

# JMET 2009

## Joint Management Entrance Test

For Admission to Two Year Full Time Postgraduate Programmes  
in Management at IIT Bombay, IIT Delhi, IIT Kanpur,  
IIT Kharagpur, IIT Madras and IIT Roorkee  
for the Academic Year 2009-10



Organising Institute  
Indian Institute of Technology Kanpur

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## Chapter 1

### INTRODUCTION TO JMET 2009

**Joint Management Entrance Test 2009 (JMET 2009)** is the first step in the process of admission to the TWO YEAR FULL TIME Postgraduate Degree Programmes in Management offered by the IITs for the academic year commencing July/August 2008.

Currently IIT Bombay, IIT Delhi, IIT Kanpur, IIT Kharagpur, IIT Madras, and IIT Roorkee offer Programmes in Management.

**JMET 2009 is only a qualifying examination. Candidates have to apply separately to the Institutes of their choice. They are also advised to look up the details provided in the brochure about the programmes available in the participating Institutes. There is no limit to the number of programmes a candidate can apply to, so long as he or she meets the eligibility criteria.**

**The results of JMET 2009 provide a basis to each participating Institute to shortlist potential candidates for conducting its own selection process, like, Group Discussion/Interview etc. However, calling the candidates for such later process of selection is the prerogative of the admitting Institute. JMET 2009 qualified candidates may contact the management departments/schools of the concerned institutes for additional information, if any. It may be noted that the GATE/JMET offices will not respond to queries on the admission procedure.**

**Candidates should note that the final selection would depend on their performance in each of the components of the selection process.**

#### Programmes and Eligibility Criteria

A list of Management Programmes and eligibility criteria to apply for these programmes in individual Institutes are given below. Please refer to pages 13 to 36 for further details. Candidates who satisfy the eligibility criteria listed against the Management School/Department of each Institute can appear for the JMET examination.

Students in their final year of qualifying degree course are also eligible to apply. Such candidates, if selected, will be admitted provisionally, and their continuation in the programme is subject to the completion of all requirements for the qualifying degree and submission of provisional degree certificate on or before the date stipulated by the admitting Institute.

#### IIT Bombay: Shailesh J Mehta School of Management

##### Programme

Master of Management (M. Mgt.)

##### Eligibility

Students with a first class Bachelor's degree in engineering (or equivalent) or first class Master's degree in Science are eligible for admission to the M.Mgt. Programme. Students should have secured min. 60% aggregate marks / min. CGPI of 6.5 out of 10 at the qualifying examination. There is a relaxation of 5% in marks or equivalent in CGPI for SC/ST candidates.

Work experience is desirable but not mandatory.

Candidates appearing for the final degree examination can also apply. Such candidates, if selected, will be admitted provisionally, provided they complete all requirements for the qualifying degree at the time of joining the course.

## **IIT Delhi : Department of Management Studies**

### **Programmes**

Master of Business Administration (MBA) with focus on Management Systems

Master of Business Administration (MBA) with focus on Telecommunication Systems Management

### **Eligibility**

The candidates having the following qualifications are eligible to apply for admission to the MBA programmes:

- (i) Bachelor's degree in any branch of Engineering/ Technology/ Architecture/ Pharmacy/ B.Sc. Agriculture Engineering (Minimum 4 years after 10+2)
- (ii) Master's degree in any branch of Physical/Chemical/Mathematical Sciences like Physics, Chemistry, Mathematics, Statistics, Computer Application, Electronic Science, Environmental Science, Operations Research, Computational/Information Science, Agriculture or Master's Degree in Commerce/ Economics.

Those appearing in the final year examination may also apply. However, the candidates must finish their final qualifying examination before the last date of registration, i.e. 31<sup>st</sup> July 2009 (exact date to be notified in admission letter). Minimum of 60% marks in aggregate (of all the years/semesters) or 6.75 CGPA on a 10 point scale or equivalent in the above mentioned degree programmes are essential for admission. There is a relaxation of 5% in marks or equivalent in CGPA for SC/ST candidates and as per Institute norms for PD category. Those having applied to IIT Delhi MBA programmes on qualifying the JMET 2009 will be short listed and then invited for a group discussion and interview, which will be held at IIT Delhi.

## **IIT Kanpur : Department of Industrial & Management Engineering**

### **Programme**

Master of Business Administration (MBA)

### **Eligibility**

A Bachelor's degree in any branch of engineering or technology (AICTE approved) from a University/Institute with at least 60% of marks or grade point average of 6.0 on a scale of 10.0 in aggregate based on average over whole programme. Candidates with AMIE or similar distance learning qualification are not eligible for this programme. Candidates with Architecture degree can apply provided they have taken Mathematics at 10+2 level.

Candidates from outside India (foreign nationals and non-resident Indians) will be selected on the basis of academic background and work experience.

In this programme, 15% seats are reserved for SC candidates, and 7.5% seats for ST candidates. Such candidates who have passed the basic qualifying degree as stated above are eligible to apply irrespective of marks/ grade point average but should satisfy the eligibility requirement of qualifying in JMET. However, while considering their cases only their suitability for the programme is ensured and they are not compared with the candidates belonging to other categories.

For the year 2009, 18% seats are reserved for those OBC candidates who qualify JMET and who do not belong to the Creamy Layer according to the criteria laid down by the Central Government. .

Up to 3% seats are reserved for candidates with physical disability (PD). The reservation to PD category will be applicable to all categories (including General) Horizontally.

Those having applied to IIT Kanpur MBA programme on qualifying the JMET 2009 will be short listed and then invited for a group discussion and interview, which will be held at IIT Kanpur.

## **IIT Kharagpur : Vinod Gupta School of Management**

### **Programme**

Master of Business Administration (MBA)

### **Eligibility**

A candidate who has either secured or is likely to secure a first class Bachelor's degree in Engineering/Technology or a first class Master's degree in Science (with Mathematics or Statistics at Bachelor's level) or a first class Master's degree in Economics or Commerce (with Mathematics or Statistics at Bachelor's level) is eligible for admission. Selection is based strictly on performance in JMET, followed by group discussion and personal interview with the Selection Board. Post qualification work experience in industrial organizations will be given due weightage. The School follows Government of India norms regarding reservation of seats for qualified Scheduled Caste/Tribe candidates and persons with disability.

## **IIT Madras : Department of Management Studies**

### **Programme**

Master of Business Administration (MBA)

### **Eligibility**

Candidates with B.E./ B.Tech. or equivalent with first class or equivalent overall marks/grade point average from a recognized Institution or University OR a Master's degree or equivalent in any discipline with first class or equivalent marks/grade point average from a recognized Institution or University are eligible to apply.

Students in their final year of qualifying degree course are also eligible to apply. Such candidates, if selected, will be admitted provisionally, provided they complete all requirements for the qualifying degree before 15<sup>th</sup> July, 2009 and produce a provisional degree certificate on or before 30<sup>th</sup> September, 2009.

The Government of India norms will apply for eligibility and admission of applicants from the reserved categories.

## **IIT Roorkee : Department of Management Studies**

### **Programme**

Master of Business Administration (MBA)

### **Eligibility**

Candidates with Bachelor's degree in any discipline of Engineering / Technology or its equivalent or a Master's degree in any discipline from a recognized Institute/University with at least 60% marks for General & OBC category candidates and 55% marks for SC/ST category candidates in aggregate or CGPA of 6.00 on a 10 point scale for General & OBC category candidates and 5.50 on a 10 point scale for SC/ST category candidates are eligible to apply.

## **Test Cities:**

The test centres for JMET 2009 are located in the following cities:

IISc Bangalore Zone	Bangalore, Hubli, Hyderabad and Surathkal
IIT Bombay Zone	Mumbai, Nagpur and Pune
IIT Delhi Zone	Ahmedabad, Chandigarh and New Delhi
IIT Guwahati Zone	Guwahati and Patna
IIT Kanpur Zone	Bhopal, Indore, Kanpur, Lucknow and Varanasi
IIT Kharagpur Zone	Bhubaneswar, Kharagpur, Kolkata, Raipur, Ranchi, Rourkela and Visakhapatnam
IIT Madras Zone	Chennai, Coimbatore, Ernakulam, Thiruvananthapuram, Tiruchirapalli and Vijayawada
IIT Roorkee Zone	Agra, Bareilly, Jaipur, Meerut, Noida, Patiala and Roorkee

**Note: The Institutes reserve the right to change/cancel any City at their discretion.**

## **Date and Time of Test:**

**JMET 2009 will be conducted on Sunday, December 14, 2008  
from 10:00 hours to 13:00 hours.**

**Note that the test date and time will not be changed under any circumstances.**

## **Announcement of Results of JMET 2009:**

**The results will be announced on Monday, January 5, 2009.**

**JMET 2009 results are valid for a period of one year from the date of declaration of the results.**

Information about JMET 2009 and the Schools/Departments of participating Institutes is also available on the websites of the individual Institute. Phone/Fax numbers, E-mail and Website addresses of the GATE Offices and Management Department/Management Schools are given in Table 1.1,

**Table 1.1 Contact Details of Participating Institutions**

Zone	Contact Details	GATE Office	Management Depts./Schools
IISc Bangalore	Phone Fax E-mail Website	080-22932392 080-23601227 jmet@gate.iisc.ernet.in http://gate.iisc.ernet.in	_____
IIT Bombay	Phone Fax E-mail Website	022-25767068 022-25723706 gateoffice@iitb.ac.in http://www.iitb.ac.in/gate	022-2576 7781 / 82 022-2572 2872 admissions@som.iitb.ac.in http://www.som.iitb.ac.in
IIT Delhi	Phone Fax E-mail Website	011-26591749 011-26581579 gate@admin.iitd.ernet.in http://www.iitd.ac.in	011-26591171 011-26862620 mba@dms.iid.ac.in http://www.iitd.ac.in/deptt/ms/
IIT Guwahati	Phone Fax E-mail Website	0361-2582751 0361-2582755 gate@iitg.ernet.in http://www.iitg.ernet.in/gate/jmet	_____
IIT Kanpur	Phone Fax E-mail Website	0512-2597412 0512-2590932 gate@iitk.ac.in http://www.iitk.ac.in/gate	0512-2597376 / 2597172 0512-2597553 / 2590260 headime@iitk.ac.in www.iitk.ac.in/ime
IIT Kharagpur	Phone Fax E-mail Website	03222-282091 03222-278243 gate@adm.iitkgp.ernet.in http://gate.iitkgp.ac.in/jmet	03222-282295/282297/278027 03222-278027/283874/255303 admissions@vgsom.iitkgp.ac.in http://vgsom.iitkgp.ac.in
IIT Madras	Phone Fax E-mail Website	044-22578200 044-22578204 gate@iitm.ac.in http://gate.iitm.ac.in	044-22574550 044-22574552 doms@iitm.ac.in http://www.doms.iitm.ac.in
IIT Roorkee	Phone Fax E-mail Website	01332-284531 01332-285707 gate@iitr.ernet.in http://www.iitr.ac.in/jmet	01332-285014 01332-285565 doms@iitr.ernet.in http://www.iitr.ac.in

Although IISc and IITs have the responsibility of conducting JMET 2009 in cities all over India, Indian Institute of Technology Kanpur, the Organising Institute, has the overall responsibility of conducting JMET 2009. In case of any claims or disputes arising in respect of JMET 2009, **it is hereby made absolutely clear that the Courts and Tribunals located only in Kanpur shall have the exclusive jurisdiction to entertain and settle any such disputes or claims.**

## Chapter 2

### PROCEDURE TO APPLY FOR JMET 2009

JMET 2009 Application Form can be submitted using ONLINE (Internet based) mode only.

ONLINE submission of JMET 2009 application can be done by accessing the website of IIT Kanpur, <http://www.iitk.ac.in/gate> and following the instructions contained therein. Before filling up on-line application form, please prepare a draft of Rs.750 (Rs.350 only for SC/ST candidates) in favour of 'Organising Chairman, JMET 2009' payable at Kanpur and one of your recent, good contrast coloured photographs.

The test cities cannot normally be changed once the choice is made. Request for change of test city in exigencies should be accompanied by a Demand Draft for Rs. 400/- drawn in favour of **Organising Chairman, JMET 2009** on any nationalised bank payable at **Kanpur**. Such request should reach The Chairman GATE, IIT Kanpur latest by November 28, 2008.

#### Submission of JMET 2009 on-line Application Form

Send the duly filled in downloaded Application Form with your signature and a recent colour photograph pasted on it **ONLY** to:

**The Chairman GATE  
Indian Institute of Technology Kanpur  
Kanpur – 208 016**

You are advised to mail your JMET 2009 on-line Application Form (downloaded from IIT Kanpur website after duly filling the same, pasting your photograph on the application form and signing the form) **only** by **Speed Post** and retain the receipt **or you may also hand-over the application form personally to the GATE Office, IIT Kanpur.**

#### Please note:

1. The on-line Application Form must be filled exactly as per the instructions.
2. Please keep a zerox copy of the completed application form and the draft with you for the record.
3. Last date for receiving the completed JMET 2009 on-line Application Form at the GATE office, IIT Kanpur is **October 17, 2008.**
4. Incomplete Application Form (without your photograph and signature) is liable to be rejected.
5. GATE Office, IIT Kanpur will post you the JMET 2009 Admit Card by Speed Post to your given address by **November 17, 2008.**
6. For any enquiry until the Admit Card is received, please quote the Application Number in your correspondence.
7. If you do not receive your admit card by **December 5, 2008** you should contact the GATE Office, IIT Kanpur (0512 2597412) or visit the website <http://www.iitk.ac.in/gate> to know the Registration Number and the address of the Test Centre.

## Chapter 3

# STRUCTURE OF JMET 2009 AND SAMPLE TEST QUESTIONS

### Test Structure

JMET 2009 will be of 3 hours duration. The test will consist of 120 questions (objective / multiple-choice type) in the following four sections:

#### 1. Verbal Communication

This section aims to test the candidate's comprehension of and interpretative abilities in English as a language of business. Given the potential manager's decision-making roles, this section seeks to examine the candidate's felicity with common forms of English expression, grammar and usage in business that would enable him/her to extract essential information from a variety of data, and arrive at an informed decision. Regular analysis of business articles and non-fiction prose, besides a firm grasp of communicative English grammar would be helpful in preparing for this section.

#### 2. Logical Reasoning

This section consists of analytical reasoning, argument analysis, and analysis of explanation questions.

#### 3. Quantitative Ability

This section aims to test the candidate's understanding of **Basic Mathematics** (*Numbers; Operations; HCF and LCM; Fractions, Decimals and Percentages; Ratio and Proportion; Roots and Power; Logarithms; Progressions; Elementary Geometry and Mensuration; Elementary Trigonometry; Introductory Set Theory*), **Linear Algebra** (*Equations and Inequalities; Matrices; Determinants; Simultaneous equations and solutions; Elementary Linear Programming; Elementary differential calculus involving functions of one variable; Elementary integral calculus*), and **Probability and Statistics** (*Types of Data; Frequency Distributions; Measures of Central Tendency and Dispersion; Probability Concepts: Basic Outcomes, Events, Sample Spaces; Probability Calculations: Counting Rules using Permutations and Combinations, Unions and Intersections, Complementary Events, Mutually Exclusive Events, Conditional Probability and Independent Events; Binomial, Poisson and Normal Random Variables; Correlation and Simple Linear Regression*) for their use in business applications such as Partnership and Shareholding; Present Worth and Discounts; Depreciation; Demand and Supply; Cost and Revenue, and common applications such as Banking Transactions; Inventories; Mixtures; Time and Work; Time and Distance; Pipes and Tanks; Estimation of time, distance, area, volume, effort, etc.

#### 4. Data Interpretation

This section aims to assess the ability of the examinee to make valid interpretations from a given data set. The section also assesses the ability of the examinee to understand data in different representative forms such as simple tables, histograms, pie charts, graphs, scatter diagrams, etc. Although involved calculations are not expected, simple data manipulations would be required.

**There is negative marking for incorrect answers. For a wrong answer to a question, 25% of the marks allotted to that question will be deducted. Moreover, for a candidate to be qualified in JMET 2009, he/she should, not only, secure certain minimum marks in the test paper, but also, should necessarily obtain certain minimum marks in each of the four sections stated above.**

### General instructions

1. You should be in your assigned seat at the Test Centre latest by 9:30 hrs.
2. You should bring the following to the Test Centre:
  - a. Your JMET 2009 Admit Card, without which you will not be allowed to take the test.
  - b. Black Ballpoint pen, HB pencil(s), eraser(s) and sharpener(s).

