FELLOW PROGRAMME
IN MANAGEMENT 2020

Enter the Realm of Intellectual Scholarship
MESSAGE FROM DEAN

The Indian School of Business (ISB) is distinguished by its unique academic model infused with international faculty and students, which gives all its programmes a uniquely global focus, not just associated to a particular nationality or perspective. Our faculty are widely recognised for their academic excellence and publications in top tier management journals. The strong upward trajectory of the School is embedded in its rich and vibrant research environment, fostered by research conferences, seminars and workshops that draw thought leaders from the global business community, the Government and academia. This association allows the School to foster stimulating business-academic partnerships for teaching and research. At ISB, we are firmly committed to creating one of the finest research environments in the world.

A mark of our continuing commitment to entrepreneurial intellectualism is the Fellow Programme in Management (FPM) designed to train the best and brightest scholars to be innovative researchers, interested in pursuing a career in Business Academia. The programme endows its students with knowledge, skills, best practices and resources to transform them into researchers par excellence who will push the boundaries of business research. As an FPM student while you learn rigorous research methods and hone your critical thinking skills, work closely with faculty experts across disciplines to become that next generation of thought leaders. I have no doubt that much of the future belongs to our FPM students. You can expect to receive individualised attention and may perhaps be able to visit partner schools on exchange programmes, and gain from exposure to the best minds, resources and facilities that these Schools have to offer. The students and professors at ISB that you interact with, learn from and share ideas with, will form the core of the academic network that you will develop, which will go a long way in your professional life.

A career in academia is profoundly rewarding and an exceptionally entrepreneurial activity. Academia offers lot of autonomy. As professors we work in intellectually stimulating environments peopled by talented colleagues and enthusiastic students - a major perquisite of the job. We have the pleasure and privilege of creating knowledge that will be interesting, innovative and have impact. And as mentors, we influence the next generation of scholars and business leaders.

This is an invitation to you to come and experience the ISB story and to be a part of it.

RAJENDRA SIVASTAVA
Dean and Novartis Professor of Marketing Strategy and Innovation

MESSAGE FROM FPM DIRECTOR

As the Fellow Programme in Management (FPM) steps into another year, it gives me immense pleasure to invite you to join. The programme grooms high-quality researchers to become faculty members in top-tier research-oriented business schools around the world. Our small class size ensures that you will enjoy individual attention and support for your scholarly ambitions. We have a rigorous mentorship programme, where our resident faculty will closely guide you through your course of study and work with you on research projects. This hands-on approach will provide you with an invaluable educational experience and prepare you better to face the challenges of an academic career.

As Fellow Programme students, you have the unparalleled opportunity to learn and receive guidance from leading academicians from world-class universities. We are confident that your interactions with ISB’s resident and visiting faculty will challenge and enrich you and continue to guide you throughout your career. ISB organises seminars throughout the year, bringing the very best in research and academia to the campus. You will also have an opportunity to collaborate with faculty from our associate schools and may perhaps visit their campuses as a part of exchange programme. The current set of students comprises outstanding individuals from diverse work, educational and cultural backgrounds. Their binding element is a common desire to grow and excel through extraordinary research work. We thank you for your interest in the FPM and look forward to seeing you on campus in Fall 2020.

SANJAY KALLAPUR
Deputy Dean - Planning and Regulation, FPM and EFPM, Academic Director, EMS and Professor of Accounting
Since its inception in 2001, ISB has become well known the world over as a centre of academic excellence with an impressive record of producing high-quality research in all areas of management. In line with its aims as a vibrant, research-oriented institution, the School initiated the FPM in 2011 to transform promising young researchers into innovative problem-solvers and thinkers. The foundation for FPM is ISB’s talented and productive faculty, who are engaged in leading-edge research that is both academically rigorous as well as highly relevant to the needs of business. ISB’s faculty, who have received their PhDs from acclaimed institutions around the world and have widely published and presented their research, are uniquely positioned to mentor the next generation of academicians and researchers in virtually every area of management.

