



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

IIMB

LONG TERM VISION

Discovering Tomorrow





¹This document was prepared based on various deliberations that the Long Term Vision Committee of the Board of Governors of the Indian Institute of Management Bangalore, under the chairmanship of Mr K L Chugh, had with various stakeholders. The other members of the committee include Professors A S Kolaskar, B Mahadevan and Trilochan Sastry. Professor Pankaj Chandra, Director IIM Bangalore contributed significantly in developing this document.

INTRODUCTION

IIM Bangalore aspires to be amongst the top management institutions in the world. We are a leading management school in India and have the reputation of brand "IIM". We provide one of the most competitive programmes in the world. IIMB has had the unique privilege of educating some of the best young minds in the country in the last 35 years. Our understanding of economic and social issues in India is of the highest calibre and our research in related domains is well established.

Management education at the beginning of the new millennium is undergoing significant and far reaching changes. We have the unique opportunity to play a pioneering role in re-defining it. Its implications are likely to be felt not only in our country but around the world as economic power shifts to Asia and emerging economies.

The Chairman of the Board of Governors of IIM Bangalore, Mr Mukesh D Ambani, Chairman Reliance Industries Limited, constituted a Sub-Committee of the Board to develop a long term vision for the Institute in the light of these significant changes. The Committee was headed by Mr K L Chugh, Chairman Emeritus ITC Limited and included Professor A S Kolaskar, Former Vice Chancellor University of Pune, Professor Trilochan Sastry, Professor IIM Bangalore and Professor B Mahadevan, Professor IIM Bangalore. The Director of the Institute, Professor Pankaj Chandra was also actively involved in the final stages of identifying the salient aspects of the visioning exercise and arriving at key recommendations. The other members of the Board also contributed significantly to the development of this vision.

The current exercise is motivated by certain important events that we witness today. Some of them include age of discontinuity and the critical issue of sustainability, huge growth opportunities in the country and the emerging notion of the global village, (for more details see Annexe 1). On account of these, India has the potential to emerge as a global leader. In order that we reach this potential, we need to develop global business managers through transformative education. Such an education will build leaders and entrepreneurs who are value-driven, with a deep sense of inclusiveness.

The document is the culmination of a shared visioning exercise. The vision committee met with a group of students, the office bearers of the IIMB Alumni Association, a group of employees (from the administrative staff) and faculty to develop a long term perspective. The Chairman Board of Governors met with the faculty to express his personal support, as well as that of the entire Board, to this initiative. Professor Pankaj Chandra engaged the faculty in several ways in evolving a shared vision. The faculty actively participated in the visioning exercise through various initiatives over two months. This included two faculty meetings, a two-day faculty retreat facilitated by Mr Arun Maira, Chairman, BCG, deliberations by areas, programmes and research centres and submission of vision by individuals and groups of faculty. These initiatives played a critical role in articulating the shared vision set out in this document. It is clear that the visioning exercise is a bottom-up approach.

THE VISION²

ॐ सह नाववतु । सह नौ भुनक्तु । सह वीर्यं कर्वावहे ।
तेजस्वि नावधीतमस्तु । मा विद्विषावहे ॥
ॐ शान्तिः शान्तिः शान्तिः ॥

AUM saha nAvavatu | saha nau bhunaktu |
saha vIryam karavAvahai |

tejasvi nAvadhitamastu | mA vidviShAvahai ||
AUM Santih Santih Santih ||

May He Protect us | May He Enable us to draw on the fruits together |
Let us together exert and create vitality | Let us be bestowed of knowledge |
Let us not show contempt for each other | OM Peace Peace Peace |

**We build leaders and
entrepreneurs through holistic,
transformative and innovative
education.**

IIMB will be known for excellence in research and scholarship, global character, values, diversity and for the impact we make on multiple stakeholders and the society.

² The details of the articulated vision are available in Annexe 2

THE DNA OF IIMB³

The entire process of visioning led to the following areas as key to IIMB becoming a World Class institution. They are:

1. World Class Knowledge
 - a. High quality research & publication
 - b. Continuous learning (through new programmes, innovative programmes, performance-driven culture)
 - c. Knowledge to manage discontinuity
2. World Class Faculty/Thought Leaders World Class Students (Leaders of Tomorrow) World Class Infrastructure
3. Financial Power & Autonomy
4. Governance
5. Holistic Learning (Diversity through Virtual University; Partnerships with other institutions)
6. Sustainable Growth
7. Core Values: Deep and abiding respect for knowledge (we are inspired by the Rig Vedic quote: आः नो भद्राः कृतवो यन्तु विश्वतः (Aano bhadrah kritavo yantu vishwatah)", which means, let noble thoughts come to us from everywhere), Integrity, Inclusive, Contributions to Society

³ For more details see Annexe 3.