**Calculators, electronic diaries, cell phones and similar electronic gadgets will not be allowed in the examination hall.**
3. The test begins with the distribution of the Test Booklets. 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.
4. Do not break the seal of the Test Booklet till you are told to do so.
5. Without breaking the seal, take out the Objective Response Sheet (ORS) from the Test Booklet and verify that it has the same code printed on it in large letters as on the cover of the Test Booklet. If the two codes do not match, or the Test Booklet does not contain the ORS, the Test Booklet must be exchanged immediately with a new sealed Test Booklet. The candidate must not mark the answers on an ORS having a code different from the code printed on the Test Booklet.
6. Fill in all the information required on the right hand side of the ORS and sign where indicated using ballpoint pen. Use HB pencil for darkening the bubbles corresponding to your Registration Number on the ORS. Use extreme caution in filling the appropriate bubbles. Information on the right half of the ORS should be written using ballpoint pen wherever indicated. No distinctive mark of any sort is to be put anywhere on the ORS.

7. Open the seal of the Test Booklet only after you are instructed to do so by the invigilator. Each section contains several questions. You should read the directions for each section of the test carefully.
8. The left hand side of the ORS must be filled in with HB pencil only. The answers to the questions are to be marked by darkening the bubbles corresponding to the letters A, B, C or D. A soft eraser should be used for erasing any darkened bubble if required.
9. Nothing should be written either in ink or in pencil, in the space used for printing the Barcode on the ORS. If the candidate tampers with the Barcode, he/she will be disqualified.
10. All the rough work should be done only on the blank pages/regions of the Test Booklet. No extra papers will be provided.
11. Once the test starts, you will not be allowed to leave the examination hall for any reason until the test is over and all other formalities are completed.
12. You should remain seated after completing the test. The invigilator will collect the ORS. You will be allowed to leave the hall only after the ORS, from all the candidates, in your hall have been collected and accounted for.

Candidates found violating the instructions of the Test / Invigilator, will be disqualified. Any candidate giving assistance or seeking / receiving help from any source in answering questions or copying in any manner in the test will forfeit his/ her chance of being considered for admission.

**Note: In all matters concerning admission through JMET 2009, the decision of the admitting Institutes will be final and binding on the applicant.**

Sample questions for each of the four sections are provided below. Note that these are only indicative of the *type* of questions that can be expected in the test.

### Section 1: Verbal Communication

**Directions: In Question 1 carefully read the sentence given below and identify the grammatically INCORRECT option to fill in the blank.**

- Q. 1: This strategy has proved very successful for Nike, but to keep ahead of competition they must keep \_\_\_\_\_ new factory sites and sourcing cheap workers.
- (A) searching                      (B) exploring                      (C) surveying                      (D) scrutinising

**Directions: In Question 2, select the pair of words that best expresses a relationship SIMILAR to the pair in CAPITAL letters.**

- Q. 2: PROVINCIALISM : PAROCHIALISM
- (A) Dilettante : Inexpert                      (B) Miscegenation : Mitigation  
(C) Meretricious : Sober                      (D) Decadent : Resplendent

**Directions: Question 3 consists of four groups of jumbled phrases, only ONE of which is grammatically correct. Identify the CORRECT option.**

- Q. 3: (A) matured, venture capital has undergone still another redefinition, returning / at least in part to its early roots in funding mature / now as the technology business has / businesses, in technology and in other segments as well
- (B) energy and financial services / areas and has been a leading in information technology, media / the firm has invested across many industry / and communications, telecommunications, healthcare,
- (C) in the area of new ventures that, I might one day return to help put / I left the Gaeltacht convinced that the way to / in place the very infrastructures needed to create a sustainable and thriving economy / save this island of Irish tradition is to work
- (D) the consequence of that - in part – is / companies with good people that are just farther along / that have gone public in the past that are still good, / that their are a lot of orphans out there among companies

**Directions: Questions 4 – 7 relate to the passage given below:**

Visualisation is the three-dimensional, multicoloured, singing-and-dancing version of affirmations that enables the subconscious to prefigure future achievement or success. It is a basic and fundamental human attribute, and one that can literally be the difference between surviving and not surviving.

When Victor Frankl, the Freudian psychologist, was examining the discriminating factors that enabled him, and many like him, to survive in the hell of the Nazi concentration camps, the key factor was the ability to visualise. All survivors had a vision of something beyond their current suffering, something more worthwhile, and something worth hanging on for.

This underlines the importance of each individual having a vision of something, outside and larger than herself, that gives her life some meaning. The very existence of a mission lifts the eyes to something more meaningful and enduring – and in so doing provides something to live for – at times when quiet surrender could be an attractive option. Such a vision gives a further *raison d’etre* for integrity, by providing a purpose that binds together the core values that make up self-worth.

One of the most powerful – and difficult to achieve – applications of visualisation is to focus your mind daily on the person you intend to become. Create a clear mental picture of that person – and see it in full colour, and add sounds and smells, if they are appropriate. The emotional values you add to the visualisation are vital in making the full connection to your subconscious, which acts only on thoughts that are mixed with emotions. These techniques are, of course, widely validated in fields like sport and business, where the peak performers are nearly all visualisers. They all see, feel, and fully experience their success before they achieve it.

Q. 4: Which of the following statements, in the light of the above passage, is NOT correct?

- (A) Visualisation is the affirmation of the subconscious
- (B) Visualisation is three dimensional, multicoloured and auditory
- (C) Visualisation is a basic and fundamental quality of human mind
- (D) Visualisation can make a significant difference in terms of our very existence

Q. 5: The above passage DOES NOT deal with

- (A) uses of visualization
- (B) quality of visualization
- (C) techniques of visualisation
- (D) illustrations of visualisation

Q. 6: Which of the following observations CANNOT be directly inferred from the above passage?

- (A) Concentration camp survivors visualized beyond their current suffering
- (B) Emotional values help one's subconscious to connect to visualisation
- (C) Visualisation involves the ability to focus on the person you want to become
- (D) The existence of a goal beyond one's current situation gives one a sense of purpose

Q. 7: "*Raison d'etre*" as it is used in the above passage means

- (A) the most important need
- (B) the most important inference
- (C) the most important consequence
- (D) the most important reason

## Section 2: Logical Reasoning

Q. 8: Arun is taller than Vivek. Harish is taller than Vivek, but shorter than Arun. Divya is taller than Harish, while Ramya is shorter than Arun. Which of the following statements is necessarily true?

- (A) Ramya is shorter than Harish
- (B) Divya is taller than Vivek
- (C) Divya is taller than Arun
- (D) Ramya is shorter than Harish, but taller than Vivek

Q. 9: On the basis of the following two statements, determine which of the stated conclusions can be logically inferred:

- (1) All artists are eccentric
- (2) Most skaters are artists.

*Conclusion:*

- (A) Some skaters are not eccentric.
- (B) Most skaters are eccentric.
- (C) All skaters are eccentric
- (D) Most artists are skaters.

**Directions: The sentences given in Question 10 when properly sequenced, form a coherent paragraph. Each sentence is labelled with a number. Select the most logical order of the sentences in each case.**

Q. 10: (i) If profit margins are eroded, an Internet store may go out of business, (ii) Internet stores must deliver their products to their customers' homes (iii) Home delivery implies that logistics costs erode the available profit margins for an Internet store. (iv) High logistical costs could account for the failure of many online grocers.

- (A) (iv)-(ii)-(iii)-(i)
- (B) (i)-(ii)-(iii)-(ii)
- (C) (ii)-(iii)-(i)-(iv)
- (D) (ii)-(iv)-(iii)-(i)

**Directions: Answer Questions 11 and 12 based upon the following passage.**

Eight entrepreneurs (J, K, L, M, N, O, P, Q) are selected for excellence awards for their outstanding contributions to business. Besides nurturing their own industries, two of these entrepreneurs, viz., J and L, also patronize the telecom industry while two others, viz., M and P, also patronize the computer industry. In arranging the seats, it was decided that the entrepreneurs who patronize other industries in addition to their own should not be seated together.

Q. 11: Which one of the following combinations is possible in the seating arrangements?

- (A) KMLNJ
- (B) JPQOL
- (C) JKLMN
- (D) JOLPQ

Q. 12: In order to ensure a proper seating arrangement, M should sit between

- (A) N and O
- (B) K and J
- (C) L and N
- (D) O and P

### Section 3: Quantitative Ability

**Directions: Answer Questions 13 and 14 based upon the following passage.**

The Indian cricket team's selection board has to select 16 players in its team for an away tour to Australia and New Zealand. There are a total of 34 probables at the selection camp. The table below indicates the number of players available in different specialist categories and the corresponding number to be selected in the team. Each player belongs to one and only one category, and the categories are mutually exclusive and collectively exhaustive. Assume that within each specialist category the players have an equal chance of being selected.

Specialist Category	Available	To be selected 'K'
Opening Batsman	6	$2 \leq K \leq 3$
Middle-order (No.3 to 6)	10	$5 \leq K \leq 7$
All-rounder	4	$1 \leq K \leq 2$
Wicketkeeper	4	$1 \leq K \leq 2$
Pace Bowler	5	$3 \leq K \leq 4$
Spin Bowler	5	$2 \leq K \leq 3$

Q. 13: In how many ways can a team be chosen if all three Opening Batsman and both Wicketkeeper probables are chosen?

- (A)  $10C_5 4C_1 5C_3 5C_2$  (B)  $24C_{11}$  (C)  $10C_5 + 4C_1 + 5C_3 + 5C_2$  (D) None

Q. 14: In addition, what is the probability that all four Pace Bowler probables will be selected given that both All-rounders are selected?

- (A) 0 (B)  $1/4$  (C)  $4/34$  (D) None

Q. 15: A hotel charges different prices for the same meal in two different locations. The demand function in each location is given by:

$$P_1 = 50 - 4Q_1 \quad \text{in Location 1.}$$

$$P_2 = 80 - 3Q_2 \quad \text{in Location 2.}$$

The hotel's cost function is  $TC = 120 + 8Q$ , where  $Q = Q_1 + Q_2$ . Note that in general, the profit is maximized at  $Q^*$  when  $(dTC/dQ) = (dP/dQ)$ . The price and quantity at Locations 1 and 2 respectively for which the hotel's profit is maximized are:

- (A)  $P_1 = 29.2$   $P_2 = 44$   $q_1 = 5.2$   $q_2 = 12$  (B)  $P_1 = 44$   $P_2 = 29.2$   $q_1 = 5.2$   $q_2 = 12$   
 (C)  $P_1 = 44$   $P_2 = 29.2$   $q_1 = 12$   $q_2 = 5.2$  (D) None

Q. 16: The present rate at which furnace oil (in '000 litres) is consumed monthly by a large engineering company is estimated as:

$$\text{Consumption rate} = dQ/dt = 1560e^{0.012t} \quad \text{where, 't' is in months.}$$

The ratio of consumption during the first ten months to the next ten months is:

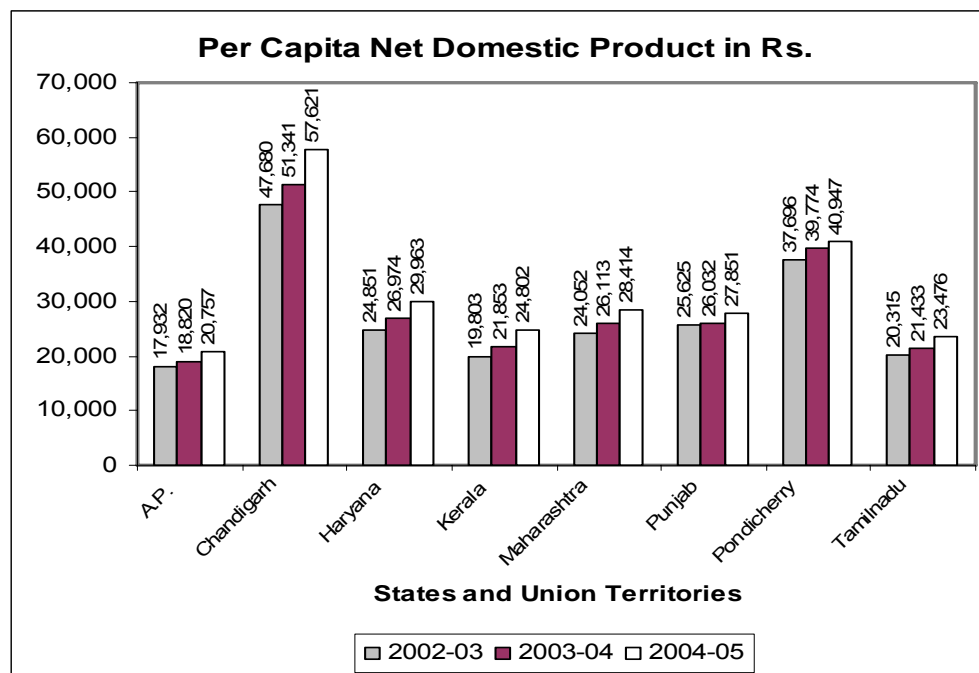
- (A) 0.89 (B) 1.12 (C)  $1/2$  (D) None

Q. 17: A carpenter employed on casual basis in a firm agrees to accept Rs.2000/= for the first week of his work. He negotiates for his pay to be raised by 1% every subsequent week. After serving for 10 weeks, he renegotiates his pay at Rs.2500/= for the next immediate week and a 2% raise every subsequent week. The total amount he would earn at the end of 30 weeks, and the average pay per week for the entire period of his work are:

- (A) 33934.5 and 2262.3 (B) 33528.6 and 22352.3  
 (C) 33224.3 and 2163.5 (D) None

## Section 4: Data Interpretation

Directions: Questions 18 - 23 are based on the following bar chart showing trends of the per capita net domestic product in some States and Union Territories (UTs) of India:



- Q. 18: The average of values of per capita net domestic product for the States / UTs in 2002-03 lies between Rs.
- (A) 20,000-25,000      (B) 25,000-30,000      (C) 30,000-35,000      (D) 35,000-40,000
- Q. 19: For which State / UT was the per capita net domestic product farthest from the average of values of per capita net domestic product of the States / UTs in 2002-03?
- (A) Chandigarh      (B) A.P.      (C) Kerala      (D) Pondicherry
- Q. 20: Which of the following States / UTs had the highest growth rate in per capita net domestic product between 2002-03 and 2004-05?
- (A) Kerala      (B) Haryana      (C) Chandigarh      (D) A.P.
- Q. 21: The number of States / UTs with more than Rs. 2000 rise in per capita net domestic product in any year over the previous year was
- (A) 5      (B) 6      (C) 7      (D) 8
- Q. 22: Which of the States / UTs had less than half the per capita net domestic product of Chandigarh in each of the three years?
- (A) A.P., Kerala and Punjab      (B) A.P., Kerala and Tamilnadu  
(C) A.P., Kerala and Haryana      (D) A.P., Haryana and Tamilnadu
- Q. 23: The ratio of per capita net domestic product of a large developed (G7 member) Asian country with per capita net product of US \$ 40000, to per capita net domestic product of the richest State / UT among the given eight States / UTs in 2004-05 (assuming US\$ 1= Rs.40) is in the range of
- (A) 15-20      (B) 20-25      (C) 25-30      (D) 30-35

## Chapter 4

### BRIEF PROFILES OF SCHOOLS / DEPARTMENTS OF MANAGEMENT OF PARTICIPATING IITs

After qualifying JMET 2009, a candidate has to apply separately to each of the schools / IITs wherein he / she wishes to seek admission. The application duly filled in and signed must reach the concerned Institute by January 30, 2009.

Group Discussions (GD) and Personal Interviews (PI) for candidates seeking admission will be held at the respective Institutes.

The procedure to be followed for admission and the profiles of various schools / departments are given in the following pages.

- Shailesh J. Mehta School of Management, IIT Bombay
- Department of Management Studies, IIT Delhi
- Department of Industrial & Management Engineering, IIT Kanpur
- Vinod Gupta School of Management, IIT Kharagpur
- Department of Management Studies, IIT Madras
- Department of Management Studies, IIT Roorkee

**NOTE:**

**LAST DATE FOR THE RECEIPT OF APPLICATIONS FOR ADMISSION BY ALL THE ADMITTING INSTITUTES: JANUARY 30, 2009.**



## INDIAN INSTITUTE OF TECHNOLOGY BOMBAY

The Indian Institute of Technology Bombay was established in 1958 as an institute of national importance by an enabling act of the Indian Parliament. IIT Bombay was the second such institute to be established for providing leadership in education and research with a focus on Technology and Science. Over a period of more than four decades, about 23,000 students have graduated from the Institute with Bachelors, Masters and Ph.D. degrees. IIT Bombay has now established itself as a leading institution for education and research in Engineering, Science, Social Sciences, and Management.

