevant circle if you are applying to non-IIM institutes.

**\*BOX 13:**      **Your Complete Postal Address Including Your Full Name**
Write clearly, with BALL-POINT PEN WITH BLACK INK, and in CAPITAL letters, your name (use the same format as in Box 1) and complete postal address. Also write your Telephone Number (with STD code), mobile number, and E-Mail ID in the space provided.

**Note:** The postal address should be valid at least till November 16, 2008.

**\*BOX 14:**      **Photograph**
**PASTE** firmly in this box a **COLOUR PHOTOGRAPH** of good quality taken on or after March 15, 2008 (size 3.5cm x 4.5cm). DO NOT STAPLE, PIN OR STITCH THE PHOTOGRAPH. DO NOT GET IT ATTESTED. DO NOT SIGN ON IT.

Enclose an additional copy of the same photograph along with the application form with your name and CAT Application Form Number written at the back.

**\*BOX 15:**      **Signature**
Sign in the space provided with a BALL-POINT PEN WITH BLACK INK after writing your email ID.

Please use Boxes 16 to 24 to enter the percentage of marks obtained by you at the school level (Boxes 16, 17), Bachelor's degree (Boxes 18 or 19), Master's degree (Boxes 20, 21, and 22) and Professional Course (Boxes 23, 24).

*Three cells (two cells for a two-digit number followed by a decimal point and one cell for the first decimal place digit) have been provided in each Box. The percentage of marks obtained should be rounded-off to one decimal place.*

*Letter grades or grade points should be converted to percentage of marks. If your Board/University/Institute does not provide a formula for converting grade points to percentage, then divide your grade point by the maximum of the scale and multiply it by 100 to get the percentage. For example, if your grade point is 3 on a 4-point scale, the equivalent percentage of marks will be ¾ x 100 = 75.0%.*

Note: If you have acquired more than one degree either at bachelor's, master's or professional course levels, choose **only one** of these degrees for entering the percentage of marks (in Boxes 18 to 24), and the Discipline codes (in Boxes 29, 30, 31 and 32).

**BOX 16:**      **School Level: SSC**
Enter the percentage of marks obtained in the SSC/CBSE/ICSE/10th Standard examination and darken the appropriate circles.

**BOX 17:**      **School Level: HSC**
Enter the percentage of marks obtained in the HSC/CBSE/ICSE/12th Standard examination and darken the appropriate circles.

If you have undergone a 3-year Diploma in Engineering studies after SSC (without doing HSC) and have then done/ are doing a 3-year Degree course in Engineering, record the percentage of marks obtained in the Diploma course in this box.

**\*BOX 18:**      **Bachelor's Degree (If Completed)**
Enter the percentage of marks in this box and darken the appropriate circles.

**Note:** If you have undergone a 5-year Integrated Master's Degree course after your HSC, compute the percentage of marks obtained in the first three years and enter this in the Bachelor's Degree (If Completed) box. Enter the percentage of marks obtained in the remaining two years in the Master's degree boxes (Boxes 20 and 21). If the duration is 4 years instead of 5 years, then enter the percentage of marks obtained in all 4 years under the Bachelor's Degree (If completed). If a candidate fulfils his/her eligibility based on his/her performance in a professional examination (e.g., CA/ICWA) which is considered equivalent to graduation, he/she should indicate in the CAT application form marks obtained in that examination as marks obtained in bachelor's degree.

**\*BOX 19:** **Bachelor's Degree (If Incomplete)**

If you have not completed the degree and/or awaiting final results, enter the percentages of marks obtained for the years/semesters of the degree course completed till date and darken the appropriate circles. You have to also submit a certificate in the proforma provided in Table 6 of this bulletin along with the CAT Application Form.

**Note:** If you are undergoing a 5-year Integrated Master's Degree course after your HSC, compute the percentage of marks obtained in the first three years and enter this in the Bachelor's Degree (if incomplete) box. If the duration of the course is 4 years instead of 5 years, then enter the percentage of marks obtained in first 3 years under the Bachelor's Degree (If Incomplete) box.

**BOX 20:** **Master's Degree 1st Year**

Enter the percentage of marks obtained in the first year of your Master's Degree and darken the appropriate circles.

**BOX 21:** **Master's Degree 2nd Year**

Enter the percentage of marks obtained in the second year of your Master's Degree and darken the appropriate circles.

**BOX 22:** **Master's Degree 3rd Year**

Use this box only if your Master's Degree is of three years duration. Enter the percentage of marks obtained in the third year of your Master's Degree and darken the appropriate circles.

**Note:** If you have not completed the degree, enter the percentage of marks obtained for the years/ semesters of the course completed till date, and darken the appropriate circles.

**BOX 23:** **Professional Course: Inter**

If you have done/are doing any course such as CA, CS or ICWA, enter the percentages of marks obtained in the Inter examination and darken the appropriate circles.

**BOX 24:** **Professional Course: Final**

If you have done/are doing any course such as CA, CS or ICWA, enter the percentages of marks obtained in the Final examination and darken the appropriate circles.

**Please use Boxes 25 to 28 to enter the Codes for your School Boards, University or Institute.**

**BOX 25:** **Code for SSC Board**

Consult the Code List for SSC Boards given in Table 1 (at the end of this section) and enter the code in the cells and darken the appropriate circles.

**BOX 26:** **Code for HSC Board**

Consult the Code List for HSC Boards given in Table 1 (at the end of this section) and enter the code in the cells and darken the appropriate circles. If this examination was conducted by a University, consult Table 3 (at the end of this section) and enter the relevant code in the cells and darken the appropriate circles.

**BOX 27:** **Code for Univ. /Inst. Type (Bachelor's Degree)**

Consult the Code List given in Table 2 (at the end of this section) for the type of University/Institution and enter the code for the type of University/Institution where you studied/are studying for your Bachelor's Degree/ Equivalent qualification and darken the appropriate circle.

**BOX 28:** **Code for Name of Univ. /Inst. (Bachelor's Degree)**

Consult the Code List for the University/Institution given in Table 3 (at the end of this section) and enter the code for the University/Institution, where you studied/are studying for your Bachelor's Degree/ Equivalent qualification and darken the appropriate circles.

**Please use Boxes 29 to 32 to enter the Discipline Codes for HSC, Bachelor's degree, Master's degree, and Professional Course.**

BOX 29:  **Discipline Code: HSC**
Consult the List given in Table 4 (at the end of this section) and enter the Discipline Code applicable to you and darken the appropriate circles.

BOX 30:  **Discipline Code: Bachelor's**
Consult the Academic Discipline (Background) Code List provided in Table 5 (at the end of this section). This Code list is common for Bachelor's/Master's Degrees and for professional courses. Enter the Academic Discipline Code applicable to you and darken the appropriate circles.

BOX 31:  **Discipline Code: Master's**
Consult the Academic Discipline (Background) Code List provided in Table 5 (at the end of this section). Enter the code applicable to you and darken the appropriate circles.

BOX 32:  **Discipline Code: Professional**
Consult the Academic Discipline (Background) Code List provided in Table 5 (at the end of this section). Enter the code applicable to you and darken the appropriate circles.

BOX 33:  **Choice of Interview Centres**
The first row in this box lists ten cities where the IIMs will conduct their interviews. Each of the remaining seven rows represents an IIM (A, B, C, I, K, L and RGIIM S) and contains circles against the cities where that IIM will conduct its group discussions and/or interviews. For each IIM that you have applied to, indicate the city in which you want your interview to be conducted by darkening only the circle against the city you have chosen. Ensure that you **darken only one circle against a particular IIM. The IIMs will not entertain requests for change of interview centres.**

BOX 34:  **PIN Code of Postal address as given in Box No. 13**
Enter the postal PIN Code that you have written in Box 13 and darken the appropriate circles.

*BOX 35:  **Declaration by Candidate**
Fill out and sign the DECLARATION BY CANDIDATE.

**Note:** "Ragging" is banned in all educational institutions. A candidate who gets admitted to IIMs has to submit an undertaking that he/she is aware that ragging in any form is considered a serious offence and is strictly banned as per the guidelines and directions given by the Supreme Court of India. A similar undertaking should be submitted by the candidate's parent/guardian.

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The CAF, complete in all respects, should be returned in the envelope provided to you, by Speed / Registered post, to the concerned IIM. In the same envelope, enclose the following:

a)  3rd copy of Bank's/IIM's Pay-in-Slip,

b)  A copy of Bachelor's degree certificate/provisional certificate if your degree education has been completed, or a certificate from the college/institution that you are in the final year of graduation (as per the proforma certificate given in this bulletin in Table- 6),

c)  A copy of mark sheet indicating percentage marks scored in graduation if your degree education has been completed, or the latest available mark sheet in case you are in the final year,

d)  Copy of Non-Creamy OBC/ SC/ST and/or Disability Certificate, if applicable.

e)  One additional copy of the photograph with your name and CAT Application Form Number written on the back.

DO NOT STAPLE, PIN, STITCH OR ATTACH THESE DOCUMENTS TO THE CAF; keep them separate from the CAF. Write CAF No. on top right corner of each enclosure.

**Last date for receiving the completed CAT Application Forms at the IIMs:**
**SEPTEMBER 5, 2008**

On receipt of a valid CAF, the concerned IIM will allot the Test Centre chosen by the candidate, or if this is not possible, a different Test Centre. Once a test centre has been allotted, IIMs will not entertain requests for change of test centre. However, under exceptional circumstances, if a candidate has a valid reason for requesting a change of test centre, he/she can write to the IIM which has issued the Admit Card stating the reasons for requesting a change and enclosing appropriate supporting documents and a photocopy of the admit card. Such requests can be made only after the admit cards are received by the candidates, but cannot be made after **November 07, 2008. Please note that the IIMs do not guarantee that such requests will be entertained.**

**Test Admit Card**

The Test Admit Card will indicate your Test Registration Number, and the Address of the Test Venue. It will be mailed to you beginning **October 13, 2008.** You should contact the Admissions Office of the concerned IIM, and also send a reminder (quoting the Test Centre chosen by you and the CAF Number), **only** if you do not receive the Admit Card by **October 31, 2008.** Please quote your Test Registration Number in all your subsequent correspondence with the IIMs.

## Table 1: Code List for State/Central School Boards

| State SSC Board | Code | State HSC Board | Code |
|---|---|---|---|
| Andhra Pradesh | 01 | Andhra Pradesh | 01 |
| Arunachal Pradesh | 02 | Arunachal Pradesh | 02 |
| Assam | 03 | Assam | 03 |
| Bihar | 04 | Bihar | 04 |
| Chandigarh | 05 | Chandigarh | 05 |
| Chhattisgarh | 06 | Chhattisgarh | 06 |
| Delhi | 07 | Delhi | 07 |
| Goa | 08 | Goa | 08 |
| Gujarat | 09 | Gujarat | 09 |
| Haryana | 10 | Haryana | 10 |
| Himachal Pradesh | 11 | Himachal Pradesh | 11 |
| Jammu & Kashmir | 12 | Jammu & Kashmir | 12 |
| Jharkhand | 13 | Jharkhand | 13 |
| Karnataka | 14 | Karnataka | 14 |
| Kerala | 15 | Kerala | 15 |
| Madhya Pradesh | 16 | Madhya Pradesh | 16 |
| Maharashtra | 17 | Maharashtra | 17 |
| Manipur | 18 | Manipur | 18 |
| Meghalaya | 19 | Meghalaya | 19 |
| Mizoram | 20 | Mizoram | 20 |
| Nagaland | 21 | Nagaland | 21 |
| Orissa | 22 | Orissa | 22 |
| Pondicherry | 23 | Pondicherry | 23 |
| Punjab | 24 | Punjab | 24 |
| Rajasthan | 25 | Rajasthan | 25 |
| Sikkim | 26 | Sikkim | 26 |
| Tamil Nadu | 27 | Tamil Nadu | 27 |
| Tripura | 28 | Tripura | 28 |
| Uttar Pradesh | 29 | Uttar Pradesh | 29 |
| Uttaranchal | 30 | Uttaranchal | 30 |
| West Bengal | 31 | West Bengal | 31 |
| Central Board of Secondary Education (CBSE) | 32 | Central Board of Secondary Education (CBSE) | 32 |
| Indian Council of Secondary Education (ICSE) | 33 | Indian Council of Secondary Education (ICSE) | 33 |
| Any other | 34 | Any other | 34 |

* Note: Candidates who have passed their HSC exams from a State University instead of HSC Board, should enter University Code given in Table 3 as their HSC Board Code

## Table 2: Code List for University/Institute Type (Bachelor's Degree)

| University/Institute | Code |
|---|---|
| Universities incorporated by Central or State Legislature or Deemed Universities, as defined in the eligibility criteria for Post-graduate Programmes of IIMs | 1 |
| National Institutes of Technology (NITs) | 2 |
| Indian Institutes of Technology (IITs) | 3 |
| Institutes (other than IITs) created by an Act of Parliament | 4 |
| Institutes awarding equivalent qualifications recognized by Ministry of HRD | 5 |
| Any other | 6 |

## Table 3: Code List for University/Institute (Bachelor's Degree or Equivalent)

| University/Institute | Code |
|---|---|
| **Andhra Pradesh** | |
| Acharya N.G. Ranga Agricultural | 101 |
| Acharya Nagarjuna | 102 |
| Andhra Pradesh University of Health Sciences | 103 |
| Andhra | 104 |
| Central Institute of English & Foreign Languages | 105 |
| Dr. B.R. Ambedkar Open (Hyderabad) | 106 |
| Dravidian | 107 |
| Hyderabad | 108 |
| International Institute of Information Technology | 109 |
| J.N.T.U. | 110 |
| Kakatiya | 111 |
| Maulana Azad National Urdu | 112 |
| Nagarjuna | 113 |
| National Academy of Legal Studies and Research | 114 |
| National Institute of Technology, Warangal | 115 |
| Nizam's Institute of Medical Sciences | 116 |
| Osmania | 117 |
| Potti Sreeramulu Telugu | 118 |
| Rashtriya Sanskrit Vidyapeetha | 119 |
| Sri Krishnadevaraya | 120 |
| Sri Padmavathi Mahila | 121 |
| Sri Sathya Sai Institute of Higher Learning | 122 |
| Sri Venkateswara Institute of Medical Sciences | 123 |
| Sri Venkateswara | 124 |
| Any Other | 125 |
| **Arunachal Pradesh** | |
| Arunachal | 126 |
| Rajiv Gandhi | 127 |
| North Eastern Regional Institute of Science and Technology | 128 |
| Any Other | 129 |

| Assam | |
|---|---|
| Assam Agricultural | 130 |
| Assam | 131 |
| Dibrugarh | 132 |
| Gauhati | 133 |
| Indian Institute of Technology Guwahati | 134 |
| National Institute of Technology, Silchar | 135 |
| Tezpur | 136 |
| Any Other | 137 |
| **Bihar** | |
| Babasaheb Bhimrao Ambedkar Bihar (Muzaffarpur) | 138 |
| Bhupendra Narayan Mandal | 139 |
| Bihar Yoga Bharati | 140 |
| Chanakya National Law | 141 |
| Indira Gandhi Institute of Medical Sciences | 142 |
| Jai Prakash | 143 |
| Kameshwar Singh Darbhanga Sanskrit | 144 |
| Lalit Narayan Mithila | 145 |
| Magadh | 146 |
| Maulana Mazharul Haque Arabic & Persian | 147 |
| Nalanda Open | 148 |
| Patna | 149 |
| Rajendra Agricultural (Samastipur) | 150 |
| Tilka Manjhi Bhagalpur | 151 |
| Veer Kunwar Singh | 152 |
| Any Other | 153 |
| **Chandigarh** | |
| Panjab (Chandigarh) | 154 |
| Postgraduate Institute of Medical Education and Research | 155 |
| Punjab Engineering College | 156 |
| Any Other | 157 |
| **Chattisgarh** | |
| Chattisgarh Swami Vivekanand Technical University | 158 |
| Guru Ghasidas | 159 |
| Hidayatullah National Law University | 160 |
| Indira Gandhi Krishi Vishwavidyalaya | 161 |
| Indira Kala Sangeet | 162 |
| Kushabhau Thakre Patrkarita Avam Jansanchar Vishwavidyalaya | 163 |
| Pandit Ravishankar Shukla | 164 |
| Pandit Sundarlal Sharma (Open) University | 165 |
| Any Other | 166 |
| **Delhi** | |
| All India Institute of Medical Sciences | 167 |
| Delhi | 168 |

| | |
|---|---|
| Guru Govind Singh Indraprastha | 169 |
| Indian Agricultural Research Institute | 170 |
| Indian Institute of Foreign Trade | 171 |
| Indian Institute of Technology Delhi | 172 |
| Indian Law Institute | 173 |
| Indira Gandhi National Open | 174 |
| Jamia Hamdard | 175 |
| Jamia Millia Islamia | 176 |
| Jawaharlal Nehru | 177 |
| National School of Drama | 178 |
| National Museum Institute of History of Art, Conservation and Museology | 179 |
| National University of Educational Planning & Administration | 180 |
| Rashtriya Sanskrit Sansthana | 181 |
| School of Planning and Architecture | 182 |
| Shri Lal Bahadur Shastri Rashtriya Sanskrit Vidyapeeth | 183 |
| TERI School of Advanced Studies | 184 |
| Any Other | 185 |
| **Goa** | |
| Goa | 186 |
| Any Other | 187 |
| Gujarat | |
| Bhavnagar | 188 |
| Centre for Environmental Planning & Technology | 189 |
| Dharmsinh Desai | 190 |
| Dhirubhai Ambani Institute of Information & Communication Technology | 191 |
| Dr. Babasaheb Ambedkar Open (Ahmedabad) | 192 |
| Ganpat | 193 |
| Gujarat Agricultural | 194 |
| Gujarat Ayurved | 195 |
| Gujarat | 196 |
| Gujarat National Law | 197 |
| Gujarat Vidyapeeth | 198 |
| Hemchandracharya North Gujarat | 199 |
| Krantiguru Shyamji Krishnaverma Kachch | 200 |
| MS University of Baroda | 201 |
| Nirma University of Science & Technology | 202 |
| Sardar Patel | 203 |
| Sardar Vallabhbhai National Institute of Technology, Surat | 204 |
| Saurashtra | 205 |
| Shree Somnath Sanskrit | 206 |
| Sumandeep Vidyapeeth | 207 |
| Veer Narmad South Gujarat | 208 |
| Any Other | 209 |

| Haryana | |
|---|---|
| Chaudhary Charan Singh Haryana Agricultural | 210 |
| Chaudhary Devi Lal, Sirsa | 211 |
| Guru Jambeshwar | 212 |
| Kurukshetra | 213 |
| Maharshi Dayanand | 214 |
| National Brain Research Centre, Gurgaon | 215 |
| National Dairy Research Institute, Karnal | 216 |
| National Institute of Technology, Kurukshetra | 217 |
| Any Other | 218 |
| **Himachal Pradesh** | |
| Chaudhary Sarwan Kumar Himachal Pradesh Krishi | 219 |
| Dr. Y.S. Parmar University of Horticulture & Forestry, Nauni | 220 |
| Himachal Pradesh | 221 |
| Jaypee University of Information Technology, Solan | 222 |
| National Institute of Technology, Hamirpur | 223 |
| Any Other | 224 |
| **Jammu & Kashmir** | |
| Baba Ghulam Shah Badshah | 225 |
| Jammu | 226 |
| Kashmir | 227 |
| National Institute of Technology, Srinagar | 228 |
| Sher-e-Kashmir Institute of Medical Sciences | 229 |
| Sher-e-Kashmir University of Agricultural Sciences & Technology | 230 |
| Shri Mata Vaishno Devi | 231 |
| Any Other | 232 |
| **Jharkhand** | |
| BIT Ranchi | 233 |
| Birsa Agricultural | 234 |
| Indian School of Mines | 235 |
| National Institute of Technology, Jamshedpur | 236 |
| Ranchi | 237 |
| Sido-Kanhu Murmu | 238 |
| Vinoba Bhave | 239 |
| Any Other | 240 |
| **Karnataka** | |
| Bangalore | 241 |
| Gulbarga | 242 |
| Indian Institute of Science | 243 |
| International Institute of Information Technology | 244 |
| Jawaharlal Nehru Centre for Advanced Scientific Research | 245 |
| Kannada | 246 |
| Karnataka State Open | 247 |

| Karnataka State Women, Bijapur | 248 |
|---|---|
| Karnataka Veterinary Animal & Fisheries Sciences | 249 |
| Karnataka | 250 |
| Kuvempu | 251 |
| KLE Academy of Higher Education & Research | 252 |
| Mangalore | 253 |
| Manipal Academy of Higher Education | 254 |
| Mysore | 255 |
| National Institute of Mental Health & Neuro Sciences | 256 |
| National Institute of Technology, Surathkal | 257 |
| National Law School of India University | 258 |
| Rajiv Gandhi University of Health Sciences | 259 |
| Swami Vivekananda Yog Anusandhana Samsthana | 260 |
| Tumkur | 261 |
| University of Agricultural Sciences (Bangalore) | 262 |
| University of Agricultural Sciences (Dharwad) | 263 |
| Visveswaraiah Technological University | 264 |
| Any Other | 265 |
| **Kerala** | |
| Calicut | 266 |
| Cochin University of Science & Technology | 267 |
| Kannur | 268 |
| Kerala | 269 |
| Kerala Agricultural | 270 |
| Kerala Kalamandalam | 271 |
| Mahatma Gandhi (Kottayam) | 272 |
| National Institute of Technology, Calicut | 273 |
| Sree Chitra Tirunal Institute for Medical Sciences and Technology | 274 |
| Sree Sankaracharya University of Sanskrit | 275 |
| Any Other | 276 |
| **Madhya Pradesh** | |
| Awadhesh Pratap Singh | 277 |
| Barkatullah | 278 |
| Devi Ahilya | 279 |
| Dr. Harisingh Gour | 280 |
| Indian Institute of Information Technology and Management | 281 |
| Jawaharlal Nehru Krishi (Jabalpur) | 282 |
| Jiwaji | 283 |
| Lakshmibai National Institute of Physical Education | 284 |
| Madhya Pradesh Bhoj (Open) | 285 |
| Maharishi Mahesh Yogi Vedic | 286 |
| Mahatma Gandhi Chitrakoot Gramoday | 287 |
| Makhanlal Chaturvedi Rashtriya Patrakarita | 288 |

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|---|---|
| Maulana Azad National Institute of Technology, Bhopal | 289 |
| National Law Institute | 290 |
| Rajiv Gandhi Proudyogiki | 291 |
| Rani Durgavati | 292 |
| Vikram (Ujjain) | 293 |
| Any Other | 294 |
| **Maharashtra** | |
| Amravati | 295 |
| Bharati Vidyapeeth | 296 |
| Central Institute of Fisheries Education | 297 |
| Deccan College Post Graduate and Research Institute | 298 |
| Defence Institute of Advanced Technology | 299 |
| Dr. Babasaheb Ambedkar Marathwada (Aurangabad) | 300 |
| Dr. Babasaheb Ambedkar Technological | 301 |
| Dr. D.Y. Patil Education Society | 302 |
| Dr. D.Y. Patil Vidyapeeth | 303 |
| Datta Meghe Institute of Medical Sciences | 304 |
| Dr. Panjabrao Deshmukh Krishi Vidyapeeth | 305 |
| Gokhale Institute of Politics & Economics | 306 |
| Homi Bhabha National Institute | 307 |
| Indian Institute of Technology Bombay | 308 |
| Indira Gandhi Institute of Development Research | 309 |
| Institute of Armament Technology | 310 |
| International Institute for Population Sciences | 311 |
| Kavikulguru Kalidas Sanskrit | 312 |
| Konkan Krishi Vidyapeeth | 313 |
| Krishna Institute of Medical Sciences | 314 |
| Maharashtra Animal & Fishery Sciences | 315 |
| Maharashtra University of Health Sciences | 316 |
| Mahatma Gandhi Antarrashtriya Hindi | 317 |
| Mahatma Phule Krishi Vidyapeeth | 318 |
| Marathwada Agricultural | 319 |
| Mumbai | 320 |
| Nagpur | 321 |
| Narsee Monjee Institute of Management Studies | 322 |
| North Maharashtra | 323 |
| Padmashree Dr. D.Y. Patil Vidyapeeth (Mumbai) | 324 |
| Pravara Institute of Medical Sciences | 325 |
| Pune | 326 |
| Rashtrasant Tukadoji Maharaj Nagpur | 327 |
| Sant Gadge Baba Amravati | 328 |
| Shivaji | 329 |
| Solapur | 330 |

| | |
|---|---|
| SNDT Women's | 331 |
| Swami Ramanand Teerth Marathwada | 332 |
| Symbiosis International Education Centre | 333 |
| Tata Institute of Fundamental Research | 334 |
| Tata Institute of Social Sciences | 335 |
| Tilak Maharashtra Vidyapeeth | 336 |
| Visvesvaraya National Institute of Technology, Nagpur | 337 |
| Yashwantrao Chavan Maharashtra Open | 338 |
| Any Other | 339 |
| **Manipur** | |
| Central Agricultural (Imphal) | 340 |
| Manipur | 341 |
| Any Other | 342 |
| **Meghalaya** | |
| North Eastern Hill (Shillong) | 343 |
| Any Other | 344 |
| **Mizoram** | |
| Mizoram (Aizwal) | 345 |
| Any Other | 346 |
| **Nagaland** | |
| Nagaland (Kohima) | 347 |
| Any Other | 348 |
| **Orissa** | |
| Berhampur | 349 |
| Biju Patnaik University of Technology | 350 |
| Fakir Mohan | 351 |
| Kalinga Insitute of Industrial Technology | 352 |
| National Institute of Technology, Rourkela | 353 |
| North Orissa | 354 |
| Orissa University of Agriculture and Technology | 355 |
| Ravenshaw | 356 |
| Sambalpur | 357 |
| Shri Jagannath Sanskrit | 358 |
| Utkal | 359 |
| Utkal University of Culture | 360 |
| Any Other | 361 |
| **Pondicherry** | |
| Pondicherry | 362 |
| Any Other | 363 |
| **Punjab** | |
| Baba Farid University of Health Sciences | 364 |
| Dr. B.R. Ambedkar National Institute of Technology, Jalandhar | 365 |
| Guru Angad Dev Veterinary & Animal Sciences | 366 |

| | |
|---|---|
| Guru Nanak Dev | 367 |
| Lovely Professional | 368 |
| National Institute of Pharmaceutical Education and Research | 369 |
| Punjab Agricultural | 370 |
| Punjab Technical | 371 |
| Punjab | 372 |
| Thapar Institute of Engineering and Technology | 373 |
| Any Other | 374 |
| **Rajasthan** | |
| Banasthali Vidhyapith | 375 |
| Bikaner | 376 |
| BITS Pilani | 377 |
| Institute of Advanced Studies in Education | 378 |
| Jai Narain Vyas | 379 |
| Jain Vishva Bharati Institute | 380 |
| Janardan Rai Nagar Rajasthan Vidyapeeth | 381 |
| Kota | 382 |
| Kota Open | 383 |
| LNM Institute of Information Technology | 384 |
| Maharana Pratap University of Agriculture & Technology | 385 |
| Maharshi Dayanand Saraswati | 386 |
| Malviya National Institute of Technology, Jaipur | 387 |
| Mody Institute of Technology and Science | 388 |
| Mohanlal Sukhadia | 389 |
| National Law University | 390 |
| Rajasthan | 391 |
| Rajasthan Agricultural | 392 |
| Rajasthan Ayurveda | 393 |
| Rajasthan Sanskrit | 394 |
| Rajasthan Technical | 395 |
| Any Other | 396 |
| **Sikkim** | |
| Sikkim-Manipal University of Health, Medical & Technological Sciences | 397 |
| Any Other | 398 |
| **Tamil Nadu** | |
| Alagappa | 399 |
| Amrita Vishwa Vidyapeetham | 400 |
| Anna | 401 |
| Annamalai | 402 |
| Arulmigu Kalasalingam College of Engineering | 403 |
| Avinashilingam Institute for Home Science & Higher Education for Women | 404 |
| Bharat Institute of Higher Education & Research | 405 |
| Bharathiar | 406 |
| Bharathidasan | 407 |

| Chennai Mathematical Institute | 408 |
|---|---|
| Dakshina Bharti Hindi Prachar Sabha | 409 |
| Gandhigram Rural Institute | 410 |
| Indian Institute of Technology Madras | 411 |
| Karunya | 412 |
| M.G.R. Educational and Research Institute | 413 |
| Madras | 414 |
| Madurai Kamaraj | 415 |
| Manonmaniam Sundaranar | 416 |
| Meenakshi Academy of Higher Education and Research | 417 |
| Mother Teresa Women's | 418 |
| National Institute of Technology, Tiruchirapalli | 419 |
| Periyar | 420 |
| Sathyabama Institute of Science and Technology | 421 |
| Saveetha Institute of Medical and Technical Sciences | 422 |
| Shanmugha Arts, Science, Technology & Research Academy | 423 |
| Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya | 424 |
| Sri Ramachandra Medical College and Research Institute | 425 |
| S.R.M. Institute of Science & Technology | 426 |
| Tamil Nadu Agricultural | 427 |
| Tamil Nadu Dr. M G R Medical | 428 |
| Tamil Nadu Open | 429 |
| Tamil | 430 |
| Tamilnadu Veterinary And Animal Sciences | 431 |
| The Tamilnadu Dr. Ambedkar Law | 432 |
| Thiruvalluvar | 433 |
| Vellore Institute of Technology | 434 |
| Vinayaka Mission's Research Foundation | 435 |
| Any Other | 436 |
| **Tripura** | |
| The Institute of Chartered Financial Analysts of India | 437 |
| Tripura | 438 |
| Any Other | 439 |
| **Uttar Pradesh** | |
| Allahabad | 440 |
| Aligarh Muslim | 441 |
| Allahabad Agricultural Institute | 442 |
| Babasaheb Bhimrao Ambedkar (Lucknow) | 443 |
| Banaras Hindu | 444 |
| Bhatkhande Music Institute | 445 |
| Bundelkhand, Jhansi | 446 |
| Central Institute of Higher Tibetan Studies | 447 |
| Ch. Charan Singh | 448 |
| Chandra Shekhar Azad University of Agriculture & Technology | 449 |

| | |
|---|---|
| Chhatrapati Shahu Ji Maharaj | 450 |
| Dayalbagh Educational Institute | 451 |
| Deendayal Upadhyaya Gorakhpur | 452 |
| Dr. Bhim Rao Ambedkar (Agra) | 453 |
| Dr. Ram Manohar Lohia Avadh | 454 |
| Dr. Ram Mahohar Lohia National Law | 455 |
| Indian Institute of Information Technology | 456 |
| Indian Institute of Technology Kanpur | 457 |
| Indian Veterinary Research Institute, Izatnagar | 458 |
| Integral University | 459 |
| Jagadguru Rambhadracharya Handicapped | 460 |
| Jaypee Institute of Information Technology | 461 |
| King George's Medical | 462 |
| Lucknow | 463 |
| M.J.P. Rohilkhand | 464 |
| Mahatma Gandhi Kashi Vidyapeeth | 465 |
| Motilal Nehru National Institute of Technology, Allahabad | 466 |
| Narendra Dev University of Agriculture & Technology | 467 |
| Sampurnanand Sanskrit | 468 |
| Sanjay Gandhi Postgraduate Institute of Medical Sciences | 469 |
| Sardar Vallabh Bhai Patel University of Agriculture & Technology | 470 |
| Shobhit Institute of Engineering & Technology | 471 |
| U.P. King George's University of Dental Sciences | 472 |
| U.P. Rajarshi Tandon Open | 473 |
| Uttar Pradesh Technical | 474 |
| V B S Purvanchal | 475 |
| Any Other | 476 |
| **Uttaranchal** | |
| Dev Sanskriti | 477 |
| Forest Research Institute, Dehradun | 478 |
| Govind Ballabh Pant University of Agriculture & Technology | 479 |
| Gurukula Kangri | 480 |
| Hemwati Nandan Bahuguna Garhwal | 481 |
| Indian Institute of Technology Roorkee | 482 |
| Kumaun | 483 |
| The Institute of Chartered Financial Analysts of India | 484 |
| University of Petroleum and Energy Studies | 485 |
| Uttaranchal Sanskrit | 486 |
| Any Other | 487 |
| **West Bengal** | |
| Bidhan Chandra Krishi | 488 |
| Burdwan | 489 |
| Calcutta | 490 |
| Indian Institute of Technology Kharagpur | 491 |

| | |
|---|---|
| Indian Statistical Institute | 492 |
| Jadavpur | 493 |
| Kalyani | 494 |
| National Institute of Technology, Durgapur | 495 |
| Netaji Subhash Open | 496 |
| North Bengal | 497 |
| Rabindra Bharati | 498 |
| Ramakrishna Mission Vivekananda Educational & Research Institute | 499 |
| The Bengal Engineering & Science University | 500 |
| The West Bengal University of Health Sciences | 501 |
| Uttar Banga Krishi | 502 |
| Vidyasagar | 503 |
| Visva Bharti, Santiniketan | 504 |
| West Bengal National University of Juridical Sciences | 505 |
| West Bengal University of Animal & Fishery Sciences | 506 |
| West Bengal University of Technology | 507 |
| Any Other | 508 |
| **Other Institutes** | |
| Institute of Chartered Accountants of India | 509 |
| Institute of Company Secretaries of India | 510 |
| Institute of Cost & Works Accountants of India | 511 |
| Foreign Universities | 512 |