In addition to training future researchers, the FPM will also serve to enhance faculty productivity, motivation and creativity. Doctoral students will serve as research assistants and co-authors to faculty members, making it a win-win proposition for the students as well as their mentors. FPM will further strengthen ISB’s research focus and output and ensure that path-breaking research insights make their way into the classroom. This two-way flow of ideas between teaching and research is, without exception, a feature of all research-oriented schools the world over.

Our Fellow Programme epitomises the spirit of the School’s vision to be an internationally top-ranked, research-driven institution that prepares future leaders for India and the world. While this programme certainly focuses on accelerating academic research and preparing our graduates for faculty positions at leading universities across the world, its vision stretches further. Ultimately, it embodies our commitment to quality and innovation at every level, thereby enabling us to create and share knowledge that’s valuable to both academia and global business.

“Fulfill your dreams of doing impactful research through FPM.”

ANAND NANDKUMAR
Research Director - CIE, Associate Dean
RCI Management and Associate Professor of Strategy
A CAREER IN BUSINESS ACADEMIA

The best business schools achieve their high standing by combining research, teaching and management practice. The best teachers among business school faculty members are usually those who bring the latest management theories and techniques to life in the classroom. With the centre of gravity of business activity increasingly shifting towards the emerging markets, there is a growing demand for faculty whose research focus is on issues and challenges relevant to the emerging economies. The ISB FPM curriculum aims to achieve a balance between cutting-edge academic research and an understanding of local realities in the emerging economies. Given the rapidly changing global scenario and its impact on business research and practice, the curriculum will be reviewed and upgraded periodically for theoretical rigour and practical relevance. For bright young researchers with inquisitive, creative and inspired minds and a powerful inclination to explore research issues in business, the ISB FPM is an attractive opportunity.

WHY ISB FPM?

Challenging, comprehensive and global in scope, the FPM aspires to develop researchers and academicians of exceptional caliber. The proven research expertise of ISB’s faculty members and their dedication to supporting and mentoring doctoral students, are the powerful beams that sustain the programme.

ISB boasts of a unique portfolio faculty model which consists of eminent resident and visiting faculty. They are highly sought after by businesses across the world for their knowledge and expertise on a wide range of issues. The current body of resident faculty has been handpicked from leading international business schools on the basis of their research excellence and teaching acumen. Visiting faculty, drawn from top business schools across the world, bring new knowledge and perspectives into the mix, enriching it further. This dynamic research environment is made even more vibrant by the visiting scholars and research scholars whom the School hosts each year.

The area leaders from our founding associate schools, the Kellogg School of Management at Northwestern University and the Wharton School at the University of Pennsylvania, actively participate in curriculum design and research conferences, and assist our efforts to recruit the best faculty. We also have robust academic collaborations with the London Business School, Sloan School of Management at MIT, and the Fletcher School of Law and Diplomacy at Tufts University. Our association with world-class business schools ensures that we are always in step with the latest innovations in global management education. Faculty exchanges, research collaborations, student exchange and curriculum development are various dimensions of our relationship with these schools.
“The extensive support provides for a high quality research ecosystem.”

DEEPA MANI
Associate Professor, Information Systems and Executive Director, Srinivasa Raju Centre for IT and the Networked Economy
ISB offers the FPM in seven areas: Accounting, Financial Economics, Information Systems, Marketing, Operations Management, Organisational Behaviour and Strategy. Candidates indicate their area of specialisation at the time of applying for the programme. Once admitted, the student will not be allowed to change their area of specialisation. Based on the pool of applications and suitability of the candidates, a specific area may decide not to offer admissions to students in an academic year.

ACCOUNTING

The Fellow Programme in Accounting trains students in a wide range of sub-disciplines within this area. Finance faculty have wide-ranging interests spanning corporate finance theory, empirical research in corporate finance, market microstructure, microfinance as well as financial econometrics. Our faculty have published in top-tier finance journals in diverse areas such as: the design of IPO mechanisms, promotions and internal labour markets, the links between bankruptcy codes and innovation, and information revelation in future markets. Candidates with undergraduate or postgraduate training in economics, mathematics, engineering, statistics, and other quantitative disciplines have an ideal background for doctoral studies in this area.