The Institute can boast of one of the best locations in India with the Powai and Vihar Lakes in the vicinity of the campus, and verdant hills in the neighborhood. The Institute is located in a 220 hectare green campus in the North-eastern suburbs of Mumbai. The campus is a self-contained community with all day-to-day facilities in easy access. There are two banks, post-office, and a hospital. For the athletically inclined, the campus boasts of a swimming pool, tennis and badminton courts, playgrounds for field games, and excellent hiking and biking trails amongst the surrounding hills and lakes.

### Shailesh J. Mehta School of Management

Since its establishment in 1995, the Shailesh J. Mehta School of Management (SJMSOM) has emerged as one of the leading management schools in the country (ranked 10<sup>th</sup> overall, and 1<sup>st</sup> amongst new B-schools in the Business World – Cosmode survey, September 2003; and 6<sup>th</sup> in the TNS – Business Barons' survey of CEO's in January 2004). The School has been generously supported by ICICI Ltd, Hindustan Lever Ltd, Larsen and Toubro Ltd, Hindi Vidya Bhavan, Ministry of Human Resource Development, and Dr. Shailesh J Mehta, who is a distinguished alumnus of IIT-Bombay, and in whose honor the School has been named. By establishing strong linkages with other academic units in IIT and, industry, the School provides a rich blend of perspectives in management. The School, through its academic programmes, seeks to fulfill the growing and acute need felt by Indian organizations for managers equipped to deal with rapid technological change.

### Academic Programmes

Academic Programmes at the Shailesh J. Mehta School of Management include:

- Postgraduate programme in management leading to the award of *Master of Management* degree.
- Doctoral programme in management leading to the award of *Ph.D.* degree.
- Management Development Programmes for working executives

### Library and Information Resources

Students of SJMSOM have access to dedicated library and information resources in the School, and at IIT Bombay. These resources include books, journals, company, market, and economic information, CD-ROM databases, magazines, and reports on management and technology, industry reports, and are comparable to the best in the country. Library is fully computerized.

Online Databases	Full-text electronic journal databases	Library Collection (SJMSOM)	Library Collection (Central Library)
CMIE Prowess	EMERALD	Books: 6,638	Books: 2,02,250
Capitaline	Elsevier Science Direct	Audio Visual Material: 337	Electronic Journals: 4,300
Business Beacon	ABI/Inform	Thesis & Dissertation: 549	Printed Journals: 1,200
CII Directory	EBSCO	MDP Reports: 55	

### Computing

The computing infrastructure in the School was further strengthened, with system upgrades as well as some new hardware and software acquisition. With these acquisitions, the School now has around 139 PCs for general student use, individual PC's with for faculty and research scholars, 4 mail, web and file servers, 3 Laptops, 30+ printers, 1+ scanner, 1 Copier Printer, 7 LCD projectors, 1 Digital camera, video conferencing system, thin client LAB and a range of industry-standard application software that includes: simulation software (Arena), statistical software (SAS), SPSS 11. In addition, the School has access to centralized computing resources of the Institute, which are amongst the best in the country. All computers are networked through a switched 100 Mbps Ethernet LAN, which is connected to the Institute's Gigabit Ethernet backbone. The School has alliance with Microsoft, which has provided all soft wares through this alliance programme.

### Accommodation

Students are provided accommodation in the Institute hostels, with access to the Institute LAN from individual hostel rooms.

### Support and Linkages

The School enjoys the generous support of a number of leading industries and organizations. Collaborative relationships exist with the University of Connecticut, Department of Scientific and Industrial Research, Govt. of India; J L Kellogg Graduate School of Management, Northwestern University; Qimpro College, Mumbai; Hoseo University, Korea, SISL and WIPO.

### Master of Management Programme

The Master of Management (M.Mgt.) Programme is a two-year **full time** postgraduate programme. The programme is oriented towards the needs of contemporary businesses.

### Programme Structure

Students take core courses in all functional areas of management during the first two semesters. At the end of the first year, students normally undertake an eight-week summer project in an organization of their choice. In the third and fourth semesters, students choose electives in their areas of interest, in addition to core courses. In the fourth semester, the students may opt for a project in lieu of 12 credits of courses. Most of the courses (4-credit) in the School are organized as half semester courses, thus allowing students to complete as many as ten courses in a semester. Students are also allowed to pursue related courses from other departments in IIT Bombay.

## Course Curriculum

(L = Lecture hours, T = Tutorial hours, P = Practical hours, C = Credits)

Year	First Semester	LTPC	Second Semester	LTPC		
<b>F I R S T</b>	MG 603	Statistical Methods	2004	MG 611	Operations Management-I	2004
	MG 615	Decision Models in Management	2004	MG 612	Operations Management – II	2004
	MG 651	Communication and Presentation Skills	2004	MG 616	Management of Human Resources	2004
	MG 661	Financial Accounting & Control	2004	MG 625	Legal Aspects of Business	2004
	MG 663	Cost Accounting and Control	2004	MG 662	Financial Management – I	2004
	MG 664	Management Information Systems	2004	MG 673	Financial Management – II	2004
	MG 665	Managerial Economics	2004	MG 712	Introduction to Marketing	2004
	MG 666	Management of Information Technology	2004	MG 692	Marketing Management	2004
	MG 667	Economic Environment and Policy	2004	MG 693	Management of Technology -I	2004
MG 771	Organisational Behavior	2004	MG 694	Management of Technology -II	2004	
	Total Credits	40		Total Credits	40	
Summer Training						
Year	Third Semester	LTPC	Fourth Semester	LTPC		
<b>S E C O N D</b>	MG 655	Corporate Strategy	2004	MG 670	Leadership and Vision	2004
		Electives	34-36		Electives	34-36
		Total Credits	38-40		Total Credits	38-40

**Minimum Credit Requirements for the Master of Management Programme = 156**

### Elective Courses

#### 1. Technology and Operations Management

Sr. No	Course Number	Course Name	LTPC	Sr. No.	Course Number	Course Name	LTPC
1.	MG 623	Quality Management	2004	8.	MG 649	Operations Strategy	3006
2.	MG 631	Innovation Management	2004	9.	MG 652	Maintenance Management	2004
3.	MG 632	Technology Forecasting and Assessment	2004	10.	MG 654	Logistics and Supply Chain Management	2004
4.	MG 634	Project Management	2004	11.	MG 657	Technology Evaluation, Negotiation and Acquisition	2004
5.	MG 635	Manufacturing Strategy	2004	12.	MG 659	World Class Manufacturing Systems	2004
6.	MG 640	Design Management	2004	13.	MG 669	Technology Systems, Environment and Policy	2004
7.	MG 641	Materials Management	2004	14.	MG 697	Service Operations Management	2004

#### 2. Economics and Strategy

1.	MG 626	Applied Industrial Organization	3006	6.	MG 680	International Trade	2004
2.	MG 629	Aviation Business Strategy	2004	7.	MG 706	WTO and Indian Business	2004
3.	MG 647	Innovation and Entrepreneurship	3006	8.	MG 708	Insurance and Risk Management	2004
4.	MG 658	Public Investment Planning and Pricing	2004	9.	MG 779	Indian Business in Transition	2004
5.	MG 675	Strategic Transformation	2004				

#### 3. Finance and Accounting

1.	MG 643	Management of Financial Institutions	2004	6.	MG 682	Security Analysis and Portfolio Management	2004
2.	MG 676	Valuation, Mergers, Acquisitions and Corporate Control		7.	MG 703	Fixed Income Securities	2004
3.	MG 677	Financial Engineering	2004	8.	MG 775	Derivatives and Risk Management	2004
4.	MG 679	Management Control Systems	2004	9.	MG 781	Business Analysis and Valuation	2004
5.	MG 681	International Finance	2004	10.	MG 782	Strategic Financial Management	2004

#### 4. Marketing Management

1.	MG 605	Brand Management	3006	6.	MG 678	Management of Sales and Distribution Channels	2004
2.	MG 614	Industrial Marketing	2004	7.	MG 702	Advertising and Media Management	2004
3.	MG 630	Product Planning and Marketing	2004	8.	MG 772	Customer Relationship Management	2004
4.	MG 639	International Marketing	2004	9.	MG 774	Services Marketing	2004
5.	MG 648	Marketing Research	2004				

#### 5. Systems and IT

1.	MG 602	E Business Strategies and Implementation	2004	5.	MG 645	Systems Analysis and Design	2004
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2.	MG 604	Software Project Management	2004	6.	MG 660	Business Process Reengineering	2004
3.	MG 606	Business Data Systems	2004	7.	MG 704	Knowledge Management	2004
4.	MG 636	Intelligent Systems in Management	2004				

#### 6. Organization Behavior and Human Resource Management

1.	MG 637	Management of Change	2004	4.	MG 687	Business Entrepreneurship Development	3006
2.	MG 644	Systems Approach to Organizational Design	2004	5.	MG 701	Psychometric Methods in Management	2004
3.	MG 674	Managerial Effectiveness Skills	2004	6.	MG 813	Organization Theory	3006

#### 7. International Business

1.	MG 639	International Marketing	2004	5.	MG 681	International Finance	2004
2.	MG 656	Management of International Business	2004	6.	MG 695	Managing International Business and Policy	3006
3.	MG 680	International Trade	2004	7.	MG 785	Managing with New Business Models in the Knowledge Economy	2004

#### 8. Quantitative Methods & Decision Sciences

1.	MG 646	Systems Dynamics	2004	4.	MG 689	Large Scale Optimization	3006
2.	MG 653	Simulation of Business Systems	3006	5.	MG 691	Multivariate Data Analysis	3006
3.	MG 685	Business Forecasting	2004	6.	MG 811	Analysis and Modeling of Risk and Uncertainty	3006

#### 9. General Management/Entrepreneurship

1.	MG 608	Managing Intellectual property	2004	4.	MG 687	Business Entrepreneurship Development	3006
2.	MG 633	Management of New Ventures	2004	5.	MG 688	Corporate Governance	2004
3.	MG 683	Environmental Management	2004				

#### 10. Project

MGP 601 Project Work 12 Credits

#### 11. Institute Electives to be offered by Shailesh J. Mehta School of Management.

MG 614	Industrial Marketing	2004	MG 687	Business Entrepreneurship Development	3006
MG 626	Applied Industrial Organization	3006	MG 695	Managing International Business and Policy	3006
MG 637	Management of Change	2004	*MG 696	Engineering Project Management	3006
MG 647	Innovation and Entrepreneurship	3006			

\*MG696 is not available for M. Mgt students.

Elective courses in SJMSOM cover the complete range of specializations and areas within management. In addition, students can, and do, take courses from other departments in the institute, such as IE&OR, KReSIT, HSS, and Industrial Design Center.

#### Faculty

SJMSOM currently has core faculty members, adjunct faculty members, associate faculty members from other departments of IIT, and guest faculty from the corporate sector.

#### Core Faculty

Anand Patwardhan, Ph.D., Carnegie Mellon University, Professor	S. Bhargava, Ph.D., Gujarat University, Professor
Atanu Ghosh M.Tech, IIT Delhi, PGDM, IIM Ahmedabad, Associate Professor	S.V.D. Nageswara Rao, Fellow, IIM, Ahmedabad, Associate Professor
Dinesh Sharma, Fellow, MDI, Gurgaon	S. Narayan Rao, Ph.D., IIT Madras, Associate Professor
Gajendra Kumar Adil, Ph.D, University of Manitoba, Canada, CPIM, Associate Professor	Sanjaya Singh Gaur, Ph.D., BITS Pilani, Associate Professor
Indrajit Mukherjee, Ph.D., IIT Kharagpur	Shishir Kumar Jha, Ph.D., Syracuse University, Assistant Professor
Hans Huber, Ph.D., HEC Geneva, Switzerland	Ms. Trupti Mishra, Ph.D., IIT Kharagpur
Ms. Karuna Jain, Ph.D., IIT Kharagpur; Professor	Ms. Usha Ananthakumar, Ph.D., IIT Bombay, Associate Professor
Pankaj Dutta, Ph.D., IIT Kharagpur	Varadraj Bapat, Ph.D., IIT Bombay
Rahul Patil, PhD, University of Colorado, Boulder, USA	Vinish Kathuria, Ph.D., IGIDR, Mumbai
R.M. Sonar, Ph.D., University of Pune, Assistant Professor	

#### Distinguished Guest Professors

Jahar Saha, PhD, Case Western, ex-Director, IIM Ahmedabad
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#### Adjunct Faculty

A.T. Kusre, M. Tech., IIT Bombay	Kamal Sharma, Ph.D., IIT Bombay
Ramesh Bhat, Ph.D., Delhi University	Damodar Rath, M. Tech., IIT Bombay

#### Placement

Ten batches of students have been placed in a range of private and public sector companies and multinational corporations. The School has achieved 100% on campus placement so far. Placements are usually completed during a placement week in

the first week of January on campus. A student-led placement committee, supported by a faculty coordinator forms the placement office, which explores career opportunities and facilitates placement of students.

This year, SJMSOM reached another milestone by placing its entire batch in eight hours on Day One (January 4<sup>th</sup>, 2007) of the placements. 47 companies participated in the placement process. The batch of 58 students was given a total of 141 job offers, approximately 2.43 job offers per student. This included the pre-placement offers to students as a result of their summer internship with companies. Some of the regular recruiters are mentioned below:

ABN Amro Bank	E-funds	IDBI Bank	Polaris
Accenture	Elbee	Idea Cellular	Progeon
Adventity	Ernst & Young	Iflex	Providian Financial
Anand Group	Evalueserve	Inductis	PWH
Aranca	Fractal	Infosys	Ramco
Ashok Leyland	Feedback Ventures	ING – Vysya	Ranbaxy
AV Birla Group	GE	Ingersoll Rand	RPG
Avalon consulting	GE Capital	Intel	SAP India Pvt.Ltd.
Bank of America	GE Oil & Gas	Irevna	Satyam Computers Ltd.
Bennett and Coleman	GECS	ITC	SBI
Bharti Televentures	Geometric Software Solutions Co. Ltd.	J.P.Morganchase	SBI Caps
Birla Management Consultancy	Glaxo Smithkline	JPMC	SBI Life
BirlaSoft	Glenmark	Jumbo Electronics	SISL
BPCL	Global eProcure	Kotak Mahindra Bank & Life insurance	Stallion
Bristlecone	Global Telesystems	Kotak Securities	Standard Chartered and SBI Caps
Cadburys (I) Ltd	Godrej	KPMG	Sybase
Capital One	Godrej & Boyce	Lafarge	Sun Microsystems
Capgemini	Godrej Industries Ltd	L'Oreal	Symphony
Castrol	HCL Perot	Lehman Brothers	Tata Consultancy Services
Cairn India	HCL Technologies	Mahindra British Telecom	Tata International Ltd
Citibank	HDFC Bank	MAQ Software	Tata Motors
Clear Capital	Hero Honda	Marico	Tata Strategic Management group
Cognizant Technologies	HLL	MBT	Tech Mahindra
Colgate-Palmolive	Honeywell	Mckinsey Knowledge Centre	Tholons
Compsoft	HPCL	Microsoft	Times Group & RPG Group
CSC	HSBC	Mindtree Consulting	Trinity Corporation
Cummins India Ltd.	I2	Mphasis	TSMG
Datamatics Technosoft Ltd.	i2 Technologies	Nicholas Piramal	TVS Electronics
Dell International	IBM	Olam International	Universal Consulting
Deloitte	ICI Paints	Oracle SSI	Vyasa Bank
DHL Worldwide Express	ICICI Bank	P&G	Whirlpool
Ernst & Young	ICICI Infotech	Patni Computer Systems Ltd	WIPRO Technologies
Eclerx	ICICI Prudential	Pepsi Foods	Yes Bank
ECS	ICICI Securities	Philips	Zensar Technologies
Edelweiss Capital Ltd	ICRA ImaCS	Photon	

### Admission

Admission to the Master of Management Programme is based on criteria such as the candidate's academic record, work experience, performance in JMET, group discussion and interview.

### Eligibility

- Students with a first class Bachelor's degree in Engineering (or equivalent) or first class Master's degree in Science are eligible for admission to the M.Mgt. Program.
- Students should have secured min. 60% aggregate marks / min. CGPI of 6.5 out of 10 at the qualifying examination.
- There is a relaxation of 5% in marks or equivalent in CGPI for SC/ST candidates.
- Work experience is desirable but not mandatory.
- Candidates appearing for the final degree examination can also apply. Such candidates, if selected, will be admitted provisionally, provided they complete all requirements for the qualifying degree at the time of joining the course.
- People staying abroad having Indian Passport (NRI)
  - If they have been staying abroad continuously for two years or more (as on 31 Dec 08) and possess minimum qualification prescribed above and have a valid GMAT score (there is no cutoff: shortlisting would be done internally) will be eligible for admission.
  - Candidates who have stayed abroad for less than two years would be considered same as Indian students and will have to qualify through JMET.
- International Students should have
  - cleared TOEFL or IELTS

- b) valid GMAT score (there is no cutoff, shortlisting would be done internally)

Candidates appearing for the final degree examination can also apply. Such candidates, if selected, will be admitted provisionally, provided they complete all requirements for the qualifying degree at the time of joining the course.