*Note: In case a candidate holds a Bachelor's degree of a University or Institution as defined in the eligibility criteria of the programmes to which he/she has applied, but which does not appear in the above list, the candidate may use "Any Other" code applicable to the state, where the University/ Institution is incorporated or located.*

## Table 4: Code List for HSC Disciplines

| Discipline | Code |
|---|---|
| Arts/ Humanities | 1 |
| Commerce | 2 |
| Science | 3 |
| Any Other | 4 |

## Table 5: Code List for Bachelor's/Master's Degrees and Professional Courses

| Academic Discipline | Code |
|---|---|
| *Agriculture: Agronomy, Soil Science, Agricultural Biochemistry, Agricultural Economics, Agricultural Extension, Plant Breeding and Genetics, Entomology, Plant Pathology etc.* | 01 |
| Agricultural Engineering | 02 |
| Animal Husbandry | 03 |
| Architecture | 04 |
| Arts/Humanities: Archaeology, Education, Fine Arts (Dance, Music, Painting), Geography, History, Journalism, Languages, Library Science, Literature, Philosophy, Political Science, Psychology, Public Administration, Social Work/Welfare, Sociology, etc, | 05 |
| Commerce/Economics: Accountancy, Auditing, Banking, Business Mathematics, Business Organisation, Economics, Economic Development and Planning, Public Administration, Public Finance, Secretarial Practices etc. | 06 |
| Chartered Accountancy | 07 |
| Cost and Works Accountancy | 08 |
| Company Secretaryship | 09 |
| Computer Science/Computer Application/Information Technology | 10 |
| Dairy Science/Technology | 11 |
| Education (including Physical Education and Sports) | 12 |
| *Engineering/Technology: B.E./M.E., B.Sc. (Engg.)/M.Sc. (Engg.), B.Tech./M.Tech. in all engineering subjects, including Computer Engineering other than Agricultural Engineering and Dairy Technology* | 13 |
| Fisheries | 14 |
| Forestry | 15 |
| Food Technology | 16 |
| Horticulture | 17 |
| Hotel & Tourism Management | 18 |
| Law | 19 |
| Management (Business Administration/Business Management/Business Studies/Management Studies) | 20 |
| Medicine/Dentistry | 21 |
| Pharmacology/Pharmacy | 22 |
| Rural Studies/Rural Sociology/Rural Cooperatives/Rural Banking | 23 |
| Science: *Biology, Biochemistry, Bio-technology, Botany, Life Science, Zoology* | 24 |
| Science: *Chemistry, Mathematics, Physics, Statistics* | 25 |
| *Science (Others): Home Science, Nursing, and all other branches of Science not explicitly mentioned elsewhere in this list* | 26 |
| Veterinary Science | 27 |
| Any Other | 28 |

## Table 6

Proforma of Certificate to be obtained from the **Principal/HOD/Registrar/Director** certifying the applicant has obtained at least 50% marks or equivalent based on latest available grades/marks on College/Institution's Letterhead. **This form has to be submitted by candidates appearing in the final year of Graduation and by candidates who have completed the final year but are awaiting the results.**

_____

This is to certify that Mr./Ms._____is currently in the final year / is awaiting the final results, of

Bachelor of _____ during the academic year 2008-2009 in this College/Institution and has obtained at

least 50% of marks (45% in case of SC/ST/PWD candidates) based on latest available marks/grades.

This certificate has been issued to enable the candidate to apply for CAT-2008.


Signature of the Authority:

Designation:


Office Seal:


Date:

_____

**Note:** For Universities/institutions, which do not award marks, but award grades only, CGPA will be converted to percentage of marks by dividing the CGPA earned by the maximum CGPA that could be obtained by the candidate. If there is a conversion formula used by the University/Institute to compute percentage scored by the candidate, that formula may be used.

# Table 7

## Suggested format of Certificate to be produced by Non-Creamy Other Backward Classes candidates applying for Admission to Indian Institutes of Management

This is to certify that ................................................................................................................................................................ son/daughter of ......................................................... of village ............................................................................................ District/Division   ................................................................................................................................................................................... in the ........................................................................................ State ............................................................................................ belongs to the. ......................................................................................... community which is recognized as a backward class under the Government of India, Ministry of Welfare Resolution No. 12011/68/93-BCC(C), dated 10th Sept. 1993 published in the Gazette of India Extraordinary Part I Section I dated 13th Sept. 1993. Mr/Ms ............................................................... and/or his family ordinarily reside(s) in the ...............................................................................District/Division of the .............................................................. State.

This is also to certify that he/she does not belong to the persons/sections (Creamy Layer) mentioned in column 3 of the Schedule to the Government of India, Department of Personnel & Training O.M. No. 36012/22/93-Estt.(SCT), dated 8.9.93.

Dated

District Magistrate
Deputy Commissioner etc.

Seal

NB

(a)  The term 'ordinarily' used here will have the same meaning as in Section 20 of the Representation of the Peoples Act, 1950.
(b)  Where the certificates are issued by Gazetted Officers of the Union Government or State Governments, they should be in the same form but countersigned by the District Magistrate or Deputy Commissioner (Certificates issued by Gazetted Officers and attested by District Magistrate/Deputy Commissioner are not sufficient).

# INDIAN INSTITUTES OF MANAGEMENT
## Common Admission Test Application Form, 2008

NOTE: Fill all the boxes that are relevant to you. Blanks in any of the boxes marked with * will lead to rejection of your application form.
USE HB PENCIL FOR ITEMS 1 TO 12 AND 16 TO 34.

* 1. NAME OF THE CANDIDATE AS IT APPEARS IN THE SCHOOL LEAVING CERTIFICATE (IN CAPITAL LETTERS)

USE HB PENCIL TO DARKEN THE APPROPRIATE CIRCLES.

CORRECT METHOD

WRONG METHODS

Application Form No.

APPLICATION FORM INCOMPLETE IN ANY RESPECT SHALL NOT BE CONSIDERED.

ADMISSION TO THE TEST, IF GRANTED ON FALSE INFORMATION, WILL BE NULL AND VOID.

| 2. CAT APPLICATION FEE | 3. GENDER | 4. NATIONALITY | 5. CATEGORY | |
|---|---|---|---|---|
| 1300 ○ | Male ○ | Indian ○ | SC ○ | ST ○ |
| 650 ○ | Female ○ | Others ○ | OBC (Non-Creamy) ○ | Others ○ |

...... FOLD ALONG THIS LINE ......

| 6. DATE OF BIRTH | 7. PERSONS WITH DISABILITY | WORK EXPERIENCE | | *11. CHOICE OF TEST CENTRE | * 12. APPLICATION TO PROGRAMMES OF THE IIMs/NON-IIMs |
|---|---|---|---|---|---|

6. DATE OF BIRTH — Date | Month | Year

7. PERSONS WITH DISABILITY
- Low Vision / Blindness ○
- Hearing Impairment ○
- Locomotor Disability / Cerebral Palsy ○

* 8. BACHELOR'S DEGREE
- Completed ○
- Incomplete ○

WORK EXPERIENCE
9. In Months (as on 31.08.08)
10. In Sectors

*11. CHOICE OF TEST CENTRE

* 12. APPLICATION TO PROGRAMMES OF THE IIMs/NON-IIMs

IIM-AHMEDABAD
- PGP ○
- PGP-ABM ○
- FPM ○

IIM-INDORE
- PGP ○
- Ex-PGP ○
- FPM ○

RGIIM-SHILLONG
- PGP ○

IIM-BANGALORE
- PGP ○
- PGSEM ○
- PGPPM ○
- FPM ○

IIM-KOZHIKODE
- PGP ○
- FPM ○

IIM-CALCUTTA
- PGP-PGDM ○
- PGP-PGDCM ○
- FPM ○

IIM-LUCKNOW
- PGP ○
- PGP-ABM ○
- FPM ○

NON-IIM INSTITUTES

LAST DATE FOR RECEIPT OF APPLICATION FORM AT THE APPROPRIATE IIM IS SEPTEMBER 5, 2008.

---

USE BALL POINT PEN WITH BLACK INK

Application Form No.

*13. YOUR COMPLETE POSTAL ADDRESS INCLUDING YOUR FULL NAME
(WRITE IN CAPITAL LETTERS, USE BALL POINT PEN WITH BLACK INK.)

NAME :

ADDRESS:

PIN CODE:

STD CODE : _____ TELEPHONE NO. : _____

MOBILE NO.: _____

*14. PHOTOGRAPH

PASTE HERE FIRMLY YOUR COLOUR PHOTOGRAPH OF GOOD QUALITY TAKEN ON OR AFTER MARCH 15, 2008

(SIZE 3.5 CM. x 4.5 CM.)

(DO NOT STAPLE.

DO NOT GET THE PHOTOGRAPH ATTESTED.)

Email ID:

*15. SIGNATURE
(Use Ball Point Pen ☞ with Black ink)

**NOTE: Fill all the boxes that are relevant to you. Blanks in any of the boxes marked with * will lead to rejection of your application form.**

USE HB PENCIL FOR ITEMS 1 TO 12 AND 16 TO 34.

## PERCENTAGE OF MARKS OBTAINED IN EDUCATIONAL PROGRAMMES / PROFESSIONAL COURSES

| SCHOOL LEVEL | | BACHELOR'S DEGREE | | MASTER'S DEGREE | | | PROFESSIONAL COURSE | |
|---|---|---|---|---|---|---|---|---|
| 16. SSC | 17. HSC | *18. If Completed | *19. If Incomplete | 20. Ist Year | 21. 2nd Year | 22. 3rd Year | 23. Inter | 24. Final |

| SCHOOL BOARD / UNIVERSITY / INSTITUTE | | | | DISCIPLINE CODE | | | |
|---|---|---|---|---|---|---|---|
| 25. SSC Board Code | 26. HSC Board Code | 27. Type of Univ./ Inst. Code (Bachelor's) | 28. Name of Univ./ Inst. Code (Bachelor's) | 29. HSC | 30. Bachelor's | 31. Master's | 32. Professional |

USE HB PENCIL TO DARKEN THE APPROPRIATE CIRCLES.

...... FOLD ALONG THIS LINE ......

### 33. CHOICE OF INTERVIEW CENTRES

| IIMs | Interview Centres | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 1. Ahmedabad | 2. Bangalore | 3. Hyderabad | 4. Indore | 5. Kolkata | 6. Kozhikode | 7. Lucknow | 8. Mumbai | 9. New Delhi | 10. Shillong |
| IIM A | ○ | ○ | | | ○ | | | | ○ | |
| IIM B | | ○ | | | ○ | | | ○ | ○ | |
| IIM C | | ○ | | | ○ | | | ○ | ○ | |
| IIM I | | ○ | ○ | ○ | ○ | | | ○ | ○ | |
| IIM K | | ○ | | | ○ | ○ | | ○ | ○ | |
| IIM L | | ○ | | | ○ | | ○ | ○ | | |
| RGIIM S | | ○ | | | ○ | | | ○ | ○ | ○ |

**34. PIN CODE OF POSTAL ADDRESS AS GIVEN IN BOX NO. 13**

### *35. DECLARATION BY CANDIDATE

I certify that I (a) satisfy the eligibility requirements of the programme (s) I have applied for and (b) have furnished complete and correct information. I also certify that my photograph pasted on SIDE-1 of this form was taken on / after March 15, 2008. I agree to abide by the IIM's decisions on all matters regarding this application. I agree to sign the declaration regarding anti-ragging and also submit the same signed by my parent / guardian, at the time of admission.

Place: ...............................................

Date: ...............................................

**USE BALL POINT PEN WITH BLACK INK**

...................................................................
Signature

# SECTION 2: GUIDELINES FOR THE COMMON ADMISSION TEST

The CAT consists of questions that evaluate a candidate's quantitative, verbal, logical and data interpretive abilities. The Common Admission Test 2007 test paper can be downloaded from the catiim website.

**Instructions**

1.      You are required to reach the Test Centre latest by 9:45 a.m. Since the test procedure will start at 10.00 a.m., **candidates reporting at the Test hall after 10.00 a.m. will not be admitted.**

2.      You should bring the following to the Test Centre:

   2.1    Your Test Admit Card, without which you will not be allowed to take the test.

   2.2    HB pencils, erasers, and sharpeners. (Cellular phone, calculators, watch-calculators, alarm clocks, digital watches with built-in calculators/memory etc. will not be allowed in the examination hall.)

3.      The test invigilator, after checking your Admit Card, will guide you to the seat allotted to you in the examination hall. Please ensure that you occupy the seat allotted to you by verifying the test registration number pasted on the desk and indicated in your Admit Card.

4.      All candidates are required to be in their seats by 10.00 a.m. The test procedures begin with the distribution of the Answer Sheet (AS) immediately after that. Fill in your name, as it appears in your Admit Card, in the boxes provided in the AS and darken the appropriate circles. Also fill in your Test Registration Number and address (including Pin Code) in the AS and darken the appropriate circles. Use only HB pencil **for filling up the AS and also for your signature.**

5.      A sealed Test Booklet will be distributed at 10.15 a.m. When you get the Test Booklet, make sure that the Booklet is in sealed condition. If the seal is found broken or tampered with, please bring this matter immediately to the notice of the Invigilator who distributed the Test Booklet to you.

6.      Enter in the AS the Test Form No. and the Test Booklet Serial No. printed on the front page of your Test Booklet and darken the appropriate circles.

7.      At 10:30 a.m. sharp, you will be instructed to open the seals of the Test Booklet and commence answering the test. Check immediately that all the pages of the Test Booklet are in order. In the rare event of the Test Booklet being defective, bring it to the notice of the Invigilator IMMEDIATELY, who will arrange for a replacement of the Test Booklet.

8.      The Test Booklet contains several sections. Each section contains several items/questions. You should read the directions given for each group of questions in each section of the test carefully. If you skip the directions, you may miss the main idea and lose credit for some questions in that section. **Wrong answers carry negative marks.**

9.      You will get TWO AND A HALF HOURS, from 10:30 a.m. to 1:00 p.m. (1030 hrs to 1300 hrs), without a break, to answer the questions. Though the test will have several sections, you are free to work on the sections in any order. You are required to demonstrate your competence in all the sections of the test.

10.     After the test is over, remain seated until the Invigilator collects the Answer Sheets. You will be allowed to leave the hall only after the Answer Sheets of all the candidates in your hall have been collected and accounted for. You may retain the Test Booklet with you.

**Candidates giving assistance or seeking/receiving help from any source in answering questions or copying in any manner in the test will forfeit their chance of being considered for admission. Such candidates will forfeit their right to the CAT scorecard and the IIMs concerned will not issue CAT scorecards to them.**

# SECTION 3: INSTRUCTIONS FOR MARKING THE ANSWER SHEET

The Answer Sheet (AS) for CAT 2008 would require darkening circle against an option considered correct by the candidate for every attempted question. The AS would also have parts, which need to be filled up by the candidate by darkening the appropriate circles before answering the questions. The Answer Sheet used in CAT 2007 is given at the end of this section. The Answer Sheet for CAT 2008 is likely to be similar.
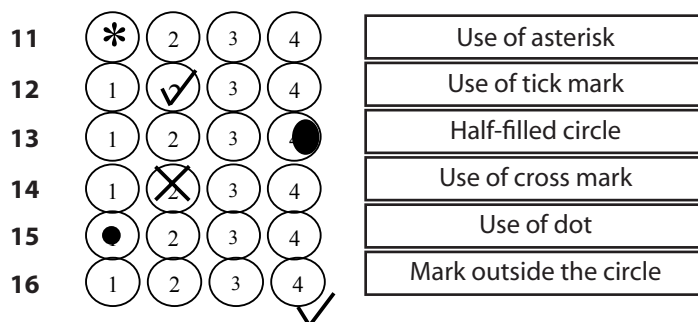
- Read the instructions for marking your answers on the AS.
- **Use HB PENCIL only.** Do not use a fountain or ball pen on the AS.
- Since the AS will be read by an OMR machine, ensure that you fill in the cells clearly, darken the circles evenly and completely, and do not leave any smudges or stray marks on the AS. IIMs would not be responsible for any error in reading the AS due to use of non HB pencil or incomplete darkening of the intended answer. **While adequate care is taken in processing the answer sheets, IIMs would not entertain any request for revaluation of answer sheet by any candidate.**
- DO NOT tear, bend or mutilate the AS.

**Correct Method of Marking Answers**

For each question, select the best answer from the numbered answer choices provided. On the AS, against the serial number of that question, darken the circle bearing the numbered answer choice you have selected. **Please note that the circle should be dark and should be filled in as completely as possible.** For example, if the answer to question number 91 is 2, you should mark as follows:

| 91 | ① | ● | ③ | ④ | | Correct marking of Answer Choice 2 |

**Incorrect Methods of Marking Answers:** Some incorrect methods of marking are shown below:

| 11 | ✳ | ② | ③ | ④ | Use of asterisk |
| 12 | ① | ✓ | ③ | ④ | Use of tick mark |
| 13 | ① | ② | ③ | ● | Half-filled circle |
| 14 | ① | ✕ | ③ | ④ | Use of cross mark |
| 15 | ● | ② | ③ | ④ | Use of dot |
| 16 | ① | ② | ③ | ④ ✓ | Mark outside the circle |

**How to change your answer**

If you wish to change your answer, ERASE the already darkened circle completely by using a good quality eraser, and darken the circle indicating the new answer. Do not darken more than one circle. **If more than one circle is darkened, the answer will be counted as wrong.**

**Do not forget to sign the Declaration and other personal details using HB Pencil in the AS.**

# INDIAN INSTITUTES OF MANAGEMENT

## CAT 2007

## OMR ANSWER SHEET

(Please read the instructions given below before filling up this form)

### INSTRUCTIONS

1. Use HB Pencil only on this sheet.
2. Erase completely to change responses.
3. Darken the circles fully.
4. Do not make any stray marks on this sheet.
5. Please fill Side-II before you proceed to attempt to answer the questions.

1. Name of the Candidate (Write your name below, as it appears in your admit card in capital letters)

| 2. Test Registration No. | 3. Test Form No. | 4. Test Booklet Serial No. |
|---|---|---|

Barcode

## ANSWERS

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1 | ①②③④⑤ | 31 | ①②③④⑤ | 61 | ①②③④⑤ | 91 | ①②③④⑤ |
| 2 | ①②③④⑤ | 32 | ①②③④⑤ | 62 | ①②③④⑤ | 92 | ①②③④⑤ |
| 3 | ①②③④⑤ | 33 | ①②③④⑤ | 63 | ①②③④⑤ | 93 | ①②③④⑤ |
| 4 | ①②③④⑤ | 34 | ①②③④⑤ | 64 | ①②③④⑤ | 94 | ①②③④⑤ |
| 5 | ①②③④⑤ | 35 | ①②③④⑤ | 65 | ①②③④⑤ | 95 | ①②③④⑤ |
| 6 | ①②③④⑤ | 36 | ①②③④⑤ | 66 | ①②③④⑤ | 96 | ①②③④⑤ |
| 7 | ①②③④⑤ | 37 | ①②③④⑤ | 67 | ①②③④⑤ | 97 | ①②③④⑤ |
| 8 | ①②③④⑤ | 38 | ①②③④⑤ | 68 | ①②③④⑤ | 98 | ①②③④⑤ |
| 9 | ①②③④⑤ | 39 | ①②③④⑤ | 69 | ①②③④⑤ | 99 | ①②③④⑤ |
| 10 | ①②③④⑤ | 40 | ①②③④⑤ | 70 | ①②③④⑤ | 100 | ①②③④⑤ |
| 11 | ①②③④⑤ | 41 | ①②③④⑤ | 71 | ①②③④⑤ | 101 | ①②③④⑤ |
| 12 | ①②③④⑤ | 42 | ①②③④⑤ | 72 | ①②③④⑤ | 102 | ①②③④⑤ |
| 13 | ①②③④⑤ | 43 | ①②③④⑤ | 73 | ①②③④⑤ | 103 | ①②③④⑤ |
| 14 | ①②③④⑤ | 44 | ①②③④⑤ | 74 | ①②③④⑤ | 104 | ①②③④⑤ |
| 15 | ①②③④⑤ | 45 | ①②③④⑤ | 75 | ①②③④⑤ | 105 | ①②③④⑤ |
| 16 | ①②③④⑤ | 46 | ①②③④⑤ | 76 | ①②③④⑤ | 106 | ①②③④⑤ |
| 17 | ①②③④⑤ | 47 | ①②③④⑤ | 77 | ①②③④⑤ | 107 | ①②③④⑤ |
| 18 | ①②③④⑤ | 48 | ①②③④⑤ | 78 | ①②③④⑤ | 108 | ①②③④⑤ |
| 19 | ①②③④⑤ | 49 | ①②③④⑤ | 79 | ①②③④⑤ | 109 | ①②③④⑤ |
| 20 | ①②③④⑤ | 50 | ①②③④⑤ | 80 | ①②③④⑤ | 110 | ①②③④⑤ |
| 21 | ①②③④⑤ | 51 | ①②③④⑤ | 81 | ①②③④⑤ | 111 | ①②③④⑤ |
| 22 | ①②③④⑤ | 52 | ①②③④⑤ | 82 | ①②③④⑤ | 112 | ①②③④⑤ |
| 23 | ①②③④⑤ | 53 | ①②③④⑤ | 83 | ①②③④⑤ | 113 | ①②③④⑤ |
| 24 | ①②③④⑤ | 54 | ①②③④⑤ | 84 | ①②③④⑤ | 114 | ①②③④⑤ |
| 25 | ①②③④⑤ | 55 | ①②③④⑤ | 85 | ①②③④⑤ | 115 | ①②③④⑤ |
| 26 | ①②③④⑤ | 56 | ①②③④⑤ | 86 | ①②③④⑤ | 116 | ①②③④⑤ |
| 27 | ①②③④⑤ | 57 | ①②③④⑤ | 87 | ①②③④⑤ | 117 | ①②③④⑤ |
| 28 | ①②③④⑤ | 58 | ①②③④⑤ | 88 | ①②③④⑤ | 118 | ①②③④⑤ |
| 29 | ①②③④⑤ | 59 | ①②③④⑤ | 89 | ①②③④⑤ | 119 | ①②③④⑤ |
| 30 | ①②③④⑤ | 60 | ①②③④⑤ | 90 | ①②③④⑤ | 120 | ①②③④⑤ |

### DECLARATION

I have read the instructions carefully and agree to abide by the decision of the Institutes' authorities regarding my selection for the programmes. I certify that the particulars given by me in this sheet are true to the best of my knowledge and belief and that I meet the eligibility criteria for taking the CAT and applying to IIMs' Programmes.

Place : .........................................   Date : ...........................   Signature : ...............................

5. Enter/darken your address (excluding city/town and pincode) to fit in two 5a and 5b. Leave one space between two words.

5a. First Line of Address

5b. Second Line of Address

6. City / Town

7. Pincode

# INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

## Introduction

The Indian Institute of Management, Ahmedabad (IIMA) was established in 1961 by the Government of India, in collaboration with the Government of Gujarat and Indian industry. IIMA today is a world-renowned institution of management education and research. It is recognised as one of the best business schools in the Asia-Pacific region for post-graduate management education. For over four decades now, IIMA has been successfully pursuing its mission of professionalizing Indian management through innovative teaching, research, institution building, and consulting. At the same time, IIMA has in recent years introduced an international perspective in its Post-graduate Programme in Management. The Institute is located in the city of Ahmedabad, which was founded in 1411 and is known for its architectural heritage, textile industry, enterprise, and a variety of research institutions of national repute.

## Activities

IIMA's activities comprise teaching, management development, research, consulting and publishing. Its major educational programmes are:

● The Post-graduate Programme in Management
● The Post-graduate Programme in Agri-business Management
● The Post-graduate Programme in Management for Executives
● The Post-graduate Programme in Public Management and Policy
● The Fellow Programme in Management—IIMA's doctoral programme in Management
● The Faculty Development Programme—a professional development programme for faculty members of management schools
● Management Development Programmes—continuing education programmes for middle, senior and top level managers, and
● Armed Forces Programme in Business Management

The Centre for Management in Agriculture, the Centre for Management of Health Services, the Ravi J. Matthai Centre for Educational Innovation, the Centre for Infrastructure Development, the Centre for Telecom Policy Studies, the Centre for Innovation and Incubation, the Centre for Health Management, the Computer and Information Systems Group, and the Public Systems Group are some of the major centres of research at IIMA. Consulting brings the Institute's faculty members into contact with real-life managerial problems, and thus greatly enriches teaching and research. IIMA faculty members consult for a wide range of clients, such as public and private corporations, financial institutions, government agencies, and international agencies like the World Bank, FAO and the Commonwealth Secretariat.

IIMA publishes a quarterly journal, Vikalpa. The journal aims at publishing original and stimulating articles based on research & consulting experiences on managerial and organisational issues.

## Faculty

Members of the faculty at IIMA, numbering about 90, design and lead all teaching, research and consulting programmes. Many are involved in the Institute's academic administration and governance. IIMA's faculty members are distinguished by their sustained research contributions in various areas of management and strong practitioner-oriented teaching and consulting.

## Facilities

The 103 acres campus flanks two sides of a main road. The two sides are connected by an underpass, which houses a unique IIMA photo gallery. The old campus of about 64 acres includes an academic complex of classrooms and seminar rooms,

an auditorium, a well-equipped library, a computer centre, faculty and administrative offices, 18 student dormitories, the Kasturbhai Lalbhai Management Development Centre for executive education, faculty and staff residences, a gymnasium and other sports facilities. The new campus of 39 acres includes 7 dormitories with 284 rooms, 5 classrooms, 12 seminar rooms, 120 flats for married students, an administration block and an International Management Development Centre with 226 rooms, three classrooms and 24 seminar rooms.

## Vikram Sarabhai Library

The Vikram Sarabhai Library, considered as one of the best management libraries in the country, is committed to providing access to the best resources for students, researchers and faculty of management. The library has over the years built a robust collection of over 2 lakh resources in addition to journals, newspapers, databases, working papers, theses, project reports, CDs, and videos.

The strength of the library is its digital collection that can be accessed campus-wide through its website http://www/library/. The website links its in-house catalogue in addition to the 58 databases that provide scholarly, company and industry information. The Vikram Sarabhai Library also has the i3 programme with CMIE (Centre for Monitoring Indian Economy) that provides 12 databases along with specialist support for using the resources. The library also has a live Bloomberg terminal for access to global capital markets information.

The Vikram Sarabhai Library has a strong interlibrary cooperation programme that provides access to collections of other leading libraries in the country through various library networks. The library is committed in fulfilling its mission by facilitating access to current, global and relevant information by identifying, acquiring, organizing and retrieving information in various formats (print & non print) to serve the information needs of the IIMA fraternity for teaching, research, consulting, training and learning requirements.

## Computing Facilities

A state-of-the-art computer network with more than 2000 nodes connects all the members of the Institute community with each other. This network has fibre optics backbone with one or more fibre segments reaching every building on the campus. There are more than 65 high end manageable network switches which handle the internal data traffic. Every workplace on the campus including student rooms in dormitories, faculty offices, classrooms, management development centre, computer lab, FPM lab, and administrative offices has network connectivity. Using long range Ethernet technology, faculty residences have been also provided network connectivity to the Institute's Intranet. As the notebook population on the campus is increasing, the Institute has planned to put a wireless layer on top of this highly dense network. Wi-Fi is being deployed and maintained at IIMA Campus using Wi-Fi Access Points and Controllers from Cisco Systems for Indoor and Outdoor connectivity. Wi-Fi will be available to students, teaching staff and visitors.