FINANCIAL ECONOMICS

The Fellow Programme in Financial Economics will train students in a wide range of sub-disciplines within this area. Finance faculty have wide-ranging interests spanning corporate finance theory, empirical research in corporate finance, market microstructure, microfinance as well as financial econometrics. Our faculty have published in top-tier finance journals in diverse areas such as: the design of IPO mechanisms, promotions and internal labour markets, the links between bankruptcy codes and innovation, and information revelation in future markets. Candidates with undergraduate or postgraduate training in economics, mathematics, engineering, statistics, and other quantitative disciplines have an ideal background for doctoral studies in this area.

INFORMATION SYSTEMS

The faculty in the Information Systems (IS) area at ISB come from the top business schools in the world such as Carnegie Mellon, University of Texas, University of Rochester and Stanford University. They use quantitative tools such as game theory and econometrics, and extensively use economics and strategy as reference disciplines to study topics in software product planning and pricing, human capital development in knowledge-intensive organisations such as IT service firms, electronic commerce and internet advertising, organisation and value of outsourcing relationships, impact of IT on firm value and on society, and the organisation and value of social networks. The area faculty have established strong publication records in the top academic journals such as Management Science, Information Systems Research and Management Information Systems Quarterly. Several top academicians from universities such as New York University, University of Minnesota and the University of Connecticut visit the IS area regularly to collaborate on research. The IS area also hosts an international academic conference in Information Systems every year. This conference regularly attracts the best of the researchers from the United States. This strong focus on research activities provides a broad exposure to students who are exploring research topics to define their areas of interest. Further, the constant availability of faculty with strong publication records in the top research journals of the world ensures in-depth mentorship.

MARKETING

Marketing is an interdisciplinary field that draws upon theory and methodology from a variety of knowledge areas, including psychology, sociology, mathematics, statistics and economics. The discipline is fundamentally concerned with the description and prediction of decision outcomes that involve all aspects of the firm - customers, competitors, distributors and business regulators. Marketing uses an eclectic mix of methods and theories to understand buyers' perceptions and preferences, allocate marketing resources and develop game theory models for marketing strategy. The Fellow Programme in Marketing Management at ISB is designed to train students for careers in academia. Members of the Marketing faculty at the ISB hold PhDs from top universities and are actively engaged in academic research.

ORGANISATIONAL BEHAVIOUR

The Fellow Programme in Organisational Behaviour is designed to emphasise the importance of individuals and teams as integral to modern organisations. The resident faculty have published papers in top-tier academic journals like the Academy of Management Journal, Journal of Applied Psychology, Journal of Experimental Social Psychology, Personnel Psychology, and Organisation Science. Area faculty have won awards for reviewing, and regularly present their research in top international conferences. Research interests of faculty members include organisational citizenship behaviour, contextual work performance, positive (e.g. creativity, whistle-blowing) and negative (e.g. white-collar crime, corruption) deviance in and of organisations, teams, personality, interpersonal conflicts and relationships at work, and negotiations. Faculty members in organisational behavior have PhD degrees from top universities such as University of Illinois at Urbana-Champaign, Iowa, Michigan State, and National University of Singapore.

STRATEGY

The Fellow Programme in Strategy prepares students to engage in research that addresses fundamental problems relating to business strategy. The strategic management track trains them to analyse a firm's response to its environment and competitors and to carry out research that enables an understanding of the foundation of competitive advantage. It allows students to acquire expertise in a variety of disciplines that will enable them to carry out cutting-edge research in areas such as competitive strategy, innovation, global strategy, organisation theory and entrepreneurship. Faculty members hold PhD degrees from prestigious institutions such as Carnegie Mellon University, Indian Institute of Management, London Business School and Ohio State University. They are frequent contributors to top-tier publications.