### Fees

#### National student

The approximate fee per semester is: Rs.62,500/-. This fee includes; i) tuition fees of Rs.31250/- (waived in case of SC/ST students) and ii) Other specific fees (includes library, teaching aid, computational facilities, single room accommodation) of Rs.31250/-. Mess charges are paid separately by the students amounting to (approximately) Rs.2,500/- per month. In addition to the above fees, students will have to pay a one-time admission fee (Rs.1425/-), and institute, library and hostel (refundable) deposits (Rs.5,000/-). The fee is subject to revision, from time to time.

#### International student

The approximate fee per semester is: \$4000/-. This fee includes tuition and other consolidated fees. Hostel Mess Advance (refundable) of Rs.2,500/-, Semester Mess advance of Rs.10000/-, Hostel charges (\$100) and Use of Institute Facilities (\$100) are paid separately by the students. In addition to the above fees, students will have to pay a one-time admission fee (\$150), registration fees (\$150), International students Association fee (\$50) and Security deposits of \$150 (refundable). The fee is subject to revision, from time to time.

### Financial Aid

A number of merit based scholarships are awarded to students admitted to the programme.

### Application procedure

After qualifying in the JMETS 2009, the following procedure is to be completed by candidates interested in seeking admission to the Master of Management (M. Mgt.) Programme at IIT Bombay. (International candidates may submit their GMAT score in lieu of the JMETS).

Candidates are required to fill the application form available online. The online application form will be available on the website: [www.som.iitb.ac.in](http://www.som.iitb.ac.in) from the last week of December, 2008.

**Step 1:** Obtain a demand draft for Rs.1000/- (Rs.500/- for SC/ST candidates) drawn in favour of "**The Registrar, IIT Bombay**". Fill in the details of this draft and the other details in the application form.

**Step 2:** Send a printed copy of the online Application form, dully filled in and signed, along with the requisite Demand Draft to the following address. For any further details also, write to (superscribing the envelope "Admission to Master of Management"):

**The Deputy Registrar (Academic),**  
**Academic office, Indian Institute of Technology Bombay, Powai, Mumbai – 400 076**  
Phone: (022) 2576 7066 / 7041, Fax: (022) 2572 4041.  
E-mail: [dracad@iitb.ac.in](mailto:dracad@iitb.ac.in)  
Website: <http://www.iitb.ac.in/pgprgm.html>

**Step 3:** Short-listed candidates will be called for Group Discussion and Personal Interview.

**THE LAST DATE FOR RECEIVING DULY FILLED APPLICATION FORM ALONG WITH DEMAND DRAFT IS JANUARY 30, 2009.**

Please note that Group Discussion/Interviews will be conducted during the first week of March 2009. Candidates short-listed for GD/Interview will be intimated by registered post/courier during **February 2009**. Individual regret letters will not be sent to applicants who are not called for GD/Interview.



Indian Institute of Technology Delhi (IITD) is one of the premier teaching, research and consulting institutions in India. The Department of Management Studies (DMS) leads the Management education in the country as one of the oldest within the IIT system. DMS alumni hold, inter-alia, top management positions in the best of Indian as well as multinational companies, both in India and abroad. Faculty of the Department has contributed at the highest policy making levels of the government, academia and industry. Its faculty has had the privilege of designing and initiating two of the seven IIMs. The scholastic and infrastructural resources of the Department include one of India's largest single collections of field reports in Management area. The computational facilities are state of the art and comparable to the best academic institutions globally. DMS also contributes to Management Research by its quarterly International Journal – *Journal of Advances in Management Research*. These achievements are now recognized in various rankings which rate DMS among Top B-Schools in the country. The Department provides excellent environment to the students to hone up various skills. The Department has been able to attract the leading firms of large number of sectors to take part in the campus recruitment. For the last five years, all students have been placed in reputed firms. This year's full placement was achieved on the very first day of the placement week.

### About MBA Programme

Post-graduate education in Management at IIT Delhi has existed for over three decades. More recently, it was christened 'MBA'. The Department currently runs a two-year full time MBA programme with focus on 'Management Systems' and 'Telecommunication Systems Management'. It also runs a three-year part time MBA programme with focus on 'Technology Management' for executives. The students for the following two Full-Time programs are admitted through JMET followed by a group discussion and interview.

### MBA (Full Time) with Focus on Management Systems (60 seats)

With unique features of blending creativity and analytical problem-solving skills, MBA with focus on "Management Systems" is aimed to develop holistic managers who internalize a synthesis of conventional and modern management thinking that can comfortably adapt to changing business requirements. This programme is comprehensive in nature, involving all the business functions-Accounting, Finance, Organization, Operations, HR management, Marketing, and Business computing.

### MBA (Full-Time) with Focus on Telecommunication Systems Management (15 seats)

The emphasis of Telecommunications Systems Management provides a strong foundation in Telecom System Management to become effective managers especially in the Telecom sector. This programme draws Telecom technology inputs from Bharti School of Telecom Technology & Management (BSTTM) of IIT Delhi. Typical employers would be corporations, which provide telecom networks, telecom service providers, and telecom equipment vendors. This programme is also comprehensive in nature, involving all the business functions-Accounting, Finance, Organization, Operations, HR management, Marketing, and Business computing.

### Eligibility

The candidates having the following qualifications are eligible to apply for admission to the MBA programme:

- (i) Bachelor's degree in any branch of Engineering/ Technology /Architecture/Pharmacy/B.Sc. Agriculture Engineering (Minimum 4 years after 10+2)
- (ii) Master's degree in any branch of Physical/Chemical/Mathematical Sciences like Physics, Chemistry, Mathematics, Statistics, Computer Application, Electronic Science, Environmental Science, Operations Research, Computational/Information Science, Agriculture or Master's Degree in Commerce/Economics, CA/ICWAI.

Those appearing in the final year examination may also apply. However, the candidates must finish their final qualifying examination before the last date of registration, i.e. 31<sup>st</sup> July 2009 (exact date to be notified in admission letter). Minimum of 60% marks in aggregate (of all the years/semesters) or 6.75 CGPA on a 10 point scale or equivalent in the above mentioned degree programmes are essential for admission. There is a relaxation of 5% in marks or equivalent in CGPA for SC/ST candidates and as per Institute norms for PH category. Those having applied to IIT Delhi MBA programmes on qualifying the JMET 2009 will be short listed and then invited for a group discussion and interview, which will be held at IIT Delhi.



## Courses in MBA Programme

### Modules

#### Core Courses (3 credits each)

SML710	Creative Problem Solving
SML720	Business Environment and Corporate Strategy
SML730	Organization Management
SML731	Human Resources Management
SML740	Quantitative Methods in Management
SML745	Operations Management
SML760	Marketing Management
SML770	Managerial Accounting and Financial Management
SML780	Managerial Economics

#### Compulsory Audit Courses

(Equivalent to 1 credit each)

SMP791	Computer Laboratory
SMV793	Statistics for Management
SML794	Communication Skills
SMV795	Systems Thinking
SMV895	Management Research Methodology
SMV896	Human Values in Management

#### Focus Module: Management Systems

##### Core Courses (3 credits each)

SML713	Information Systems Management
SML715	Quality and Environment Management Systems
SML716	Fundamentals of Management Systems
SML717	Business System Analysis and Design

##### Electives (Management Systems) (3 credits each)

SML714	Organizational Dynamics and Environment
SML811	Management Control Systems
SML812	Flexible Management Systems
SML813	Systems Methodology for Management
SML815	Decision Support and Expert Systems
SML819	Business Process Re-engineering

#### Focus Module: Technology Management

Core Courses (3 credits each)	
SML700	Fundamentals of Management of Technology
SML701	Strategic Technology Management

SML702	Management of Innovation and R&D
SML703	Management of Technology Transfer and Absorption
SML704	Science & Technology Policy Systems

#### Electives (Technology Management) (3 credits each)

SML704	Science and Technology Policy Systems
SML801	Technology Forecasting and Assessment
SML802	Management of Intellectual Property Rights
SML804	Technical Entrepreneurship

#### Focus Module: Telecommunication Systems Management

##### Core Courses (3 credits each)

SML723	Telecommunication Systems Management
SML726	Telecommunication Systems Analysis Planning & Design
SML728	International Telecommunications Management
SML727	(EE767) Telecommunication Systems

##### Electives Telecom Systems Management (3 credits each)

Available from various areas as listed below. For candidates without adequate background in Telecom Technology, an Audit prerequisite (Bridge course No. EEL882 "Introduction to Telecom Systems" 3 credits) will be recommended on case-to-case basis.

#### Specialization Electives

##### Information Technology Management (3 credits each)

SML815	Decision Support and Expert Systems
SML859	Current Emerging Issues in Information Technology Management
SML850	Management of Information
SML855	Electronic Commerce
SML852	Network Systems: Application and Management
SML853	Software Project Management
SML856	Business Intelligence
SML857	Database Management
CSL768	Information Systems Knowledge Based System Design

#### Finance Management (3 Credits each)

SML870	Advanced Financial Management
SML871	Accounting for Decision Making
SML872	Working Capital Management
SML873	Security Analysis and Portfolio Management
SML874	Indian Financial System
SML875	International Financial Management
SML879	Current and Emerging Issues in Finance

#### Marketing Management (3 credits each)

SML861	Market Research
SML862	Product Management
SML863	Advertising and Sales Promotion Management
SML864	Distribution Management
SML865	Sales Management
SML866	International Marketing
SML867	Industrial Marketing Management
SML869	Current and Emerging Issues in Marketing Management

#### Operations & Manufacturing Management (3 credits each)

SML840	Manufacturing Strategy
SML843	Supply Chain Logistics Management
SML844	Systems Reliability, Safety and Maintenance Management
SML845	Total Project Systems Management
SML846	Total Productivity Management
SML849	Current and Emerging Issues in Manufacturing Management
MEL661	Materials Management
MEL667	Group Technology and Production Strategy
MEL783	Automation in Manufacturing

#### Strategic Management (3 credits each)

SML820	Global Business Environment
SML821	Strategic Management
SML822	International Business
SML823	Strategic change and Flexibility
SML824	Policy Dynamics and Learning Organization
SML825	Strategic in Functional Management
SML826	Business Ethics
SML827	International Competitiveness

SML 828	Global Strategic Management
SML829	Current and Emerging Issues in Strategic Management
SMC891	Strategic Leadership Practice

#### Organization Management (3 credits each)

SML830	Organizational Structure and Processes
SML831	Management of Change
SML832	Managing Innovation for Organizational Effectiveness
SML833	Organizational Development
SML835	Labour Legislation and Industrial Relations
SML839	Current and Emerging Issues in Organization Management
HUL710	Personality Structure and Dynamics

#### Public Sector Management (3 credits each)

SML881	Management of Public Sector Enterprises in India
SML889	Current and Emerging Issues in Public Sector Management

#### Consultancy Management (3 credits each)

SML897	Consultancy process and Skill
SML898	Consultancy and Professional Practices
SML833	Organizational Development
SML845	Total Project Systems Management
SML822	International Business
SML895	Current and emerging issues in Consultancy Management

#### Open Electives (3 credits each)

SML734	Management of Small Scale Industrial Enterprises
SML783	Management Laboratory
SML816	Total Quality Management
SML817	Management of System Waste
SML818	Industrial Waste Management
SML887	Business Law
<b>(Open slot to float new course)</b>	
HUL762	Industrial Economics
HUL738	International Economics
CSL740	Software Engineering
CSL820	Computer Networks

#### Project

SM792	Minor Project (3 credits only for Telecom System Management)
SM890	Project (6 credits)
SM893	Industrial Training
SM894	Seminar

All core and elective courses are of 3 credits each, whereas the compulsory audit courses are of 1 credit each

## Course Fee Structure

Fee structure and payment schedule for the MBA programme is given the table (The institute has right to revise this). Tuition fee of Rs.25,000 per candidate per semester for first four semesters. For International students the fee is US \$6,000 per semester for four semesters. (Hostel and mess fee will be separate).

### The Break-up of fee

At the time of joining		Every subsequent semester	
Tuition fee	Rs. 25,000	Tuition fee	Rs. 25,000
One time fee	Rs. 1,200	Semester Fee	Rs. 1,285
Semester Fee	Rs. 1,285	Others	Rs. 500
Refundable Security Deposit	Rs. 2,000	Total	Rs. 26,785
Alumni Assoc Fee (life)	Rs. 1,000		
Total	Rs. 30,485		

Apart from the above, every student becomes the member of 'Management Systems Society' with a one time fee of Rs.20000/ which is mandatory. Hostel fee, cost of books/course material, placement fee etc are additional as applicable. (Hostel room rent will be Rs.6300 per semester)

## Faculty Profile

Faculty			
<p>Head Surendra S. Yadav</p>  <p>International Finance</p>	<p>Vinayshil Gautam</p>  <p>Organization Management</p>	<p>P.K. Jain</p>  <p>Financial Management</p>	<p>D.K. Banwet</p>  <p>Operations Management</p>
<p>Sushil</p>  <p>Strategic Management</p>	<p>Rajat K. Baisya</p>  <p>Marketing Management</p>	<p>S.K. Jain</p>  <p>Managerial Economics</p>	<p>Kanika T. Bhal</p>  <p>Human Resource Management</p>
<p>M.P. Gupta</p>  <p>Information Systems E-governance</p>	<p>Kiran Momaya</p>  <p>International Competitiveness</p>	<p>Ravi Shankar</p>  <p>Supply Chain Management</p>	<p>K. Chandrashekar Iyer</p>  <p>Project Management</p>
<p>Harish Chaudhry</p>  <p>Marketing Management</p>	<p>Seema Sharma</p>  <p>Economics and Market Research</p>	<p>Jaijit Bhattacharya</p>  <p>IT Management</p>	<p>Mahim Sagar</p>  <p>Marketing Management</p>

## HOW TO APPLY

After qualifying in the JMET 2009 the following procedure is required to be completed by the candidates interested in seeking admission to the Master of Business Administration (MBA) Programme of IIT Delhi.

**Step 1:** Send your request on a plain paper asking for an Application Form along with Self-addressed stamped (Rs.7.00) envelope (Size 9”x4” ) to the Deputy Registrar (PG) Section, Indian Institute of Technology Delhi, Hauz Khas, New Delhi-110016. The application form can also be downloaded from the Website: [www.iitd.ac.in](http://www.iitd.ac.in)

**Step 2:** Obtain a demand draft for Rs.1000/- (Rs.500/- for SC/ST/PH candidates) made in favour of ‘Registrar IIT Delhi’ payable at New Delhi. Fill in the details of this draft on the Application Form as specified.

**Step 3:** Send the Application Form, duly filled in and signed, along with the requisite demand draft to:

The Deputy Registrar (PG)  
Indian Institute of Technology Delhi  
Hauz Khas, New Delhi-110016.

Do not send this application to the GATE Office. Also, if you are sending applications to more than one participating Institute of the JMET, make sure you send the correct form and demand draft to the correct Institute.

**Step 4:** If you have any other questions, please contact The Deputy Registrar (PG), Indian Institute of Technology Delhi on Telephone at 11-26591723, 11-26591737, on Fax 11-26582037, 11-26582277, and email to [mba@dms.iitd.ernet.in](mailto:mba@dms.iitd.ernet.in) (Keep visiting IIT Delhi website: [www.iitd.ac.in](http://www.iitd.ac.in) for updates).

**The last date for receiving your duly filled application form is 30 January 2009.**

Note Important Dates	
JMET 2009 Written Test	14 Dec 2008 (Sunday)
JMET Result	05.1.2009 (Monday)
Issue of forms	05.1.2009
Last date of receipt	30.1.2009 (Friday)
GD+PI	27-28 Feb and 01-02 March 2009 (Fri-Monday)
Results	15 April 2009 (earliest)
New Students to report	23 July 2009
Orientation	24-25 July 2009
Registration	26 July 2009
Classes begins	28 July 2009

Please note that Group Discussion/Interviews will be conducted only at IIT Delhi on the above dates. Candidates short-listed for GD/Interview will be intimated by registered post/courier. Individual regret letters will not be sent to applicants who are not called for GD/Interview.