For every workgroup (faculty, students, staff, MDC participants, etc.), there is a set of dedicated servers which provide a core layer of services like Internet access, and file/print services. Next-generation communication and collaboration tools are provided through Google Apps. Google Apps provides applications including Gmail, Google Talk, Google Calendar, Google Docs and Google sites etc. Every student dormitory has a high speed shared network printer with web based print billing software. There is a wide variety of software packages available to the students and faculty for their academic and research work. These packages include several language processors, statistical, math programming, simulation, project management, CASE, and ERP packages. Server based anti-virus solution from Kaspersky is provided for all users in campus including faculty, staff and students. The Institute is planning to have a Helpdesk and Call Management System to provide 24 x 7 supports for computing facility and AMC of Campus wide Computers, Printers, Servers.

Every student and faculty member has a high end networked personal computer or laptop at his or her disposal. The Institute's network is linked to the Internet via a set of dedicated leased lines enabling round-the-clock Internet connectivity on the campus. All the Internet Service Providers (ISPs) from whom the Institute has procured Internet bandwidth have installed fibre optics link from the campus to their hub. This ensures very high quality of bandwidth to the Internet. The Institute has 34 MBPS vsnl bandwidth to the Internet. It is technologically equipped to increase it up to 150 MBPS as and when the need for more bandwidth arises. There is a dedicated line of 2 Mbps Bsnl line also to facilitate alternate usage of bandwidth. In addition to this datacards will be provided to the faculty and selective officers for internet access. Every classroom is equipped with a projector, a PC, and a DVD player. Soon these classrooms will also provide ISDN based video conferencing capability. Recently a special room has been developed in the computer centre where on-line computer based training can be imparted. IIM, Ahmedabad is now in a state of transition and boasts of being the first academic institute in India to have its own payment gateway. Moreover, it is in the process of evolving into a state of centralized IT architecture. In addition to this, a knowledge centre is being planned to be put up for IIM, Ahmedabad hosting all its case studies and research outputs online.

**Post Graduate Programmes in Management**

**1.        Post-graduate Programme (PGP)**

The two-year Post-graduate Programme in Management (PGP) is a full-time residential course for graduates from all disciplines wishing to choose a career in management.

**Eligibility**

The candidate should be eligible to appear for CAT-2008 as detailed on page no. VI of this bulletin. A candidate who is appearing for the final year of bachelor's degree/equivalent qualification, if selected, will be allowed to join the programme provisionally only if he/she submits a certificate latest by June 30, 2009 from the Principal/Registrar of his/her college/institute (issued on or before June 30, 2009) stating that the candidate has completed all the requirements (the results may, however, be awaited) for obtaining the bachelor's degree/ equivalent qualification on the date of issue of the certificate. The admission will be confirmed only when the candidate submits the mark sheet and a certificate of having passed the bachelor's degree / equivalent qualification referred to in the certificate issued by the Principal/Registrar with at least 50% marks (45% in case of candidates belonging to SC/ST/PWD category). The deadline for submission of the mark sheet and the certificate is December 31, 2009. Non-fulfillment of this condition will automatically result in the cancellation of the provisional admission. IIMs would not allow any candidate to join their programme in case the candidate is unable to complete all the requirements for a bachelor degree on or before June 30, 2009. The IIMs would also not offer admission to any candidate after June 30, 2009.

**Profile of Past Students**

Students admitted to the Post-graduate Programme in the past have had scholastic achievements in different disciplines such as arts, commerce, science and professional streams such as medicine, engineering and agriculture. Some of the qualities which characterise past students include high levels of initiative and energy, capacity for hard work, strong task orientation, willingness to learn, and a temperament suitable for teamwork. The PGP classes have had a mix of fresh graduates and persons with work experience. Among the recent PGP students, a significant proportion have had full-time paid work experience of more than six months after their graduation.

**Curriculum**

The first year's curriculum is compulsory and covers the basic functional areas of accounting and finance, behavioural science, communication, economics, information technology, marketing, personnel management and industrial relations, production and operations management, and quantitative methods. At the end of the first year, a student works in an organisation on a summer assignment lasting eight to ten weeks.

The second year courses provide the students with an opportunity to pursue studies in areas of special interest to them. Therefore, all the second year courses, with two exceptions, are electives. This approach helps students develop an integrated approach to solving management problems.

The Institute has an exchange programme with over forty-six peer institutes all over the world. Every year, about one third of the batch spends a term with these premier management institutes abroad. Similarly, students from the corresponding institutes study at IIMA for a term. The Student Exchange Programme enables IIMA students to appreciate diverse cultures and working environments and develop a more holistic vision. It facilitates free flow of ideas and knowledge among academic institutions, brings an international flavor and perspective to the classroom and prepares students for work in foreign countries.

The Institute has also an arrangement for Double Degree Programme with two European Institutes. The students completing the Double Degree Programme will receive the diploma / degree from IIMA as well as from the partner Institute.

**Diploma**

Graduates of the PGP are awarded the 'Post-graduate Diploma in Management'.

**Placement**

PGP graduates have been employed in a wide range of companies from public sector, private sector and multinational corporations. In recent years, international recruiters have included ABN Amro, Alghanim, Arcelor Mittal, Barclays Capital,

Boston Consulting Group, Deutsche Bank, Goldman Sachs International, HSBC, Lehman Brothers, McKinsey & Co, Merrill Lynch, Tata Administrative Services and UBS, Arthur D Little, Booz Allen Hamilton, Amazon, Value Partners, Delloitte, Hindustan Unilever. About 7250 PGP alumni today occupy top managerial positions in industry, within and outside the country.

**Admission/Selection Process**

The selection for the post-graduate programme is done through a two-stage process. In the first stage, candidates to be called for personal interview are short-listed from among those who have applied to IIMA's post-graduate programme. While short-listing the candidates for personal interview, candidates belonging to categories for which seats are reserved, are treated differently. The criteria used for short-listing would be disclosed on the CAT web-site (www.catiim.in) and/or the IIMA website (www.iimahd.ernet.in) along with the list of short-listed candidates on 9th January 2009. Please note that the cut off for short listing SC/ST/PWD candidates for personal interview would not be less than 17% score in each of the three sections of CAT 2008 and no less than 25% score in aggregate. For other categories, it would be no less than 25% in each of the three sections and no less than 33% in aggregate. The actual cut-offs used for short-listing, however, may be higher than the above mentioned percentage scores and would depend upon the performance of candidates in CAT-2008.

In the second stage, candidates to be admitted to the post-graduate programmes are selected from among those who have attended the personal interviews. In preparing this admission list, inputs such as performance in personal interview, the CAT score, academic background and achievements, extra-curricular activities, and post-degree work experience, are taken into consideration.

**Preparatory Programme**

A preparatory programme will be offered in June 2009 to those selected students who in our opinion need special inputs in mathematics or/and communication in order to facilitate their learning in the first year.

Post-graduate Programme in Agri-business Management (PGP-ABM)

The Two-Year Post-graduate Programme in Agri-business Management (PGP-ABM) is designed to transform dynamic and determined individuals into excellent managers, to meet the unparalleled demands on their capabilities as posed by the increasingly challenging food, rural and allied sectors.

**Eligibility**

(1)　　The candidate must hold a Bachelor's or Master's Degree in Agriculture Sciences or in Agriculture-related disciplines, with at least 50% marks or equivalent CGPA [45% in case of the candidates belonging to Scheduled Caste (SC)/ Scheduled Tribe (ST) or Persons with Disability (PWD) category], of 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. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

**OR**

(2)　　The candidate must hold at least a Bachelor's degree or equivalent qualification in any non-Agriculture discipline from a University or Institution as defined in the above paragraph and have an interest in Agriculture, Agro/Food Processing, Rural and Allied sectors. The Bachelor's Degree or equivalent qualification obtained by the candidates must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

Rules for conversion of CGPA, for computation of percentage scored and for the candidates appearing in the final year of qualifying examination would be same as mentioned above in the minimum eligibility criterion for admission to PGP for all IIMs. Please note that though the expected registration date for the PGP-ABM first year is June 1, 2009, students who are in the final year of their bachelor's degree education and may have to go back to complete their examination formalities during June 2009 will be granted special leave for this purpose. The provisional admission of students who DO NOT complete ALL their examination formalities on or before June 30, 2009 will be CANCELLED. **Under no circumstances will an extension of this date of June 30, 2009 be granted.**

You are required to produce the mark sheet and a certificate on or before **December 31, 2009** of having passed the Bachelor's  degree/equivalent qualification on the date of issue of the Institute. The admission will be confirmed only when you submit the mark sheet and a certificate of having passed the bachelor's degree/equivalent qualification as mentioned in the certificate issued by the Principal/Registrar with at least 50% marks (45% in case of candidates belonging to SC/ST/PWD category).  Under no circumstances the deadline of **December 31, 2009** will be extended.

## Curriculum

All students admitted to the PGP-ABM programme will have to compulsorily attend a preparatory programme expected to start on 25th of May, 2009. The preparatory programme provides special inputs in mathematics, communication and information technology, and is designed to enable the students to prepare themselves for the first year of the PGP-ABM programme. (Students who are in the final year of their bachelor's degree education and need to go back to complete their examination formalities during June will be granted special leave from the preparatory programme.) The first year's curriculum is compulsory and is same as that of PGP. In addition, there is a special course on rural environment and institutions designed to familiarize the students with the sectoral environment. After the end of the first year, students will undergo the first phase of rural immersion module and subsequently, work in an organization engaged in agri-business on a summer assignment lasting eight weeks.

The second year of the programme is designed to impart specialized multi-functional knowledge and innovative skills required by agri-business managers for excellence in planning, decision-making, organization and implementation in the sector and in its sub-sectors. The second year courses also provide the students with an opportunity to pursue areas of special interest to them. The second year includes compulsory courses in agri-business management, a few compulsory courses in general management, and elective courses.

## Diploma

The graduates of PGP-ABM are awarded the 'Post-Graduate Diploma in Agri-Business Management'.

## Placement

PGP-ABM graduates will be assisted in finding suitable placements in organizations engaged in agri-business, food, agriculture and allied sectors. Excellent opportunities are available for careers in upcoming agribusiness sectors like retail management, micro finance, agricultural input companies, food processing industries, rural marketing, international agriculture trade, commodity exchanges, rural financial institutions, market research in agribusiness and NGOs engaged in rural development.

## Admission/Selection Process

The selection for the PGP-ABM is done through a two-stage process. In the first stage, candidates to be called for group discussion and personal interview are short-listed from among those who have applied to IIMA's post-graduate programme. The actual cut-offs used for short-listing would depend upon the performance of candidates in CAT-2008. While short-listing the candidates for group discussion and personal interview, candidates belonging to categories for which seats are reserved, are treated differently.

In the second stage, candidates to be admitted to the PGP-ABM are selected from among those who have attended the group discussion and personal interviews. In preparing this admission list, inputs such as performance in group discussion and personal interview, the CAT score, suitability for the programme in terms of interest and background (considering that this is a sector-specific programme), academic profile and achievements, extra-curricular activities, and post-degree work experience and its relevance, are taken into consideration.

## INFORMATION COMMON TO PGP AND PGP-ABM

The Common Admission Test (CAT) 2008 is the first step in the process of seeking admission to the PGP and PGP-ABM. Refer to Section 1 of this Bulletin for instructions on how to apply for CAT. A sample of the CAT Application Form is also given in that section. Candidates are advised to use this sample to practice filling out the Application Form. ***Please note that no additional fee is to be paid along with the Application Form.***

## Method of Instruction

The case method is a major instrument of learning at IIMA. Other methods, such as seminars, group exercises, role-plays, lectures, and discussions, are also used. Cases are descriptions of actual management situations based on the experiences of organisations in a wide range of settings. They present facts known to the executives responsible for dealing with the situations presented, and through discussions of these situations, students learn how to solve different kinds of managerial problems. Both Indian and foreign cases are used.

**Reservation for OBC/Scheduled Caste/Scheduled Tribe Candidates and Candidates with Disabilities**

As per Government of India requirement seats are reserved for OBC/SC/ST candidates. Candidates also need to mark carefully the category to which they belong while filling up the application form. 3% seats are reserved for Persons with Disability (PWD). The three categories of disability are: a) low-vision/blindness, b) hearing impairment, and c) locomotor disability/ cerebral palsy.

The candidates belonging to categories for which seats are reserved need to note and read carefully the eligibility requirements before applying. It should be noted that while it is endeavour of IIMs that the candidates belonging to OBC/ SC/ST/PWD categories join the program in proportions mandated by the law, they have to meet the eligibility criteria and a certain minimum level of performance in CAT and personal interviews. The candidates should read carefully the description of admission process in the CAT bulletin.

**Expenses**

The Fees and other charges payable by the PGP students of the 2008-2010 batch for their first academic year (2008-09) is approximately Rs. 6,00,000/-. Personal expenses on travel, clothes and laundry will be extra.

**Financial Assistance/ Scholarships**

It is the endeavour of the Institute that no student be denied opportunity to pursue the post-graduate programmes in Management at IIMA for want of adequate financial resources. Keeping this objective in view, IIMA has instituted a need-based scholarship scheme from its own resources to help its economically weak PGP/ PGP-ABM students. Under this scheme, every year many students are provided with scholarships. The scholarship amounts are fixed on the basis of the annual gross family income, parental asset ownership, number of dependants etc. Applications for these scholarships will be made available in July. In addition to need-based scholarship, IIMA has also instituted income-linked tuition fee waiver scheme for academic year 2008-09. Details of the scheme can be viewed at IIMA's website:www.iimahd.ernet.in.

The Government of India Merit-cum-Means scholarships of Rs. 2,200 a year are available to a maximum of 25 per cent of the students, provided that these students meet the merit and means criteria. Several industry-sponsored merit scholarships are awarded at the end of each academic year. In addition, a few industry-sponsored need-based scholarships for two years are available to needy students. Many commercial banks and financial institutions provide educational loans to students. For details, candidates may contact branch offices of such banks.

**Students' Affairs Council**

The Students Affairs' Council has primary responsibility for developing and implementing policies and codes for the conduct of student activities. The coordinator, who is elected by the student body, has the overall responsibility for academic, financial, dining hall, publications, cultural, and sports activities.

**IIMA Alumni Association**

The Alumni Relations Activity Committee provides a forum for continuing education and for strengthening the bonds between IIMA and its alumni. The Association has chapters in Ahmedabad, Bangalore, Baroda, Bhopal, Chandigarh, Chennai, Hyderabad, Kolkata, Lucknow, Mumbai, Nagpur, Nasik, New Delhi, London, Muscat, Singapore, UAE and USA (NJ). Alumni receive the Institute's publications, participate in seminars and conferences at IIMA, and are provided hospitality during their visits to the Institute. The Association brings out the IIMA Alumnus three times a year; this magazine serves as an important medium for communication among alumni.

**IMPORTANT INFORMATION**

Please note that IIM Ahmedabad will conduct its Personal Interviews in Ahmedabad, Bangalore, Kolkata and New Delhi only. Keep this in mind while darkening the circle against your interview centre choice in the Application Form. Candidates short-listed for Personal Interview will be intimated by *registered post in the first half of January 2009.*

The CAT takers applying to IIMA's post-graduate programmes can also find out if they have been short-listed for Personal Interview by visiting the CAT website (www.catiim.in) or IIMA website (www.iimahd.ernet.in) on or after January 8, 2009. No individual regret letters shall be sent to candidates not short-listed for Personal Interview.

| For PGP | For PGP - ABM |
|---|---|
| Manager (Admissions)<br>Indian Institute of Management<br>Vastrapur, Ahmedabad 380 015<br>Fax: +91-79-66324631/26306896<br>Email: admission@iimahd.ernet.in | Programmes Officer (PGP-ABM)<br>Indian Institute of Management<br>Vastrapur, Ahmedabad 380 015<br>Phone: +91-79-66324689<br>Fax: +91-79-26306896<br>Email: pgpabm@iimahd.ernet.in |

**Fellow Programme in Management (FPM)**

The Fellow Programme in Management (FPM) is the doctoral programme of IIMA. FPM admits students who have a strong academic background, are highly motivated and who have the intellectual curiosity to undertake original research. The doctoral programme prepares students for a career in academia or research positions in industry.

Students generally take four to five years, including two years of rigorous course work, to complete their doctorate. While the first year of course work is common with IIMA's Post-graduate Programme, the second year involves advanced doctoral level courses in their chosen area of specialization. After completing the course work, students have to pass an area comprehensive examination to demonstrate that they have reached a level of proficiency in the area of specialization. Subsequently, students work on their doctoral dissertations. These dissertations are expected to make original contributions to an area of management or to one of management's source disciplines.

Students admitted to the programme receive a comprehensive fellowship that covers all costs and in addition provides a modest living allowance. IIMA has excellent facilities in computing, library, and faculty resources. IIMA faculty members publish actively in scholarly journals and consult with industry and government within the country and outside. Case writing and related research are actively pursued by faculty and students.

Graduates of the FPM are placed in world class organizations in teaching and research positions. A total of 232 doctoral students have graduated from IIMA so far.

Candidates can apply to the following areas of specialization: (1) Agriculture, (2) Business Policy, (3) Economics, (4) Finance & Accounting, (5) Information Systems, (6) Marketing, (7) Organisational Behaviour, (8) Personnel and Industrial Relations, (9) Production and Quantitative Methods, and (10) Public Systems.

**Eligibility**

The candidate must hold, subject to the condition laid down below,

1.    A Master's Degree in any discipline, with at least 55 percent marks, with the Bachelor's degree/equivalent qualification obtained after a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

(OR)

2.    A professional qualification like CA, ICWA, CS, with at least 55 percent marks.

(OR)

3.    A 4-year/8-semester Bachelor's degree with at least 60 percent marks or equivalent grade point average.

**Condition:**

The Master's degree or equivalent qualification/Bachelor's degree or equivalent qualification should be: (a) 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 (b) recognized by the Ministry of HRD, Government of India. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

Candidates who are in the final year of their Master's/Bachelor's Programmes that would make them eligible, can also apply. Such candidates, if selected, will be allowed to join the programme provisionally only if they submit a certificate latest by June 30, 2009 from the Principal/Head of the Department/Registrar or Director of the university/institute (issued on or before June 30, 2009) stating that they have appeared for the examinations (including practical examinations) in all the subjects required for obtaining the master's/bachelor's degree/equivalent qualification. Their admission will be confirmed only when they submit the mark sheet and a certificate of having passed the master's/bachelor's degree/equivalent qualification referred

to in the certificate issued by Principal/Registrar of their college/institute. The deadline for submission of mark sheet and the certificate is December 31, 2009. Please note that those candidates who have applied on the basis of their master's degree will have to meet the 55% marks stipulation, and those who have applied on the basis of their bachelor's degree will have to meet the 60% marks stipulation. Non-fulfilment of these conditions will automatically result in the cancellation of the provisional admission.

## Selection Process

Candidates applying to the Fellow Programme in Management except PGP Alumni from all IIMs and alumni of the One year Post-Graduate Programme for Executives (PGPX) of IIMA or similar programmes of other IIMs and one year Post-Graduate Programme in Public Management and Policy (PGP-PMP) of IIMA or similar programme of other IIMs who have undergone more than 15 years (10+2+3 years) of education prior to joining these programmes are required to take the Common Admission Test (CAT) or a standard test in lieu of CAT. For NRIs and Foreign students this standard test is the Graduate Management Aptitude Test (GMAT).

Different areas of IIMA have specified different standard tests that candidates applying to the Fellow Programme in Management in their areas can take in lieu of CAT. These standard tests are given in the following table.

| Area | Standard Test in lieu of CAT | Validity of Score |
|---|---|---|
| Organizational Behaviour | GMAT / UGC-JRF in relevant discipline/ GRE | |
| Personnel and Industrial Relations | CAT/GMAT/UGC-JRF in Psychology, Sociology, Social Work, Public Administration, Management, Law, Labour Welfare/ Personnel Management Industrial Relations/Labour and Social Welfare/ Human Resource Management, Women's Studies, and Human Rights and Duties. | |
| Economics | UGC-JRF in Economics, Business Economics and Development Economics | Two years from the date of the standard test and should be valid on the deadline of submission of the application form |
| Marketing | GMAT / GRE | |
| Production and Quantitative Methods | GMAT / GATE / GRE | |
| Computer & Information Systems Group | GMAT / GATE / GRE | |
| Public Systems Group | GRE/GMAT/GATE/UGC-JRF (in relevant discipline) | |

Those applying to the Fellow Programme in Management should have scored more than 50% mark in their bachelor's degree to be considered for selection to the Fellow Programme in Management.

CAT scores of CAT 2006, 2007 and 2008 are considered valid for application to the Fellow Programme in Management in 2009.

Candidates will be short listed and called for an interview at Ahmedabad during March-April 2009 for final selection on the basis of their performance in CAT or the standard test in lieu of CAT, academic background, and experience.

## Fellowship and Expenses

IIMA provides a comprehensive fellowship that covers all academic expenses including tuition, computer, library, medical insurance for self, spouse and kids, placement and alumni fees, and in addition includes a monthly subsistence allowance of Rs.15000/- (Stipend + Food Allowance). For meritorious students of the first year (those in the top quartile of the class that includes Post-graduate Programme students), the fellowship increases by Rs. 3,000 per month from the second year; and for those who are in the 'Industry-scholarship range' (very good academic performance in the first year), it increases by Rs. 6,000 per month. A Contingency Allowance of Rs. 25,000 in the first year, Rs. 30,000 in each of the second, third and fourth years, and Rs. 15,000 in the fifth year and special grants to cover research expenses, expenses on books, photocopying etc. are also available to all students. (Further details are described in the FPM Brochure, which will be provided along with the FPM Application Form).

Since the FPM is a full time residential programme, bachelor accommodation is provided to all the students in dormitories. A fixed number of houses for married students are available on campus (in the past whoever wanted such an accommodation, could obtain it). In case on campus accommodation is not available, married students may be permitted to stay off campus.

## How to Apply

The FPM Application Form is not included in this Bulletin. For obtaining the Application Form and Brochure, write to the Programmes Officer, FPM Office, Indian Institute of Management, Ahmedabad 380 015 with a bank draft of Rs. 500/- (Rupees Five Hundred only) drawn in favour of "Indian Institute of Management, Ahmedabad" payable at Ahmedabad. You may also download copies of the Application Form from the website http://www.iimahd.ernet.in/programmes and send the filled in Application Forms along with a bank draft of Rs. 500/- drawn in favour of IIM, Ahmedabad, payable at Ahmedabad before November 30, 2008.

A candidate is eligible to apply for a maximum of three Areas. Such candidates should send multiple copies of the application with supporting documentation, one for each area. A candidate is required to take only one bank draft regardless of the number of areas that (s)he chooses to apply to."

Also please refer to the IIMA's advertisement for FPM that will appear in leading newspapers in July 2008 about the same time as the Common Admission Test (CAT) advertisement.

**Important Dates to Note:**

| | | |
|---|---|---|
| Availability of FPM Application Form(s) | : | From August 20, 2008 |
| Last date for submitting the completed Application Form(s) to the FPM Office (IIM-A) | : | November 30, 2008 |

**For further information/clarifications, please contact:**

Programmes Officer
Fellow Programme in Management
Indian Institute of Management
Vastrapur, Ahmedabad 380 015
Email: fpm@iimahd.ernet.in

**Note:** Please note that this email id is of the FPM Office. Queries related to other programmes will not be entertained at this email address.

## One-Year Post-Graduate Programme in Public Management and Policy (PGP-PMP)

The Post-Graduate Programme in Public Management and Policy is a one-year fully residential programme with focus on public policy and governance, infrastructure development and financing, and public enterprise management. It has been designed to sharpen the skills and perspectives of civil servants, managers of public enterprises, professionals from NGOs, executives from the corporate world, and those with legislative experience who have to deal with public management issues. On-campus placement is offered for non-sponsored candidates. Please visit http://www.iimahd.ernet.in (the institute's website) for further details or contact:

Manager, PGP-PMP
Indian Institute of Management
Vastrapur, Ahmedabad 380 015

## Eligibility

1. The candidate must hold a Bachelor's Degree of 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. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent. Candidates from outside India should hold a Bachelor's Degree or equivalent qualification with 15 years of education.

2. The candidate should have a good CAT/GMAT/GRE score. GMAT is the preferred test. Those appearing for CAT 2008 would be able to use the CAT score for PGP-PMP 2010-11 only. CAT scores of last three CATs – CAT-2007, CAT-2006, CAT-2005 may be used for application to PGP-PMP 2009-10.

Note that those applying to the PGP-PMP through CAT would have an additional eligibility requirement of 50% marks in Bachelor's Degree.

3. The candidate should have managerial/supervisory work experience of seven or more years by March 2009 for PGP-PMP 2009-10.

## INDIAN INSTITUTE OF MANAGEMENT BANGALORE

**THE INSTITUTE**

The Indian Institute of Management Bangalore (IIMB) was founded in the year 1973 by the Government of India as a centre of excellence in management. Today, IIMB is recognised as one of the Top 100 management schools in the world — an Institute with international standards of post-graduate and doctoral-level teaching, executive education for senior and middle management and research and consulting. It is the most internationally oriented management school in the country. IIMB is strategically located in Bangalore, the centre of the fastest growing industrial region in the country. In addition to the large, high-technology public sector companies and R&D centres, Bangalore is the hub of the booming Indian information technology industry, as well as the nucleus of the emerging Indian biotechnology industry. Close partnership with industry, in terms of executive programmes, student projects, guest lectures and site visits, enriches the learning experience at IIMB.

**Programmes and Activities**

The major programmes of the Institute are:
1.    Post Graduate Programme in Management
2.    Fellow Programme in Management
3.    Post Graduate Programme in Software Enterprise Management and,
4.    Post Graduate Programme in Public Policy and Management

In order to meet the current and future demands of management knowledge and teaching in key areas, IIMB has several Activity Centres.

 These include:
 (i)      The Nadathur S. Raghavan Centre for Entrepreneurial Learning
(ii)      The Centre for Software Management and Information Technology
(iii)     The Centre for Supply Chain Management
(iv)      The Centre for Insurance Research and Education
(v)       The Centre for Capital Markets Education and Research
(vi)      The Centre for Enterprise Resource Planning
(vii)     The Centre for Public Policy
(viii)    The Centre for Corporate Governance and Citizenship
(ix)      The Centre for Distance Learning and,
(x)       The Centre for Development of Cases and Teaching Aids

The Institute publishes the IIMB Management Review (IMR), a quarterly refereed journal, featuring conceptually sound and methodologically rigorous articles, with a strong focus on application. IMR's other popular features include the interviews, research-based and insightful articles and the Round Table Discussion.

**Faculty**

The Institute has over eighty faculty members with rich and varied academic and industry backgrounds. In addition, distinguished academicians and practitioners from India and abroad are invited to participate, as guest faculty. IIMB faculty members have contributed immensely to the development of management knowledge both in India and abroad, and are amongst the most sought-after, for training and consulting assignments in the corporate world.

**Infrastructure and Facilities**

The Institute has over thirty high-tech classrooms, an administrative building, student hostels consisting of 12 blocks with 606 rooms in all, and an Executive Block having 26 double rooms.  All the 632 rooms are fully furnished, with Wi-Fi enabled Internet facilities.

The campus also has a fully air-conditioned Management Development Centre with residential accommodation for guests and visiting programme participants. Other residential buildings house the faculty and staff members and their families.

Mess facilities are also available with multi-cuisine menus. All blocks are equipped with other amenities like washing machines, water-purification devices and water coolers. There are three laundry outlets and a hairdressing saloon.

All classrooms have aesthetically-designed interiors – tiered, with modern curved and sloped lecture theatres, equipped with the latest networked multimedia projection systems. In addition, there is a multimedia laboratory and three classrooms with 30 to 40 desktop systems and projection facilities for teaching purposes.

Banking, postal, and shopping facilities are also available on the campus.

### The Library

The Institute Library is housed in a building with a carpet area of 55,000 square feet, spread over four floors, with a capacity to seat more than 300 users. It is accessible on all the days, except for three National Holidays. It has a comprehensive collection of literature predominantly related to management and its allied subjects, to meet the present and future information needs of its users. Most of the library's activities are computerised using "LIBSYS", an integrated library software package. Some of the major services rendered are reference, bibliographic, reprographic, document-delivery, data search facilities, resource sharing with other libraries etc. It also networks with libraries of leading institutions to offer data supply, reference, and indexing and bibliographic services.

The library has a total collection of over 2.20 lakh documents (books, back volumes of journals, government publications, technical reports, conference proceedings, non-book materials etc.). The library has access to 57 e-resources and 254 e-books from Elsevier Science & Cambridge University Press and subscribes to 720 print journals, 1200 e-journals, and 27 newspapers. Apart from this, more than 35,000 full-text journal titles are available in the databases subscribed to by the library. It also receives around 200 Newsletters and has 2200 Annual Reports from public and private organisations. The Non-book materials collection includes 4180 CDs, 700 CDs with books, 420 Video Cassettes, 415 VCDs & DVDs and 235 Audio Cassettes.

### The Computer Centre

IIMB has one of the finest computing environments among management institutions in the country. The campus network, which is Wi-Fi enabled, links the computing resources in the faculty offices, student labs, administrative units, student hostel rooms and the Management Development Centre. The network infrastructure is based on a gigabit support fibre optic backbone. The library system (Libsys) and the CD mirroring server with full-text journal articles in electronic form are also accessible through the net. A dedicated 8 MBPS link from Bharti-Airtel, 6 MBPS link from STPI and another 12 MBPS link from Pacnet provide full Internet access to every desktop in the campus. A high-end Compaq Proliant server powers SAP applications. Another cluster of servers on a virtual platform hosts different applications. Video conferencing facility is also available. The Institute software environment includes Oracle DBMS, MS Office, SPSS, SAS, CPLEX optimisation software, simulation languages, and visual and object-oriented languages such as Visual Basic, Visual C++ and Java among others. Access to corporate databases such as the CMIE and VANS databases are also available over the network.

### Hostel Facilities

The hostel blocks are located just a stone's throw from the academic area. Each hostel floor has a telephone and three STD booths are conveniently located in the complex. Each hostel block has a washing machine, and there are common laundry and ironing facilities. The hostel complex is provided with a gymnasium, a pool table and a large recreation room equipped with a large-screen TV and a DVD player.

### Other Facilities

Other conveniently located facilities on campus include a coffee shop and grocery store, courier service, airline and railway travel agency, a Citibank ATM, SBI ATM and an extension counter of the State Bank of Mysore.

There is a large open-air amphitheatre, which is used for most events. There is also a 300- seat air-conditioned auditorium fitted with state-of-the-art equipment. There is a full-sized sports ground for football and cricket, and an indoor badminton court.