AREAS OF SPECIALISATION
**RESIDENCY REQUIREMENTS**

This is a fully residential programme and requires 4 years of full-time study, closely working with faculty guides and also pursuing independent research interests. Students will be expected to spend a minimum of three years in residence.

**CERTIFICATION**

On the successful completion of the programme requirements and recommendations of the FPM Committee, ISB will grant the Fellowship to students.

**PROGRAMME REQUIREMENTS**

**TYPICAL STAGES OF PROGRESSION**

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<th>Years in the FPM</th>
<th>Milestones</th>
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<td>Year 1</td>
<td>• Complete core courses and area specific advanced courses</td>
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| Year 2           | • Complete area specific advanced courses.  
|                  | • Instructed Research Practicum (IRP): Assist on a Research Project under the supervision of a faculty member.  
|                  | • Work on a Research Paper.  
|                  | • Write FPM Comprehensive Exam by the end of year 2, as per area requirement. |
| FPM Candidacy    | • Based on the performance in course work, IRP, Research Paper, Comprehensive  
|                  | • Exam and potential to conduct scholarly research work, the FPM Committee determines the eligibility for FPM candidacy. |
| Year 3           | • Identify Dissertation Chairperson and Dissertation Committee members.  
|                  | • Identify a dissertation topic, complete preliminary research work on the topic, and work on a dissertation proposal.  
|                  | • Submit the Dissertation proposal to the Dissertation Committee by the end of the third year for approval. |
| Advanced FPM candidacy | • On approval of the dissertation proposal, candidate moves to advanced FPM candidacy. |
| Year 4           | • Continue work on dissertation.  
|                  | • Based on the dissertation defense, completion of subsequent revisions, and the FPM committee's recommendation, the candidate is conferred "Fellow in Management." |

**ACADEMIC TRAINING**

Doctoral-level training includes doing course work where in you take the prescribed core and specialised courses, doing research with faculty members, helping the faculty members in their teaching and taking up other tasks assigned from time to time. Apart from course work academic training includes:

1. Attending the Annual Doctoral Consortium / Workshop on Teaching organised by Centre for Teaching, Learning and Case Development at ISB
2. Provide teaching assistance to visiting and resident faculty
3. Conducting tutorials / teaching a session
4. Research Assistant-ship under a Resident Faculty or in a Research Center or Institute

**RESIDENCY REQUIREMENTS**

This is a fully residential programme and requires 4 years of full-time study, closely working with faculty guides and also pursuing independent research interests. Students will be expected to spend a minimum of three years in residence.

**CERTIFICATION**

On the successful completion of the programme requirements and recommendations of the FPM Committee, ISB will grant the Fellowship to students.

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"The FPM is a meandering journey where there is no set path. Only the never say die attitude is gonna help you tread this path."

ASHISH GALANDE  
Assistant Professor, IIM Udaipur
PLACEMENTS

FPM develops and grooms inspired and dedicated individuals to explore research issues in business. Besides nurturing their foray into the research arena, the FPM also moulds budding young researchers into effective teachers.

ISB provides committed support to all FPM students throughout the programme so that they gain meaningful teaching experiences before formally embarking upon their careers. FPM students work in the capacity of teaching assistants, mentors, and other roles which involve imparting knowledge to their peers or juniors, either in a group or one-to-one setting. ISB aims to place students in top research schools across the world. While we put in efforts to do so, there is no guarantee of placement.

Unlike in other degree programs, such as B. Tech. or MBA, placement after a doctoral program depends entirely on the quality of the research work done by a student in the dissertation. Therefore, it is largely up to the student to work hard and produce high quality research to get the desired placement. Our responsibility is to facilitate this by providing world class education, training, mentor-ship, access to global faculty, and an excellent academic environment overall.