## Extension Activities

### **Dalmia Research Program on Comparative Management Practices in Asia**

The Department hosted an industry sponsored research programme on Management in Asia. A series of 10 volume publication has been published under the aegis of this research programme.

### **Interdisciplinary Entrepreneurship Development Program**

The Entrepreneurship Program was started at IIT Delhi in 1987. The Program has been recognized as one of the premier sources of research, teaching, training and consultancy in the area of entrepreneurship in India. Several research projects have been completed by the Faculty.

### **SIDBI Program on Entrepreneurship Management**

The programme actively covers Entrepreneurship Management Education and Research. As part of this, SIDBI sponsored three-phase programs are designed, developed and implemented for developing skills and competencies for entrepreneurial ventures.

### **Intellectual Property Rights Cell**

Early initiative began in 1992/1993 towards spreading IPR education. Since then several programmes and conferences have been conducted by the Department, including the 'International Conference on Intellectual Property Education and Training' which was jointly sponsored by WIPO and MHRD in July 2001. IIT Delhi is the first technical institution in the country to have started a

full-semester course on IPRs.

### **Management Development Programs**

The Department has a high profile in the world of learning-training activities and activities related to development of organizations. Major industries of the public & private sector have drawn upon the expertise of the Department.

### **E-learning programs**

Three E-Learning courses IIT Delhi and Macmillan India Limited (MIL) to provide online courses to working executives on the Internet. The 3 courses under this category are Supply Chain Management, Finance for Non-Finance and International Finance. Additionally along with Hughes Escort Communication Ltd. using directWay, two programmes on 'Project Management and 'Operations Management' have also been held.

### **Journal of Advances in Management Research (JAMR)**

Launched in year 2003 by the Hon'ble President of India Dr. A.P.J. Abdul Kalam, this Journal provides a platform for the dissemination of research in current and emerging areas of management. It is a refereed journal and is known for the quality of research papers that appear in it.

### **Center for Excellence in E-governance**

A 'Center for Excellence in E-governance' has been established under a MoU signed between IITD and Sun Microsystems (Banglore) dedicated to promote research in the area of e-governance.



## Associated, Honorary Visiting & Guest Faculty

**Prof Arun Kanda**

Mechanical Engg, IIT Delhi

**Prof. S.G Deshmukh**

Mechanical Engg, IIT Delhi

**Prof. S.Wadhwa**

Mechanical Engg, IIT Delhi

**Prof. V.Upadhyaya**

Humanities & Social Sci., IIT Delhi

**Prof. A. Khurana**

Humanities & Social Sci. IIT Delhi

**Prof. M.Y. Khan**

Ex. Dean, Faculty of Business (Delhi University)

**Prof. Suman Modwel**

School of International Business  
ENPC France

**Prof. Arvind Mahajan**

University of Texas, USA

**Dr. Vinay Bharat Ram**

CEO DCM group

**Mr. Umeshwar Srivastava**

Managing Director  
G.S.Software Solutions Ltd

**Dr. Vinay Kumar**

Ex-Advisor, DSIR

**Mr. Ashok Wahi**

Director, Convergys

**Prof. Stan Kachnowski**

Columbia University, New York

### Industrial Interaction

**Building India Inc**

“Building India Inc”, the annual seminar series organized by Department of Management Studies IIT Delhi, is a podium to highlight the contribution of Corporate India in the Indian Economy and towards making India a developed nation. This seminar is an attempt to bring together the government, corporate and the academia, to deliberate on the issues and challenges facing the nation and share their experiences and views with the larger audience. Building India Inc, witnesses active participation from top people in the corporate world, faculty from leading institutions and students from top B-schools. The event is organised by the students of DMS under the aegis of the Industrial Interaction Committee.

**Rostrum**

Rostrum is a monthly seminar series, with each session focusing on one functional area of management. During the seminar, speakers from the industry come to the campus and give their views on the issues under study. The seminar is an interactive

session thus helping the students to learn from real industry practioners.

**Rostrum Series**

- o Strategy Rostrum
- o HR Rostrum
- o Marketing Rostrum
- o Operations Rostrum
- o Finance Rostrum
- o IT Rostrum
- o Media and Communication Rostrum
- o Telecom Rostrum

**Student Clubs**

- o Marketing Club (The 5th P Prodigy)
- o Finance Club (Finatics Club)
- o IT Club (I-Prabhat)
- o Strategy Club (Club Strategica)
- o Operations Club (OP Centre)
- o HR Club (Resource Dimensions)

The objective of these clubs is to provide students a platform to discuss relevant emerging issues in each of these functional areas. People from the industry are invited to present their views at the sessions of these clubs. These clubs form a part to the industrial interaction committee and help organize the respective rostrums.



## Department of Management Studies

The Department of Management Studies (DMS) has some distinguishing features:

- Heavy research orientation, which is used extensively for designing courses to respond to current industry issues and continuously revise the contents.
- Home to country's first and till date only research program on 'Comparative Management Practices in Asia'.
- A widely acclaimed faculty, which has been invited to teach in various parts of the globe.
- The MBA program with three (3) focus areas namely 'Management Systems', 'Technology Management', and 'Telecom Systems Management'
- One of the pioneering entrepreneurship programs in the country that has obtained funding and support from various agencies including SIDBI.
- Till date over its nearly three decades of existence, over 70 PhDs have been produced.
- The faculty has contributed at the highest policy level committees of Government of India (GoI), served on various boards of corporate entities, as Chairman 'All India Board of Management Education (AICTE)' and contributed to the establishment of 5th Indian Institute of Management (IIM) at Kozhikode; currently two members of the consulting team including the leader, for setting up the 7th Indian Institute of Management at Shillong are from the Department.
- The Department faculty has published over five (5) dozen books and over 1000 papers in various journals and conference volumes.
- World class IT infrastructure with a very high computer to student ratio, a rich software repository that facilitates computer aided instructions and enables hands on experience on leading business enterprise.

Head of Department

## Department of Management Studies

Indian Institute of Technology Delhi

Vishwakarma Bhavan,  
Shaheed Jeet Singh Marg  
New Delhi 110.016

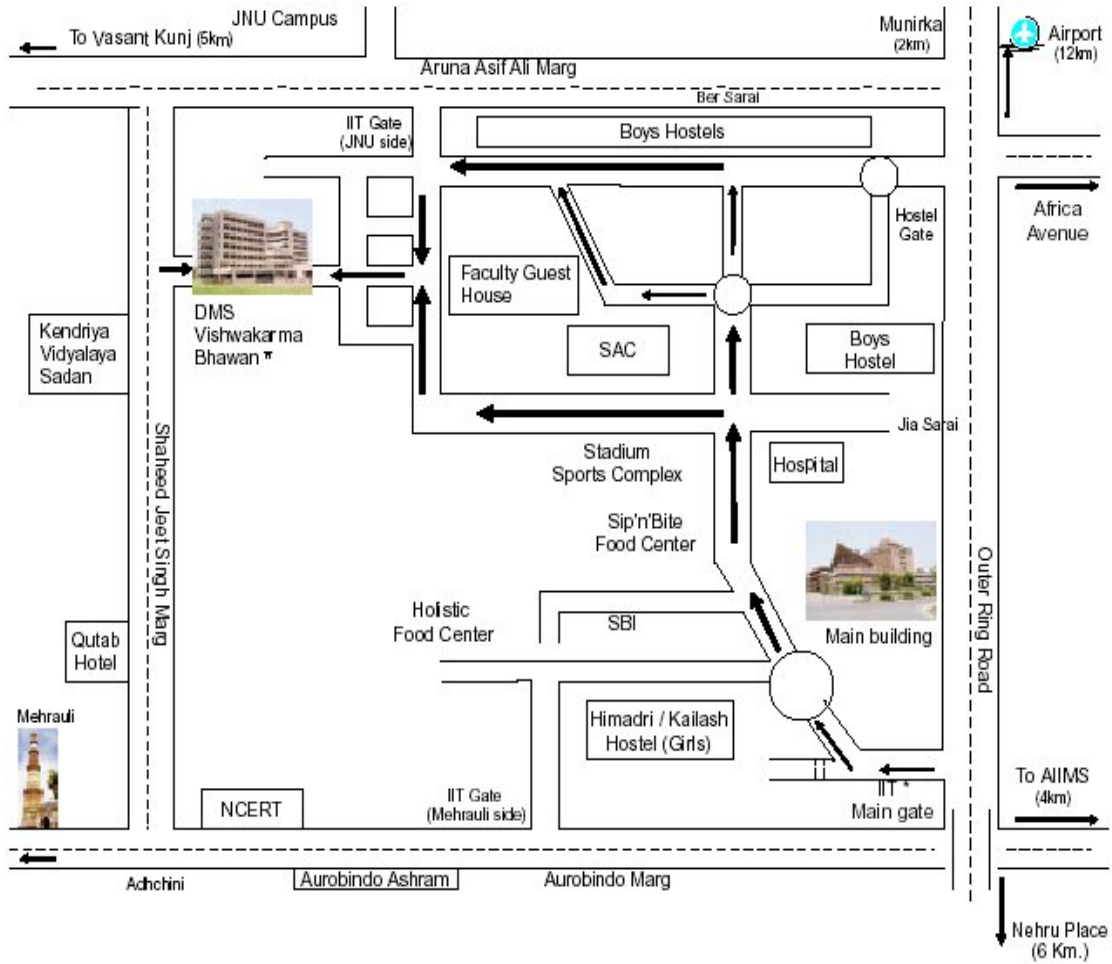
Phone: 91-11-26591171, Fax: 91-11-26862620

E mail: [mba@dms.iitd.ernet.in](mailto:mba@dms.iitd.ernet.in)

<http://www.iitd.ac.in/acad/deptcntr/mgmt/index.html>

<http://www.iitdmba.com>

## How to reach DMS, IIT Delhi?



\* Visitor entry from IIT Main Gate and Vishwakarma Bhawan Gate (Shaheed Jeet Singh Marg)



## INDIAN INSTITUTE OF TECHNOLOGY KANPUR

Globally accepted as a vibrant seat of academic and professional excellence, IIT Kanpur is known for its innovative approaches, participative culture, and academic rigour. It is recognized as a world class teaching and research institution in technology, science, and interdisciplinary programmes.

### THE MBA PROGRAMME: A Collective Endeavour of IIT Kanpur

This MBA programme addresses the emergent complexion of how business is managed in the context of remarkable changes during the last three decades. The rising complexity of the marketplace, a relentless pace of competition through newer technologies, increased globalisation of business operations, declining barriers to trade, and unprecedented changes in the information and communication technologies have all made a **technologically-endowed MBA** essential to the modern enterprise. True to its tradition of innovation, IIT Kanpur introduced its two-year MBA (Master of Business Administration) programme in year 2001. This programme aims at creating business leaders and entrepreneurs by taking advantage of its strengths in technology, computing, and social sciences. The IIT Kanpur MBA has accordingly been crafted to build on the technological strengths and the strong base in humanities and social sciences existing in the Institute.

### PROGRAMME STRUCTURE

The IIT Kanpur MBA programme comprises six distinct aspects:

- Twelve foundation courses, covered during the first year of the programme, are compulsory for all students. These courses cover the basic skills and knowledge required of any business manager in the contemporary world.
- The student spends the following summer to complete a management project in an intern manager's role pre-arranged by the institute at a host enterprise.
- The 2<sup>nd</sup> year opens up the programme to specialisation and elective courses. Students have a choice of six specialisation courses focussed either on Manufacturing or Service sector.
- A wide choice of electives is also offered to the students in 2<sup>nd</sup> year, in order to broaden their areas of familiarity. Electives are offered in Marketing, Finance, IT & Systems, Operations and in General Management.
- Students are also required to do a Special Study or Project in each semester of the 2<sup>nd</sup> year.
- Concurrently, the student attends a series of departmental seminars and participates in discussions and critiques—a compulsory part of the programme.

### COURSE OVERVIEW

#### First Semester

MBA 601: Accounting for Management  
MBA 611: Organisation Structure and Behaviour  
MBA 606: Economic Analysis for Mgmt  
MBA 651: Quantitative Methods  
MBA 641: Computing for Management  
MBA 621: Managerial Communication

MBA 698: Management Seminars

#### Second Semester

MBA 631: Marketing Mgmt  
MBA 607: Financial Mgmt  
MBA 661: Production/Operations Mgmt  
MBA 616: Human Resource Mgmt  
MBA 617: Social, Political and Legal  
Environment of Business

Specialisation I  
MBA 698: Management Seminars

#### MBA 697: Summer Project

#### Third Semester

MBA 623: Strategic Management  
Elective I  
Elective II  
Specialisation II  
Specialisation III  
MBA 699: Special Studies/Project  
MBA 698: Management Seminars

#### Fourth Semester

Elective III  
Elective IV  
Specialisation IV  
Specialisation V  
Specialisation VI  
MBA 699: Special Studies/Project  
MBA 698: Management Seminars

#### Specialisation Courses

MBA 663: Total Quality Management  
MBA 675: Infrastructure Regulation, Policy,  
& Finance  
MBA 665: Manufacturing Planning and Control  
MBA 626: Management of Technology  
MBA 635: Marketing of Services

MBA 633: Marketing Research  
MBA 671: Managing Service Operations  
MBA 664: Supply Chain Mgmt  
MBA 672: Advanced Manufacturing Systems  
MBA 622: Manufacturing Policy  
MBA 613: Organising for Services

## Elective Courses

(This list of elective courses is only indicative. Some of them may not be offered or available for a batch).

Knowledge Strategies & Knowledge Systems	Measuring & Driving Corporate Performance
Corporate Innovation & Entrepreneurship	Managing Change in Organizations
Project Management	Management of High Technology
E-Marketing	International Business
Advertising and Marketing Strategy	Business to Business Marketing
Consumer Behaviour	Enterprise Integration with IT
Management Information Systems	Software Project management
Data Base Management Systems	Simulation of Business Systems
Security Analysis, Derivatives, Portfolio Mgmt	Project Finance and Management
Financial Intermediaries, Financial Institutions, & Regulators	Globalisation State and Corporations
Risk Management in Financial Systems	

**Courses of other Departments:** Students can also take courses from other departments of the Institute as electives.

## FACILITIES

The MBA programme at IIT Kanpur has state of the art interactive teaching facilities that help to augment the endeavor of the faculty in creating both knowledge and opinion leaders. Classrooms, labs and hostel rooms are provided with continuous connectivity through the LAN and Internet facilities. SIIC (SIDBI Innovation and Incubation Centre) is a live management laboratory where MBA students have opportunities to convert their theoretical understanding to solutions for problems faced by the start-up firms. Facilities like lecture halls, seminar rooms and audio-visual aids have been designed to promote learning and interaction.

Excellent recreational and sporting facilities further enrich the environment. The campus has all the amenities for developing the personal, social and academic skills of the community. The institute boasts of an Olympic size swimming pool, tennis courts, basketball courts, football and hockey stadium and various other athletics facilities which help in overall development of the personality. IITK also provides opportunity to learn foreign languages such as French, Japanese and German through the language laboratory. There is also the Students Activities Centre which supports and houses more than 35 hobby clubs including Fine Arts, Photography, Astronomy, Debate, Music, Theatre Workshop and others which allow students to pursue their hobbies, and interests in extra-curricular activities. Gliding and Soaring Centre provides an opportunity for learning gliding.

## KNOWLEDGE RESOURCE

It is necessary to supplement and support the students and faculty with knowledge resources in order to keep themselves abreast of thoughts and latest developments in the corporate field. MBA programme provides its students with a vast database of information in the form of periodicals, journals, CDs, magazines, machine readable databases, technical reports and books in the central as well as departmental library. The P.K. Kelkar library, rated among the best libraries in the nation, has about 3,80,000 books that deal with the various aspects and intricacies of science and management. In addition to this, the library subscribes to about 1500 periodicals and journals thus fortifying its existing setup with a vast repertoire of current knowledge base.

E-resources like online databases and archives of journals have also been provided to facilitate easier access to knowledge. The IME department subscribes to all major online databases like Prowess, Infraline, Alpha, EBSCO, EMERALD, Indiastat, Proquest, Capitaline etc. and is part of INDEST consortium.

In addition, the department subscribes to a gamut of reputed management journals and magazines some of which are:

- Harvard Business Review
- Sloan Management Review
- California Management Review
- Journal of Marketing
- Strategic Management journal
- Journal of Financial Economics
- The McKinsey Quarterly
- Journal of Small Business Management

## ACCOMMODATION

IIT Kanpur is a residential campus and students are required to stay on campus. There are eight halls of residences for male students and two for female students. Networking facilities have now reached the desks of students in their rooms in the halls. A few single bedroom apartments for married students are also available and are allocated on the basis of seniority of the students.