### Extra-curricular Activities

The IIMB student body has launched several initiatives to interact with industry and other educational institutions in the country. The Forum for Industrial Interaction (FII) organises VISTA, an invitation seminar, and a 'Distinguished Lecture Series'.

VIKASANA, the social service club, serves the local community. NETWORTH (Finance Club), MaSh (Marketing Club), ICON (Consulting Club), START UP (Entrepreneurship Club), and SIGMA (Systems Club) are student clubs that organise several events during the year.

Cultural activities do not take a back seat at IIMB. The Students Cultural Committee organises an Intra-IIMB cultural festival, and UNMAAD, the popular and much-awaited all-India Inter-college cultural festival that attracts participation from colleges and institutes across the country. The committee also organises musical evenings, plays and laser disc film shows in the open-air theatres to ensure that there is never a dull moment on campus. IIMB students also participate in national and international festivals and competitions and have won numerous laurels over the years.

## POST-GRADUATE PROGRAMME IN MANAGEMENT

The two-year Post-Graduate Programme in Management (PGP) is designed as a full-time residential course for graduates who wish to pursue careers in management.

### Eligibility and Selection

The candidate should be eligible to appear for CAT-2008 as detailed in page no. VI of this bulletin. A candidate who is appearing for the final year of bachelor's degree/equivalent qualification, if selected, will be allowed to join the programme provisionally, only, if he/she submits a certificate latest by June 30, 2009 from the Principal/Registrar of his/her college/institute (issued on or before June 30, 2009), stating that the candidate has completed all the requirements (the results may, however, be awaited) for obtaining the bachelor's degree/equivalent qualification on the date of issue of the certificate. The admission will be confirmed only when the candidate submits the mark sheet and a certificate of having passed the bachelor's degree/equivalent qualification, referred to in the certificate issued by the Principal/Registrar with at least 50% marks (45% in the case of candidates belonging to SC/ST/PWD category). The deadline for submission of the mark sheet and the certificate is December 31, 2009. Non-fulfilment of this condition will automatically result in the cancellation of the provisional admission. IIMs would not allow any candidate to join their programme in case the candidate is unable to complete all the requirements for a bachelor's degree/equivalent on or before June 30, 2009. The IIMs would also not offer admission to any candidate after June 30, 2009.

Candidates are short listed for the interview on the basis of their performance in the Common Admission Test (CAT), their scholastic record - including secondary, higher secondary, under-graduate, post-graduate, professional certification - and relevant work experience. Final selection is based on all of the above parameters, as well as their performance in a group discussion, a written summary of the group discussion, a personal interview and letters of reference from three teachers and/or superiors who know the candidate well. Further information about the selection process is available on the IIMB website.

The CAT score is but one of the inputs at every stage of the selection process. It is possible for a candidate with a lower CAT score to be selected for the interview and group discussion, and be offered admission, in preference to a candidate with a higher CAT score on account of better performance in other criteria mentioned above. If a candidate, or someone else on his/her behalf, attempts to influence the selection process by any means at any stage of the process, he/she will be barred from the selection process. Further, if a candidate produces false information at any stage in the application process, he/she will be barred from the rest of the process. Every claim made in the application, at the time of taking the CAT and in the subsequent formal application to IIMB, will have to be supported by formal documentation at the interview and registration stages. IIMB retains the right to verify the authenticity of any document that a candidate might provide. If information submitted is found to be false, at any time even after a student is admitted to the programme, he/she will be asked to withdraw from the programme. All disputes, if any, emerging out of decisions related to the post graduate programmes of IIMB during the admission process and the duration of studentship will be subject to the jurisdiction of the courts in Bangalore.

### Curriculum

The focus of the current PGP curriculum is on developing managers who are able to adapt to the fast-changing world around them, without losing sight of values and ethos. The curriculum was recently revised to ensure that it meets current Indian and global requirements. It places great emphasis on the ability of the student to take an integrated view on managerial problems and imbibe and cultivate an international orientation.

In the first year, students take a compulsory package of courses in functional areas of management such as finance, marketing and production, and supporting disciplines such as behavioural sciences, economics, managerial communication and quantitative methods, and a capstone course in corporate strategy. In addition, all students take three elective courses in areas of their interest in the third term of the first year. At the end of the first year, all students are required to work in an organisation for at least eight weeks on a summer project.

The second year courses provide students with a further opportunity to pursue studies in areas that are of special interest to them. The curriculum requirement for the second year consists of 15 to 17 advanced elective courses. The Institute offers more than 60 electives, providing an unmatched choice to the students. Students exercise their choice of electives freely from areas of management such as economics and finance, marketing, human resources, operations and information systems. In addition to these electives, participants can customise their course work in their areas of interest, by choosing to do up to two courses' equivalent of credits on a Dissertation or Project Courses, Courses of Independent Study, or a Study of Contemporary Concerns, under the guidance of the faculty. The second year calendar has been so designed as to allow students to participate in student exchange programmes and international study tours.

## Exchange Programmes & International Exposure

International exposure through Student Exchange Programmes is available at the Institute. Currently, IIMB has exchange partnerships with 85 leading business schools in Asia, America, Europe and Australia. During the second year, students can elect to spend one term with one of the 85 partner institutions such as the London Business School, Cranfield University School of Management, UK; Graduate School of Business, Stanford University, University of California and University of Washington, Yale School of Management, Thunderbird School of Global Management, USA; McGill University, Schulich School of Business, Canada; ESSEC Business School, HEC School of Management, and Euromed Marseille, France; European Business School and HHL, Germany; University of St. Gallen, Switzerland and Melbourne Business School, Australia. Over 100 students elect to go abroad for a term each year, and a matching number from schools abroad spend a term at IIMB. In addition, students get to go abroad for summer projects and participation in international student competitions. IIMB also offers a course on International Business in Practice, where students work for two weeks at firms in Singapore, Malaysia or Thailand. Typically 90 percent of PGP students can expect to receive some form of international business exposure.

## Diploma

Successful graduates of the PGP are awarded the "Post-Graduate Diploma in Management" (PGDM).

## Financial Assistance

IIM Bangalore is committed to ensuring that no PGP student faces difficulty in pursuing education at the Institute for want of financial resources. In pursuance of this policy, the Institute provides financial assistance to needy students in the form of tuition waivers. All students whose annual household income is below Rs. 3,00,000 will be eligible to apply. Other students with severe financial difficulties may also apply. Deserving students belonging to reserved categories will be given special consideration for financial support.

Educational loans are available from leading banks. Students applying for a bank loan are also eligible to apply for financial aid.

In addition, a limited number of merit-based and merit-cum-need based awards are available from industry sponsors that partially or fully support student expenses.

## Expenses

Expenses on tuition, hostel room, teaching material, computer facilities, and other fees for a single student living on the campus, is Rs. 4,00,000 during the first year of the Post Graduate Programme and Rs. 5,00,000 during the second year. Personal expenses on food, travel, clothes, laundry, etc., will be extra.

## Reservation for Candidates

The Government of India policy, as applicable to IIMB, will be followed in this regard. Currently 15% and 7.5% of available seats are reserved for Scheduled Caste and Scheduled Tribe candidates, respectively. A further 3% seats are reserved for persons with disabilities as per the Persons with Disability Act, 1995.

The three categories of disability are:
(a)     Low Vision/Blindness
(b)     Hearing Impairment and
(c)     Loco motor Disability/Cerebral Palsy.

 Reservation of seats for candidates belonging to Other Backward Classes (OBC) will be applicable as per the judgement of the Honourable Supreme Court of India. The Institute will implement this in a phased manner over a period of three years.

## Placement

The Institute's Placement Office assists students in career planning and obtaining responsible positions in industry through the campus recruitment process. Marquee domestic and international firms from various sectors such as financial services, management consulting, information technology and marketing participate regularly in campus recruitment programmes. In 2007, of the entire batch of 266 students (261 PGP & 5 FPM), 255 students were placed within the second 'designated day' of placements, with close to 24% of the students being offered employment overseas. The Placement Office is also instrumental in finding summer internships for first year students in domestic and international firms. The summer internship comprises a minimum 8-week assignment between the first and second year, which is an integral part of the curriculum. From the current batch, 107 students were posted overseas for their summer internship, which is the highest for any business school in the country.

## Preparatory Programme

Students who are identified to be relatively weak in quantitative methods and communication skills will be required to attend a preparatory programme in June 2009. The programme also covers computer skills and basics in financial accounting. Students find this programme useful in coping with the first-year courses.

## How to Apply

Please refer to Section 1 of this bulletin. ***Please note that no further application fee is to be paid along with the application form.*** IIMB conducts interviews only at Bangalore, Kolkata, Mumbai, and New Delhi in February-March 2009. This should be taken into account when selecting and marking the Interview Centre option in the application form.

## IMPORTANT

Please note that candidates short-listed for the interview and group discussion will receive the interview letters by mail during January 2009. This list will be made available on the IIMB website http://www.iimb.ernet.in, by the first week of January 2009.

Any applicant not receiving the interview letter during this period should presume that he/she has not been called for the interview and group discussion. Due to the extremely large number of applications received, it is not possible to send individual regret letters to applicants not called for the interview and group discussion.

For further information/clarifications, please contact:

Administrative Officer - Admissions
Indian Institute of Management Bangalore
Bannerghatta Road
Bangalore 560076
Email:pgpadm@iimb.ernet.in
Fax: (080) 2658 9973
http://www.iimb.ernet.in

## POST GRADUATE PROGRAMME IN SOFTWARE ENTERPRISE MANAGEMENT (PGSEM)

### Distinctive Features

- Customised for mid-career professionals in the software and information technology industry
- Developed in close partnership with industry
- Modular design that allows students to take breaks during the programme
- Part-time schedule with classes on Friday mornings and Saturdays
- Flexibility to balance learning needs along with work and family pressures
- Course work can be completed in two and a half years
- Access to Exchange Program & transfer of credits from reputed universities

The Post-Graduate Programme in Software Enterprise Management (PGSEM) leading to a Post-Graduate Diploma in Software Enterprise Management is an executive management education programme designed for the specific needs of professionals working in the software and information technology industry. The programme is run under the aegis of the Centre for Software and Information Technology Management (CS & ITM). The CEOs and/or top executives of companies that

have provided endowment to the CS & ITM are on the Advisory Board of the Centre, to ensure that the programme is in tune with the needs of the industry. These companies are Infosys Technologies Limited, Intel Technology India Private Limited, Motorola India Electronics Pvt. Ltd., Sasken Communication Technologies Ltd., Sun Micro Systems India Pvt. Ltd., and Wipro Technologies.

The PGSEM endeavours to provide the most current executive management education to middle and senior professionals of the Information Technology Industry who seek to pursue a career in management. The programme aims to transform professionals with strong technical knowledge, to business leaders with equally strong management knowledge and a global perspective. The modular design of the programme allows participants to tailor (within certain parameters) the sequence of courses. After completion of the first year, participants have the flexibility to be away from the programme for one or more quarters if necessitated by work-related assignments. Each participant is required to complete the stipulated credits of the programme within a maximum of six academic years.

The profile of the participants consists of women and men with work experience ranging from two years to over fifteen years. The companies they work for include small entrepreneurial firms to some of the largest IT companies in India.

## Curriculum

The courses in the curriculum are organised along ten themes:
(i)     **Concept of Business**
(ii)    **Context of an Organisation**
(iii)   **Marketing**
(iv)    **Planning and Implementing Projects**
(v)     **Organising and Managing People**
(vi)    **Analytical Tools for Business**
(vii)   **Gaining Domain Expertise**
(viii)  **Managing and Controlling Financial Resources**
(ix)    **Entrepreneurship in New Business Contexts and,**
(x)     **Communication Skills**

The curriculum consists of a set of core courses, which are scheduled in the first year of the programme. The elective courses are scheduled in the remaining quarters of the programme. In addition, participants are required to do a compulsory project, in order to gain domain experience.

## Eligibility

Applicants must have Bachelor's Degree, AND a minimum of two years of work experience in the Software Industry as on June 10, 2009. Applicants having 4 to 5 years or more of work experience are likely to gain most from this programme.

## Programme Expenses

The current Annual Fee for Indian nationals is Rs. 3,00,000 and for foreign nationals US $ 15,000. If a student has to continue in the programme beyond two and a half academic years (subject to a maximum of six academic years) to meet the credit requirements, he/she should pay a continuation fee (which currently is Rs. 5000.00) for every additional quarter for which he/she is registered in the programme, whether he/she is doing a course or not.

## Selection

About 150 candidates are admitted to the PGSEM every year. Applicants need to choose one of these three options for selection:

1.     Applicants may choose to appear and use a valid score of the Common Admission Test **(CAT)** conducted jointly by the IIMs and indicate that in the CAT Application Form. **Applicants will be required to submit separate applications for the PGSEM during December 2008 / January 2009.**

2.     Applicants may appear for the Graduate Management Admission Test **(GMAT).** Applicants who have already taken the test may attach a copy of their GMAT scores along with the application. Applicants who are going to take the test may have the score sent directly to the PGSEM Office. The GMAT Code for IIMB is 3904.

3.     Applicants who are unable to appear for the CAT or GMAT may appear for a separate **PGSEM Admission Test** to be conducted on **February 15, 2009.** Short-listed candidates will be called for an interview. Final selection will be made based on the test scores, past academic performance, duration and nature of work experience, and performance in the interview.

**How to Apply**

PGSEM application forms can be downloaded from our website http://pgsem.iimb.ernet.in from December 1, 2008. Applications can also be submitted online from December 1, 2008.

Completed application forms along with a bank draft (Rs.500/- if using CAT / GMAT; Rs. 1300/- if using PGSEM test) payable to the Indian Institute of Management Bangalore, must reach the PGSEM Office, Indian Institute of Management Bangalore, Bannerghatta Road, Bangalore 560 076, by **January 31, 2009.**

**Inquiries**

For further information/clarifications, you may contact the PGSEM Office, Indian Institute of Management Bangalore, Bannerghatta Road, Bangalore 560 076, INDIA. Email: pgsemadmissions@iimb.ernet.in .

**Important Dates**
**Application Dates:** December 1, 2008 – January 31, 2009.
**PGSEM Admission Test:** February 15, 2009
**Interviews:** March 6, 7 & 8, 2009

*Post Graduate Programme in Public Policy and Management*

The two-year Post Graduate Programme in Public Policy and Management (PGPPM), of Indian Institute of Management Bangalore (IIMB) has entered its 8th year. Catalysed by the Government of India and the UNDP, the PGPPM is a pioneering programme in public policy designed entirely by IIMB.

The programme presents an innovative and socially relevant approach to public policy, besides being power-packed with path-breaking insights about successful policy-making and management strategies. Eminent academicians and practitioners from India and the Maxwell School of Citizenship and Public Affairs, Syracuse University, USA, share inputs on how to mobilise participants' intangible assets – talent, knowledge, relationship and reputation to draw up a coherent strategy to meet the needs in the emerging global and national arenas.

The PGPPM also allows participants the opportunity to specialise in a policy area of their choice. In the preceding six years, 145 participants belonging to the All India Services and Central Services Group 'A' successfully underwent the programme. Some of the alumni are currently on assignments in frontier areas such as Infrastructure Financing, Regulations, Public-Private Partnerships and Novel Social Sector projects.

**With effect from 2008, the programme is open to all eligible non-government participants from NGOs, PSUs, etc.**

**PGPPM is aimed at enhancing the competence of participants by:**
● Broadening awareness of the latest trends in policy approaches
● Deepening technical and analytical skills for public policy applications
● Developing leadership skills for public policy
● Creating a better understanding of the forces shaping the domestic and international environment in public policy
● Providing opportunity for specialisation in a chosen public policy field
● Providing opportunities to learn from alternative systems of public policy management, based on comparative study with those of other countries

**Academic Features**

● Inter-disciplinary learning
● Emphasis on shared learning and learning from experience
● In-depth learning through self-study in the area of specialisation
● Opportunities to access knowledge from a wide range of networked institutions

**Foreign Study Component:**

● In-depth exposure to international public policy dimensions through a special module in collaboration with the Maxwell School of Citizenship and Public Affairs, Syracuse University, USA
● Interactive models of classroom learning
● A dissertation providing for an in-depth understanding of a chosen public policy issue

The PGPPM participants who successfully complete the course will be eligible to apply for the Doctoral Programme (FPM) of IIMB subject to specific requirements.

The PGPPM programme is open to non-government applicants with a bachelor's degree in any discipline and with 7 or more years of experience on issues related to public policy formulation analysis and/or advocacy.

## Eligibility

For applicants other than government officers, admission will be based on scores in tests such as CAT, GMAT, or the special entrance examination conducted by IIMB. Further details regarding course fee, curriculum, etc., will be available in the forthcoming brochure of the PGPPM/ IIMB Website: www.iimb.ernet.in

## FELLOW PROGRAMME IN MANAGEMENT

The Fellow Programme in Management (FPM) is a doctoral level programme. It is designed to equip students with professional skills suitable for careers in management teaching, research, training and consultancy. At IIMB, students select their field of specialisation from areas where the Institute's faculty members have expertise. The Institute's FPM graduates are expected to play a leading role in meeting the nation's increasing need for deeper analytical skills and relevant applied research capability in the field of management. IIMB's past FPM graduates are currently employed in a wide range of organisations including academic institutions, specialised research organisations, consultancy firms, private industry, public sector establishments, and NGOs.

## Eligibility

Post-graduates from any discipline (or those with professional qualifications such as CA, ICWA and CS - considered equivalent to a post-graduate degree) with at least 55% aggregate marks, who also have a Bachelor's degree or equivalent qualification obtained, after a minimum of three years of course work, subsequent to higher secondary schooling (10+2) or equivalent. If applying for the **Corporate Strategy and Policy** area, these candidates must have a minimum of two years of work experience after post graduation. Other areas do not require work experience from post-graduate candidates.

<div align="center"><strong>OR</strong></div>

Engineering graduates with B.E./B.Tech./B.Sc. (Engineering) degrees with at least 60% aggregate marks and two years of work experience after graduation.

While candidates are encouraged to submit valid test scores from either CAT (2008), or GMAT (taken after March 2004), or GRE (taken after March 2004), or GATE (2007 or later), the Institute will also accept applications without any test score. Candidates taking the Graduate Record Examinations (GRE) must have the official result reported to the Indian Institute of Management Bangalore (IIMB). **The GRE code number for IIMB Fellow Programme in Management is 7385.**

## Condition

The Master's degree or equivalent qualification / Bachelor's Degree or equivalent qualification should be from any of the Universities incorporated by an Act of the Central or State legislatures 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 recognised by the Ministry of HRD, Government of India. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

Candidates in the final year of their Master's Degree / equivalent qualification can also apply. Such candidates, if selected, will be allowed to join the programme provisionally only, if they submit a certificate latest by June 30, 2009, from the Principal/ Head of the Department/Registrar or Director of the University/Institute (issued on or before June 30, 2009), stating that they have appeared for the examination (including practicals), in all the subjects required for obtaining the Master's Degree/ equivalent qualification. Their admission will be confirmed only when they submit the original mark sheet and certificate of having passed the Master's Degree/equivalent qualification, referred to in the certificate issued by Principal/ Registrar of the College/Institute. The last date for submission of the original mark sheet and certificate is December 31, 2009. It should be noted that those candidates who have applied on the basis of their Master's Degree would have to meet the stipulated minimum requirement of 55% marks. Non-fulfilment of these conditions will automatically result in the cancellation of the provisional admission.

## Curriculum

The FPM curriculum comprises course work and dissertation. The course work is spread over the first two years. After this, upon successful completion of the comprehensive and viva voce examinations, the students would work on their dissertations

during the third and fourth years. In addition, after the first year of course work, students have an opportunity to get hands-on exposure to real-world management/research problems through a summer project.

During the first year, the students attend about 75% of the courses along with the PGP. The other 25% of the courses in the first year are specific to the FPM.

In the second year, they take courses on research skills, as well as compulsory and elective courses in their field of specialisation. In addition, all FPM students are expected to attend the FPM Research Workshop and, from the second year onwards, make one presentation a year in it.

The fields of specialisation offered are:
a.	Corporate Strategy & Policy
b.	Economics & Social Sciences
c.	Marketing
d.	Organisational Behaviour & Human Resource Management
e.	Finance & Control
f.	Production & Operations Management
g.	Quantitative Methods & Information Systems
h.	Public Systems and,
i.	Public Policy

It is expected that the student will complete his/her dissertation within four to five years. The Institute provides guaranteed financial support to FPM students for four years. Financial support in the fifth year depends on satisfactory progress of the student. The maximum permitted duration of the programme is seven years.

FPM is a full-time residential programme. Students are provided bachelor accommodation in the hostels. Some housing for married students is also available on campus. Students who choose to live off-campus get a House Rent Allowance of Rs. 8,000 per month.

## Selection

FPM applicants will be short-listed on the basis of their performance in the CAT/GATE/ GMAT/GRE Tests, their academic background and work experience. Suitable candidates will be called to Bangalore for a Research Aptitude Test (RAT) and Interview for final selection.

## Waivers

PGDMs from the IIMs who graduated on or after 2000, with a minimum Cumulative Grade Point Average (CGPA) of 2.75 out of a maximum of 4 (or equivalent), need not take the first year PGP courses. These candidates, if selected for the FPM Programme, are required to join the programme on June 1, 2009.

Students of ME & M.Tech programmes from the IISc Bangalore and the IITs, who expect to graduate in 2009, with a minimum CGPA of 3 out of 4 or 7.5 out of 10, or equivalent, can apply with a copy of the GATE score sheet, attested by their Head of the Department (HOD).

PGSEMs and PGPPMs from IIMB who graduated on or after 2000, with a minimum Cumulative Grade Point Average of 2.75 out of a maximum of 4 (or equivalent), need not take the first year PGP courses. However PGPPM candidates may be asked to take one or more first year PGP courses if they join an area other than Public Policy.

## Title

The title of "Fellow of Indian Institute of Management Bangalore" (FPM) is awarded on successful completion of the programme. The Association of Indian Universities and All India Council for Technical Education (AICTE), have recognised FPM as being equivalent to a Ph.D. in Management.

## Financial Aid

FPM at IIMB provides one of the best financial packages for doctoral students in the country. FPM students do not pay tuition and hostel rent and get paid a modest stipend and some contingency support. They get a stipend of Rs. 15,000 per month, contingency support to meet academic expenses up to Rs. 150,000 during the programme and Rs. 100,000 for participating

in conferences abroad during the programme. In addition, FPM students have opportunities to work as Teaching Assistants or Research Assistants for which they get paid additionally. A few scholarships are also available to students from the second year onwards.

Overseas candidates are not eligible for any stipend or contingency grant during the programme. These candidates will pay a fee of USD 8000 per year for the first two years and USD 2000 during the third and fourth year.

**How to Apply**

FPM application forms will be issued free of cost on request from August 1, 2008. Applicants may write to the following address with a self-addressed envelope size (9" x 12") affixed with stamps for Rs.75/- and a self-addressed slip:

FPM Office
Indian Institute of Management Bangalore
Bannerghatta Road
Bangalore – 560076

Last date for **receipt of request** for the application form is **January 30, 2009.** Application forms can also be downloaded from our website www.iimb.ernet.in  from August 1, 2008.

The **completed application** forms should be accompanied by a crossed demand draft of a nationalised bank for Rs.500/- drawn in favour of Indian Institute of Management Bangalore, payable at Bangalore. Completed application forms must reach the above address on or before **February 13, 2009.**

# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

## THE INSTITUTE

The Indian Institute of Management Calcutta (IIMC), the first among the IIMs, was established in 1961 by the Government of India in collaboration with the Alfred P Sloan School of Management (MIT), and with the support of the Government of West Bengal, the Ford Foundation, and Indian industry. Over the years, IIMC has developed into a centre of excellence in management education with a global reputation. It has played a pioneering role in professionalizing Indian management through its various educational and training programmes, research and consulting activities.

IIMC alumni today occupy leadership positions as corporate managers, academicians, and successful entrepreneurs worldwide.

## TEACHING PROGRAMMES

The Institute offers the following major teaching programmes:
● Two-year full time Post Graduate Diploma Programme in Management (PGDM);
● Two-year full time Post-Graduate Diploma Programme in Computer Aided Management (PGDCM);
● Full-time Fellow Programme in Management and Related Areas (Doctoral Programme);
● One-year Post-Graduate Programme for Executives (PGPEX)
● One-year Post-Graduate Programme for Executives for Visionary Leadership in Manufacturing (PGPEX-VLMP)

## OTHER ACTIVITIES

In addition to the teaching programmes, other core activities of IIMC are: Research; Short and Long Duration Management Development Programmes (MDPs) and consultancy projects. It publishes a journal titled "Decision" with the objective of propagating results of contemporary research areas of management.

## ACADEMIC GROUPS AND FACULTY

IIMC has currently 73 full-time faculty members belonging to one or more of the following academic groups: Behavioural Science, Business Ethics and Communication, Economics, Finance and Control, Human Resource Management, Management Information Systems, Marketing, Operations Management, Public Policy and Management and Strategic Management.

## ACTIVITY CENTRES

IIMC has set up following activity centres for promoting in-depth research and training in focussed areas. At present the following Centres are operating:

Centre for Corporate Governance, Centre for Development and Environment Policy (CDEP), Centre for Entrepreneurship and Innovation (CEI), Centre for Rural Development (CRD) and Management Centre for Human Values (MCHV). These centres focus on research in respective areas.

## PHYSICAL INFRASTRUCTURE

The 135-acre picturesque campus is located at the southern end of Kolkata, about 15 kms from the city centre. It has a cluster of administrative and faculty office blocks, fully equipped classrooms, seminar and conference rooms, library, computer centre, an executive training complex, a 750-seat auditorium, fully furnished student hostels with Local Area Network (LAN) connectivity, residential quarters, central school, a model gymnasium, swimming pool, facilities for playing indoor and outdoor games, well-equipped dispensary, Coffee Corner, Cooperative Stores, State Bank of India (SBI) Branch, SBI ATM, ICICI Bank ATM and a post office.

### Augmentation of Infrastructure

The campus is poised for major expansion and growth especially in terms of additional student hostels and class rooms. The work to this effect has already commenced on a war footing and will be completed within the time frame marked for this

purpose. The new class rooms will be state-of-the-art and will be at par with the best in the world. There will be an overall increase in capacities with modern amenities.

## Bidhan Chandra Roy Memorial Library

The library of IIMC was set up in March 1962 and was named as B C Roy Memorial Library in the memory of Dr. B C Roy, the then Chief Minister of West Bengal and the first Chairman of the Board of Governors of the Institute.

One of the biggest Management Libraries in Asia, the Library has a collection of more than 1.6 lakh volumes of books and bound serials, a rich collection of micro documents including working papers, pamphlets, reports and monographs. It subscribes to 500 Journals, and provides access to around 5000 online full-text journals and 9 Financial, Economic and Statistical databases. ABI/INFORM, Business Source Premier, ACM Digital Library, JSTOR Journal Archive, Emerald Collection, ISI Emerging Markets, CMIE Information Suite are some of the Databases.

It is also member of two major consortia in the country. These are INDEST (Indian National Digital Library in Engineering, Science and Technology) and IIM Library Consortium. Through the consortium arrangement, the Library has access to electronic version of some journal titles from selected publishers which are subscribed by other IIMs. Most of the functions and services of the Library are automated.

## Computing Facilities

The Institute's Computer Centre is a centre of excellence in the area of computer application in management. The campus wide LAN built using high end switches connects over thousand of nodes/work-stations. Wired connectivity available in each room in the student hostels enable students to access development servers, electronic resources of library, and the Internet from their individual hostel rooms at all times. Apart from wired connectivity, the campus is also connected through wireless access points and DSL modems.

IIMC is the first IIM to have introduced an Extranet for its students, alumni and faculty. The URL is http://www.iimcal.ac.in. This has widened the scope for using the internet for many of our academic activities. To begin with, the interactive web empowers each student to manage his/her homepage. It is very user friendly and also has additional features like send/receive electronic messages (within the IIMC community), chat, post notices in discussion boards, etc. It also makes interacting with the external world simpler and instantaneous.

## POST GRADUATE PROGRAMMES IN MANAGEMENT

The Institute offers two full time residential two-year Post Graduate Programmes, one leading to the Post Graduate Diploma in Management **(PGDM)**, and the other to the Post Graduate Diploma in Computer Aided Management **(PGDCM)**.

## Curriculum for PGDM

The PGDM programme consists of a core curriculum (compulsory courses in the first year), a summer internship (compulsory industry training between first and second year) and elective courses (optional courses in the second year). The core curriculum develops essential skills and knowledge in the areas of economics, organization behaviour, finance and accounting, management control, marketing, human resource management, information systems and quantitative methods.

After successfully completing the first year course requirements, the students undertake summer training of up to ten weeks at the managerial level. During their second year, students gain deeper knowledge in their areas of interest by choosing courses from a menu of about 80 electives.

## Curriculum for PGDCM

The objective of the PGDCM programme is to create business professionals who would know how to apply ICT (Information and Communication Technology) in making a difference in business and economy. The programme is an outcome of the felt need for weaving a general management programme around ICT to develop a business curriculum that would train managers for an increasingly global and information-rich future. The programme covers the following spheres of learning: (a) understanding different domains of organizations and related functional areas of management; (b) understanding the role of ICT in Management; (c) understanding of ICT-enabled enterprise systems; and (d) understanding tools and methodologies of business analytics with the aim of using data creatively for better decision making.

In the revised course structure effective from academic year 2008-09, all compulsory courses get over in the first year. The list of compulsory courses is developed around the following five Building Blocks: (i) understanding the basics of disciplines and functions of business management; (ii) understanding human and organization behavior; (iii) understanding the environment and society; (iv) knowing ICT tools well; and (v) knowing application areas of ICT.

In the second year, the students choose electives from functional and ICT-related areas. In addition, they also complete a year-long industry/research project on an ICT-related topic. An ICT-related course or topic is one that either dwells on ICT or discusses usage of ICT in one or more functional areas.

**Student Exchange Programme (STEP)**

The Student Exchange Programme (STEP) of IIMC provides students with an exposure to the social, economic and cultural environment of societies other than their own. Our students spend one term in a partner Institute; reciprocally students from partner schools also spend a term at IIMC. The Institute currently has partnership with 41 reputed business schools in Asia, Australia, Europe and the United States.