THE ROAD MAP

In the following paragraphs we describe the road map that we need to follow in order to achieve the vision.

Faculty

High quality knowledge creation is a function of having a critical mass of World Class faculty who are thought leaders with an impeccable record of research. The single most critical factor for achieving the shared vision is faculty. Consequently,

- We need to induct global quality thought leaders
- We also need to pay global salaries

The 5-year plan includes:

- Hiring of thought leaders & Chair Professors (20 in 5 years; 6 in the first year)
- Hiring young faculty (40 in 5 years)
- Changing the compensation structure
- Continuous Knowledge Acquisition & Renewal Programme (collaborative research visits to top universities)

Research

World Class Research calls for collaborative working, both within the Institute as well as with other reputed institutions. Three or four emergent themes for research will be identified for research collaboration. These will result in:

- Creating new Centres of Excellence & laboratories e.g., IIMB Emerging Markets Centre in China, Behavioural Finance Laboratory, etc.
- Research grants and support
- A performance reporting and review mechanism to facilitate faculty development and promotion of peer culture
- National / International Impact Events & Conferences

Entrepreneurship

Entrepreneurial mindset will become one of the driving characteristics of programmes and activities at IIMB. We will build this perspective in our programmes through relevant themes in existing courses, courses aimed at helping identify opportunities and developing new enterprises. NS Raghavan Centre for Entrepreneurial Learning will lead this effort in research, teaching and outreach.

Transformative / Holistic Education

IIMB values multi-disciplinary education and will strive to provide an integrative learning environment. Our programmes will reflect the following:

- An increasing trend towards understanding the implications of managerial roles and decisions within the context of the society
- A better appreciation of technical and non-technical knowledge
- A respect for diversity
- A principled approach to life and learning

Programmes⁴

- The PGP strength will be increased from the current level of 270 to about 500 over five years
- The number of Doctoral students will be increased to 150 from the current level of about 50
- Two new programmes (for middle and senior executives) will be introduced to increase the scope and diversity of programme offerings
- The PGPPM programme intake will be doubled in five years
- Existing Executive Education programmes will be redesigned in a manner consistent with the vision
- Accreditation to International bodies including EQUIS and AACSB

Students / Alumni

The students are amongst the very best in the world. To attract more diverse and international students as we expand the class size requires several things:

- Distinctive curriculum that is relevant for the emerging world order
- Diversity in the student profile admitted for the programme
- Holistic learning opportunities which encourage entrepreneurship
- Stimulating and challenging learning environment

Initiatives for building closer relationship with the Alumni will include:

- Re-organising the Alumni Office

⁴ For more details see Annexe 4.

- Establishing Alumni chapters globally
- Inducting Alumni into the Board
- Career Support to Alumni
- Meeting with Alumni leaders annually

Infrastructure⁵

A world class learning environment will require building state-of-the-art infrastructure which will include the following:

- A new campus to be developed in Bangalore for the proposed expansion in activities
- World Class Library infrastructure
- Housing for students, visiting international scholars & faculty
- Other infrastructure (includes e.g., student sports facility, additional classrooms)
- Sustainable solutions to the use of resources on campus (e.g., use of water)

IT infrastructure

- An integrated enterprise system
- Educational technology to scale up and improve reach and delivery of programmes and to introduce innovations in pedagogy

International Partnership

- Deepening of partnership with limited & reputed universities (such as Stanford, MIT, INSEAD, NTU/ NUS, HKUST, Tsinghua)

Administration

Administration forms the backbone of academic infrastructure and learning. It will be our endeavour to develop high quality administrative support at IIMB through the following initiatives:

- Changing the compensation structure
- Organisation Re-design
- Adopt a process-centric approach for organisation-wide administrative support
- Leverage technology for optimal utilisation of resources
- Continuous Knowledge Acquisition Programme (Training & Renewal)

⁵ For more details see Annexe 5.

Funding Plan

The underlying philosophy is to ensure that while revenue components are addressed largely through internal generation of resources, alternative and innovative approaches are required to solicit funding for the capital component. The details are as follows:

Funding revenue expenditure

The approach to fund the revenue expenditure is as follows:

- Increase the number of students
- Increase the number of programmes
- Increase the fee per student
- Revenue from Chair Endowments (20 Chairs over the five year period with a six year commitment for the Chair; the target for the first year is to have 6 Chairs at IIMB)
- Revenue from Executive Education and Consulting activities

IIM Bangalore cherishes the core value of inclusiveness. Therefore, no meritorious student will be denied an opportunity to get educated in IIMB on account of financial inability. The Institute has several in-built mechanisms to address this issue.