## COURSE FEES

Students of MBA programme are required to pay tuition fee of Rs.25,000/- per Semester. In addition the student has to pay other fees and charges which include hostel room rent, electricity charges, Gymkhana fees etc. which are likely to be approximately Rs.8000/- per Semester. Mess charges are payable on actuals. SC/ST students are exempted from paying tuition fee but are required to pay other fees. Foreign and Non Resident Indians are required to pay tuition fee of US\$ 6,000 per semester. Fees for the year 2009 are subject to revision.

## ELIGIBILITY

A Bachelor's degree in any branch of engineering or technology (AICTE approved) from a University/ Institute with at least 60% of marks or grade point average of 6.0 on a scale of 10.0 in aggregate based on average over the whole programme. Candidates with AMIE or similar distance learning qualification are not eligible for this programme. Candidates with Architecture degree can apply provided they have taken Mathematics at 10+2 level.

Candidates will be selected on the basis of nationally-administered JMET, a group discussion and a personal interview.

Candidates from outside India (foreign nationals and non-resident Indians) will be selected on the basis of academic background and work experience.

### Reservation for SC/ST Candidates

In this programme, 15% seats are reserved for SC candidates, and 7.5% seats for ST candidates. Such candidates who have passed the basic qualifying degree as stated above are eligible to apply irrespective of marks/ grade point average but should satisfy the eligibility requirement of qualifying in JMET. However, while considering their cases only their suitability for the programme is ensured and they are not compared with the candidates belonging to other categories.

### Reservation for OBC (Not belonging to the Creamy Layer) Candidates

For the year 2009, 18% seats are reserved for those OBC candidates who qualify JMET and who do not belong to the Creamy Layer according to the criteria laid down by the Central Government. .

### Reservation for Candidates with Physical Disability

Up to 3% seats are reserved for candidates with physical disability (PD). The reservation to PD category will be applicable to all categories (including General) Horizontally.

## FACULTY

### **Veena Bansal, PhD (IIT Kanpur)**

Information Technology, Document Processing.

### **Jayanta Chatterjee, PhD (IIT Delhi)**

Knowledge Management, Entrepreneurship, Service Management

### **Peeyush Mehta, Fellow in Management (IIM Ahmedabad)**

Operations management, Supply Chain Management

### **Ashok K Mittal, PhD (Case Western)**

Operations Research, Operations Management, TQM, IPR.

### **B.V. Phani, Fellow in Management ( IIM Calcutta)**

Accounting and Finance

### **Runa Sarkar, Fellow in Management ( IIM Calcutta)**

Environmental and Managerial Economics

### **R.N. Sengupta , Fellow in Management ( IIM Calcutta)**

Computational finance, Risk Management, Operations Management

### **Kripa Shanker, PhD (Cornell)**

Operations Management, CIMS, Quantitative Decision Modelling.

### **Narendra K Sharma PhD ( Delhi)**

Marketing, Consumer Behaviour.

### **RRK Sharma, Fellow in Management (IIM Ahmedabad)**

Quantitative Methods, Manufacturing Policy

### **Anoop Singh , PhD ( IGIDR, Mumbai)**

Infrastructure Finance & Regulation , Energy & Environment, Managerial Economics

### **Arun P Sinha, Fellow in Management (IIM Ahmedabad)**

Strategic Management, International Business, Service Marketing.

### **Sanjeev Swami, PhD (University of British Columbia)**

Quantitative Models in Marketing , Strategic Marketing, E- Marketing.

### **Rahul Varman, Fellow in Management (IIM Ahmedabad)**

Human Resource Management & Industrial Relations, Organisation Theory, Globalisation.

### Visiting Faculty

#### **B. Chandra, PhD (Delhi)**

Operations Research, Databases, Data mining and Neural Networks

### Faculty from other departments of IITK/ Adjunct/Guest Faculty

**Subir Raha, Executive Vice Chairman, Hinduja Group** (Distinguished Honorary Professor)

**A K Sharma, PhD (IIT Bombay)**  
Social Systems

**Dipankar Ganguli, Chartered Accountant**  
Corporate law & Taxation

**Jayant Krishna**  
TCS Lughnow

## THE CAMPUS

Preserving its park-like mettle in the cradle of the Gangetic plains, IIT Kanpur is now home to about 5000 undergraduate and postgraduate students and a 350-strong faculty. The Institute has a modern library and state-of-art computing facilities. A self-contained community, it has its own shopping complex, two banks, a hospital, four schools, a new auditorium, and a swimming pool. Residents can be often found to have developed fascination with peacocks, migrating birds and greenery on the campus.

## PLACEMENT

Institute has a placement office to facilitate placement of students. Students from the graduating batches have been fully placed. Some of the companies who have recruited from our campus are:

ABN Amro	Amul	Accenture	Airtight Network
Alstom	Amsoft	Arvind Mills	Ashok Leyland
B&K Securities	Bajaj Auto	Bharati Televentures	BHEL
BPCL	Bristlecone	Boston Analytics	Citibank
Crisil	Eicher	E-serve	ESSAR
GAIL	Genpact	GSPL	HCL Tech
Hero Group	Hexaware	Honda	Hyundai
HSBC Analytics	IBM Global Service	ICICI Lombard	ICICI Securities
ICICI Bank	ICRA	Infosys Technologies	Ingersoll Rand
International Tractors	Kotak Mahindra Bank	KPMG	MarketRx
Maruti	Motilal Oswal Securities	Nestle	Pantaloan Retail
Pepsi	Perot Systems	PWC	Reliance Energy
RBI	Satyam Computers	SBI Capital Markets	SBI Mutual Funds
Schlumberger	Siemens	Synnovate India	Tata Motors
TCS	Vedanta Resources	IL&FS	

## HOW TO APPLY

After qualifying in the JMET 2009 the following procedure is required to be completed by the candidates interested in seeking admission to the Master of Business Administration (MBA) Programme of IIT Kanpur.

**Step 1:** Qualified candidates can download the application form from [www.iitk.ac.in/ime](http://www.iitk.ac.in/ime) and send it to, Convener DPGC IME Department IIT Kanpur 208016 along with a DD of Rs 500/- ( Rs 250/- for SC/ ST) payable to Registrar IIT Kanpur at Kanpur. Last date of receiving application at IIT Kanpur is **January 30, 2009**.

**Step 2:** Short listed candidates will be called for GD/ Interview at Kanpur.

## CONTACT ADDRESS:

For any further information about the MBA programme of IIT Kanpur, contact:

**Head, Department of Industrial & Management Engineering**  
IIT Kanpur, Kanpur - 208 016  
Tel: 0512-2597376/2597622  
Fax: 0512-2597553/2590260  
Email: [headime@iitk.ac.in](mailto:headime@iitk.ac.in)  
Homepage [www.iitk.ac.in/ime](http://www.iitk.ac.in/ime)



## INDIAN INSTITUTE OF TECHNOLOGY KHARAGPUR

IIT Kharagpur was the first of the IITs and remains the largest and the most diversified. The Institute has come a long way since its inception in 1951 to its present position of preeminence with 18 academic departments, 8 multidisciplinary centres, 5 schools and sophisticated central facilities. Currently, there are about 450 faculty members, 1400 employees and 5500 students on campus.

### VINOD GUPTA SCHOOL OF MANAGEMENT

The Vinod Gupta School of Management (VGSOM) at IIT Kharagpur was established in 1993, and was the first management science faculty set up within the IIT system. It was founded by a distinguished alumnus of the Institute, Mr. Vinod Gupta, whose generous endowment was matched by liberal support from the Government of India. It was felt that IIT Kharagpur could play a pioneering role in creating management schools within the IIT system and offer unique programmes that would develop managers who would be able to understand and appreciate both the critical technology related issues and their managerial implications. This original and pioneering concept has now been vindicated by the setting up of management schools/departments in all IITs except one.

### MAIN ACTIVITIES OF THE SCHOOL

- **Master of Business Administration (MBA) Programme**
- **Sponsored Tailor-made Master of Business Administration (MBA) Programme for Defence Services Officers**
- **Post Graduate Diploma in Management (PGDM) Programme for Defence Services Officers**
- **Dual Degree Programme leading to the degree of B.Tech. (Hons.) in any branch of Engineering and MBA**
- **Doctoral Programme**
- **Management Development Programmes**
- **Industrial Consultancy and Research**

### MBA CURRICULUM

**Semester - I: 25 credits (July – November)** - Quantitative Methods for Management, Production & Operations Management, Economics for Management–1, Marketing Management, Managerial Accounting & Control, Financial Management, Individual and Group Behaviour in Organisation, Organization Structure and Dynamics, Oral Business Communication, Software Laboratory.

**Semester - II: 24 credits (January - April)** - Statistical Methods for Management, Management of International Business, Economics for Management-II, Marketing of Industrial and High Tech Products, IT and Management Information Systems, Strategic Management, Management of HR and Industrial Relations, Business German / French/ Japanese (any one), Written Business Communication, MIS Laboratory.

**Summer Internship: 3 credits (May – June)**

**Semester - III: 17 / 19 credits (July – November)** -Dissertation Project (17 credits, out of which third semester will carry 7 credits and fourth semester will carry 10 credits) Or

Combination of Electives and 1 Field Application Course (FAC) of 4 credits under VGSOM Faculty Members

**Semester - IV: 20/22 credits (January - April)** - Business Values and Ethics, Leadership, Creating and Managing New Ventures, Strategic & Operational Mgmt. of Technology, Legal Aspects of Business, PLUS

Electives (Total 5 Nos.)

### THE FACULTY

The School has highly qualified faculty members in the areas of Finance, Economics, Operations and Production Management, Marketing, Information Systems, Strategic Management and International Management. In addition, faculty resources from other departments of the Institute are normally drawn upon for particular specializations. Distinguished visiting scholars and speakers from industry are invited to address the students. The faculty of the School is engaged in teaching in the MBA, PGDM and doctoral programmes, research and consultancy assignments, case development and developing and offering short-term courses for practicing executives.

#### Faculty of Vinod Gupta School of Management

- Bagchi, Tapan, B. Tech (IIT Kanpur), Ph.D. (Toronto)
- Das, Purnendu Sekhar, M.A., LLB (Ranchi), PGDBM (XLRI), Ph.D. (IIT Kharagpur)
- Datta, Biplab, B.Arch., M.B.E.M., Ph.D. (IIT Delhi)
- Datta, Saroj, B.M.E. (Hons.), PGDBM (IIMC), Ph.D. (Burdwan)

- De, Sadhan K., B.Tech., M.Tech., M.Sc.(Techy.)(Loughborough), Ph.D. (Manchester)
- Ghosh, Ranjan, B. Tech (IIT, Kharagpur), M.S. (Stanford), M.S., D.Sc. (Columbia)
- Guin, Kalyan Kumar, B.Tech, Fellow (IIM Bangalore)
- Malik, Aradhna, M.Sc. (Panjab), Ph.D. (Denver)
- Misra, Arun Kumar, M.Phil., Ph.D. (IIT Mumbai)
- Misra, Chandra Sekhar, M.Com., Ph.D. (Utkal)
- Mukhopadhyay, S., M.Sc. (Calcutta), Ph.D. (Calcutta)
- Pradhan, R.P., M.A. (Utkal), Ph.D.(IIT Kharagpur)
- Rajib, Prabina , MBM, Ph.D. (IIT Kharagpur)
- Roy, Santanu, M.Sc. (IIT Delhi), Ph.D. (IIT Kharagpur)
- Sadhu, A. N., M.A. (London), F.C.A. (U.K. & India), F.I.M.C. (U.K.)
- Sahney, Sangeeta, B.A. (Hons.), MBA, Ph.D. (IIT Delhi)
- Sinha, Gautam, B.Tech. (Prod), M.Tech. (IE & M), PhD (IIT Kharagpur)
- Srinivasan, S., B.E. M.Tech, Ph.D (IIT Kharagpur)

#### **Associated Faculty**

- Acharya, D., Ph.D. (IIT Kharagpur)
- Banerjee, Rabindra Nath, B.Tech. (Hons.), M.Sc, PGDM (Edinburgh)
- Basu, P., M.A., Ph.D. (Calcutta)
- Chakraborti, Chhanda, M.A., Ph.D. (Utah)
- Chakravarty, D., M.Tech., Ph.D. (IIT Kharagpur)
- Chatterjee, Bani, M.A., Ph.D. (BHU)
- Chatterjee, Suhita Chopra, M.A., Ph.D. (IIT Bombay)
- Dasgupta, Pallab, B.Tech., M.Tech., Ph.D. (IIT Kharagpur)
- Giri, V. N., M.A. (BHU)
- Goswami, Kishore, M.Sc., Ph.D. (IIT Kharagpur)
- Jenamani, M., Ph.D. (IIT Kharagpur)
- Kumar, C. S., B.Tech., Ph.D. (IIT Kharagpur)
- Mahanty, Biswajit, B.Tech. (Hons), M.Tech, Ph.D (IIT Kharagpur)
- Maiti, Jhareswar, Ph.D. (IIT Kharagpur)
- Mishra, Trupti, Ph.D. (IIT Kharagpur)
- Mohapatra, P. K. J., B.E., M.E., Ph.D. (IIT Kharagpur)
- Nayak, N. C., M.A., M.Phil. (Utkal), Ph.D. (Utkal)
- Patnaik, P., M.A., Ph.D. (Utkal)
- Ray, Pradip Kumar, B.E. , M.Tech, PGDDM (IIMM), Ph.D (IIT Kharagpur)
- Roy, Anjali, M.A., Ph.D (IIT Bombay)
- Sahu, Sadananda, B.Sc , M.Tech., PGDIM (Delft, Netherlands), Ph.D. (IIT, Kharagpur)
- Srivastava, K. B. L., M.A., Ph.D. (Allahabad)
- Suar, Damodar, M.A., ,Ph.D (IIT Kharagpur)
- Tiwari, H. R., M.A. , P.G. Dip. USD, P.G. Dip INDP., M.S. (The Hague), Ph.D. (IIT Kharagpur)

#### **ELIGIBILITY, ADMISSION AND SELECTION**

A candidate who has either secured or is likely to secure a first class Bachelor's degree in Engineering/Technology or a first class Master's degree in Science (with Mathematics or Statistics at Bachelor's level) or a first class Master's degree in Economics or Commerce (with Mathematics or Statistics at Bachelor's level) is eligible for admission. Selection is based strictly on performance in JMET, followed by group discussion and personal interview with the Selection Board. Post qualification work experience in industrial organizations will be given due weightage. The School follows Government of India norms regarding reservation of seats for qualified candidates from Scheduled Castes/Tribes/ Other Backward Classes and Persons with Disability.

## CAREER DEVELOPMENT & PLACEMENT

The School's aim is to ensure that students individually as well as in a group can maximize their market value through learning and skill-development. The Institute has its own placement office, which helps in placement. In addition, the School has a Career Development and Placement Committee headed by a faculty member of the School which makes special efforts for Summer Project, Dissertation Project and Final Placement. The School's graduates have been finally placed in reputed organizations. Our regular recruiters include the following:

Accenture	HCL Technologies	Murugappa Group
Acumen Funds	Headstrong	NIIT
Anand Rathi	Heinz	Pagalgy
Angel broking	Honeywell	Price Waterhouse Coopers
Aranca	Horizon Asset Management	Reliance ADAG
Aricent	HSBC	RPG Retail
Ashok Leyland	HUL	SBI Capital Markets
Atherstone Capital Asia Ltd.	IBM	Schlumberger
Avalon Consulting	i2 Technologies	Standard Chartered
Barclays Capital	ICICI Lombard	STCI
Bombay Dyeing	ICICI Prudential	Tata Steel
Bristlecone	India Bulls	Tata Telcon
Cadbury's	Infinity Research	Tech Mahindra
CavinKare	Infosys	TM International Logistics
CGN Consulting	Innovest India	USourceIT
Citigroup	Irevna	UTI Securities
Cognizant Technology Solutions	ITC	Venture East
Colgate Palmolive Ltd.	Jones Lang LaSalle Meghraj	Vodafone
Deloitte	KNOX Capital	Voltas
Eicher Consulting	KPMG	Wipro
Ernst & Young	Mahindra and Mahindra	Xerox
Evaluserve	Market Rx	Yahoo!
EDS	Maruti Suzuki	Yes Bank
Frost and Sullivan	Maverick Systems	
Futures First	Max New York Life	
Genpact	Microsoft	

Also the School has collaboration with U.S. Universities for placement of students for Summer and Dissertation Projects.

## FEES AND EXPENSES

Fees for the MBA programme of four semesters cover tuition fee, room rent, part of the teaching materials, library and computer facilities and other institutional fees. The current fees are Rs. 50,000/- per semester. Additionally, the following amounts will be charged in every semester as per Institute rules.