So far ISB has successfully placed its Doctoral Candidates at prestigious Schools like ISSEC, France; Indian Institute of Management, Udaipur; London School of Economics & Public Policy; School of Economics, University of Moscow; UWA Business School University of Western Australia, Perth; UQ Business School, University of Queensland, Australia. The FPM Graduates have also been placed as Post Doctoral Fellow at schools like The University of Illinois at Urbana-Champaign.

ADMISSIONS

ISB aims to bring together individuals from a wide variety of backgrounds, nationalities and educational experiences. The common denominators are superior academic credentials and a consistent display of intellectual prowess. Excellent written and verbal communication skills are essential. Applicants must have a strong interest in pursuing a research and teaching career in academia. Above all, candidates need to possess both the ability to engage in high quality research and the commitment to be an academician at an international level.

ELIGIBILITY

1. Undergraduate/ Post graduate degree

Applicants should have 4 year undergraduate or a postgraduate degree from an accredited academic institution in areas such as business, economics, engineering, computer sciences, mathematics, physics or the arts. Irrespective of the field of study, applicants must possess a strong academic record and display creativity, self-motivation and ingenuity in their prior academic and work experience.

2. Test requirements

All applicants are required to take one of the following tests by the time of submission of application. Applications will not be considered without a valid test score.

- Graduate Record Examination General Test (GRE) administered by the Educational Testing Service (ETS), Princeton, USA
- Graduate Management Admission Test (GMAT) administered by Pearson VUE, Bloomington, USA.
- Common Admission Test (CAT) conducted by IIMs
- Junior Research Fellowships (JRF) conducted by UGC.

APPLICATION PROCEDURE

All applications should be submitted online at www.isb.edu/fpm. An application fee of INR 3,000 should be paid while submitting the application online.

A complete application must include:

- Latest Curriculum Vitae with a recent photograph
- Statement of Purpose
- Certified copies of all university degrees/ diplomas
- Official transcripts of grades
- Three letters of recommendation from faculty or scholars on the applicant’s academic ability and potential for research and teaching
- Valid GMAT / GRE / CAT / JRF score report
- TOEFL score report (for applicants whose language of instruction at the undergraduate level is not English)
APPLICATION TIMELINES

Please note the following details for admission to the programme commencing in September 2020:

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<th>S.No.</th>
<th>Description</th>
<th>Date</th>
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<tr>
<td>1</td>
<td>Application open</td>
<td>October 10, 2019</td>
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<tr>
<td>2</td>
<td>Application close</td>
<td>January 31, 2020</td>
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<tr>
<td>3</td>
<td>Admission announcement</td>
<td>Mid April, 2020</td>
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<tr>
<td>4</td>
<td>Orientation and registration</td>
<td>August 14, 2020</td>
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ONLINE INFOSESSIONS

To dwell more on the nitty-gritties of the programme, ISB will be hosting online info sessions (webinars) for the ease of prospective applicants. The schedule for the webinars will be announced on the website.

ASSESSMENT

Candidates will be assessed on the basis of Academic Performance, GMAT / GRE / CAT / JRF Scores, Statement of Purpose, Faculty Recommendation Letters, Research Potential, Career Plans, Personal characteristics required for an international academic career, intellectual ability, motivation, communication and writing skills etc. Decisions are based upon an evaluation of all of these aspects, relative to those of the other applicants.

Following submission of complete application, the FPM office will shortlist the candidates and contact them for the next steps in the admissions process.

FINANCIAL ASPECTS / SCHOLARSHIPS

To enable focus on studies, without having to worry about financial pressures, the following financial aid is offered subject to periodic review and revision by ISB:

PROGRAMME FEES

Full Tuition Fee Waiver except for sponsored candidates

ACCOMMODATION ON CAMPUS

On campus fully furnished free accommodation (shared accommodation for unmarried and studio for married students) will be provided subject to availability. In case on campus accommodation is not available additional allowance of INR 25000 will be given towards house rent.

LAPTOP ALLOWANCE

One-time reimbursement of INR 100,000/- to cover expenses of laptop, docking station and any other computer accessories.