Funding the Capital expenditure

As mentioned in the previous section, several capital expenses are envisaged. The exact capital outlay for the five year plan needs to be worked out. On a more sustainable basis we need to develop a corpus with an outlay of Rs. 800-1000 crores.

The following options are proposed to generate funds for the capital expenditure:

- IIMB Chairman's Growth Corpus
- IIMB Alumni Growth Corpus
- 5-10% stake from Incubating companies
- Funded Research
- Other avenues (such as Build-Operate-Transfer (BOT), outsourcing, leasing)

Governance

The impetus to be the best in the World comes from the governance structure and the process that is in place. Implementing the vision requires active support from the Board and certain changes in the governance structure. The guiding philosophy behind setting up a good governance mechanism at IIMB is one of empowering the Director and his/her executive team to manage all the affairs of the institution. On the other hand, the Board provides strategic directions, long term funding requirements and establishes accountability measures.

BOG: Role, Size, Responsibilities

- The Board as an active ambassador of the Institute
- The Chairman will drive the external relationships, fund-raising, and provide strategic direction
- Board Size (membership around 12-14)
- Power to appoint Director
- Establish Audit Committee of the Board
- Establish Compensation Committee
- Establish International Advisory Council for IIMB

Executive

- Executive Team - to run the day-to-day affairs - comprising Director, Deans and other Administration heads
- Includes Area & Programme Chairs
- Strengthen Internal Audit
- Develop & Execute Branding - Identity - Communication Strategies

A Board-level Vision Committee could drive the vision and review the progress made.

CONCLUSION

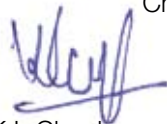
Higher education, particularly management education, is at a critical juncture today. We are entering a new era both at IIMB and in the country. Achieving the vision will depend on the participation of a wide variety of stakeholders. This will also catalyze far-reaching changes in management education and its impact will be felt in other parts of the world as well. Given the enthusiastic response to the new vision, we are confident that we will get there sooner rather than later.

If the country wishes to attain global stature, higher education including management education will be at the core of this transformation. IIMB’s vision is to address this aspect and build leaders and entrepreneurs who are value-driven through a transformative educational process. It will be our humble contribution to make this nation proud and develop a rich legacy for future generations.

On behalf of the Board of Governors



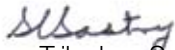
Mukesh D Ambani
Chairman, Board of Governors



K L Chugh
Chairman,
Long Term Vision Committee



Professor A S Kolaskar
Member,
Long Term Vision Committee



Professor Trilochan Sastry
Member,
Long Term Vision Committee



Professor B Mahadevan
Member,
Long Term Vision Committee



Protessor Pankaj Chandra
Director,
IIM Bangalore

Context for the visioning exercise

The top management of every institution engages itself in a visioning exercise from time to time. Such an exercise enables an organisation to respond to the emerging scenario of the market and the society and make the necessary mid-course corrections and also to fine-tune its offerings. IIMB has also been engaging in this exercise from time to time. The vision exercises carried out in the last ten years and the detailed report of these are available in the later part of the report. The current exercise is motivated by certain important events that we witness today. Some of them are outlined below:

India is poised for a huge growth

Ever since the beginning of the new millennium, the global economic scenario has placed India among the most promising nations in terms of economic and business growth. Several international surveys and studies conducted by government agencies and consulting firms projected an era of significant business and societal development in the newly emerging economies including India. The Goldman Sachs report of October 2003 on BRIC countries is a case in point⁶. A recent report by the Government of Australia projected a key role for India in the services economy⁷. Another study by CII-McKinsey projected a dramatic growth in the manufacturing sector in India⁸.

Domestically, we witness a high GDP growth, in excess of 9% and the trend is likely to continue for several years in the future. Such a high growth potential in the country demands every institution to revisit several of their assumptions pertaining to offering their products and services. High growth demands new innovations to respond to the emerging reality. It also redraws the rules of competition as more players enter the market.

Educational institutions need to play a crucial role and will be required to quickly respond to the changes. IIMB is no exception

⁶ Dreaming with BRICs: The Path to 2050, Global Economics, Paper No: 99, Goldman Sachs, October 1, 2003

⁷ (2007) "India's Services Sector: Unlocking opportunity", Dept. of Foreign Affairs & Trade, Australian Government.

⁸ Jayakar, R. (2005), "Manufacturing's next export wave", Business Today, April 24, 2005, 66 - 72

to this and will greatly benefit from engaging in a visioning exercise to understand the unfolding future, position itself strategically and align its resources to effectively respond to the demands placed on it in the future.