(i) Hostel Overhead Charges	:	Rs. 3700.00 per semester
(ii) Students' Insurance	:	Rs. 425.00 per annum
(iii) Gymkhana Fee	:	Rs. 200.00 per semester
(iv) Mess Advance	:	Rs. 6000.00 per semester (adjustable with the mess bill)

In addition to above, every student would also be required to pay allocated hostel electricity charges per semester, depending on the consumption distributed over all students. (The hostel electricity charges for previous semesters came to approximately Rs.500/- per student per semester).

## ACCOMMODATION

All students in the MBA program are required to stay in the campus. Accommodation will be provided in the halls of residence for Postgraduate students. All rooms are equipped with internet access.

## FACILITIES

### *Computing Facilities*

The School has two dedicated computer laboratories which have Pentium PCs, Windows NT Pentium Pro server, dual Intel Pentium II server, Silicon Graphics O2 Workstation and IBM AS 400e machine. Printers are connected with all machines through VGSOM LAN. Latest software and Databases are supported on these machines and LAN. The school is connected with the Institute through an ATM LAN, which is connected to Internet with 2MBPS bandwidth line.

### **VGSOM Library**

The School's MBA students have access to both the Central Library of IIT Kharagpur, the largest technical library in India, and the School's own Library. The school subscribes to CMIE database, various national and international journals, and newspapers. This School's Library is being modernized to cater to automatic transactions and web-based search facility.

### **Sports and Recreation**

*Technology Film Society* : The society runs film shows for the IIT fraternity during weekends in the Netaji Auditorium.

*Technology Students' Gymkhana*: The Technology Students' Gymkhana provides various outdoor and indoor sports facilities and offers memberships to all kinds of clubs from tennis to basketball. Our Spring Festival is organized as an extravaganza during the month of January every year.

*Technology Aquatic Society*: An international standard swimming pool functions under the aegis of the society.

The above facilities are only for the residential MBA students at IIT Kharagpur campus.

### **Health and Miscellaneous**

*B. C. Roy Technology Hospital* : It has the facility to treat the patients as IN as well as OUT patients. Students can avail medical facilities for themselves by producing their identity cards.

*Guest Houses*: The institute maintains a number of guesthouses in the campus.

### **HOW TO APPLY**

After qualifying in the JMET 2009, the candidates seeking admission to the MBA Programme at VGSOM must complete the following procedure :

**Step 1:** Send your request on a plain paper to the Assistant Registrar (PGS&R), Indian Institute of Technology, Kharagpur – 721302, asking for an application form. Request for an application form will be entertained as soon as JMET results are declared.

**The application form can also be downloaded from the website:**

<http://www.iitkgp.ernet.in/vgsom>

**Step 2:** Obtain a demand draft for Rs. 1000/- (Rs. 500/- for SC/ST/OBC/PH candidates) made in favour of "IIT Kharagpur" payable at **Kharagpur** . Fill in the details of this draft in the application form as specified.

**Step 3:** Send the application form, duly filled in and signed, along with the requisite demand draft to:

**The Assistant Registrar (PGS&R)  
Indian Institute of Technology Kharagpur  
Kharagpur - 721 302**

**Do not send this application to the GATE Office. The last date for the school to receive your duly filled application form is 30<sup>th</sup> January 2009. If you have any other questions, you may contact Assistant Registrar (PGS&R) by Fax: (03222) 278027 / 255303, Email : [asregpgr@adm.iitkgp.ernet.in](mailto:asregpgr@adm.iitkgp.ernet.in) and Phone (03222) 282052 / 282076.**

You may also refer to our website at: <http://www.iitkgp.ernet.in/vgsom> / <http://www.som.iitkgp.ernet.in>

### **SELECTION PROCEDURE**

**Only those candidates who have successfully qualified at JMET examination**, the result of which is expected to be announced early January, 2009, will be eligible to apply. We must receive the application, duly filled in and signed with requisite demand draft drawn in favour of "IIT Kharagpur", latest by **30<sup>th</sup> January 2009**.

After receipt of applications, candidates will be called for Group Discussion and Personal Interview according to a shortlist prepared for this purpose.

The sanctioned strength of VGSOM is 120.

- Please note that Group Discussion (GD) / Personal Interviews (PI) at Kharagpur will be conducted during March 13-16, 2009.
- In addition, IIT Kharagpur may conduct GD/PI at Mumbai, Delhi and Bangalore also, in which case the dates will be announced later.
- Candidates shortlisted for GD/PI will be intimated through registered post/courier by mid-February, 2009.
- Individual regret letters will not be sent to applicants who are not called for GD/PI.



## INDIAN INSTITUTE OF TECHNOLOGY MADRAS

MBA@DoMS\_IITM has produced such outstanding, young management talent since 2003 (when the first MBA batch graduated) that it has attracted companies such as Accenture, Avalon, Bank of America, Barclays Bank, Bloomberg, Caterpillar, Citibank, Cognizant, Ernst and Young, GE Global Research, Goldman Sachs, Henkel, HP Analytics, IBM, Infosys, IREVA, KPMG, Lehmann Brothers, McKinsey, Procter and Gamble, Reckitt Benckiser India, Schlumberger, and TCS to offer challenging career placements to its graduates. The prizes, awards, honors, and career promotions earned by our students even within their first year of work in some of the most reputed companies bear ample testimony to their learning and living experiences in DoMS\_IITM. They have served as fine examples of our Department's operative principle, **Quiet Excellence Demonstrated (QED)**. The phenomenal growth of the programme has been reported widely in the press, and it is now rated to be among India's finest MBA programmes. What is the essence of this programme and its splendid evolution?

The Indian Institute of Technology Madras (IITM), now celebrating its Golden Jubilee, is recognized worldwide for its excellence in teaching, research, industrial consultancy and intellectual services rendered. It has enviable, state-of-the-art, fully accessible infrastructure (library, laboratories, workshops, computer center, hostels, recreation facilities) and a vibrant academic environment to nurture and inspire its young, brilliant student community. The alumni of the Institute have excelled professionally and have earned all-round worldwide acclaim for their outstanding achievements and leadership qualities.

Given India's socio-economic vision and the thrust to promote our products and services into the heart of global competition, there is an obvious need for top quality managerial talent. While we have fine institutions producing excellent managerial talent, there is a strong need for more fine institutions and excellent managers. The Institute has offered post-graduate education and research programmes in Management for nearly four decades. Its Department of Management Studies (DoMS\_IITM) now continues with the excellent legacy, and offers MBA, MS (by Research), MS (Entrepreneurship), and Ph D programmes, and is also one of the three national partners along with IIT Kanpur and IITM Calcutta for the unique and trailblazing "Visionary Leaders for Manufacturing" Post Graduate Programme for Executives (PGPEX).

### MBA@DoMS\_IITM

Competent managers with strong analytical capabilities, domain knowledge and dynamic, versatile personalities are critical for business to succeed in competition in our rapidly changing national and global business environment. DoMS\_IITM offers a two-year, eight-quarter, full-time MBA programme designed to produce such managers. It attracts the cream of the best young management talent from all parts of our country. The key features of the programme include:

- **an internationally renowned faculty** whose intellectual work is regularly published by the most reputed journals, and whose expertise is frequently sought by leading national and multinational organizations, professional bodies, and government;
- **a cutting edge curriculum, pedagogy, and coursework** characterized by academic intensity and variety balanced with flexibility;
- **strong industry and academic interactions** with lectures and even full courses offered by managers from the most admired companies, and by visiting professors from the world's best institutions;
- **an eclectic student mix** characterized by students from all parts of the country and a few from the developed countries, and having diverse socio-economic backgrounds and wide ranging experience in industry;
- **state-of-the-art academic and campus infrastructure** – learning and library resources, computing facilities, electronic classrooms, modern hostel rooms, sports and recreation facilities;
- **a stimulating, charming campus** that has to be seen and experienced to have a lifelong positive influence and attachment;
- **a warm, friendly culture** that nourishes an uncanny, yet admirable, blend of intellectual diversity and social cordiality leading to healthy relationships within a warm and caring environment; and
- **a strong global Alumni network** of IITM, which is a testimony to all the above, inspires, induces and propels all round excellence and versatility among the students of the MBA programme.

The MBA programme is uniquely structured and rigorous. Following an internationally proven, optimal learning experience, students take only five/ six courses per quarter lasting eight weeks. This enables them to engage in a variety of constructive activities including taking courses on audit, going on field visits, participating in various management workshops and competitions, organizing special professional events, and working on live business projects. This leads to intensive learning, strong analytical orientation and, most importantly,

professional sensitivity. Each batch consists of about 60 carefully selected students and has a balanced mix of age-groups, work experience, socio-cultural backgrounds, and gender. Our faculty members give personalized attention and build a warm and caring culture of group-work.

The programme consists of **core courses** dealing with business management concepts, analytical and quantitative methodologies, tools and techniques, functional specializations, industrial and business domains, professional development, and industrial/ business projects. The curriculum is continuously reviewed and updated periodically. It includes unique, professionally useful core and elective courses such as Systems Thinking and Applications, Supply Chain Management, Total Quality Management, Project Management, Business Models, Industrial and Business Domains, Strategic Networking, Business Process Management, and IT Consulting. Professional Development Workshops (on business communications and presentations, negotiations, teamwork, conflict resolution, ethics and values, leadership, emotional intelligence, information and work organization, time management, personal finance, health, etiquette and yoga) are organized to develop soft-skills.

The programme also offers **specializations**, through **elective courses**, in the areas of Business Consulting, Finance, Human Resources, Marketing, Operations, Systems and Information Technology. A unique feature of some specializations is that there are courses designed and offered by leading business organizations through their senior executives.

Students blend their academic learning with practical problems and situations by working for 8 to 10 weeks on **Summer Projects** in a variety of industrial and business organizations. A uniquely designed **Comprehensive Viva Voce** is aimed at widening and consolidating students' integrated grasp of business knowledge. During the second year, they will work on **Industry Projects** to demonstrate their ability to apply the knowledge and skills gained during the programme.

### PROGRAMME CURRICULUM STRUCTURE

<p><b>Quarter I (July, August, September)</b>            Macro Economics            Organizational Behaviour            Financial Accounting            Marketing Management I            Data Analysis for Management            Systems Thinking and Applications</p>	<p><b>Quarter II (October, November, December)</b>            Micro Economics            Organizational Structure and Design            Cost Accounting            Marketing Management II            Operations Research            Business Communication Lab</p>
<p><b>Quarter III (January, February, March)</b>            Financial Management            Marketing Management III            Operations Management            Management Information Systems            Legal Aspects of Business            Professional Development Workshop</p>	<p><b>Quarter IV (March, April, May)</b>            Human Resources Management            Systems Analysis and Design            Supply Chain Management            Total Quality Management            Business Research Methodology</p>
<p><b>Summer Project (8 to 10 weeks, mid-May to mid/ end-July)</b>            COMPREHENSIVE VIVA VOCE</p>	
<p><b>Quarter V (July, August, September)</b>            Strategic Management            Elective 1            Elective 2            Elective 3            Elective 4</p>	<p><b>Quarter VI (October, November, December)</b>            Project Management            Elective 5            Elective 6            Elective 7            Elective 8</p>
<p><b>Quarter VII (January, February, March)</b>            Business Models            Industrial and Business Domains            Elective 9            Elective 10            Elective 11</p>	<p><b>Quarter VIII (March, April, May)</b>            Strategic Networking            Contemporary Issues in Management            Elective 12            Elective 13            Elective 14</p>
<p><b>Second Year Industry Project (including Three Reviews)</b></p>	

### CAREER and SUMMER PLACEMENTS

Beginning with the Class of 2003 until the Class of 2008 now, our MBA students have been, through campus and external placements, offered careers by internationally and nationally reputed organizations, from a wide variety of business domains, including Accenture, Angel Broking, Aranca, Asian Paints, Atherstone, Avalon Consulting, Avago, Bajaj Allianz, Bajaj Auto, Bank of America, Barclays Bank, Bloomberg, Boston Capital, Brakes India, Calsoft, Canon, Caterpillar, CavinKare, CGN, Citibank, Cognizant, Covansys, Deep Blue

Consulting, Drivestream, DLF, e-Serve, Ernst and Young, Fidelity, Frost and Sullivan, GE Global Research, GEA Systems, Genpact (formerly GECIS), Goldman Sachs, Goodlass Nerolac, HCL Tech, Henkel, HP Analytics, HSBC, IBM, ICICI Infotech, ICICI Lombard, ICICI OneSource, IMS, Infiniti Research, Infosys, Ingersoll Rand, Irvana, Kotak Mahindra, KPMG, KSA Technopak, Lehmann Brothers, Lucas TVS, Ma Foi, Market Rx, McKinsey, MindTree, Murugappa Group, Navia Markets, Oracle, Perot Systems, Photon Infotech, Proctor and Gamble, Ramco Systems, Reckitt Benckiser, Redington, Schlumberger, Sify, State Bank of India, Sun TV, Sundaram Finance, Synergy Login, TCS, US Technologies, Verizon, Wipro, Xansa. Students have worked on their summer projects for a much larger set of companies or brands including 3M, AIG, Ajuba, AMP Sanmar, Ashok Leyland, Belden, Bharat Overseas Bank, BPCL, Coca Cola, Dabur, Daimler Chrysler, Eicher, EID Parry, Gillette, Glaxo Smithkline, Godrej, HAL, HDFC, Hindustan Thompson, Honeywell, Hyundai, Indigo Futures, ITC, JP Morgan Chase, Latent View, Leo Burnett, LIC, MRF, Nestle, Ogilvy & Mather, Orchid, Pantaloon, Philips Medical Systems, Power Finance Corp., PWC, Provogue, Prudential ICICI, Punjab National Bank, RBI, Saint Gobain, Sara Lee, Satyam, Siemens, Standard Chartered, Sterlite, TAFE, TAKE Solutions, Tata Motors, TVS Electronics, and Vertibrand.

The count of our MBA alumni who have earned company-wide prizes, awards, honours and even promotions within their first year of work in some of the above organizations is increasing by leaps and bounds!

## FACULTY

The internationally renowned full-time, visiting, adjunct and guest faculty provide a strong and balanced mix of rich academic expertise and industry experience, in India and abroad, in a variety of areas in management including accounting, business models and systems, data and decision analysis, finance, human resources, information systems and technology, knowledge management, marketing, operations research, organizational behaviour, operations, projects, public systems, strategy, supply chains, systems analysis, and total quality. The faculty members collectively bring a fine blend of methodological mastery, intellectual rigour, business perspectives and practical experience into the educational process.

Arshinder Kaur, Ph.D. (IIT Delhi)	Supply Chain Management, Operations Management, Services Management
Arun Kumar G., Ph.D. (IISc, Bangalore)	Management of Financial Services, Strategic Cost Management, Management Accounting
Bharadhwaj S., Ph.D. (Univ. of Maryland)	Consumer Behaviour, International Marketing, Brand Management, Marketing Communications
Ganesh L.S., Ph.D. (IIT Madras)	Systems Analysis and Modeling, Data and Decision Analysis, Forecasting, Project Management, Technology Management
Jayachandran S., Ph.D. (IIT Madras)	Marketing Management
Kamalanabhan T.J., Ph.D. (Univ. of Madras)	Human Resources Management, Organizational Behaviour
Madhumathi R., Ph.D. (Univ. of Madras)	Accounting, Finance
Marathe Rahul R., Ph.D. (Iowa State Univ.)	Operations Research, Supply Chain Management
Narendran T.T., Ph.D. (IIT Madras)	Operations Management, Operations Research, Supply Chain Management, Computer Simulation
Prakash Sai L., Ph.D. (IIT Madras) (long-term Visiting faculty)	Strategic Management, Business/IT Consulting, Technology Management
Rajendran C., Ph.D. (IIT Madras)	Production Management, Scheduling, Computer Simulation, Total Quality Management
Sanghamitra B., Fellow (IIM, Calcutta)	Organizational Behaviour, Human Resources Management
Srinivasan G., Ph.D. (IIT Madras)	Supply Chain Management, Manufacturing Systems Management, Operations Research
Thenmozhi M., Ph.D. (Univ. of Madras)	Finance, International Business, Strategic Management
Thillairajan A., Fellow (IIM, Bangalore)	Infrastructure and Project Finance, Venture Capital, Corporate Finance, Global Business Strategies
Vijayaraghavan P., Fellow (IIM, Bangalore), TTK Chair Professor	Strategic Marketing, Brand Management, Advertising and Sales Promotion, Industrial and Services Marketing

Additionally, colleagues in sister Departments, Alumni and the Visiting/ Adjunct/ Guest faculty regularly offer unique, value-laden lectures, workshops and courses.