**Placement**

IIMC wrapped up its Final Placements season for 2007-08 in great style, with records tumbling all over the place to a close on the 4th day of Placements with all students which is the biggest batch across all IIMs. IIMC reaffirmed its status as a campus of choice with the placement story getting grander and better across various parameters. If the lateral placements saw records tumbling down in terms of the number of offers made and the profiles available to students, the final placements took the same success story forward. Even before the final placement started, a total of 243 offers were made which included 153 offers made during the laterals process and the 90 pre-placement offers (PPOs) that were awarded for excellent performance during the summer internship. The foreign job locations accepted span a huge and diverse geographic spread with assignments in UK, US and the Asia Pacific region comprising the bulk. The Middle East and other European countries are other major locations offered to the students. India still remained the preferred destination for a majority of the students with many choosing to stay here and participate in the great Indian growth story. Notwithstanding the Global downturn in the financial sector worldwide, IIMC has been able to leverage its brand equity in the finance domain with 34% of the batch opting for jobs in the financial sector. Some of the top notch firms that hired students include Goldman Sachs, Merrill Lynch, Morgan Stanley, Barclays Capital, Lehman Brothers, UBS, JP Morgan Chase and ING. Consulting firms were preferred by 26% of the students during the placements. Major consulting groups like McKinsey & Company, Bain & Company, The Boston Consulting Group, AT Kearney and AD Little hired in good numbers.

The placement figures continue to follow a northward trend both in terms of the offers and the profiles offered to students. The salaries have shot up significantly this time with multiple offers crossing the magic Rs.1 crore mark, the highest international offer including bonuses being Rs.1.36 crore made by a leading international investment bank. The average domestic salary across slots this year for the domestic segment is Rs.16.4 lakh per annum. The highest domestic salary including bonuses has been in the range of Rs.65 to Rs.70 lakh per annum, offered by a leading international investment bank.

**Lateral Placement :**

The lateral placement scene at IIMC continued to get better with companies flocking to the campus to vie for students with relevant work experience. With 180 students eligible for laterals, a number of comparable to the entire batch strength of other business schools, IIMC was the natural first choice for recruiters this year. A total of 45 firms which included some of the biggest names across all sectors like KPMG, PWC, Barclays Bank, Standard Chartered, Arcelor Mittal, Aditya Birla Group, Reliance, Microsoft, IBM, AES and many others made a whopping 153 offers to the 108 students who decided to exercise their first choice during the lateral placement season.

**Summer Placement :**

The Summer Placement has also been very successful. It has managed to get its batch of almost 300 students, which is the largest batch amongst all the IIMs, in a record 4.5 days.

The students have been offered diverse roles such as investment banking, consulting, general management, private equity, and even something as esoteric as economic research and advisory, normally reserved for highly qualified PhDs and economists.

The prestigious slot 0 saw companies such as Morgan Stanley, Merill Lynch, McKinsey, Macquarie, Credit Suisse, A T Kearney, Boston Consulting Group, Bain & Company, HSBC Global, JP Morgan Chase, Barclays Capital, Deustche Bank and Lehman Brothers amongst many others.

Firms such as Merill Lynch (18), Morgan Stanley (11), JP Morgan Chase (13), HSBC Global (6), AT Kearney (5) and McKinsey (8) recruited the highest number of students from IIMC across all the IIMs. Then there were firms, like Credit Suisse for example, which chose to recruit exclusively from IIMC picking up 7 students. Even Macquarie, which was recruiting for the first time from IIMC, selected 9 students.

These superlative placements are no surprise for the batch of students with the highest number of Aditya Birla Scholars this year (5 out of the 10 across all the IIMs).

## SELECTION PROCESS FOR ADMISSION TO PGDM AND PGDCM PROGRAMMES

### Reservation

As per the Government of India (GoI) requirement, 15% and 7.5% seats are reserved for SC and ST candidates, respectively, subject to their meeting the admission requirement of IIMC. In addition to this, based on the recommendations of the Oversight Committee, 18% seats will be reserved for OBC candidates not falling in the creamy layer (vide MHRD Memorandum No.1-1/2005-U.I.A./847 dated 20/04/2008 and MHRD Resolution No.F.1-1/2005-U.I.A./846 dated 20/04/2008) in the academic year 2009-2010, leading to full 27% reservation of seats for such candidates from the academic year 2010-2011. However, this may be subject to change depending on fresh circulars issued by MHRD, GoI on this matter.

As per the provisions under section 39 of PWD Act 1995, 3% seats are reserved for Persons with Disability (PWD). The three categories of disabilities are: a) low-vision/blindness, b) hearing impairment and c) locomotor disability/cerebral palsy. This provision is applicable if the candidate suffers from any of the listed disabilities to the extent of not less than 40%, as certified by a medical authority as prescribed and explained in the said Act.

### Other than overseas candidates

Selections for the post-graduate programmes PGDM and PGDCM are done through two-stage processes. In the first stage, candidates appear in CAT. In the second stage, candidates appear before a panel for group discussion (GD) and personal interview (PI). For PGDM, candidates are short-listed for GD and PI based on CAT performance. For PGDCM, the interview short-list will be prepared based on multiple criteria such as CAT score, academic performance and relevant work experience. The candidates short-listed for PGDCM will have to appear for separate GD and PI, which will also evaluate candidates' competence and interest in ICT. A candidate (including a reserved category candidate) to be short-listed for GD and PI for admission to post-graduate-programmes PGDM and PGDCM should obtain a minimum of 20%, 20% and 10% in 'quantitative', 'logic and data interpretation' and 'verbal' sections, respectively. The actual cut-off used for shot-listing, however, may be higher than the minimum cut-off and would depend upon the performance of candidates in CAT 2008. Cut-off may be different for different categories (e.g. General, SC, ST, OBC and PWD) of candidates.

Final selection for both the programmes PGDM and PGDCM is made using multiple criteria of performance, such as performance in CAT, group discussion, personal interview, academic background, extra-curricular activities and relevant work experience.

### Overseas candidates

Indians and foreign nationals living, working or studying outside India at least for the period January 1, 2008 - February 15, 2009 are considered as overseas candidates. Candidates residing in neighbouring countries like Nepal from which there are no entry restrictions to India, are not considered as "overseas candidates". Overseas candidates are admitted based on performance in GMAT, academic performance, referees' recommendations and personal interview. The Institute reserves the right to exempt an overseas candidate from personal interview. Overseas applicants can directly download the Application Form from the Institute's website on or after July 28, 2008. Candidates should refer to the Institute's website for further details. Candidates may be required to visit India for GD & PI in March/April 2009. The GMAT score of candidates selected for 2008-2010 batch ranged from 700 to 770.

### Eligibility for Common Admission Test (CAT 2008) and for admission to PGDM and PGDCM programmes of IIMC

The candidate should be eligible to appear for CAT-2008 as mentioned in page no. VI of this bulletin. A candidate who is appearing for the final year of bachelor's degree/equivalent qualification, if selected, will be allowed to join the programme provisionally only if he/she submits a certificate latest by June 30, 2009 from the Principal/Registrar of his/her college/institute (issued on or before June 30, 2009) stating that the candidate has completed all the requirements (the results may, however, be awaited) for obtaining the bachelor's degree/ equivalent qualification on the date of issue of the certificate. The admission will be confirmed only when the candidate submits the mark sheet and a certificate of having passed the bachelor's degree / equivalent qualification referred to in the certificate issued by the Principal/Registrar with at least 50% marks (45% in case of candidates belonging to SC/ST/PWD category). The deadline for submission of the mark sheet and the certificate is December 31, 2009. Non-fulfillment of this condition will automatically result in the cancellation of the provisional admission. IIMs would not allow any candidate to join their programme in case the candidate is unable to complete all the requirements for a bachelor degree on or before June 30, 2009. The IIMs would also not offer admission to any candidate after June 30, 2009.

### Interview Centres

IIMC conducts its interviews only in Bangalore, Kolkata, Mumbai and New Delhi. This should be taken into account when opting for an interview centre in the application form.

In all matters relating to admissions, the decision of the Institute is final and binding on candidates.

## FINANCIAL ASSISTANCE TO PGDM AND PGDCM STUDENTS

IIMC will ensure that no PGP student faces any difficulty in pursuing education at the Institute for want of financial resources. The students admitted to IIMC whose annual gross family incomes are Rs.4 lakh and below will normally be eligible for receiving financial assistance amounting to a maximum of full tuition waiver. However, they will also be eligible to receive financial assistance beyond full tuition fee waiver in specially deserving cases. The financial assistance scheme will be available to both the first and second year students. IIMC provides all necessary assistance and support to all interested students in obtaining bank loans.

## Expenses

Fees charged by the Institute cover tuition, room rent, teaching materials, computer and networking facilities, library access, medical insurance, development, alumni activities and a refundable caution deposit of Rs.6,000/-. To give an indication, fees for the academic year 2008-2009 have been fixed at Rs.3,00,000/-. Actual expenses in a particular year depend upon various external and internal factors and hence the amount stated is only indicative and can vary from year to year. A student also has to bear additional expenses on mess, travel, clothes, laundry and other personal expenditure.

## HOW TO APPLY FOR PGDM AND PGDCM PROGRAMMES

Candidates can apply to both the Post Graduate Programmes, i.e. PGDM and PGDCM, by darkening the circles against PGP-PGDM and PGP-PGDCM along with other options. Send the filled-in application form to the appropriate IIM as indicated in the front inside cover of the bulletin. Please note that no further application fee is to be paid as the CAT Bulletin price already covers the application fee. From this year, there will be no separate application, payment, or test for admission to the PGDCM programme.

For more details, please visit Institute's website (www.iimcal.ac.in)

## ENQUIRIES FOR PGDM AND PGDCM PROGRAMME

For any additional information and clarification regarding Post-Graduate Programmes, please write to:

Incharge, Admissions Office
Indian Institute of Management Calcutta
Diamond Harbour Road, Joka
Kolkata 700 104.

Phone: (033) 24679178; 24678300/04; 24678306; 24678313
Fax: (033) 24679178 (Telefax); 24678062; 24678307
E-mail: pgpadmissions@iimcal.ac.in

## FELLOW PROGRAMME IN MANAGEMENT AND RELATED DISCIPLINES (FPM)

The Fellow Programme in Management and Related Disciplines (FPM) offers students an opportunity for full-time advanced study and research at doctoral level in management and related areas. The title "Fellow of the Indian Institute of Management Calcutta" is awarded on successful completion of the programme. The title is recognised by the Association of Indian Universities and the Ministry of Human Resource Development as equivalent to Ph.D. in Management. Students who complete the programme can aim at careers in teaching, research, and consultancy, as well as in industry.

## Eligibility

An applicant should have:

A Master's degree in any subject or equivalent professional qualification with at least 55 per cent marks; and minimum 50 per cent aggregate marks at the three year Bachelor's degree level

<div align="center">OR</div>

A First Class Bachelor's degree in Engineering. If "Class" is not given by the institute then 60 per cent marks (or equivalent grade point) will be considered equivalent to first class.

In addition, all applicants must have obtained a minimum of 50 per cent aggregate marks in either the Secondary or the Higher Secondary Examination (or equivalent) of a Board or University. Final year students appearing for the Bachelor's degree examination in Engineering or Master's degree examination in any relevant discipline can also apply. Such candidates,

if selected, will be provisionally admitted provided they complete all requirements for obtaining the degree before **30 June 2009.** The admission of these candidates will remain provisional until they produce mark sheets proving that they satisfy the eligibility criteria. The deadline for submitting the final year degree mark sheets is **31 December 2009.** For SC/ST candidates the eligibility conditions may be relaxed.

## Curriculum

The Fellow Programme consists of two years of coursework followed by a dissertation.

The Fellow Programme is divided into two major streams:
1.    Management (with specialisation in):
      1.1    Behavioural Sciences
      1.2    Economics
      1.3    Finance and Control
      1.4    Human Resource Management
      1.5    Management Information Systems
      1.6    Marketing
      1.7    Operations Management
      1.8    Public Policy and Management *
      1.9    Strategic Management
2.    Related Disciplines
      2.1    Regional Development
      2.2    Operations Research and Systems Analysis
      2.3    Sociology

## Selection

Applicants for the Fellow Programme will be required to take the CAT or other test(s) in lieu of CAT as specified below

| Area | Test(s) in lieu of CAT | Validity of Score |
|---|---|---|
| Behavioural Sciences | GMAT / GRE / GATE / UGC-JRF in any discipline | Two years from the date of the test and should be valid on the deadline of submission of the application form. |
| Economics | GRE / UGC-JRF in Economics/ Business Economics/ Development Economics | |
| Finance & Control | GMAT | |
| Management Information Systems | GMAT / GRE / GATE /UGC-JRF in any discipline | |
| Marketing | GMAT / GRE / UGC-JRF in Anthropology/ Economics / Management/ Psychology / Sociology | |
| Human Resource Management | GMAT / GRE / GATE /UGC-JRF in any discipline | |
| Operations Management (OM & ORSA) | GMAT / GRE / GATE (for GATE, a candidate will be required to submit his/her score(s) in (i) either the " Mathematics (MA)" Paper, or (ii) in the general "Engineering Sciences (XE)" Paper which has "Engineering Mathematics" as a compulsory component. | |
| Public Policy & Management | GRE/ UGC-JRF in Anthropology/ Economics/ Geography/ Management/ Political Science/ Public Administration/ Sociology | |
| Strategic Management | GMAT | |
| Regional Development | GRE / UGC-JRF in Anthropology / Economics / Geography / Public Administration / Population Studies / Sociology | |
| Sociology | UGC-JRF in Anthropology/ Economics/ Political Science/ Sociology | |

Moreover, an applicant who has already earned a Post Graduate Diploma in Management (PGDM) or Post Graduate Diploma in Computer Aided Management (PGDCM) from one of the IIMs with a Cumulative Grade Point Average (CGPA) of 6.00/9.00 (or equivalent), or a Post Graduate Diploma in Business Management (PGDBM) from IIM Calcutta with CGPA 6.5/9.00 and above also need not take CAT.

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* subject to approval of the Faculty Council

Applicants exempted from CAT need to apply directly using the FPM application form.

Candidates, who satisfy the eligibility criteria stated above, and are needed to take CAT, will be short-listed on the basis of their performance in CAT. All short-listed candidates will be called for personal interview at IIM Calcutta campus during March/April 2008. They will be reimbursed sleeper class return train fare by the shortest route.

## Title

The title "Fellow of the Indian Institute of Management Calcutta" is awarded on successful completion of the programme. The title is recognised by the Association of Indian Universities and the Ministry of Human Resource Development as equivalent to Ph.D.

## Fellowship

No tuition fee is charged. Each student is given a stipend of Rs. 10,000/- to 11,000/- per month and annual contingency grant of Rs. 10,000/- to 20,000/-. The revision of stipend is under process.

## Hostel

Students are usually provided accommodation in the campus on payment.

## How to Apply

An FPM application form can be downloaded from the official website of IIM Calcutta: http://www.iimcal.ac.in. Click on "Admissions" to select and download the FP Application Form. The completed application form must be accompanied by a crossed demand draft for Rs. 300/- payable to "Indian Institute of Management Calcutta" on a bank in Kolkata. Alternatively, one may write to the "Administrative Officer (Fellow Programmes and Research), **Indian Institute of Management Calcutta,** Diamond Harbour Road, Joka, Kolkata 700104" along with (a) a crossed demand draft for Rs. 300/- payable to **"Indian Institute of Management Calcutta"** on a bank in Kolkata (b) a self addressed unstamped envelope of 9"x12" size (c) desired area(s) of specialization, and (d) a printed self-addressed sticker.  SC/ST applicants need not pay Rs. 300/- as stated above but they must send an attested photocopy of their SC/ST certificate. The last date of receipt of requests for the application form by post is October 17, 2008.

One can apply to a maximum of two areas of specialisation. If you wish to apply for two areas, please fill-in two **separate** application forms complete in all respects, for each area of specialisation. However, there is no need to pay separately - a single payment of Rs. 300/- would do for both areas. The completed application form(s) should reach the 'Administrative Officer (Fellow Programmes and Research)" on or before November 14, 2008.

सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

# INDIAN INSTITUTE OF MANAGEMENT INDORE

## THE INSTITUTE

The Indian Institute of Management Indore (IIMI) was established in 1996 by the Government of India with the support of the Government of Madhya Pradesh.

The institute is located at Indore, which is a hub of industrial activity in central India. In recent years, Indore has been attracting large investments from domestic as well as foreign companies. IIMI is building strong industrial linkages, which would enable it to offer high quality management education, combined with real-life experience through innovative programmes.

## Activities

IIMI focuses on teaching, management development training, research, and consulting. Its main thrust is on the Post Graduate Programme in Management (PGP) and all other activities provide needed support to PGP. The first batch of the institute graduated in 2000. The institute has been conducting Management Development Programmes (MDPs) and Faculty Development Programmes (FDPs). IIMI commenced its Executive Post Graduate Programme (Exec-PGP), for working executives and entrepreneurs in September 2002 and the first batch graduated in March 2004. This programme is being replaced with a new one year Post Graduate Programme in Management for Executives (Ex-PGP) from the academic year 2009-10. The Fellow Programme in Management (FPM) started from the academic session 2006-07. In addition to the above, IIM Indore has also started various programmes under the umbrella of Broad Band Based Education Programmes in collaboration with NIIT Imperia.

## Faculty

The Institute is continuously building a team of brilliant academicians and researchers in all areas of management. The number of full-time faculty members at the institute has shown an impressive growth during the last two years.

IIMI also involves persons from industry and well-known experts from other institutes as visiting faculty to further enrich its PGP curriculum.

## Facilities

The institute's campus, with modern facilities, is located near the village of Rau on a hill, measuring about 195 acres of land. It is situated about two kilometers off the Agra-Bombay national highway. It is about 19 km away from Indore railway station, 18 km from the main bus-stand, and 19 km. from the airport. The military establishment at MHOW and Industrial area at Pithampur are located within a radius of 6-8 km from the campus. The campus is designed to create an indelible impression of IIMI's march towards excellence. This comes through infinite space, which expresses the openness of both soul and the body. Recognizing societal responsibilities of IIMI, the campus has been designed to be physically challenged friendly, energy efficient, and environment friendly.

## Library

IIMI's Library is a fully electronic library with state-of-the-art technological applications. The fast growing collection includes around 21,140 books on management and allied subjects. The current subscription to periodicals includes 321 foreign journals and 133 Indian journals. Other collection includes 150 training videos and 273 CDs. The entire library collection, including both offline and online databases, are made available to the users through the Institute's LAN. The electronic library includes over 5,000 e-journals and 35 premier databases, such as Business Source Premier, ABI/INFORM, Emerald Fulltext, ACM Digital Library, IEEE online, CMIE databases, IndiaStat, Econlit, Capitaline, MagIndia, TvAdIndx, ISI Emerging Markets, Harvard ManageMentor, Business Monitor Online, Ebrary, ETIG and Global Market Indicator database etc.

**Computing & Communication Facilities**

Indian Institute of Management Indore has truly world class, campus wide state-of-the-art information technology tools that are designed to meet the computing and communication needs of the Institute. There is a fast, reliable computer network of more than 1200 Nodes. This Network has Gigabit fiber backbone connectivity to all the building blocks and departments. The redundant network design includes two core switches to provide network connectivity to entire campus. All the hostels, faculty blocks, admin block, classroom blocks, MDP block, library & seminar blocks are connected through redundant gigabit fiber backbone and apart from above, all the blocks are connected through layer 2/ 3 switches to provide 100 mbps connectivity at the user end. Every room of the hostel has a network connection to provide round the clock access to resources on the network. Wireless network is also enabled in Faculty, class room, MDP & hostel blocks.

**A. Software**

Faculty, Participants, Administration, and Library Servers run on Windows NT/ 2000 Server operating system while the EMail, Web & Proxy Server runs on Linux. All the nodes are running on Windows XP/2000/Vista and Linux. Other applications software's include Office 97/2000, SPSS 15.0, AMOS, NLOGIT,Rational Suite, Oracle, Visual Studio, IBM DB2, MS-SQL Server, MATLAB, Shazam, AutoCad, Primavera, Architect Bundle, Flash, Tally, Arena, ILog-Cplex, Libsys, Microsoft Project 2000, Microsoft Exchange Server, Clementine 11.1, Answer Tree 3.0, Eviews & Microfit etc.

**B. Hardware**

The details of the available Hardware/facilities are as follows:

*Network Servers:*

14 numbers of Intel Xeon Dual Processor / P-III, 2.0 Ghz / 1.0 GZ, 2 GB / 1 GB RAM, 8GB / 20 GB HDD and CD/DVD -Drive for faculty, participants, and web/email servers. Three Intel Xeon, 2.7 GHz, 2048 MB RAM, 36 x 2 GB HDD and CD-Drive for Library Server. One NAS with 1000 GB (1 TB) Storage Capacity, One CD-Net Server with 28 CD drives with expansion chassis for another 28 CD/DVD drives, CD Mirror Server with 1 TB storage capacity and One RAS Server with thirty two lines.

**Desktop PCs:** 306 nos. of Intel Pentium – (IV/III/II).

**Laptop:** 53 nos. Mobile Cent 1.7 GHz/P-I/P-III 866 Mhz with 32 MB/128 MB RAM, 3.25GB / 15GB HDD/ DVD .

*Printers:* *17 Network Laserjet Heavy duty printers (Xerox N2025, HP 4350DTN, HP 4300DTN, HP 8150DTN), 2 nos. of HP LaserJet 6MP, 36 nos. of HP DeskJet 670C, 610 and 640 C, 7 No. of HP 1320 LaserJet printer,1 HP Colour Laserjet Printer, 2 No. of HP 3380.*

**Internet Access:** 4 Mbps (1:1) leased line connection from BSNL. It would be upgraded to 8 MBPS from July 2008.

**POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)**

The two-year PGP is a full time residential programme for graduate students from all disciplines interested in a career in management.

**Eligibility**

The candidate should be eligible to appear for CAT-2008 as detailed on page no. VI of this bulletin. A candidate who is appearing for the final year of bachelor's degree/equivalent qualification if selected, will be allowed to join the programme provisionally only if he/she submits a certificate latest by June 30, 2009 from the Principal/Registrar of his/her college/ institute (issued on or before June 30, 2009) stating that the candidate has completed all the requirements (the results may, however, be awaited) for obtaining the bachelor's degree/ equivalent qualification on the date of issue of the certificate. The admission will be confirmed only when the candidate submits the mark sheet and a certificate of having passed the bachelor's degree / equivalent qualification referred to in the certificate issued by the Principal/Registrar with at least 50% marks (45% in case of candidates belonging to SC/ST/PWD category). The deadline for submission of the mark sheet and the certificate is December 31, 2009. Non-fulfillment of this condition will automatically result in the cancellation of the provisional admission. IIMs would not allow any candidate to join their programme in case the candidate is unable to complete all the requirements for a bachelor degree on or before June 30, 2009. The IIMs would also not offer admission to any candidate after June 30, 2009.

Candidates with relevant managerial work experience are especially encouraged to apply.

We also encourage foreign applicants, such as i) Persons who are permanent citizens of some other country and residing outside India and ii) Non-Resident Indians who are not in India during the admission process, to apply to our programme through GMAT score. For details about the application procedure please visit the following page in the institute website: http://www.iimidr.ac.in/iim/pages/programmes/admissionInternationalApplicants.jsp.

**Selection**

Candidates are short-listed for Group Discussion & Personal Interview on the basis of their performance in CAT/GMAT, academic record, and relevant work experience. Final selection to PGP would be based on criteria, such as the candidate's academic record, scholastic achievements, relevant work experience, performance in CAT/GMAT, group discussion, and personal interview.

**Curriculum**

The curriculum is designed to help participants develop a holistic approach to solving management problems.

The first year's curriculum is compulsory and covers all the disciplines and basic functional areas of management through an innovative design. The basic principles of economics, behavioural sciences, information technology, finance, marketing, operations management and quantitative techniques are taught in the management context.

Throughout the first year, participants undergo constant interaction with industry to augment their classroom learning with real-life working and observation. At the end of the first year, participants work in organizations on summer assignments lasting eight weeks. Summer assignments provide the participants opportunities to:

a) Have a first hand exposure to the functioning of an organization;

b) Relate classroom learning of concepts and skills to real life management situations; and

c) Make an informed choice of specialization and career.

The second year courses provide the participants with an opportunity not only to continue the study of subjects covered in the first year, but also to pursue the study in a field of special interest to them.

IIMI's International Students Exchange Programme provides an opportunity to second year participants to study in reputed foreign institutions during the Fifth Term.

**Method of Instruction**

IIMI uses a combination of various teaching methods such as case discussions, project works, independent studies, computer aided instruction, group assignments, lectures, seminars, presentations by participants, role-plays, simulation games, and lectures by leaders from industry and government.

**Diploma**

On successful completion of the programme, the participants will be awarded the "Post-Graduate Diploma in Management".

**Placement**

The Institute's placement cell provides assistance and career guidance to PGP participants for their summer internship as well as for final placements. Campus recruitment week is organized at the end of the second year (for final placement). Reputed Indian/ multinational/ overseas companies visit the institute to select participants for summer as well as final placements. PGP Participants of IIM Indore have also been offered lateral placement offers and pre-placement offers. Participants of IIM Indore have also been selected for overseas summer internship in past.

 The ninth batch of the institute, which graduated in 2008, was received very well by the industry. Participants received multiple job offers. The average salary for the Indian postings was Rs. 13.07 lakhs per annum. There were nine international offers and the highest salary amongst the international offers was US$ 85,000 per annum.

**How to Apply?**

Candidates seeking admission to the two year PGP of IIMI have to appear in the Common Admission Test as described in the bulletin. No additional fee needs to be paid for applying to IIMI.

**Reservation for Scheduled Caste / Scheduled Tribe Candidates.**

As per Government of India requirement, fifteen per cent and seven and a half per cent seats are reserved for scheduled caste (SC) and scheduled tribe (ST) candidates respectively meeting IIMI's admission requirements. Also, 27 per cent seats are reserved for other backward classes (OBC) candidates meeting IIMI's admission requirements. However, IIMs will implement this 27% reservation for OBC in phased manner spanning three years, starting from the academic year 2008-09.

**Reservation for Candidates with Disabilities.**

Three per cent seats are reserved for persons with disabilities (as per the provisions of Persons with Disabilities Act, 1995) meeting IIMI's admission requirements. The three categories of disabilities are: (a) low-vision/blindness, b) hearing impairment, and c) locomotor disability/cerebral palsy.

**Preparatory Programme**

Participants found deficient in mathematics and communication are required to attend a preparatory programme prior to the commencement of the PGP.

**Expenses**

The fee payable by each participant in the first year (2008-09) is Rs.3,00,000/-. This fee covers tuition, library, computing facilities, books and course material, examination fees, hostel room charges, and other fees. Expenses on food, travel, clothes, laundry etc., are additional.

**Financial Assistance / Scholarships**

IIMI tries to ensure that no participant is denied an opportunity to pursue the Post-Graduate Programme in Management for want of adequate financial resources.

The institute has evolved a Need-based Financial Assistance (NBFA) scheme from the academic year 2004-2005 to provide financial support to needy PGP participants. These scholarships are awarded annually to needy students from economically disadvantaged families. All students admitted to the PGP whose gross annual family incomes does not exceed Rs. 2,00,000 during the financial year are eligible to apply for the NBFA Scheme. The scheme provides full tuition fee refund to such participants. The income criterion for the scheme is likely to revised upwards this year.

In addition, those participants who cannot finance their education at IIMI on their own are provided assistance in raising loans from institutional financing agencies.

Few industry-sponsored merit scholarships, based on the performance in the first year courses, are also available at the beginning of the second year.

Requests for any additional information may be addressed to:

The Incharge, Admissions
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road
Indore 453331 (M.P.)
Telefax: 0731- 4228686
Or, Visit our web site at: www.iimidr.ac.in

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**IMPORTANT**

IIM Indore will conduct admission interviews, for selection of candidates to PGP, in Bangalore, Hyderabad, Indore, Kolkata, Mumbai and New Delhi only. This should be kept in mind while marking the oval against the interview centre in the application form. However, IIMI reserves the right to change the centres.

Candidates shortlisted for group discussion and personal interview will be intimated latest by the second week of January 2009. This information will also be available on our web site around this time. Candidates, who do not receive any communication from us by 31st January 2009, should presume that (s)he has not been shortlisted for group discussion and personal interview.

Individual regret letters will not be sent to applicants who are not called for group discussion and personal interview.

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**POST GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (Ex-PGP)**

The Post Graduate Programme in Management for Executives (Ex-PGP) of IIM Indore, is a full-time 12-month programme uniquely designed to develop the potential of executives and entrepreneurs by providing them an opportunity to enhance their knowledge, skills and attitudes. Through an efficient modular design, combined with innovative assignments, team projects and an international module, the Ex-PGP will enable participants to effectively deliver superior performance at their workplace.

## Eligibility

The candidate must hold a Bachelor's Degree, with at least 50% marks or equivalent CGPA [45% in case of the candidates belonging to Scheduled Caste (SC)/Scheduled Tribe (ST) or Persons with Disability (PWD) category], of 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 the UGC Act, 1956, or possess a qualification recognized by the Ministry of HRD, Government of India as equivalent to a bachelor's degree. The Bachelor's Degree or the equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent. In case the university/institution does not have any scheme for converting CGPA to equivalent marks, the equivalence will be established by the IIMs by dividing the CGPA obtained by the maximum possible CGPA and multiplying the resultant with 100.

Graduates with a minimum 5 years of managerial/entrepreneurial/professional experience as on May 31, 2009 can apply. Work experience obtained after graduation only will be considered. Organizational sponsorship is welcome.

## Selection

The selection will be based on candidate's academic record, scholastic achievements, performance in CAT/GMAT, personal interview and relevant work experience after graduation.

## Program Structure and Curriculum

The 12-month programme consists of 5 terms. The first two terms have compulsory courses that act as building blocks for the subsequent terms. The programme initially focuses on building a broad foundation of theoretical knowledge about management through core modules covering various functional areas. During the later phases of the programme, the focus will be on specialisation through elective courses.

The international module in the last term will provide global exposure to the participants enhancing their capability to work effectively in multicultural environment.

## Pedagogy

The pedagogy will be a judicious mix of lectures, case discussions, project work, term papers, role-play, seminar presentations, assignments, videos, management games, and simulations.

## Award of Diploma

On successful completion of the programme, participants' will be awarded the "Post Graduate Diploma in Management for Executives".

## Placement

The institute's Placement Cell will provide assistance and career guidance for the placement of Ex-PGP participants, who do not have organizational sponsorship.