SCHOLARSHIP

A monthly scholarship of INR 55,000/- to cover living expenses. The usual duration of the scholarship is for four years subject to satisfactory performance. In line with many other international institutions ISB might offer an additional year of funding at the discretion of the Faculty Advisor, Dissertation Chair and the FPM Director for selected students who have not been able to complete their dissertation in four years. Students on leave are not eligible for financial aid.

In case, the student is sent to other schools on exchange programmes, at the request of the student, s/he may be granted additional stipend at the recommendation of the FPM Committee.

MEDICAL INSURANCE

It is mandatory for all students and their dependents living on campus to have medical insurance. ISB will provide Health Insurance to FPM student, his/her spouse and 2 children. Students are allowed to include their parents or in-laws (any two) to the policy if the student is willing to pay the premium. In addition to this, students are also provided travel insurance when they are on exchange programme / attend international conference approved by the Faculty Advisor, Dissertation Chair and the FPM Director.

“As an FPM student at ISB, I was never confined in the boundaries of a department. Interdisciplinary research added a feather to my cap.”

ARKAJA CHAKRAVERTY
Assistant Professor of Finance
International College of Economics and Finance
National Research University - Higher School of Economics
“A global platform for scholars to present their research.”

MILIND G SOHONI
Area Leader and Professor of Operations Management
Deputy Dean - Hyderabad Campus and Academic Affairs
The ISB Hyderabad campus lies on a beautiful site with large boulders, open fields, landscaped areas, open fields with greenery and cluster of trees. The campus architects have retained and highlighted the existing rock formations and the tree canopies, combining the elegant buildings and facilities with the scenic landscape. ISB’s impressive infrastructure makes for a superior learning environment. The ISB Hyderabad campus spread over 260 acres, is internet enabled with state-of-the-art air-conditioned lecture theatres, an excellent library, video conferencing and other world-class facilities. The heart of the campus is the Academic Centre, which houses the lecture theatres, classrooms, faculty offices, services and auditorium. The Academic Centre provides an ideal study environment with air-conditioned lecture theatres, classrooms, breakout rooms, a large library, meeting rooms, coffee bars, and dining facilities. It has state-of-the-art infrastructure with a 408 seat auditorium and a communications network that ensures instant global connectivity. The FPM is currently offered at the Hyderabad campus only. The ISB Mohali campus spread across 70 acres in the Knowledge City is equipped with state-of-the-art learning infrastructure - lecture theatres, a 500-seater auditorium, high definition video conferencing facilities to enable collaboration across locations, seamless access to digital and online library resources, student cafeteria, and more. The campus is designed to meet the LEED Gold sustainability criteria. The Student Villages at both Hyderabad and Mohali comprises fully air-conditioned serviced apartments, with elegant contemporary furniture and fittings, a kitchenette, television with cable connection and other modern conveniences. ISB offers a conducive environment for families living on campus. Dining, housekeeping, courier and banking facilities are provided, in addition to a wellness centre, grocery store, travel desk and bookstore. The School ensures that basic needs of students are addressed, allowing them to focus entirely on learning. ISB has excellent recreational facilities - a swimming pool, fitness centre and courts for badminton, squash, table tennis, lawn tennis, volleyball and basketball. There is also a play area for children and a toddler’s room. RESEARCH AND LEARNING RESOURCES The Learning Resource Centre (LRC), a towering structure in the middle of the Academic Centre, hosts the library and IT facility offices. The e-resources and online databases currently available at the LRC are among the best in any academic facility. The LRC’s collection spans nearly 41,000 books, 150 print journals, 50 online databases (including over 2,000 e-journals), and 5,700 AV resources besides having access to the databases - Bloomberg and Thomson Reuters Eikon through NSE-ISB Trading Lab. “More than hard work it’s the perseverance that actually pays off in a PhD Programme. More than Innate curiosity it’s the attention to detail and an openness to receive criticism and feedback which made me a better researcher.”

PRAKASH SATYAVAGEESWARAN
Assistant Professor, IIM Udaipur