## ELIGIBILITY

Please see page 4 for the relevant information. Sponsored candidates should forward their application through proper channel. **They must have a minimum work experience of two years in the sponsoring organization and a valid, good score in a national level entrance test such as JMET/CAT/XAT/MAT or equivalent.** They will be selected on the basis of their performance in the group task and interview. **Defence**

personnel are exempted from the national level entrance test and are encouraged to apply through proper channel.

**Foreign Nationals** must apply through proper channel and are exempted from the JMET, the group task, and the interview. Their selection will depend on their GMAT score, their academic record, letters of reference and work experience, if any. Programme fees are separately specified for them.

### PROGRAMME FEES (for Hostellers – to be paid at the time of admission)

The academic fees (including tuition) to be paid at the time of joining for the first semester for regular students is Rs.55,800/=, for sponsored students is Rs.65,800/=, and for foreign students is US\$2100 + Rs.2000/=, payable by Demand Draft in favour of "The Registrar, IIT Madras" at Chennai. Additionally, at the time of joining the programme, students will have to pay hostel admission fees, refundable deposits, advance dining charges, medical insurance premium, etc., amounting to Rs. 13,229/= through Demand Draft in favour of "Chairman, Council of Wardens" at Chennai. For Day Scholars, the fees are specified separately.

Full details about the Programme, Faculty, Institute, Students, Life on Campus, Activities, Fees, etc., can be found in [www.doms.iitm.ac.in](http://www.doms.iitm.ac.in) or [www.iitm.ac.in](http://www.iitm.ac.in).

### HOW TO APPLY

After qualifying in the JMET 2009, candidates seeking admission to the IIT Madras MBA Programme should complete the following procedure.

#### STEP 1

Send your request on a plain paper asking for an application form, enclosing a self-addressed, stamped (Rs.7/-) envelope (9"x4"), to:

<b>The Admissions Coordinator (MBA Programme)</b> <b>Department of Management Studies</b> <b>Indian Institute of Technology Madras</b> <b>Chennai 600 036</b>	<b>Ph: (044) 22574550</b> <b>E-mail: <a href="mailto:doms@iitm.ac.in">doms@iitm.ac.in</a></b> <b>Website: <a href="http://www.doms.iitm.ac.in">www.doms.iitm.ac.in</a></b>
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or, download the application form from the web site <http://www.doms.iitm.ac.in>

#### STEP 2

Obtain a Demand Draft (DD) for Rs.500/- (for general candidates) or Rs.250/- (for SC/ST/PD candidates), in favour of "**Registrar, IIT Madras**" payable at **Chennai**. Fill in the details of the DD as specified in the Application form.

#### STEP 3

Send the fully completed/ filled in and signed application form along with the DD to the Admissions Coordinator (MBA Programme) mentioned in **Step 1**.

#### STEP 4

If you have any other questions please ask the Admissions Coordinator.

Request for an application form will be entertained from **Thursday, 18<sup>th</sup> December, 2008**.

**Please note: Do not send the completed application to the GATE Office**

**LAST DATE FOR THE RECEIPT OF COMPLETED APPLICATION FORM: Friday, 30th JANUARY, 2009.**

### SELECTION PROCEDURE

The **results** of the JMET 2009 are expected to be announced on **Monday, 05th January, 2009**. Only those candidates who have successfully qualified in JMET 2009 will be eligible to apply. The application form, duly completed/ filled in and signed, must be received latest by **Friday, 30th January, 2009**. After receipt of applications, a short list will be prepared and due communications will be sent.

Please note that the **post-JMET selection process** consisting of **Group Tasks** and **Personal Interviews** will be held during **February and March, 2009**. Candidates short-listed for these will be intimated by registered post/ courier during early **February, 2009**. Individual regret letters **will not be sent** to applicants who are not called.



## INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

Indian Institute of Technology Roorkee is a premier centre of engineering and technical education in India. Being the first such institution of India (1847), IIT Roorkee has now acquired a worldwide reputation of being among the foremost centers of excellence. It was elevated to the position of the first technical University of Independent India in 1949. In the year 2001, it was rechristened as Indian Institute of Technology Roorkee. The Institute has over 3000 students in 19 academic departments/centers of Engineering and Technology, Sciences, Humanities & Social Sciences and Management.

Prior to becoming an IIT, the University of Roorkee was accredited by the National Assessment & Accreditation Council (NAAC), an autonomous institution of the University Grants Commission, with Five Star status for a period of five years in the year 2000. This is the highest grade that NAAC awards on a five point scale.

The Institute is located at Roorkee, a quiet town of moderate size in the district of Haridwar (Uttarakhand). Roorkee is located on the banks of the Upper Ganga Canal, which takes off at Haridwar, 30 km away. About 30 km south of the Shivaliks, 185 km north of Delhi and situated on Amritsar - Howrah main line. Roorkee is linked by rail to many important cities such as Delhi, Kolkata and Mumbai. Located on the Delhi - Haridwar National Highway (NH 58) and on the Delhi - Dehradun Highway. Roorkee is also well connected by road.

### DEPARTMENT OF MANAGEMENT STUDIES

Recognizing the need for professional managers in the rapidly evolving global business environment, the Institute established the Department of Management Studies in 1998 to impart high quality formal education in the management sciences through a comprehensive 2 years regular full time MBA programme.

The Department of Management Studies has acquired and developed adequate infrastructure, expertise and resources for providing high quality management education. The Department is housed in an exquisitely designed double storeyed building with four spacious lecture rooms, a large computer laboratory, a double storeyed library, syndicate and committee halls, auditorium with teaching aids and a large central atrium. An excellent Departmental library with over 5000 books and a state of the art computer laboratory augment the centralized resources available to students at the Institute level. A massive 350 acre campus with all round sports and games facilities and a hobbies club provides ambience and a stimulating academic environment.

A fresh student is likely to be overwhelmed by the quantum of activities taking place in the Department. Students are active in organising academic and extra-curricular activities throughout the academic year. These include quizzes, magazine(s), discussion fora, industry interaction (guest lectures and tours), etc. The students regularly organise marketing fairs and students' paper contests. They also organise and participate in management festivals.

### PROGRAMME AND COURSE CONTENT

MBA at IIT Roorkee is a 4 semester residential regular programme spread over two academic years. The course structure is designed to impart knowledge of the core management concepts and techniques in the first year which are, thereafter, upgraded to advanced knowledge and practising skills in the areas of specialization opted for by the students in the final year.

Presently, the Department offers dual specialization in any two of the following:

(i) Marketing, (ii) Finance, (iii) Information Technology, (iv) Operations.

At the end of the first academic year, the students take up summer training in professionally managed organizations to get exposure to real life situations and apply their newly acquired skills in a practical environment.

Additionally, in the fourth semester, students take up a comprehensive project in the area of their choice in which they are required to apply their expertise in a simulated environment under the guidance of a faculty member who specializes in that field.

## PROGRAMME CONTENT

First Semester		Second Semester	
Course	Credits	Course	Credits
Preparatory Mathematics	0	Business Statistics	2
Quantitative Methods in Management	2	Management Accounting	2
Operations Research	3	Financial Management	4
Management Processes & Organisational Behaviour	4	Business Environment	2
Managerial Economics I	2	Human Resource Management	3
Managerial Economics II	2	Management Information Systems	3
Computer Applications in Management	2	Marketing Management II	3
Business Communication	3	Operations Management I	3
Financial Accounting	3	Operations Management II	2
Marketing Management I	3	Technology Management	3
<b>Total Credits</b>	<b>24</b>	<b>Total Credits</b>	<b>27</b>
Third Semester		Fourth Semester	
Strategic Management	3	6 Courses in Area of Specialization / Open Electives (3 Credits Each)	18
Legal Aspects of Business	2	Project Work	6
Computer Systems II	2		
Summer Training	2		
6 Courses in Area of Specialization / Open Electives (3 Credits Each)	18		
<b>Total Credits</b>	<b>27</b>	<b>Total Credits</b>	<b>24</b>

### LIST OF ELECTIVES

<b>A. Marketing</b>	<b>B. Finance</b>
Consumer Behavior Analysis	Working Capital Management
Sales & Distribution Management	Security Analysis & Portfolio Management
International Marketing	Taxation & Tax Planning
Advanced Marketing Research	Quantitative Analysis in Financial Management
Advertising Management	Indian Financial System
Industrial Marketing Management	International Financial Management
Service Marketing	Financial Management Control Systems
Internet Marketing	Merchant Banking & Financial Services
Product Management	Electronic Commerce
<b>C. Information Technology</b>	<b>D. Operations Management</b>
Database Design & Data Management	Supply Chain & Logistics Management
Object Oriented Programming	Project Management
Distributed Computing & Managing Networks	Systems Reliability, Safety & Maintenance Management
Management of Information Technology	Manufacturing Strategy
Software Engineering & Management	Operations Planning & Control Systems
Design of Online Systems	Quality Management
Decision Support & Expert Systems	Computer Integrated Manufacturing Systems
Electronic Commerce	Productivity Management
<b>E. Open Electives</b>	
Management of Self & Interpersonal Dynamics	Managing Innovation & Creativity
Industrial Waste Management	Organisation Development
Entrepreneurship Development	Labour Legislation & Industrial Relations
Management of Large Systems	Career Planning & Performance
Environment Management	International Business
Management of Change	Knowledge Management

- a. The complete programme entails a total of 102 course credits including 36 credits in the two areas of specialization & open electives.
- b. Specialisation in two disciplines is mandatory. To specialise in a discipline, a student has to earn a minimum of 12 credits (four courses of 3 credits each).
- c. In addition to the electives in the areas of specialisation, every student has to take a minimum of three open electives, which may include courses offered in other disciplines / departments.
- d. Elective courses to be offered in a particular semester are decided on the basis of students' feedback and resource availability.

## FACULTY

### Core Faculty

Prof. Vinay K. Nangia, Ph.D., MBM, (Prof. & Head)  
 Prof. J. P. Singh, Ph.D., M.Sc. (Phy. & Maths.), FCA, FCS, AICWA, AMIE, LL.B., Dip. Op. Res.  
 Dr. Anil K. Sharma, Ph.D., M.Phil.(Gold Medal), M.Com.  
 Dr. Zillur Rahman, Ph.D., MBA.  
 Dr. Santosh Rangnekar, Ph.D., MBA, LLB, PG Dip. PM & IR  
 Dr. Rajat Agrawal, Ph.D., MBA, B.Sc. Engg. (Mech.)  
 Dr. Vinay Sharma, Ph.D. MBA

### Joint Faculty

Prof. Renu Rastogi (Humanities & Social Sciences)  
 Prof. Pradeep Kumar (Mechanical & Industrial Engineering)  
 Prof. T. R. Gulati (Mathematics)

### Institute Faculty

Dr. Praveen Kulshreshtha, Department of Humanities and Social Sciences  
 Dr. Babita Sinha, Department of Humanities and Social Sciences

### Guest Faculty (In the last one year)

Mr. Sharat Hangal, Intel Technologies  
 Dr. Vinay Kumar, Formerly with Ministry of Science and Technology  
 Mr. Vivek Kumar, FORE School of Management  
 Mr. Vimal Kishore, Chartered Accountant  
 Prof. R. S. Agarwal, formerly with IIT Roorkee  
 Mr. Loveneesh Chanana, IBM  
 Mr. G. Pahawane, IBM  
 Mr. Kamalendu Bali, IBM  
 Ms. Neeru Biswas, Consultant  
 Prof Tridib Biswas, Consultant  
 Prof J.L. Gaindhar, formerly with IIT Roorkee

## PLACEMENT

IIT Roorkee has a proven track record of placing its students in the best of organizations. Students' Placement Committee under the guidance of concerned faculty member and HOD in association with the Professor-in-Charge, Training Placement and Industrial Liaison of the Institute is responsible for establishing contact with various organizations. The Placement Team of the Department arranges interviews for students on the campus by the prospective employers, and monitors on-job training. Selection teams from a number of Private and Public Sector and Government companies visit the Institute annually for 'On-Campus Recruitment' and a majority of students get proper and satisfying placement. The placement for 2008 batch was almost completed within record time of two days where, majority of students got handsome packages and challenging job profiles.

### Our major Recruiters in the past:

Infosys	Newgen	WNS Global Services
Satyam	Bristleccone	BPCL
TCS	TNS Global	IBP Ltd.
HCL Technologies	Genpact	DCM Shriram Consolidated
IBM	Balmer Lawrie & Co.	Eicher
Hewlett Packard	Bajaj Auto	India Bulls
HCL Comnet	Osram	ISPAT
Kotak Mahindra Bank	SBI Capital Markets Ltd.	Market RX
KPMG	Sonalika Tractors	Cognizant Technologies

## RESEARCH & DOCTORAL PROGRAMME

In addition to the MBA programme, the Department has facilities for Doctoral research for aspiring and meritorious students both under full time and part time modes. Fellowships are available in line with the Institute norms. Faculty members are actively engaged in research in the contemporary areas of management science like Corporate Restructuring, Accounting Systems, Financial Regulations, Business Excellence, Emerging Markets, Financial Derivatives, Risk Management, Portfolio Theory, etc.

## CONSULTANCY AND SPONSORED RESEARCH

The Department is actively engaged in consultancy and sponsored research for Central Government, State Governments and various private sector organizations. MDPs and FDPs are frequently organized/conducted by the faculty members of the Department. The Department of Information Technology under the Ministry of Communications and Information Technology, Government of India, has awarded a project titled "National Competitiveness in the Knowledge Economy" with an outlay of Rs. 4.95 crores, to be executed over a period of three years. The project is in a collaborative venture involving four institutions.

## ELIGIBILITY & SELECTION CRITERIA

Candidates with Bachelor's degree in any discipline of Engineering / Technology or its equivalent or a Master's degree in any discipline from a recognized Institute/University with at least 60% marks for General & OBC category candidates and 55% marks for SC/ST category candidates in aggregate or CGPA of 6.00 on a 10 point scale for General & OBC category candidates and 5.50 on a 10 point scale for SC/ST category candidates are eligible to apply. Final year students appearing in the above degree programmes are also eligible to apply. Such candidates, if selected, will be admitted provisionally, provided they complete all requirements before the date of registration and produce proof of passing the qualifying degree with requisite percentage of marks or CGPA by 30th-September, 2009. Selection criteria include Performance in JMET, Group Discussions and Personal Interview and Work Experience.

## PROGRAMME TUITION FEE\*

For Regular Students	Rs.35,000 per semester
For Sponsored Students	Rs.60,000 per semester
For International Students	As may be decided by the Institute

The above fee does not include security, mess charges, mess security, etc. and other Institute fees and charges.

**\*The above fees are subject to change and the exact amount payable by the students at the time of admission shall be communicated in the invitation letter for counseling / registration.**

## HOW TO APPLY

After qualifying in the JMET 2009, the following procedure is required to be completed by the candidates interested in seeking admission to the IIT Roorkee, Master of Business Administration Programme.

- Step 1 :** Send your request for an Application Form on a plain paper along with a self addressed A4 envelope to the Chairman, PG Admission Office, Indian Institute of Technology, Roorkee-247 667. Request for an application form will be entertained from 26 December, 2008. The application form may also be downloaded from the Institute website, <http://www.iitr.ac.in/>
- Step 2 :** Obtain a demand draft for Rs. 500.00 (Rs. 250.00 for SC/ST candidates) made in favour of "Chairman, PG Admission, Indian Institute of Technology Roorkee", payable at Roorkee. Fill in the details of this draft on the Application Form as specified.
- Step 3 :** Send the Application Form, duly filled in and signed, along with the requisite demand draft to:

**The Chairman  
PG Admission Office  
Indian Institute of Technology Roorkee  
Roorkee - 247 667**

Do not send this application to the GATE Office. Also, if you are sending applications to more than one participating institute of the JMET, make sure you send the correct form and Demand Draft to the correct Institute.

**THE LAST DATE OF RECEIVING COMPLETED APPLICATIONS FOR ADMISSION TO THE  
MBA PROGRAMME (2009 - 2011) AT THE PG ADMISSION OFFICE, IIT ROORKEE IS  
30 JAN, 2009**

Any correspondence relating to the admissions may be addressed to:

**The Chairman  
PG Admission Office  
Indian Institute of Technology Roorkee  
Roorkee - 247 667  
Phone: 01332 285875 Fax: 01332 285874  
Website: <http://www.iitr.ac.in>**

Applicants may note that Group Discussion / Interviews will be conducted during February / March / April 2009. Candidates short listed for GD / interview will be intimated by registered post / courier. Individual regret letters will not be sent to applicants who are not called for GD / interview.