## How to Apply

Candidates seeking admission to the 12–month Ex-PGP of IIM-Indore (2009-10 batch) either have to appear in the Common Admission Test (CAT 2008) or submit their GMAT score. The GMAT score should have been obtained between August 1, 2005 and November 12, 2008

A separate Ex-PGP Application form also needs to be filled for applying to Ex-PGP. For obtaining the Application Form and Brochure, write to Ex-PGP Office, Indian Institute of Management, Indore 453331, with a crossed demand draft for Rs 1000/- (Rupees One Thousand only) drawn in favour of IIM, Indore payable at Indore along with a self addressed A4 size envelope. Applications can also be downloaded from the website www.iimidr.ac.in. The Ex-PGP Application Form(s) will be available from August 01, 2008 to October 25, 2008.

Completed Application Form(s), must reach the Ex-PGP Office, Indian Institute of Management, Indore 453 331 before November 12, 2008. In case the application form was downloaded from our website, the demand draft for Rs. 1000/- (Rupees one thousand only) in favour of IIM Indore, payable at Indore towards the cost of the application form should be sent along with the filled in application form.

Candidates applying through CAT 2008 have to mention their CAT Application Form number in the Ex-PGP Application form. Candidates applying through GMAT have to submit their GMAT score along with the Ex-PGP Application form

IIM Indore will conduct admission interviews, for selection of candidates to Ex-PGP, in Bangalore, Hyderabad, Indore, Kolkata, Mumbai and New Delhi. Interviews may also be conducted in Dubai and Singapore. This should be kept in mind while choosing the interview center(s) in the application form. However, IIMI reserves the right to cancel any center.

Please also refer to IIMI's advertisement for Ex-PGP that will appear in the leading dailies in during July/August 2008 after the CAT advertisement.

**Reservation for Scheduled Caste/Scheduled Tribe/ OBC/ Persons with disability Candidates**

As per the Government of India rules

**Programme Fees and Payment Schedule**

The programme fee is Rs 11,00,000/-, which covers tuition, teaching materials, computer use, lodging and boarding during the residential period and expenses for the international module (travel, accommodation, board and tuition only). Personal expenses such as travel, clothing and laundry will have to be borne by the participant. Fee for NRI/ International candidate is US$ 35000. The fee is subject to revision.

Requests for any additional information may be addressed to:

> The Ex-PGP Office
> Indian Institute of Management Indore
> Prabandh Shikhar, Rau-Pithampur Road,
> Indore 453 331
> Madhya Pradesh
> Phone: +91-731-4228400, 4228670 (Direct)
> Fax: +91-731-4228800
> Email: Ex-pgp@iimidr.ac.in

You may also visit our website at www.iimidr.ac.in

**Important Dates**

| Ex-PGP Application Form(s) will be available from | August 01, 2008 to October 25, 2008 |
|---|---|
| Last date for submitting the completed Application Form(s) to the Ex-PGP Office | November 12, 2008 |

**FELLOW PROGRAMME IN MANAGEMENT (FPM)**

The Fellow Programme at IIMI is a unique doctoral programme in management. It is designed to provide both breadth and depth of knowledge to doctoral participants in management. The prime objective of the programme centers on creating competence in teaching and research in management education, and practice. The programme equips the participants for careers in teaching, training, research, and consulting both in academia and industry. The programme is application oriented in nature, and the participants will be able to contribute to management thinking.

The emphasis, therefore, is on:
- admitting the best participants committed to teaching and scholarly  research;
- offering an interdisciplinary curriculum with an appropriate balance between theory and practice;
- promoting excellence in research by emphasizing a strong analytical approach; and
- providing the best academic support facilities.

The Fellow Programme takes four to five years to complete, including two years of rigorous course work followed by research work leading to a thesis   While the first year of course work is common with IIMI's Post-graduate Programme, the second year involves advanced doctoral level courses in the chosen area of specialization.  In addition, after the first year of course work, participant will have an opportunity to get exposure to the real business world through a summer project. While the basic course work phase provides the breadth, the advanced course work phase provides depth of knowledge through the area of specialization. After completing the course work, the participant has to pass a comprehensive qualifying examination, written and oral. On successful completion of course work, the participant is required to undertake a research work leading to a thesis. The participant is required to write a research proposal under the guidance of the Thesis Advisory Committee

(TAC) and has to make a public defense. Subsequently, the participant has to pursue research under the supervision of TAC. The Thesis Examination Committee consisting of internal and external experts will evaluate the thesis. Finally, the participant has to make a public defense of his/her research work and qualify the viva voce examination.

Currently, the following areas of specialization are available:
- Communication
- Finance & Accounting
- Financial Economics
- Information Systems
- International Business
- Marketing Management
- Operations Management and Quantitative Techniques
- Organizational Behaviour and HRM
- Strategic Management & Entrepreneurship

**Eligibility:**

Candidates should have:

a Master's degree* in any discipline, with at least 55 per cent marks (High second class) and at least 50% marks at Bachelor's degree level

OR

a Bachelor's degree** with complete professional qualifications like CA, ICWA, CS, with at least 55 per cent marks  and with minimum of two years post-qualification work experience,

OR

a B.E./B.Tech degree with at least 60 per cent marks with a minimum of two years post-qualification work experience.

Those appearing for the final year Master's degree* examination or its equivalent may also apply, subject to completion of all the requirements before the registration date, i.e. end-June 2009.

* Candidates who are in the final year of their Master's Programme are eligible to apply. Such candidates, if selected will be permitted to join the programme provisionally subject to the submission of a certificate, issued on or before June 30, 2009, from the head of the institution implicitly emphasizing that they have completed all requirements for obtaining the degree before June 30,2009. The admission of these candidates will remain provisional till the submission of their mark sheets, complying with the stipulated eligibility criteria. The deadline for submission of mark sheet is December 31,2009.

** The candidate must hold a Bachelor's Degree of 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.  The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

**Selection Process**

Candidates for the FPM are required to appear for the Common Admission Test (CAT).  On the basis of their performance in CAT, their academic background and experience, candidates will be called for an interview at IIM Indore, for final selection, during March/April 2009. CAT 2008 is not necessary for the following category of candidates:
i.     PGP Alumni from any of IIMs (Ahmedabad, Bangalore, Calcutta, Indore, Kozhikode, and Lucknow).
ii.    Candidates residing abroad can send their GMAT scores (validity of these scores is for two years as on date of application), in lieu of CAT.
iii.   Candidates applying to the Operations Management and Quantitative Techniques area can send their GATE/GRE scores (GATE/GRE taken only in 2007 or 2008), in lieu of CAT. Similarly, Information system area would also accept candidates with valid GATE & GRE scores instead of CAT
iv.    Candidates can send their UGC/CSIR JRF (Research) qualifying certificates in relevant disciplines in lieu of CAT. Validity of JRF (Research) is two years as on deadline of submission of the application form. (Refer to the Brochure to find the relevant disciplines)

Please check the FPM advertisement for an updated list of eligibility criteria for the programme.

**Fellowship and Expenses**

The FPM participants will get a monthly stipend of Rs 15,000/- (per month) both in the first year and the second year, Rs. 20,000/- per month in the third year and the fourth year. Annual increase in the stipend is subject to periodic performance review. The FPM participants will be entitled to the stipend for a maximum period of four years.

A contingency grant of Rs. 25,000 per annum to cover research expenses, and books and stationery allowance is available to all FPM participants during the first four years of the programme.

No tuition fees shall be charged and free boarding and lodging will be provided for the first four years of the FPM programme with a maximum two extensions of six months each. Thus, the total period shall not exceed five years. However, in exceptional circumstances, the candidate can continue up to maximum period of seven years with boarding and lodging expenses beyond the fifth year being borne by him/ her. (Further details are provided in the FPM Brochure, which will be provided along with the FPM Application Form.)

Since the FPM is a full-time residential programme, bachelor accommodation is provided to all the participants in the Institute's hostel on campus. Limited accommodation for married participants is available on campus.

**Title**

The title "Fellow of the Indian Institute of Management Indore" will be awarded on successful completion of the programme.

**How to Apply**

The FPM Application Form is not included in this Bulletin. For obtaining the Application Form and Brochure, write to the In-charge, FPM Office, Indian Institute of Management, Indore - 453 331 with a bank draft of Rs. 300 (Rupees Three hundred only) drawn on "Indian Institute of Management Indore" payable at Indore. You may also download copies of the Application Form from the website http://www.iimidr.ac.in and send the filled-in Application Forms along with a bank draft of Rs. 300/- drawn in favour of IIM, Indore, payable at Indore, before November 12, 2008. Only original (not photocopied) downloaded applications are to be sent.

Please also refer to the advertisement for FPM that will appear in the newspaper in July 2008 after the CAT advertisement.

**Important Dates:**

| | |
|---|---|
| FPM Application Form(s) will be available from: | September 17, 2008 |
| Last date for submitting the completed Application Form(s) to the In-charge, FPM Office. | November 12, 2008 |

For further information/clarifications, please contact:

In-charge, FPM Office
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road, Indore 453 331
Madhya Pradesh
Phone: +91-731- 4228 888, 4228 400
Fax: +91-731 - 4228 800
Email: fpm@iimidr.ac.in

# INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

## The Institute

The Indian Institute of Management Kozhikode (IIMK) was established by the Government of India in collaboration with the Government of Kerala, in 1996. It was the fifth IIM to be set up in the country. The steady growth in batch size without compromising on the quality of education and very successful placements, year after year, is testimony to IIMK's remarkable success over the past decade.

The Institute's campus is on two hillocks spread over a hundred acres on the outskirts of Kozhikode (Calicut). One of the most beautiful campuses across the country, the surreal view of the dense green valley extending far up to the horizon is breathtaking. Peaceful environment, best-in-class facilities and excellent faculty form an integral part of IIMK and strive to provide world-class education, research, training and consultancy in management and related areas.

## Programmes and Activities

IIMK's activities comprise teaching, training, research and consultancy. Its major educational programmes are -
- Post Graduate Programme in Management (PGP)
- Fellow Programme in Management (FPM)
- Interactive Distance Learning Programme (IDL) – an executive management programme accessible to working professionals through satellite technology; IIMK was the first management institute in the Asia Pacific region to offer such kind of a programme
- Faculty Development Programme (FDP) – a professional development programme for faculty members of management schools; IIMK is the only IIM in the country (for that matter only management institute in the country) which is recognised as a QIP Nodal Centre for Faculty education in management by AICTE, the apex council for technical education in the country.
- Management Development Programme (MDP) – executive programme for middle, senior and top level managers

## Faculty

The Institute has core faculty drawn from rich and diverse academic and industrial backgrounds. In addition, the academic environment is enriched by the visiting faculty members from India and abroad. Under Faculty Exchange Programme, faculty from foreign universities are invited here on a regular basis to conduct classes. In addition to it, faculty from IIMK visits the foreign universities for the same. Apart from teaching, the faculty engages in research, training and consulting.

## Campus, Infrastructure and Facilities

The Institute is located in the Kozhikode district of Kerala, which is extremely popular among tourists for its natural beauty. The Institute's campus is located amidst the scenic setting of the Western Ghats. The sprawling 100-acre picturesque campus, considered one of the best in the country, occupies two steep hillocks.

The campus infrastructure includes an Administration Block, state of the art library, high-tech classrooms, a computer centre, a Management Development centre, residential buildings and guest houses for the faculty and staff, fully furnished student hostels, auditorium and an open air amphitheatre. The campus is Wi-Fi enabled.

The campus also houses a meditation centre, a model gymnasium, facilities for playing indoor and outdoor games, well-equipped dispensary, State Bank of India branch, SBI ATM, a post office and a round the clock cafeteria. A laundry shop, a margin-free retail shop and a telephone booth are also operating in the campus. All the hostels are equipped with telephones, intercom facilities, washing machines, LAN connections etc.

## Library & Information Centre (LIC)

The Library and Information Center (LIC) at IIMK (http://intranet.iimk.ac.in/libintra/ index.htm) is envisaged as IIMK's knowledge hub and it acts as the nerve center of scholarly as well as corporate information. The LIC therefore caters the

role as the chief learning resource center of the Institute. The LIC aims at providing state-of-art information backup and support to its instructional processes and research, through world class resources and value-added information services in all areas of management and related disciplines. Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (http://www.medinfoguide.net), the Information Portal for the Coir Board (http://coirboard.nic.in), the Greenstone Support Network for South Asia (http://greenstonesupport.iimk.ac.in) are just a few to mention. IIMK's ambitious Digital Library project (http://iimkdl:1026/), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 25000 books in print form, over 435 print journals, over 30000 E-Books, over 15000 corporate information and more than 13000 E-Journals from India and abroad, in addition to as many as 2600 CD-ROM publications on contemporary issues. The audio/visual unit in the LIC hosts over 236 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. A host of full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital catalogue is also available via the LAN. The Library Web Portal is a unique feature of IIMK's Library & Information Center. The portal is an integrated network of information sources. Besides serving as a web-based interface to the in-house resources, the portal also provides links to strategic sources of information. IIMK is an active member in the IIMs' Library Consortium as well as the Ministry of HRD's INDEST Consortium (http://paniit.iitd.ac.in/indest/). With a view to promote cross-border research and bilateral industrial-economic relations, The scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSapce@ IIMK (http://dspace.iimk.ac.in:8080). A mirror of this scholarly archive is also published as Eprints@IIMK (http://eprints.iimk.ac.in). IIMK is also developing special documentation centers on 'European Union' and the 'ASEAN' countries.

**Computing Facilities**

In the last decade, the use of information technology in education and research has grown in importance across a wide spectrum of disciplines. IT is making a significant impact on functioning of educational and research institutions as well. We at IIMK, view Information technology not only as critical infrastructure needed for supporting modern academic needs but also as a central component of the academic process itself.

Information technology in the academic activities at IIMK includes different computers and peripheral devices, a local area network, the global information network and the software and applications that make it possible to utilize these resources.

Computing facilities at IIMK include powerful computers for providing support for diverse computing requirements, access to bibliographic databases and archives for rapid retrieval of relevant information and for updating and dissemination of academic and research material. The IT setup at IIMK comprises of a multi layered architecture, the lowest layer of which is made up of personal computers and workstations. The next layer consists of File servers and Database servers. The third layer consists of Web server, FTP server, Email server and other high-end servers/computers required for high resources demanding tasks.

There are more than 300 personal computers connected over the campus LAN under latest Network Operating Systems running on latest high-end Servers. Network printing facility is available on a variety of printers such as Laser, Line Matrix and Dot Matrix Printers. Other equipment available in the centre include CD Writers, Scanners, Digital Camera and Digital Video Camera.

An environment of wide variety of operating systems such as Windows XP Pro, Windows 2000 Pro, Windows 2000 Server and LINUX has been established at IIMK to make students familiar with latest operating systems. A wide range of latest software tools and office automation packages are also available for the users.

All the buildings in the campus are interconnected through a Gigabit Fiber Optic backbone. The connectivity to user PC/Notebook is using either ECAT 5 or WI-FI. The computer centre acts as the main hub of the network and hosts a layer 3 backbone switch. The workgroup switches are located in the respective buildings. All the hostel rooms are also connected to the campus LAN. Campus is also enabled with outdoor WI-FI facility.

A total of 10.25 Mbps leased line based connectivity provides round the clock Internet access. The computing facilities are available round the clock on 24 hours/day, 365 days/year basis.

**Interactive Distance Learning Centre**

With the aim of helping practicing executives, who are not in a position to join its long duration residential education programmes, the Institute provides an opportunity through the Interactive Distance Learning mode.

The Interactive Distance Learning Centre at IIM Kozhikode offers executive management education programmes to working professionals through interactive technology. IIM Kozhikode was the first management institute in the Asia-Pacific region to utilize cutting edge technology for offering management education programmes for executives on a synchronous distance learning mode. The Centre uses satellite technology to run programmes that help professionals to attend live lectures with two-way video and two-way audio interactions in their own city.

Presently the Centre offers a general management programme called eMEP (Executive Management Education Programme) and function-specific programs in Finance (eEPF), Strategic Management (eEPSM), Marketing (eEPM) and Operations Management (eEPOM). Over 1000 executives have benefited from these programs so far. The admission to the programmes is through a nationwide rigorous selection process. The programmes have two components; one in which the participant has to take lessons by logging in one of the 50 nationwide network of classrooms. The other component is conducted at IIMK campus at Kozhikode.

**Student Activities**

All events and initiatives at IIMK, i.e. placements, festivals, social service, mess affairs, sports, media interaction, alumni association and a host of other activities are all student driven with active support of the faculty. Students are elected by the batch to committees who manage these activities and events.

Financially Yours (Finance interest group), mPower (Marketing interest group), Konsult (Consulting interest group), AbaKus (Systems interest group) and Omega (Operations interest group) are student interest groups that organize several events and seminars during the year, apart from helping students gain knowledge about the various streams. SSG, the social service group, serves the local community.

Cultural activities also form an integral part of the time that students spend at IIMK. The Cultural Committee holds many cultural events and festivals. "Backwaters", the management fest, is the flagship event at IIMK and is considered among the best of its kind.

**POST GRADUATE PROGRAMME IN MANAGEMENT**

The Post Graduate Programme in Management (PGP) is a two-year full-time residential programme for graduates intending to pursue a career in management. The programme offers a judicious blend of theory and practice and is deliberately designed to be change-oriented with the course curriculum being continuously reviewed and updated to match environmental changes and industry requirements. A unique feature of the IIMK PGP is its in-built concern for the larger society, reflected in the curriculum design, aimed at nurturing ethically conscious and socially responsible future leaders. Ever mindful of the shifting boundaries and the winds of change in the globalized business environment, the Programme also lays considerable emphasis on exposure to aspects of international business, related strategic and cross-cultural issues.

Looking at the huge demand of the industry for the institute graduates, the intake in the programme has been increased to 240 students from the academic session 2008.

**Eligibility**

The candidate must hold a Bachelor's Degree, with at least 50% marks or equivalent CGPA (45% in case of the candidates belonging to Scheduled Caste/ Scheduled Tribe or Persons with Disability category), of 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. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent. Irrespective of the basis used by the University/Institution, from where the candidate has obtained the degree, for award of class/division/ honours, the percentage to determine the eligibility will be calculated taking into account marks obtained in all the papers in which the candidate was examined for award of the degree. In case of the candidates being awarded grades/CGPA instead of marks, the equivalence would be based on the equivalence certified by the university/ institution from where they have obtained bachelor's degree. In case the university/ institution does not have any scheme for converting CGPA into equivalent marks, the equivalence would be established by the IIMs by dividing obtained CGPA with the maximum possible CGPA and multiplying the resultant with 100.

Candidates appearing for the final bachelor's degree / equivalent qualification examination can also apply. Such candidates must produce a certificate from the Principal/Head of the Department/Registrar/Director of the university/ institution certifying that the candidate has obtained 50% marks or equivalent (45% in case of the candidates belonging to Scheduled Caste/ Scheduled Tribe or Persons with Disability category) based on latest available grades/marks. Such candidates, if selected, will be allowed to join the programme provisionally only if they submit a certificate latest by **June 30, 2009** from the Principal/Registrar of their college/institute (issued on or before June 30, 2009) stating that they have completed all the requirements (the results may, however, be awaited) for obtaining the bachelor's degree/ equivalent qualification on the date of issue of the certificate. Their admission will be confirmed only when they submit the mark sheet and a certificate of having passed the bachelor's degree / equivalent qualification referred to in the certificate issued by Principal/Registrar of their college/institute. The deadline for submission of the mark sheet and the certificate is **December 31, 2009.** Non-fulfillment of this condition will automatically result in the cancellation of the provisional admission. IIMs would not allow any candidate to join their programme in case the candidate is unable to complete all the requirements for a bachelor degree on or before June 30, 2009. The IIMs would also not offer admission to any candidate after **June 30, 2009.**

## Selection

Selection to the Post-Graduate Programme is based on criteria which include the candidate's performance in CAT, academic record, work experience and performance in GD and interviews.

## Reserved Seats

As per the Government of India requirement 27%, 15% and 7½% seats are reserved for OBC, SC and ST candidates, respectively.

3% seats are reserved for Persons with Disability (PWD). The three categories of disability are: a) low-vision/blindness, b) hearing impairment, and c) locomotor disability/cerebral palsy.

## Profile of Past Students

Past students of the Institute's Post-Graduate Programme have come from disciplines such as the arts, science, commerce and professional courses such as engineering. A large number of them have had significant achievements in extra-curricular activity. In most of the years, the batches comprised of a mix of fresh graduates and candidates with work experience.

## Curriculum

The course is spread over six terms of about three months each. It is divided into

1. The Core Curriculum: The PGP concentrates on subjects in diverse functional areas during the first year, equipping the student with basic skills and knowledge needed at the managerial level in any organization. It consists of compulsory subjects which cover the various functional areas of Finance, Accounting and Control, Marketing, Organizational Behaviour, Information Technology and Operations as well as legal and environmental issues in management. Applications of basic principles of economics, behavioural sciences, information technology and mathematics and statistics are also included in the core curriculum.

2. Summer Internship: At the end of the first year, the students undergo an industry internship or summer training for a duration of 8-10 weeks with an organization. An integral part of the PGP course, summer internships consist of projects designed to provide students an opportunity to put their learning into practice, while enabling them to use quality managers-in-the-making for real life short-term assignments. The internship also serves as an important experiential channel for students to move towards finalizing their preferences on various specializations. Attractive compensations are offered to the interns and Pre-Placement Offers (PPOs) are also made by the companies after the internship period to eligible candidates.

3. Electives: The second year provides the opportunity to reach greater depths of skills and competence in chosen areas, with the possibility of majoring and minoring in the functional areas. Apart from the two compulsory courses, the students select courses in their area of interest, and have an option of dual specialization. Electives are offered in Finance, Marketing, Information Technology and Systems, Operations Management, Strategy and Organizational Behaviour & HRD. The students can choose courses from any or all of these streams. If at least 15 credits are chosen from any one area, the student is deemed to have majored in that branch of management. Typically, choices are made from at least two streams so as to major in two areas, thus obtaining a 'dual' specialization. Students choosing between 9 and 14 credits in any of the specializations will be considered as having a minor in that specialization.

The PGP course is very flexible and students will have an opportunity not only to credit the elective courses being offered, but also to audit some courses. In addition, the students may also choose project courses the credits of which are also considered for deciding the specialization. Looking at the industry requirement, new courses in various areas are also offered every year.

## International Exchange Programme

Indian Institute of Management Kozhikode believes that to create world class professionals international exposure is important. International exposure leads to cultural awareness, foreign language proficiency and understanding the world marketplace. It is on this idea IIMK has embarked upon International Exchange Programmes, student exchange as well as faculty exchange.

Currently IIMK has student exchange partnerships with, among others, ESCP-EAP European School of Management, Paris; The European Business School, Oestrich Winkel, Germany; Jönköping International Business School, Sweden; Royal Holloway, University of London; Bocconi University, Milano, Italy; Queensland University of Technology, Brisbane, Australia; and Copenhagen Business School, Denmark. Further, IIMK also has a Research exchange programme with Victoria University of Wellington, New Zealand. A number of collaborative arrangements are presently in the pipeline. Students normally go on the exchange visit during the fifth term of the second year. The selection to be a participant in the IIMK international students exchange programme is a highly competitive one, with academic performance being the main criteria for selection.

During the year 2007-08, 17 students spent a term in our partner universities abroad. This year 23 students have been nominated for exchange visit to different universities abroad. Similarly 13 students from our partner universities are likely to study in IIMK during the current academic year. Under the partnership alliance with Victoria University of Wellington, New Zealand, every year one or two faculty members from each institution make exchange visits to do collaborative research and teaching for a term.

## Method of Instruction

The method of instruction is a blend of lectures, case analysis, experiential and interactive exercises, and project work.

## Diploma

Successful candidates are awarded the Post Graduate Diploma in Management by the Institute.

## Placements

The Institute's Placement Office assists the PGP and FPM students in getting responsible managerial positions in public and private sector and multinational companies through the campus recruitment programme. The Lateral and Final Placements give organizations a chance to recruit some of the brightest potential managers right from campus thus giving an edge to their human resource pool. Lateral is an avenue for companies to recruit students with substantial relevant work experience. Final placements are an avenue for companies to pick future business leaders from the richest management talent pool in the country.

IIM Kozhikode witnessed its best ever placements season, with the batch of 178 students bagged 402 offers from 105 premier recruiters scripting an unprecedented success story at Final Placements 2008. The average salary registered a 16% hike to Rs.14.83/- lac per annum and the highest domestic salary shot up by 28% to Rs.29 lac per annum. Meanwhile, the highest international salary recorded a phenomenal jump of 60% to USD 175,000 per annum. The most astonishing fact to put on record is that 90% of the batch signed out with offers well in excess of Rs.10 lac and above. As an endorsement to IIMK's increasing global footprint, a total of 23 international offers were made with plum roles based out of the US, Europe, Middle East, Latin America, & South-East Asia. Further, IIM Kozhikode also strengthened its impressive list of recruiters by initiating relationship with 45 new companies.

The Summer Internship Programme, comprises a minimum 8 week of assignment in the corporate world is an integral part of Post Graduate Programme and the Fellow Programme in Management. This internship programme at the organization provides students and organizations a mutual learning opportunity. Summer Placements 2008 saw participation from 66 top recruiters from India and abroad, and distinct trend witnessed was the wide variety of exclusive roles offered by various recruiters.

## Fees

Yearly expenses on tuition, library, computer, teaching material and hostel accommodation presently total up to Rs 3,00,000 for the first year and Rs 3,00,000 for the second year. Boarding charges are in addition to this.

**Scholarships/Financial Assistance:**

Merit scholarships are awarded by the Institute to first and second year students on the basis of their performance during one academic year, as determined by their CGPA. Scholarships/awards are also offered by benefactors like Sir Ratan Tata Trust, HCIL, O.P Jindal Group etc.

Need based financial assistance is also provided to all the eligible students during the first and second year of the programme.

**Enquiries**

For further information visit the Institute's website http://www.iimk.ac.in or write to:

The Assistant Administrative Officer- Admissions
Indian Institute of Management Kozhikode
IIM Kozhikode Campus P. O.
Kozhikode 673 570
Kerala
**IVRS** : 0495-2803005
**Fax** : (0495) 2803010/011
**Email** : admissions@iimk.ac.in

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**M E M O**

Candidates short-listed for interview will be intimated by post in January 2009. The names of the candidates short-listed for interview will also appear on the Institute's website around the same time. IIM Kozhikode will conduct its interviews in **Bangalore, Kolkata, Kozhikode, Mumbai** and **New Delhi.**

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**FELLOW PROGRAMME IN MANAGEMENT**

The Fellow Programme in Management (FPM), Doctoral Programme of the Indian Institute of Management Kozhikode, commenced from the academic year 2007-08. The FPM programme of IIMK aims at developing top quality researchers/ faculty resources/management experts/thinkers for the society.

**Admission Process**

The admission to FPM of IIMK will be open to all Indian citizens, Non-Resident Indians, Persons of Indian Origin and foreigners. Admission will be based on academic qualifications, performance in the qualifying examination, personal interviews and work experience. Candidates will be assessed for their intellectual abilities and research aptitude.

**Eligibility**

*(i) The candidates should possess one of the following qualifications.*

1.    Post-Graduate degree or equivalent in any discipline (including M.A, M.Sc., M.Com, MBA, MCA, M.Tech) with at least 55% marks or equivalent CGPA.
2.    Professional qualifications of CA, ICWA and CS with at least 50% marks or equivalent.
3.    Professional qualifications such as MBBS and LLB with at least 55% marks or equivalent CGPA.
4.    Engineering degrees, viz., B.Tech and BE, with at least 60% marks or equivalent CGPA.

**Those who are appearing for their final examinations for the above qualifications in 2008-09 are also eligible to apply. However, their final selection will be subject to successful completion of all requirements for the qualification latest by June 30, 2009.**

*(ii) Areas offering FPM in 2009-10 and the Qualifying Examination:* A candidate applying for FPM of IIMK should have a valid test score not older than two years from the date of application in any of the following tests shown against each area of specialisation:

| Sl. No. | Area of Specialisation | Qualifying Tests |
|---|---|---|
| 1. | Information Technology & Systems | CAT and GATE |
| 2. | Marketing | CAT and UGC/CSIR JRF |
| 3. | Organisational Behaviour & Human Resources | CAT, GMAT, GRE, UGC JRF |
| 4. | Quantitative Methods & Operations Management | CAT, GMAT/GRE, UGC/CSIR JRF, GATE |
| 5. | Strategic Management | |

Candidates possessing **PGDM of IIMs** with a minimum CGPA of 2.5 out of 4.33 or equivalent will be eligible for applying directly, i.e., without again taking a qualifying examination.

*IIMK encourages applications from Non-Resident Indians, Persons of Indian origin and foreign citizens. Such candidates should have a valid GMAT/GRE score of not older than 2 years from the date of application.*

*(iii) Personal Interview:* Short-listed candidates will be called for personal interview at IIMK (or any other venue fixed by the Institute) on a suitable date. During the interview, the candidates will be assessed for their intellectual abilities and research aptitude as well as their interest in management discipline.

**Financial Aid**

Fellowship: All Indian residents joining the Fellow Programme will be given a fellowship of Rs.12000/- per month. The top performers among the Fellow participants will be given an additional merit-based fellowship of Rs.6000/- per month from the second year onwards. In case a participant receives a scholarship/fellowship from any other agency, s/he will be free to chose between that and the IIMK Fellowship.

Contingency Grant: A contingency grant of Rs.90000/- will be available to each Fellow participant for the whole duration of the programme and up to Rs.30000/- of this grant could be used for buying computers and accessories.

Participants receiving Fellowship are not charged tuition and other related fees. They will, however, be required to pay mess charges and certain other fees such as admission offer acceptance fee, alumni association fee and placement fee. Family accommodation charges and electricity and water charges may be applicable if family accommodation is availed of.

Participants joining the Fellow Programme under other categories (NRI, PIO and foreign citizens) will not be eligible for any fellowship or contingency grant from the Institute. Further, they will be required to pay fees specified by the Institute. The annual fees specified for these categories (all inclusive except food charges) are at different rates as follows (figures are in US$).

| Year | NRI & PIO | Foreigners Non-OECD | Foreigners OECD |
|---|---|---|---|
| I | 2000 | 4000 | 6000 |
| II | 2000 | 4000 | 6000 |
| III | 1500 | 3000 | 5000 |
| IV | 1500 | 3000 | 5000 |
| V | 750 bi-annual | 1500 bi-annual | 2500 bi-annual |
| VI | 750 bi-annual | 1500 bi-annual | 2500 bi-annual |

**Residential Requirement:** The FPM of IIM Kozhikode is a full time programme and the **participants are expected to stay in the Campus throughout the programme.** While the Institute's clinic facility will be available to the participants and their family members, if any, the participants are encouraged to take adequate medical insurance coverage (at their own cost)

Participation in Conferences: A Fellow participant will be given support for attending national/international conferences and academic exchange visits to partner institutions, as per the FPM norms.

*Career Support Activities:* High performing Fellow participants are likely to get opportunities to visit partner institutions in India or abroad. Such visits, if any, will be arranged in the third year or, in specific cases fourth year. Participants may be given limited travel support for the exchange visits while course fees at partner institutions are likely to be waived as per mutual arrangements.

IIMK may also arrange placement opportunities for those who are about to complete the programme by submitting the draft thesis for evaluation.

No participant will be permitted to avail of the placement services at the end of second year with the PGP II students. However, in the first year, the FPM students may use the placement services of the Institute for their Summer Placements required during April-May of the first academic year.

## How to Apply

Application form can be obtained by sending a request to the address mentioned below, with an application fee of Rs.300 in the form of a crossed DD payable to Indian Institute of Management Kozhikode at Kozhikode (or Calicut).

Officer In-charge, FPM Office,
Indian Institute of Management Kozhikode,
IIMK Campus P.O,
Calicut - 673570

Alternatively, application forms can be downloaded from the IIMK website (www.iimk.ac.in). In this case, the application fee should be sent as crossed DD along with the application.

A candidate can apply to a maximum of two Areas listed above. **However, separate application form should be enclosed for each Area.** Application forms, complete in all respect, should be sent to the address as mentioned above. Application form should be accompanied by the following documents.

(a)     Two referee recommendations each for each area
(b)     Copies of all testimonials/certificates/marksheets
(c)     Score card or proof of qualifying examination (CAT or other) as applicable
(d)     Application fee of Rs.300 (crossed DD) if application form has been downloaded from IIMK website

A separate notification of the Fellow Programme in Management is expected to be released by the end of August 2008 including through the website of IIMK. For further details, you may also refer to the FPM Brochure 2008-09 to be made available with the application forms.

## Important Dates

Date from which FPM application form will be available          *October 01, 2008*

Last date for submitting completed application form to
FPM Office of IIM Kozhikode          *January 31, 2009*

*For any further details or queries, please contact:*

Officer In-charge, FPM Office,
Indian Institute of Management Kozhikode,
IIMK Campus P.O,
Calicut – 673570
E-mail: fpm@iimk.ac.in

**INDIAN INSTITUTE OF MANAGEMENT LUCKNOW**

The Indian Institute of Management, Lucknow, is one of the seven national level management institutes set up by the Government of India. The Institute's aim is to help improve the management of corporate and non-corporate sectors and public systems, through pursuit of excellence in management education, research, consultancy and training.

The Institute undertakes a diverse range of academic activities aimed at creation, dissemination, and application of management knowledge and practice. These include:

- **Post-Graduate Programme in Management**
- **Post-Graduate Programme in Agri-Business Management**
- **Fellow Programme in Management**
- **Post-Graduate Programme in Business Management for Working Managers**
- **International Programme in Management for Executives**
- **Management Development Programmes**
- **Research & Consulting Activities**

As part of its effort to develop centres of excellence in different areas of management, the Institute is setting up specialized facilities to support its teaching, research, and training activities.

In order to further strengthen Institute-Industry interaction, many corporate giants like ONGC, BPCL, ESCOTEL, IDBI have come forward to sponsor Chair Professorships.

To give a big boost to its international academic exchange programme, the Institute has established collaborative tie-ups with 22 leading business schools in Australia, Europe and North America such as George Mason University (USA), McMaster University- Michael G Degroote School of Business (Canada), ESCP-EAP European School of Management (France), Copenhagen Business School (Denmark), ESSEC Business School (France), REIMS School of Business (France), European Business School (EBS Germany), Leipzig School of Management (HHL Germany), ESADE Business School (Spain), Athens University of Economics and Business (Greece), University of St. Gallen (Switzerland), Graduate School of Management, Univeriste Robert Schuman (IECS France) Univeriste Catholique de Louvain (UCL Belgium) Toulouse Business School (Groupe ESC Toulouse France), National University of Singapore, Bocconi University (Italy), Turku School of Economics (Finland), Brock University (Canada), Jonkoping International Business School (JIBS Sweden), etc. A batch of students from IIML spends one full term in these schools. Similarly, a batch of students from these schools spends one full term in IIM Lucknow.

The Institute takes pride in possessing a sound and rich intellectual capital base of books, papers in journals, working papers, case materials, monographs and other such teaching cum training materials authored by the in-house faculty. The Institute's publication entitled Metamorphosis: A Journal for Business Leaders has been well received both by the academia as well as the corporate world.


## FACULTY

The Institute has drawn its faculty from among those who have expertise and experience in core as well as functional areas of management. At present, the Institute has core faculty strength of 66. Apart from regular PGP teaching, faculty members engage themselves in research, training and consulting. These activities facilitate two-way transfer of knowledge, through continuous institute-industry interaction.


## CAMPUS

The campus is spread over an area of 185 acres of lush green. The whole area is beautifully landscaped while maintaining pristine nature that preserves its aesthetics.

The campus has a well-equipped library, a modern computer centre, an automated programme office, class room block having 950 seats, fourteen furnished hostels with single-seated bachelor accommodation for 585 students, 48 suits for participants of Fellow Programme in Management, a large student mess furnished with modern kitchen equipments, a medical centre, guest house, open air courts for outdoor games like tennis, volley ball, basketball etc., a sports complex for indoor games and residential buildings and community centre for faculty and staff. The library block, computer centre, both gives facilities 24 hours, has automatic switchover to standby generator electric power to essential services and full electrical power needs of PGP class rooms including its air-conditioning. All lecture halls of PGP Block are air-conditioned.

"Manthan", the Centre for Management Development Programmes has six air-conditioned seminar rooms and two executive hostels having 128 single occupancy air-conditioned rooms and a dining hall furnished with sophisticated furniture and equipments.

The campus also houses three banks, two ATMs (SBI and Axis Bank), a post office, telecom centre, a restaurant, Kendriya Bhandar, Kendriya Vidyalaya and a general merchandise shop. A barber shop and a Nestle giant (for coffee and other eatables etc.) are running in the campus. An Amul Product shop is being started from next academic session.

### LIBRARY- The Learning Resource Centre

Gyanoday: Library- the learning resource centre acts as the main learning resource centre of the Institute and cater services and facilities to meet the requirements of the Institute's teaching, training, research and consultancy programmes. This spacious 30,000 square feet two storied library is a repository of knowledge.

### Library Collection

Over the period, there is geometric increase in the library infrastructure and resources; it now stocks a core collection of over 70,000 select documents (in various forms) in the field of management and other related areas including about 5000 volumes of important reference sources. Besides currently subscribing to over 530 academic periodicals of national and international repute, the library has developed a strong collection of 11,875 microfilms/ fiche of all the core periodicals in microforms. The library also stocks a collection of about 1655 reports of select corporations of the country and 3114 other important and similar documents. Library also has a strong collection of 541 audio-visual (AV) materials in various formats.

### E-Access to Online Information Products

Important database/online services subscribed by the institute library include, ABI-INFORM-GLOBAL, ACM Digital Library, Business Monitor Online, BSP, Capitaline Plus, EconLit, GMID, IBID, IEL Online, IndLaw.com, IndiaStat.com, INSIGHT- Corporate Database, ISI Emerging Markets (Asia Edition), PsycInfo, Journal Citation Reports and InfoSci. Library also subscribes to e-books which contain a rich collection of more than 32, 000 management related books and can be accessed through e-brary. In addition to the above resources, library also has access to more than 1200 learned journals from the international renowned leading publishers like Elsevier Science, Blackwell, MCB University Press, Taylor and Francis, Springer, Sage and John Wiley.

### Equipments and Facilities

The library is operating in a fully automated environment. RFID technology is in place. Entire library resources are bar-coded and an On-Line Public Access Catalogue (OPAC) is available for easy access to resources throughout the campus. Some of the other major facilities and services of the Library are as under:

- Video Conferencing Facility
- Audio-Visual Facility
- Desk top PC fitted Research Carrels
- Cyber Lab
- Library Portal: A Virtual Gateway to Knowledge

### COMPUTER CENTRE

The Computer Centre is housed in a spacious 15,000 sq. ft., two floored, air conditioned, centrally located and functionally designed building and is equipped with the state-of-the-art computing resources to cater to the needs of the academic as well as the administrative activities of the Institute , open for round o'clock. The infrastructure at IIML Computer Centre includes a fiber optic backbone based campus-wide network connecting machines on heterogeneous platforms with several

servers and high speed bandwidth of 11Mbps leased line circuit. The network provides accessibility of 1400 physical nodes to each of these servers for sharing different resources. Moreover the Institute has also created several Wi-Fi hotspots across the campus available to all mobile users.

The hardware resources of the Institute include Server clusters, SAN storage, computers (from Pentium to Xeon), heavy duty printers and scanners. The software resources include a wide variety of word processing packages, spread sheets, databases, case tools, expert systems, high level programming language compilers, visual programming software, statistical, modeling or OR packages and Industrial Databases. 24*7 IT support through a central helpdesk is also available from Computer Center.

## POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The two-year PGP is a full-time residential course for graduates from all disciplines. This programme trains young men and women for careers in management in public and private sectors.

The objective of the programme is to enable the participants to:

a) Understand the socio-economic, political, technological, and ecological environment of modern societies and their characteristic values;
b) Acquire the state-of-the-art knowledge and skills in the basic disciplines and functional areas of management;
c) Develop analytical and innovative attitudes and skills to facilitate changes and increase the effectiveness and efficiency of organizational systems; and
d) Develop values and proactive attitudes for societal well being.

### Eligibility

The candidate should be eligible to appear for CAT as detailed in the CAT-2008 bulletin. A candidate who is appearing for the final year of bachelor's degree/equivalent qualification, if selected, will be allowed to join the Programme provisionally only if he/she submits a certificate latest by June 30, 2009 from the Principal/Registrar of his/her college/institute (issued on or before June 30, 2009) stating that the candidate has completed all the requirements (the results may, however, be awaited) for obtaining the bachelor's degree/equivalent qualification on the date of issue of the certificate. The admission will be confirmed only when the candidate submits the mark sheet and a certificate of having passed the bachelor's degree/ equivalent qualification referred to the certificate issued by the Principal/Registrar with at least 50% marks (45% in case of candidates belonging to SC/ST/PWD category). The deadline for submission of the mark sheet and the certificate is December 31, 2009. Non-fulfillment of this condition will automatically result in the provisional admission. IIML will not allow any candidate to join their programme in case the candidate is unable to complete all the requirements for a bachelor degree on or before June 30, 2009. The IIML will also not offer admission to any candidate after June 30, 2009.

### Curriculum

The first year's academic work, spread over three terms, consists of a compulsory package of about 24 foundation and core courses designed to provide basic knowledge of concepts and theories in functional areas of management  such as communication,  economics, finance & accounting,  human resources,  information systems,  marketing, production & operations management, and  quantitative analysis.

The two-month compulsory Summer Training in industrial and business organizations follows the first year course work. The summer training is aimed at providing exposure to the real life-working environment. Students are required to work on specific, time-bound organization-related assignments.

The second year courses, spread over three terms, consist mostly of electives and provide the students with an opportunity to develop an in-depth understanding and concentration in a few functional areas of management, of interest to them. In addition to these electives, students can customize their course work in their areas of interest by choosing to do up to two courses equivalent of credits on a Dissertation or course of independent study under the guidance of the faculty.  All the second year courses except for Strategic Management and Business Environment are electives.

### Diploma

Graduates are awarded the "Post-Graduate Diploma in Management" by the Indian Institute of Management Lucknow Society.

**POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT (PGP-ABM)**

The two-year PGP-ABM is a full-time residential course designed with the objective of developing agribusiness leaders, entrepreneurs and intrapreneurs with a vision, competence and appropriate attitude for promoting agribusiness and agro-based enterprises.

**OBJECTIVES**

The programme has been designed to enable the learners to

● Understand dynamics and complexities of the field of agri-business in the emerging global context.
● Acquire professional skills in using appropriate management tools and techniques in the context of agri-business; and
● Strive for excellence, commitment with positive attitude to work with the farmers towards their economic upliftment.

**Eligibility**

Candidates should have any of the following qualifications:

(a) A Bachelor's degree in Agriculture Science / Agricultural Engineering or allied subjects with at least 50% marks (45% in case of SC/ST/PWD category) or equivalent CGPA 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. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing Higher Secondary schooling (10+2) or equivalent.

**OR**

(b) The candidate must hold a Bachelor's degree with at least 50% marks (45% in case of SC/ST/PWD category) or equivalent CGPA of any of the Universities incorporated by an Act of the Central or State legislature in India or other education 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. The Bachelor's degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing Higher Secondary schooling or equivalent with at least two years experience or strong interest in the field of Agriculture or allied sector.

**Such candidates (eligible under criteria-b given above) must submit a special form available with the Admission Office, IIM, Lucknow. This form can also be downloaded from the IIML website** http://www.iiml.ac.in. This form should be directly submitted to the Admission Office, Indian Institute of Management, Prabandh Nagar, Off Sitapur Road, Lucknow-226013 by September 19, 2008.

Candidates in their final year Bachelor's degree programme can also apply. However, if selected, they will be allowed to join the programme only if they complete their examinations, practical, viva voce, and all other requirements for obtaining the degree before 30 June 2009 and produce a certificate to this effect from Principal/Registrar of the college/Institute at the time of registration. There will be no relaxation on the deadline under any circumstances.

**Foundation Course**

All students admitted to PGP-ABM programme will have to join a remedial course in first week of June, 2009. However, waiver may be granted in case of clashes with final examination. Students with non-agriculture background will be required to attend a four weeks Foundation Course in Agriculture and allied subjects. This intensive course will focus on providing theoretical as well as practical orientation to the students in the field of Agriculture and allied sectors.

**Curriculum**

The programme is designed to provide a thorough foundation in management tools and techniques, while at the same time offering the students an opportunity to focus on agriculture sector.

The programme is organized in three mutually supportive segments – classrooms, field based learning and summer training. During the field work, the students get a perspective of issues and opportunities confronting the agri-business sector; while the summer training segment provides the students hand-on experience of working in agro-based organization.

## Diploma

Graduates are awarded the "Post-Graduate Diploma in Agri-business Management" by the Indian Institute of Management Lucknow Society.

## Information Common to PGP and PGP-ABM

### Selection

Selection process of candidates to these programmes involve two stages. In the first stage, candidates to be called in for group discussion and/or personal interview are shortlisted from among those who have taken CAT-2008 and applied to the programmes of IIML. The minimum CAT-2008 percentile requirements for shortlisting various categories of candidates for group discussion and personal interview at IIML will be published through the '2009 PGP Admissions Policy Document of IIML' by 31st October 2008.

In the second stage, candidates to be admitted to the programmes are selected from among those who have attended the group discussion and/or personal interview. For preparing the final admission offer list, inputs such as past academic record, performance in CAT-2008, written ability test, group discussion and/or personal interview, extra-curricular activities, and work experience profile are taken into consideration by the Institute.

### Reservations

As per the Government of India requirements 15% and 7.5% of the seats are reserved for Scheduled Caste and Scheduled Tribe candidates who fulfill IIML's admission requirements. The reservation for the socially and educationally backward classes (OBCs) category candidates will be as per the O.M. No. 1-1/2005-U.I.A/847, dated 20.4.2008 of Department of Higher Education, Ministry of Human Resource Development (MHRD), Government of India. The reservation for other categories, if any, will be as per the Govt. of India notification and shall reflect in the CAT advertisement. 3% seats are reserved for candidates with disabilities as per the Persons With Disabilities Act, 1995 who meet the IIML's admission requirements.

### Teaching Methodology

The basket of teaching methods employed includes lectures, case discussions, exercises, seminars, role plays, management games, project work, audio-visual aids, and computer-based learning tools.

### System of Evaluation

A 10-point letter grade scale from A+ (10 points) to F (0 point) is used in each course. Performance is judged by the cumulative grade point average (CGPA) earned by a student at the end of each term.

### Expenses

Yearly expenses on tuition, computer use, room rent, teaching material and other fees for the academic year 2008-09 has been approximately of Rs. 2,63,500/- per year. This is likely to be revised for the academic year 2009-10. The personal expenses on travel, clothes, laundry etc. will be extra.

### Financial Assistance / Scholarships

The objective of the Institute's Financial Assistance Schemes is to provide adequate financial aid opportunities, so that no student is prevented from pursuing the programme due to financial constraints.

The Institute provides scholarships to needy PGP students whose gross family income does not exceed Rs.2,00,000/- per annum subject to producing proof of income and meeting other criteria. The gross family income will comprise annual gross income of parents, self and spouse. In the first year, students whose gross family income is below Rs. 1,50,000/- will receive financial assistance to the full extent of the tuition fee component. For students with gross family income between

Rs. 1,50,000/- and Rs. 2,00,000/- per annum, the extent of assistance will be determined on a case by case basis, and will be some portion of the tuition fee component.

There are several industry sponsored scholarships available which are awarded at the end of each academic year based on merit and donor's selection procedure. The value of these scholarships presently ranges from Rs.6,000/- to Rs.1,35,000/- per annum. The benefactors are: Aditya Birla Group, Apeejay Trust, Central Bank of India, GE Fund, and Sir Ratan Tata Trust.

### SC/ST Scholarships

All SC/ST students at IIML are eligible for the Government of India SC/ST Scholarships of Rs.1500/- per annum.

### PLACEMENT

The Institute's Recruitment Cell makes every effort to match students' career aspirations and the organizations' requirements. The Institute has been continuously maintaining its track record of 100% placement for its students in the best of the companies in the country and abroad.

The industry has always sought and utilized the intellectual capital of IIM Lucknow by participating in the Institute's placement programme. IIM Lucknow continued to attract the best organizations, primarily from the corporate sector. These organizations span a wide range of sectors of the economy with positions in all areas of management such as Consulting, Banking & Finance, Sales & Marketing, Operations, Information Technology, Human Resource Management, General Management and Food & Agri Business Management. The Placement Process during the year 2008 saw all students being placed. 101 companies has participated in Placement 2008, and offered 596 jobs for 256 students.

### STUDENTS' ACTIVITIES

A wide range of activities are available to the students for co-curricular and extra-curricular activities. The elected Student Council, under the overall guidance of Chairperson, Student Affairs, oversees and coordinates the academic, professional, financial, mess, cultural and sports activities of the student community. Special Interest Groups (SIGs) such as **PRISM** (Marketing), **SIGFI** (Finance – publishing *MUDRA*), **OIG** (Operations) and **INFINITI** (Information Systems) foster professional development. Major activities organized every year by the students include **INDEX,** the annual Marketing Information Fair; **MANFEST**, the annual management festival; **NOSTALGIA**, the annual alumni meet; **INNOVISION**, the national management paper writing competition; and the Industry Interaction series. Editorial Board (**OCULUS**) of the student body brings out several publications such as *IIMprints*, *First Step, L'essence and Niche.*

### Industry Interaction

The industry gives maximum emphasis on application orientation, in core as well as functional courses. This is reinforced through guest lectures on topics related to different facets of management by practicing managers, consultants and other experts. This activity is organized by the Industry Interaction Forum, comprising students and faculty representatives.

### HOW TO APPLY

Candidates applying for CAT are eligible to apply for PGP and PGP-ABM of IIM Lucknow. The application fee is already included in the cost of CAT-2008 Bulletin, and no additional fee is to be paid for applying to IIM Lucknow. Candidates applying to IIM Lucknow must darken the appropriate oval on the CAT-2008 Application Form.

### IMPORTANT

The following information will be available on the Institute's website: www.iiml.ac.in

| 1. | Admit Card details | : | October 17, 2008 |
| 2. | Short-listed for GD/PI | : | January 09, 2009 |
| 3. | GD/PI Venue details | : | January 16, 2009 |
| 4. | First Offer List | : | April 10, 2009 |

No individual regret letters will be sent to applicants who are not called for group discussion and/or personal interview.

For further information/clarifications, please contact/write to:

The Administrative Officer (Admissions),
Indian Institute of Management Lucknow
Prabandh Nagar, Off Sitapur Road
LUCKNOW – 226 013
Fax : (0522) 273 4004 / 273 4025
e-mail: admission@iiml.ac.in

## FELLOW PROGRAM IN MANAGEMENT

### Objectives

The objective of the Fellow Programme in Management (FPM), a Doctoral level programme, is to train and develop scholars for distinguished careers in teaching, training, research and consulting in the field of management.

### Structure of the Programme

FPM is a full-time residential programme. Students are expected to complete the programme in four years.  However, under special circumstances extension of two more years may be granted. The students spent their first two years for course work and the last two years for research and thesis preparation. However, management teachers and working executives have option to choose a flexible time frame to complete the first two years' course work. They are allowed to complete the course work in four time slots of July-Dec/Jan-June within a total span of four years. Moreover, certain relaxations on the two years residential requirement for thesis work are also considered on the basis of merit of the case.  However, they are required to complete all the requirements of Fellow Programme within six years from the date of registration.  Campus hostel facility is available for stay of married students with their immediate family (spouse and children).

The following features have been incorporated while structuring the programme.

1.     The programme aims to provide an integrated view of management as a discipline while allowing a student to focus on the specific functional area of his/her choice.
2.     Inter disciplinary research with a focus on problem solving is particularly encouraged.
3.     Students are expected to contribute to the existing state of knowledge through continuous self-learning and research under the guidance and supervision of the faculty.
4.     Students are provided an opportunity to attend one international conference and up to four domestic conferences.

The programme has the following components.

a)     Mandatory course work
b)     Comprehensive Examination
c)     Formulation of thesis proposal for Doctoral level research
d)     Thesis preparation, Submission and Defense

### Areas of Specialization

The selected candidates can choose any one of the following areas of specialization: (a) Decision Sciences (Statistics/ Operations Research), (b) Economics and Business Environment, (c) Finance and Accounting, (d) Human Resource Management, (d) Information Technology and Systems, (f) Marketing Management, (g) Operations Management, and (h) Strategic Management

### 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 Masters' degree or its equivalent in any discipline with minimum 55% aggregate marks **OR** a Bachelors Degree in Engineering with 60% marks or equivalent grade point average **OR** any professional qualifications such as CA, ICWA and

CS with a minimum 55% aggregate marks. In addition, all the candidates must have secured a minimum of 55 % marks in all their public examinations starting with the secondary level. Work experience in industry or academics, though not mandatory, will be given due credit in the selection process.

Those who are appearing for their final year examination in the current academic year may also apply. However, their admission to the programme will be provisional subject to their successful completion of all requirements for obtaining the relevant degree before 30 June 2009.

## Age Limit

Candidates must not be more than 45 years of age as on 30th June 2009.

## Selection Process

Candidates who fulfill the eligibility criteria stated above are required to take Common Admission Test (CAT) held by the IIMs. Alternatively, those who have qualified any one of the public examinations such as GATE, GRE, GMAT and JRF (UGC/CSIR) can also apply in the relevant area of specialization. Scores of any of these examinations including CAT taken during the last two years (i.e., on or after 01 July, 2007) will be considered valid. Candidates who have already obtained a two-year PGDM from any of the IIMs with a minimum CGPA of 6.0 on a 10 point scale are exempted from this requirement, and can apply directly through the prescribed Application Form. Such applicants are also eligible to get a waiver of the first year course work and can directly join the second year of the programme.

## Financial Support

All resident Indian students admitted to the programme are provided with fellowship and contingency allowance for a period of four years. The fellowship stipend is Rs. 15,000 per month during I and II year and Rs. 17,000 per month subject to completion of comprehensive examination in III year and submission of thesis proposal in IV year. Additional stipend is also available during III and IV year of the programme for those who perform academic duties such as teaching and/or grading. Those who are exempted from first year course work and are admitted directly in the second year of the programme would be eligible to get stipend only for three years.

A complete package of contingency grants is provided to all FPM students. The package has the following components.

1. A contingency grant of Rs. 10,000 per annum in I and II year, and Rs. 15,000 per annum during III and IV year of the programme. This grant will be available for purchase of books, stationery, computer hardware/software and travel related to thesis work.
2. A one time computer purchase grant of Rs. 50,000, which may be availed before the end of course work.
3. A domestic conference travel grant of Rs. 10,000 each in III and IV year.
4. A one time international conference travel grant of up to Rs. 75,000 which can be availed after submitting the thesis proposal.
5. A Doctoral Consortium travel grant of Rs. 10,000 in III and IV year to attend the proposed annual inter-IIM Doctoral Consortium.
6. Reimbursement of annual membership fee (student rates) of one national and one international professional society during III and IV year.
7. Reimbursement of travel expenses for case-writing and field research during III and IV year, subject to a maximum of Rs. 50,000.
8. An additional national conference grant of Rs. 10,000 each during III and IV year for those scoring a CGPA of 7.00 and above.

The Institute also provides certain additional facilities for married students whose families are residing on campus. This includes

1. Reimbursement of family health insurance premium.
2. School transport facility for children to those schools already covered by the Institute's school transport system.

In addition to these, they are exempted from fees, provided with free lodging facilities. Final year students who fulfill the minimum CGPA requirement are eligible to apply for the Bharti Foundation Scholarship of Rs. 4 Lacs. NRIs and foreign candidates will be required to bear all the expenses including the tuition fee.

**How to Apply**

**The FPM application form can be downloaded from the website http://www.iiml.ac.in from 1 August, 2008. 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. Completed application forms along with a draft of Rs. 500/- drawn in favour of IIM Lucknow payable at Lucknow should be sent to the following address. The application form can also be obtained from the office on request. Such requests along with a draft of Rs. 500/- must reach the following address on or before 31 January, 2009.**

Administrative Officer (FPM)
Indian Institute of Management Lucknow
Prabandh Nagar, Off Sitapur Road
LUCKNOW – 226 013 INDIA
Phone : (EPBX) +91-522-2734101 to 2734120 (20 lines)
Fax : +91-522-2734005 and 2734025
Email : fpm@iiml.ac.in

A separate advertisement giving details of FPM admission process will also appear in leading national dailies in August 2008.

**The last date for receiving completed application forms is 28 February, 2009.**

# RAJIV GANDHI INDIAN INSTITUTE OF MANAGEMENT SHILLONG

**The Institute**

The Rajiv Gandhi Indian Institute of Management Shillong (RGIIM-S) is the Seventh IIM to be set up by the Government of India. Located in the picturesque city of Shillong, the capital of the state of Meghalaya, the Institute commenced its academic session in 2008 with an intake of 60 students.

The Institute's present campus is located at the Mayurbhanj Complex, Nongthymmai, Shillong. Work will soon commence on a 120 acre site for the permanent campus.

**Programmes and Activities**

The flagship programme of RGIIM-S is the two-year Post Graduate Diploma in Management (PGDM). In addition, the Institute offers Management Development Programmes (MDPs), Research and Consultancy.

**Faculty**

The faculty at RGIIM-S is an eclectic mix of academicians and industry experts. The Institute tries to provide a breeding ground for developing new thoughts and techniques in management by inviting eminent academician and researchers from abroad on sabbatical.

**Post Graduate Programme in Management**

The two-year Post Graduate Programme in Management (PGP) is a full-time residential programme for graduates. The programme is designed to prepare managers to meet the management challenges of the 21st Century. The intake for the 2009-11 academic session is 60.

**Eligibility**

The candidate should be eligible to appear for CAT-2008 as detailed on page no. VI of this bulletin. (common for all IIMs)

**Selection**

Candidates to the RGIIM-S PGDM programme are selected based on their performance in the Common Admission Test (CAT), Academic Record, Work Experience and performance in Group Discussion and Personal Interviews.

The Institute, as a policy, takes students from diverse academic and professional background to provide a platform for cross-fertilization of knowledge.

**Reserved Seats**

As per the Government of India rules, the Institute provides reservation of 15% for Scheduled Castes (SC) and 7.5% for Scheduled Tribes (ST). In addition, 3% seats are reserved for persons with Disability (PWD) comprising low-vision/blindness, hearing impairment and locomotor disability/cerebral palsy. Reservation of seats for Other Backward Classes (OBC) is subject to Government notification.

**Curriculum**

The RGIIM PGDM program is structured towards providing individuals with an opportunity to learn time tested management principles as well as current best practices. It also provides an exposure to best practices through active interaction with industry professionals. The program is structured around some core compulsory courses supplemented by electives in major areas of functional concentration. A unique aspect of this program structure is the 'free standing' courses which provides students an exposure to liberal arts and education. In addition the Institute provides tailored courses on industry sectors to provide a first hand exposure into industry dynamics. These courses are capped by a number of capstone courses which help students to appreciate and develop a general management perspective of organizations.

Each academic year is divided into three terms of approximately three months each. Students who fulfil all the course requirements with minimum passing grade are promoted to the second year. Students undergo a two-month compulsory company internship after the completion of their first year of study.

The second year courses comprises of elective courses designed to appeal to students wishing to develop functional expertise in their area of choice. In addition to the normal project assignment as a part of individual courses, students are required to take an individual comprehensive research project in the second year.

The Institute is in the process of establishing exchange program with reputed Institutes/Universities around in the world. The exchange program will supplement local knowledge in creating an all-round individual personality who would be able work /compete effectively in all cultural and business environments.

> *Core Courses:* The core courses are the compulsory courses offered in the first year of study. These courses are spread over three terms and covers the following areas of Management-: Economics, Business Mathematics and Statistics, Marketing & Consumption, Finance & Accounting, Behavioral Sciences, Human Resources Management, Information Technology, Production and Operations Management and Strategy.

> The compulsory courses serve as a building block for further enquiry into similar and related areas of management. Students are expected to specialize in certain functional courses. They are expected to firm up their choices after consultation with their faculty mentor before they commit to second year courses.

> *Elective Courses (Major Area of Concentration):* The elective courses are mainly offered in the second year of study and designed to offer students an option to specialize in an area of their functional interest. These elective courses serve as a foundation for developing niche expertise, either at a functional or industry level. RGIIM students are expected to graduate from the Institute with expert functional knowledge.

> *Free Standing Courses:* In addition, students can opt for free standing non-credit courses based on their personal interest. Although free standing courses are not compulsory, it is expected that students undertake such courses which are used in their 360° assessment.

> *Sectoral Courses:* In the last term of their study, students can opt for industry focused courses which provide expert knowledge on the chosen industry. These courses are normally designed by industry practitioners along with Institute's faculty.

> *Capstone Courses:* The Institute offers a compulsory capstone courses which provides an integrative view of business management. These capstone courses are either of general management nature or courses on industry sector.

**Method of Instruction**

The Institute uses the case method of teaching as an important pedagogical tool. This is supplemented by seminar style discussions, presentation sessions and experiential exercises.

**Fees**

The annual expenses for the year 2008-09 on tuition, library, computing facilities , books and course materials, examination fees and hostel room charges is Rs. 1,90,000/- in the first year. This is subject to change and will be notified accordingly.

Expenses on food, travel, clothing, laundry, electricity charges, Mediclaim Policy premium, Students Welfare Activities etc. constitute an additional expenditure and is charged on actuals.

**Financial Assistance**

To make sure that no student is denied an opportunity to pursue the post Graduate Programme in Management, RGIIM-S provides need-based scholarship to students belonging to economically disadvantaged families. The Institute also assists students in getting educational loans from financial Institutions. In addition, the Institute provides Institutional Merit scholarships.

> **Important Information:** Please note that RGIIM Shillong would conduct its Group Discussion and/or Personal Interviews in **Bangalore, Delhi, Kolkata, Mumbai and Shillong** only. Candidates should keep this information in mind while darkening the circle against the interview centre they choose in the CAT Application Form. Candidates short-listed for the GD and/or PI will be intimated by registered post during the month of Jan, 2009.
>
> Any applicant not receiving the interview letter during this period should presume that he/she has not been short-listed for GD and/or PI. No individual regret letters shall be sent to the candidates who have not been short-listed for the GD and/or PI.

**Enquiries**

For further information visit the Institute's website http://www.rgiim.ac.in or write to:

The Administrative Officer (Programmes)
Rajiv Gandhi Indian Institute of Management
NEHU Mayurbhanj Complex
Nongthymmai
Shillong -14, Meghalaya
Fax: 0364-2230041
Email: admissions@rgiim.ac.in

# SECTION 5: LIST OF NON-IIM INSTITUTIONS USING CAT 2008 SCORES

## (in alphabetical order)

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|---|---|
| Accurate Institute of Management & Technology<br>Plot No. 49<br>Knowledge Park - III<br>Greater Noida - 201306<br>Phone: 0120-2328234-35<br>Fax: 0120-2320355<br>Website: www.accurate.in | AICAR Business School<br>Village Damat<br>Neral, Karjat<br>Raigad - 410 101<br>Phone: 02148-236714-20<br>Fax: 02148-236713<br>Website: www.aicar.net |
| Algol School of Technology<br>Behind Sector 34 Marble Market<br>Sector  -34<br>Gurgaon - 122 001<br>Phone: 0124-3212001<br>Website: www.algolworld.com | Alliance Business Academy<br>19th Cross, 7th Main<br>BTM-II Stage, N. S. Palya<br>Bangalore - 560 076<br>Phone: 080-26681444<br>Fax: 080-26684137<br>Website: www.alliancebschool.org |
| Amrita School of Business<br>Amrita Vishwa Vidyapeetham University<br>Ettimadai P. O.<br>Coimbatore - 641 105<br>Phone: 0422-2656422<br>Fax: 0422-2656274<br>Website: www.amrita.edu/asb | Apeejay School of Management<br>Sector - 8<br>Dwarka Institutional Area<br>New Delhi - 110 075<br>Phone: 011-25363979/81<br>Fax: 011-25363985<br>Website: www.apeejay.edu/asm/home.htm |
| Aravali Institute of Management<br>Marwar Bhawan<br>Polo No.2, Paota<br>Jodhpur - 342 006<br>Phone: 0291-2550070/2555356<br>Fax: 0291-2543600<br>Website: www.aravali.org | Army Institute of Management<br>Judges Court Road<br>Opp. Alipore Telephone Exchange, Alipore<br>Kolkata - 700 027<br>Phone: 033-24398335/37/38/24794494<br>Fax: 033-24794929<br>Website: www.aim.ac.in |
| Asian School of Business Management (ASBM)<br>Shiksha Vihar<br>Barang-Khurdha Road, Chandaka<br>Bhubaneswar - 754 005<br>Phone: 0671-2111204/207/208<br>Fax: 0674-2111205<br>Website: www.asbm.ac.in | Asia-Pacific Institute of Management<br>4, Institutional Area<br>Jasola (Opp. Sarita Vihar)<br>New Delhi - 110 025<br>Phone: 011-42094800 (30 lines)<br>Fax: 011-26951541<br>Website: www.asiapacific.edu |
| Bharathidasan Institute of Management<br>M. H. D. Campus<br>BHEL Complex<br>Tiruchirappalli - 620014<br>Phone: 0431-2520796/502<br>Fax: 0431-2520733<br>Website: www.bim.edu | Birla Institute of Management Technology<br>Plot No. 5<br>Knowledge Park-II<br>Greater Noida (NCR) - 201 306<br>Phone: 0120-2323001-10<br>Fax: 0120-2323022/25<br>Website: www.bimtech.ac.in |
| BLS Institute of Management<br>Opp. Mohan Meakins Factory<br>Mohan  Nagar<br>Ghaziabad - 201 007<br>Phone: 0120-2658405, 2657654<br>Fax: 0120-2657714<br>Website: www.blsim.org | Calcutta Business School<br>11, Lord Sinha Road<br>Kolkata - 700 071<br>Phone: 22427488/22821450<br>Fax: 22826350<br>Website: www.calcuttabusinessschool.org |

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| Centre for Management Training & Research<br>CMTR Campus, Khanpur<br>P. O. Textile Colony, Kharar<br>Distt: Mohali - 140 301<br>Phone: 0160-5009000<br>Fax: 0160-2282493<br>Website: www.cmtrindia.org | Chandragupt Institute of Management Patna (CIMP)<br>Hindi Bhavan<br>Chhajubagh, Post Box No.42<br>Patna - 800 001<br>Phone: 0612-2200489<br>Fax: 0612-2200453<br>Website: www.cimp.in |
| College of Agribusiness Management<br>G. B. Pant University of Agriculture and Technology<br>Pantnagar - 263 145<br>Phone: 05944-233884<br>Fax: 05944-233533<br>Website: www.cabm.ac.in | Cosmic Business School<br>B-I/E-II, Mohan Co-operative Indl. Estate<br>Mathura Road<br>New Delhi - 110 044<br>Phone: 011-40520815-816<br>Fax: 011-26945323<br>Website: www.cosmicbschool.in |
| Delhi School of Professional Studies & Research<br>9, Institutional Area<br>Sector-25, Rohini<br>Delhi - 110 085<br>Phone: 011-27062290<br>Fax: 011-27062292<br>Website: www.dspsr.ac.in | Department of Business Management<br>University of Calcutta<br>1, Reformatory Street<br>Kolkata - 700 027<br>Phone: 033-24499418<br>Fax: 033-24499418<br>Website: www.mbmcu.org |
| Department of Business Management<br>Punjab Agricultural University<br>Ludhiana - 141 004<br>Phone: 0161-2401960-79<br>Fax: 0161-2400955<br>Website: www.pau.edu | Department of Commerce, University of Calcutta<br>87/1, College Street<br>Kolkata - 700 073<br>Phone: 033-22410071-74<br>Fax: 033-22413222<br>Website: www.caluniv.ac.in |
| Department of Management Studies<br>Indian School of Mines University<br>Dhanbad - 826 004<br>Phone: 0326-2296631<br>Fax: 0326-2296631<br>Website: www.ismdhanbad.ac.in | Department of Management Studies,<br>Pondicherry University<br>R V Nagar<br>Puducherry - 605 014<br>Phone: 0413-2655244<br>Fax: 0413-2255253<br>Website: www.pondiuni.edu.in |
| Dr. Gaur Hari Singhania Institute of Management &<br>Research<br>Jaykaylon Colony<br>Kamla Nagar<br>Kanpur - 208 005<br>Phone: 0512-2231417, 2232444<br>Fax: 0512-2218265<br>Website: www.ghsimr.org | EMPI Business School<br>P.O CSKM Educational Complex<br>Satbari, Chattarpur<br>New Delhi - 110 074<br>Phone: 011-26652373/2375/3764<br>Fax: 011-26654422<br>Website: www.empiindia.com |
| EMPI's Ajit Haksar Institute of Advertising, Communication<br>& Marketing (AdCoM)<br>P.O CSKM Educational Complex<br>Satbari, Chattarpur<br>New Delhi - 110 074<br>Phone: 011-26652373/2375/3927<br>Fax: 011-26654422<br>Website: www.adcom.empi.in | Entrepreneurship Development Institute of India<br>Near Village Bhat<br>Via Ahmedabad Airport & Indira Bridge, Bhat P.O.<br>Gandhinagar - 382 428<br>Phone: 079-23969163<br>Fax: 079-23969164<br>Website: www.ediindia.org |

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| Faculty of Management Studies<br>Banaras Hindu University<br>Varanasi - 221 005<br>Phone: 0542-2307430/31<br>Fax: 0542-2307430<br>Website: www.bhu.ac.in | FORE School of Management<br>B-18, Qutab Institutional Area<br>New Delhi - 110 016<br>Phone: 011-41242424/26863396<br>Fax: 011-26964229<br>Website: www.fsm.ac.in |
| Fortune Institute of International Business<br>Plot No. 5, Vasant Gaon<br>Opp. Army R R HIspital, Rao Tula Ram Marg<br>New Delhi - 110 057<br>Phone: 011-26144319-20<br>Fax: 011-26144279<br>Website: www.fiibindia.com | Galgotias Business School<br>1, Knowledge Park<br>Phase II<br>Greater Noida - 201 306<br>Phone: 0120-3272004, 3256832<br>Fax: 0120-2320075<br>Website: www.galgotiasbschool.in |
| Globsyn Business School<br>XI -11 & 12, Block- EP<br>Sector-V, Salt Lake Electronics Complex<br>Kolkata - 700 091<br>Phone: 033-40003600, 23573610-12<br>Fax: 033-23573684<br>Website: www.globsynbschool.com | Graduate School of Business & Administration<br>Plot No-HS-02, Block - F<br>Sector Alpha - 02<br>Greater Noida (NCR) - 201 308<br>Phone: 0120-2320521-524<br>Fax: 0120-2320522<br>Website: www.gsbaindia.org |
| Haryana School of Business<br>Guru Jambheshwar University of Science & Technology<br>Hisar - 125001<br>Phone: 01662-263111/263182<br>Fax: 01662-276240<br>Website: www.gju.ernet.in | IEC Business School<br>Plot No.4, K.P-1<br>Greater Noida<br>Phone: 0120-2326537, 2326665<br>Fax: 0120-2326529<br>Website: www.ieccollege.com |
| IFIM Business School<br>No. 8P & 9P, KIADB Industrial Area<br>Electronics City, I Phase<br>Bangalore - 560 100<br>Phone: 080-41432888<br>Fax: 080-41432844<br>Website: www.ifimbschool.com | IILM Graduate School of Management<br>16, Knowledge Park - II<br>Greater Noida - 201 306<br>Phone: 0120-4029318, 4029300<br>Fax: 0120-4029333<br>Website: www.igsm.in |
| IILM Institute for Higher Education<br>DLF Golf Course Road<br>Opp. Suncity<br>Gurgaon<br>Phone: 0124-4559300<br>Fax: 0124-4559390<br>Website: www.iilm.edu | IMRT Business School<br>Management Park, Vipul Khand-6<br>Gomti Nagar<br>Lucknow - 226 010<br>Phone: 0522-4066823, 3206771<br>Fax: 0522-4066823<br>Website: www.imrt.edu.in |
| Indian Business Academy<br>Lakshmipura, Thataguni Post<br>Kanakapura Main Road<br>Bangalore - 560 062<br>Phone: 080-32961373<br>Fax: 080-28435935<br>Website: www.ibainternational .org | Indian Institute of Finance<br>Post Box 8486<br>Ashok Vihar - II<br>Delhi - 110052<br>Phone: 011-27451212<br>Fax: 011-27234473<br>Website: www.iif.edu |
| Indian Institute of Forest Management<br>Post Box No. 357<br>Nehru Nagar<br>Bhopal - 462 003<br>Phone: 0755-2775716 / 2773799<br>Fax: 0755-2772878<br>Website: www.iifm.ac.in | Indian Institute of Information Technology<br>Deoghat, Jhalwa<br>Allahabad - 211 012<br>Phone: 0532-2430006, 0539-2922178<br>Fax: 0532-2430006<br>Website: www.iiita.ac.in |

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|---|---|
| Indian Institute of Social Welfare and Business Management<br>Management House<br>College Square (West)<br>Kolkata - 700 073<br>Phone: 033-22191684/22418694<br>Fax: 033-22413975<br>Website: www.iiswbm.edu | Institute of Agri Business Management<br>Rajasthan Agricultural University<br>Beechwal<br>Bikaner - 334 006<br>Phone: 0151-2252981/82<br>Fax: 0151-2252981<br>Website: www.iabmbikaner.org |
| Institute of Engineering & Management<br>Salt Lake Electronics Complex<br>Calcutta - 700 091<br>Phone: 033-23578189/8908<br>Fax: 033-23577649<br>Website: www.iemcal.com | Institute of Management<br>Nirma University of Science & Technology<br>S-G Highway<br>Ahmedabad - 382 481<br>Phone: 02717-241900/01/02/04<br>Fax: 02717-241916<br>Website: www.imnu.ac.in |
| Institute of Management Development & Research<br>DES Campus<br>Deccan Gymkhana<br>Pune - 411 004<br>Phone: 020-25653186/25652754<br>Fax: 020-25654372<br>Website: www.imdr.edu | Institute of Management Education<br>G. T. Road, Sahibabad<br>Ghaziabad - 201 005<br>Phone: 0120-2621424<br>Fax: 0120-2625870<br>Website: www.imesahibabad.ac.in |
| Institute of Management Sciences<br>University of Lucknow<br>Lucknow - 226 021<br>Phone: 0522-2740412, 2741012<br>Fax: 0522-2740476<br>Website: www.lkouniv.ac.in | Institute of Management Technology<br>A-16, Site-3, UPSIDC<br>Industrial Area, Meerut Road<br>Ghaziabad - 201 003<br>Phone: 0120-2705628<br>Fax: 0120-2705625<br>Website: www.imt.edu |
| Institute of Management Technology - Nagpur<br>35 KM Milestone, Mouza Dorli<br>Katol Road<br>Nagpur - 441 502<br>Phone: 0712-2805000<br>Fax: 0712-2805591<br>Website: www.imtnagpur.ac.in | Institute of Petroleum Management, Gandhinagar<br>Pandit Deendayal Petroleum University<br>Raisan<br>Gandhinagar - 382 007<br>Phone: 079-23276911-14<br>Fax: 079-23276344<br>Website: www.ipmg.ac.in, www.pdpu.ac.in |
| Institute of Public Enterprise<br>Osmania University Campus<br>Hyderabad - 500 007<br>Phone: 040-27098060<br>Fax: 040-27095478<br>Website: www.ipeindia.org | INTECH Institute of Business Management<br>960, 24th Main, 38th Cross<br>4th 'T' Block, Jayanagar<br>Bangalore - 560 041<br>Phone: 080-22440073<br>Fax: 080-26911038<br>Website: www.intechibm.org |
| Integrated Academy of Management and Technology (INMANTEC)<br>Adhyatmik Nagar, Delhi-Lucknow Highway (NH-24)<br>Udyog Kunj<br>Ghaziabad - 201 009<br>Phone: 0120-2768951<br>Fax: 0120-2768952<br>Website: www.inmantec.edu | International Institute for Special Education<br>Kanchana Bihari Marg<br>Off Ring Road, Via Kalyanpur<br>Lucknow - 226 022<br>Phone: 0522-2751066<br>Fax: 0522-2751020<br>Website: www.iiseindia.com |

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| International Management Institute<br>B-10, 30 & 31, Qutab Institutional Area<br>Tara Crescent<br>New Delhi - 110 016<br>Phone: 011-26529240<br>Fax: 011-26867539<br>Website: www.imi.edu | International School of Business & Research<br>(ISBR Business School)<br>No. 62 B, Electronics City, Phase I<br>Opp. Electronics City Post office<br>Bangalore - 560 100<br>Phone: 080-41668111/222<br>Fax: 080-41668111<br>Website: www.isbr.in |
| International School of Management Excellence<br>CAP-1, Export Promotion Industrial Park<br>Near ITPL, Whitefield<br>Bangalore - 560 066<br>Phone: 080-65606200/6300<br>Fax: 080-28416767<br>Website: www.isme.in | Invertis Institute of Management Studies<br>Invertis Village<br>Bareilly - Lucknow National Highway - 24<br>Bareilly - 243 123<br>Phone: 0581-2460442/443<br>Fax: 0581-2460454<br>Website: www.invertis.org |
| ITM Business School<br>Plot 25 & 26, Sector -4<br>Kharghar<br>Navi Mumbai - 410 210<br>Phone: 022-27742793/98<br>Fax: 022-27540950<br>Website: www.itm.edu | Jagan Institute of Management Studies<br>3, Institutional Area<br>Sector-5, Rohini<br>Delhi - 110 085<br>Phone: 011-27042284, 27042296<br>Fax: 011-27054106<br>Website: www.jimsindia.org |
| Jaipuria Institute of Management<br>Vineet Khand<br>Gomtinagar<br>Lucknow - 226 010<br>Phone: 0522-2394296/2398096<br>Fax: 0522-2394295<br>Website: www.jiml.ac.in | Jaipuria Institute of Management<br>Plot No. A-32A<br>Sector-62<br>Noida - 201 307<br>Phone: 0120-2403850-54, 2403379-81<br>Fax: 0120-2403378<br>Website: www.jimnoida.ac.in |
| Jaipuria Institute of Management<br>1, Bambala Institutional Area<br>Pratap Nagar, Sanganer<br>Jaipur - 302 033<br>Phone: 0141-2771330-33<br>Fax: 0141-2771334<br>Website: www.jimj.ac.in | JK Padampat Singhania Institute of Management & Technology<br>Damdama Lake Road<br>Bhondsi Village, Tehsil: Sohna<br>Dist: Gurgaon<br>Phone: 0124-4268031, 4267641<br>Fax: 0124-4268041<br>Website: www.jkps.edu.in |
| K J Somaiya Institute of Management Studies & Research<br>Vidyanagar<br>Vidyavihar<br>Mumbai - 400 077<br>Phone: 022-66449300/66449350<br>Fax: 022-25157219<br>Website: www.simsr.somaiya.edu | K R Mangalam Global Institute of Management<br>S-Block, Greater Kailash-II<br>New Delhi - 110 048<br>Phone: 011-29219274/9810534726<br>Fax: 011-29222563<br>Website: www.kgim.org |
| Kirloskar Institute of Advanced Management Studies<br>Yantrapur<br>Harihar - 577 602<br>Phone: 08192-241269/241483<br>Fax: 08192-241270<br>Website: www.kiams-hrr.org | Kohinoor Business School & Centre for Management Research<br>Old Pune-Mumbai Highway<br>Khandala<br>Pune - 410 301<br>Phone: 02114-269230<br>Fax: 02114-269230<br>Website: www.kohinoor.ac.in |

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| Lal Bahadur Shastri Institute of Management<br>Shastri Sadan, Sector-III<br>R. K. Puram<br>New Delhi - 110 022<br>Phone: 011-26191081/26172407<br>Fax: 011-26191080<br>Website: www.lbsim.ac.in | Lal Bahadur Shastri Institute of Management & Technology<br>29, Theatre Road<br>Cantonment<br>Bareilly - 243 001<br>Phone: 0581-2429203/205<br>Fax: 0581-2429206<br>Website: www.lbsimt.org |
| Lotus Institute of Management<br>16  KM Stone, Bareilly-Lucknow Road<br>P.O. Rajau<br>Bareilly - 243 123<br>Phone: 05821-231364<br>Fax: 05821-231364<br>Website: www.lim.co.in | Lovely Professional University<br>Jalandhar-Ludhiana G.T. Road<br>Near Chaheru Railway Bridge<br>Phagwara - 144402<br>Phone: 01824-500701<br>Fax: 01824-506111<br>Website: www.lpu.in |
| Management Development Institute<br>Post Box No. 60, Mehrauli Road<br>Sukhrali<br>Gurgaon - 122 001<br>Phone: 0124-4560800,4013050-61<br>Fax: 0124-2341189<br>Website: www.mdi.ac.in | Nanyang Business School<br>Nanyang Technological University<br>Nanyang Avenue<br>Singapore - 639 798<br>Phone: (65) 6790 5622<br>Fax: (65) 6795 1587<br>Website: www.nbs.ntu.edu.sg |
| National Institute of Bank Management<br>NIBM Post Office<br>Kondhwe  Khurd<br>Pune - 411 048<br>Phone: 020-26831584<br>Fax: 020-26834478<br>Website: www.nibmindia.org | National Institute of Technology<br>Thiruchirappalli - 620 015<br>Phone: 0431-2503001<br>Fax: 0431-2503702<br>Website: www.nitt.edu |
| National Institute of Technology Calicut<br>NIT Campus P.O.<br>Calicut - 673601<br>Phone: 0495-2286100<br>Fax: 0495-2287250<br>Website: www.nitc.ac.in | National Insurance Academy<br>Balewadi, Baner Road<br>NIA P.O.<br>Pune - 411 045<br>Phone: 020-27204000/4444<br>Fax: 020-27204555<br>Website: www.niapune.com |
| National Power Training Institute<br>NPTI Complex<br>Sector-33<br>Faridabad - 121 003<br>Phone: 0129-2275448<br>Fax: 0129-2275448<br>Website: www.npti.nic.in | New Delhi Institute of Management<br>60-61, Tughlakabad Institutional Area<br>New Delhi - 110 062<br>Phone: 011-29956566-68<br>Fax: 011-29956570<br>Website: www.ndimdelhi.org |
| Pearl School of Business<br>46, Institutional Area<br>S 32<br>Gurgaon - 122 001<br>Phone: 0124-4217500,<br>Fax: 0124-4271538<br>Website: www.psbg.in | Proton Business School<br>Narayan Kothi<br>Race Course Road<br>Indore - 452 003<br>Phone: 0731-3245424, 3245425<br>Fax: 0731-4003844<br>Website: www.protonbschool.com |
| S D M Institute for Management Development<br>No.1, Chamundi Hill Road<br>Siddarthanagar Post<br>Mysore - 570 011<br>Phone: 0821-2429722/9161<br>Fax: 0821-2425557<br>Website: www.sdmimd.ac.in | S. P. Jain Institute of Management & Research<br>Munshi Nagar, Dadabhai Road<br>Andheri (West)<br>Mumbai - 400 058<br>Phone: 022-26237454<br>Fax: 022-26237042<br>Website: www.spjimr.org |

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| School of Management Sciences<br>Khushipur<br>P. O. Bachhaon<br>Varanasi - 221 011<br>Phone: 0542-2271771, 3259266<br>Fax: 0542-2271773<br>Website: www.smsvaranasi.com | School of Management Studies<br>University of Hyderabad<br>P. O. Central University<br>Hyderabad - 500 046<br>Phone: 040-23135000/23011091<br>Fax: 040-23011091<br>Website: www.uohyd.ernet.in |
| Shobhit University<br>NH - 58<br>Modipuram<br>Meerut - 250 110<br>Phone: 0121-2575091/92<br>Fax: 0121-2575724<br>Website: www.shobhituniversity.ac.in | Shri Ramswaroop Memorial College of Engineering and Management<br>Tewariganj<br>Faizabad Road<br>Lucknow - 227 105<br>Phone: 0522-2815015-16<br>Fax: 0522-2815017<br>Website: www.srmcem.ac.in |
| Sri Mata Vaishno Devi University<br>Karyal<br>Katra P .0<br>Katra (J&K) - 182301<br>Phone: 01991-285687/285524<br>Fax: 01991-285573<br>Website: www.smvdu.ac.in | Suryadatta Group of Institutes<br>2074, Sadashiv Peth<br>Vijayanagar Colony<br>Pune - 411 030<br>Phone: 020-24336000/24330425/35<br>Fax: 020-24330400<br>Website: www.suryadatta.org |
| T. A. Pai Management Institute<br>Manipal - 576 104<br>Phone: 0820-2570361/2571358<br>Fax: 0820-2570622<br>Website: www.tapmi.org | The Business School<br>University of Jammu<br>Jammu - 180006<br>Phone: 0191-2430133,2435529<br>Fax: 0191-2430133<br>Website: www.jammubusinessschool.in |
| Thiagarajar School of Management<br>Pamban Swamy Nagar<br>Thirupparankundram<br>Madurai - 625005<br>Phone: 0452-2484099<br>Fax: 0452-2483099<br>Website: www.tsm.ac.in | University Business School<br>Panjab University<br>Chandigarh - 160 014<br>Phone: 0172-2541591/2534709<br>Fax: 0172-2541591<br>Website: www.ubschandigarh.org |
| University of Petroleum & Energy Studies<br>SCO 9-12, Sector - 14<br>Near HUDA Office<br>Gurgaon - 122 007<br>Phone: 0124-4540300<br>Fax: 0124-4540330<br>Website: www.upes.ac.in | University School of Management<br>Kurukshetra University<br>Kurukshetra - 136 119<br>Phone: 01744-238565<br>Fax: 01744-238277<br>Website: http://kuk.edu.tripod.com |
| Vignana Jyothi Instititute of Management<br>Vignana Jyothi Nagar<br>Bachpally, Via Kukatpally<br>Hyderabad - 500072<br>Phone: 040-23044901/23044902<br>Fax: 040-23044953<br>Website: www.vjim.edu.in | VIT Business School<br>VIT University<br>Vellore - 632 014<br>Phone: 0416-2202157/2125<br>Fax: 0416-2245544<br>Website: www.vit.ac.in |

## How to Apply for Admission to Other Post Graduate Programmes of IIMs

Applicants should note that applying for CAT makes them eligible to apply to the PGPs of all IIMs. There is no need to send separate applications to different IIMs **except** for PGSEM and PGPPM of IIM Bangalore and Ex-PGP of IIM Indore. An additional application fee of Rs. 1000 is required for Ex-PGP of IIM Indore. The additional application fee for PGSEM at IIM Bangalore is Rs.500, if using CAT/GMAT and Rs.1300 if using PGSEM test. For further details refer to the programme details available in the profiles of the various IIMs.

## How to Apply for Admission to FPM of IIMs:

This Bulletin does not contain the application form for FPM. Please write to the IIM(s) of your choice for FPM application forms, in response to separate advertisements. For more information, please see the brief Institutional Profiles of IIMs in this Bulletin.

### IIM Ahmedabad
For obtaining the Application Form and Brochure, write to the **Programmes Officer, FPM Office, Indian Institute of Management, Vastrapur, Ahmedabad 380 015** with a bank draft of Rs.500 (Rupees Two Hundred only) drawn in favour of **"Indian Institute of Management, Ahmedabad"** payable at Ahmedabad. You may also download copies of the Application Form from the website http://www.iimahd.ernet.in and send the filled in Application Forms along with a bank draft of Rs.500 drawn in favour of IIM, Ahmedabad, payable at Ahmedabad before **November 30, 2008.**

### IIM Bangalore
FPM application forms will be issued free of cost on request from 1st August 2008. Please write to FPM Office, Indian Institute of Management Bangalore, Bannerghatta Road, Bangalore – 560 076 with a self-addressed envelope size (9" x 12") affixed with stamps for Rs.75/- and a self-addressed slip. Last date for **receipt of request** for the application form is **30th January 2009.** Application forms can also be downloaded from our website www.iimb.ernet.in from 1st August 2008.

The **completed application** forms should be accompanied by a crossed demand draft of a nationalised bank for Rs.500/-drawn in favour of Indian Institute of Management Bangalore payable at Bangalore. Completed application forms must reach the above address on or before **13th February 2009.**

### IIM Calcutta
An FPM application form can be downloaded from the official website of IIM Calcutta: http://www.iimcal.ac.in. Click on "Admissions" to select and download the FP Application Form. The completed application form must be accompanied by a crossed demand draft for Rs. 300/- payable to **"Indian Institute of Management Calcutta"** on a bank in Kolkata. Alternatively, one may write to the "Administrative Officer (Fellow Programmes and Research), Indian Institute of Management Calcutta, Diamond Harbour Road, Joka, Kolkata 700104" along with (a) a crossed demand draft for Rs. 300/- payable to **"Indian Institute of Management Calcutta"** on a bank in Kolkata (b) a self addressed unstamped envelope of 9"x12" size (c) desired area(s) of specialization, and (d) a printed self-addressed sticker. SC/ST applicants need not pay Rs. 300/- as stated above but they must send an attested photocopy of their SC/ST certificate. The last date of receipt of requests for the application form by post is October 17, 2008.

One can apply to a maximum of two areas of specialization. If you wish to apply for two areas, please fill-in two **separate** application forms complete in all respects, for each area of specialization. However, there is no need to pay separately - a single payment of Rs. 300/- would do for both areas. The completed application form(s) should reach the 'Administrative Officer (Fellow Programmes and Research)" on or before November 14, 2008.

### IIM Indore
The FPM Application Form is not included in this Bulletin. For obtaining the Application Form and Brochure, write to the In-charge, FPM Office, Indian Institute of Management, Indore - 453 331 with a bank draft of Rs. 300 (Rupees Three hundred only) drawn on "Indian Institute of Management Indore" payable at Indore. You may also download copies of the Application Form from the website http://www.iimidr.ac.in and send the filled-in Application Forms along with a bank draft of Rs. 300/- drawn in favour of IIM, Indore, payable at Indore, before November 12, 2008. Only original (not photocopied) downloaded applications are to be sent.

### IIM Kozhikode
For obtaining the FPM application form, please send a request to **Officer In-charge, FPM Office, Indian Institute of Management Kozhikode, IIMK Campus P. O., Calicut – 673 570** along with an application fee of Rs.300 by crossed DD payable to **"Indian Institute of Management Kozhikode"** at Kozhikode (or Calicut). Alternatively, application forms can be downloaded from the IIMK website (www.iimk.ac.in). In this case, the application fee should be sent as crossed DD along with the completed form. Application forms will be made available by post or through website from October 01, 2008, onwards. The last date for receiving the application, complete in all respects, at the FPM Office of IIM Kozhikode is January 31, 2009. Separate application form should be enclosed for each Area if you apply for two areas.

### IIM Lucknow
The FPM application form may be downloaded from the website www.iiml.ac.in from **August 1, 2008.** Completed application forms along with a draft of Rs.500 drawn in favour of **IIM Lucknow** payable at **Lucknow** should be sent to the Administrative Officer (FPM), Indian Institute of Management Lucknow, Prabandh Nagar, Off Sitapur Road, Lucknow – 226 013 on or before **January 31, 2009.** The last date for receiving completed application forms is **February 28, 2009.**