Living in a global village

We have never witnessed such an integration of the world economies in the past than what we see in the last decade. Indian businesses are becoming global through acquisitions of existing businesses in other countries as well as the starting of new operations. The number of foreign employees moving to India on assignments is on the increase in recent years. In the future we expect greater integration of the diverse cultures and political economies of the world in a single melting pot.

While at a macro level we see these trends, it is mirrored at the micro level also. IIMB has had the maximum number of interactions with educational institutions in other countries in the last five years. There has been an increasing demand for many such initiatives at the Institute.

These trends indicate to us a future that will demand skills to transact business in a global village. There will be an expectation in the society that educational institutions equip the upcoming generations with ideas that are neither required today nor available.

Age of discontinuity

It is our considered opinion that the most important reason for engaging in a long term vision exercise is that the future will be characterized by an age of discontinuity. Two trends drive us towards an age of discontinuity. First is the hyper-growth of the economy, which brings discontinuity into the system. The second trend is the rapid advancement of society aided by technological developments. Technology promotes discontinuity in a big way and forces institutions and markets to revisit their assumptions about what it takes to succeed in the market.

In an era of discontinuity, we do not stand to gain much by doing what we have been doing so far. It calls for strategies that are equally discontinuous. Developing such strategies is not possible by merely extrapolating the current processes. It calls for a clean slate approach and fresh set of ideas that point to newer possibilities and uncharted course of action.

The efforts of the long term vision committee have a similar purpose. In view of the discontinuity that we see of the future, it is envisaged to develop a vision for about 20 years.

Sustainability is an issue of concern

One of the major concerns of the society is the issue of sustainability. While growth, market position and share have been guiding various actions of organizations so far, it is becoming increasingly clear that in the future the ability of an organization to deliver sustainable solutions will significantly influence its own sustainability. Environmental concerns of the society demand that organisations factor these into their strategies.

Detailed articulation of the shared vision

The aspirations of the faculty at IIMB as articulated during the shared visioning process are elaborated below:

Core Values & Impact

- IIMB will be known for excellence in scholarship, global character, independent thinking, path-breaking research, world class competence in academics, diversity and scale of our offerings and for the impact that we make on multiple stakeholders and the society
- IIMB will strive to produce leaders of tomorrow by offering a holistic education which will include not only quantitative, analytical and communication skills but also exposure to social and environmental issues, personality growth, emotional intelligence and development of core values and character, with a global perspective.
- Our core values include Being Scholarly, Respect for Knowledge, Citizenship, Openness, Being Inclusive, Ethical, Transparency, Fairness and Equity in all our processes and dealings and Pride in our work, institution, and the nation
- With passion for excellence, ingenuity and established competence in application of ideas, concepts and management practice we will mould these values in our students and on other clients so that they have a larger and a more meaningful impact on society
- IIMB programmes will be driven by the following principles: Dignity of individual, Unimpeachable integrity, Climate of open discourse and trust, Mutual respect while fostering healthy competition and Continuous Renewal
- We will shape management education in India and emerging economies and establish brand India by engaging with Corporate, Society & Government and by being relevant to local conditions
- Through its scholarship, IIMB will become the most sought after destination for those in business, academia, government, and others,

in India and across the world, who want to understand Indian and emerging economies

- Through knowledge creation and solving societal problems we will influence policy-making and contribute to the well-being of the nation
- We will provide access to quality business education for all and will delight our stakeholders leading to their support and cooperation

Research & Thought Leadership Position

- We will have outstanding academics and thought leaders who will be world class and be globally recognised and respected among intellectual peers by virtue of publishing in top journals and world class conferences
- We will enhance the culture of research, promote impactful research that are conceptual or applied on issues that are relevant, and are respected and well cited

Contributions & Output

- We will contribute to the education ecosystem by being the biggest source of cases and teaching material, major provider of academic leaders (FPM & teacher training) and by setting standards for management education
- We will fine-tune our programme portfolio and offer new innovative/ distinctive programmes (for the middle and senior management such as PGP-X, and Executive MBA) that enhances the size, scope, diversity and meritocracy and thereby create credibility and visibility
- We will scale up the PGP to double the current in-take and triple the number of research students by 2013

Faculty, Administration & Students

- We will have diverse and well-paid faculty and administration team who believe in the core values of IIMB and with their domain expertise will contribute to institutional excellence
- We will educate students from diverse backgrounds who will be creative, ethical, inquisitive and entrepreneurial, and with a global outlook will be change agents, meaningfully contributing to society and develop pride and deep bonding with IIMB
- We will have accomplished alumni who will be leaders of global entities and exemplify excellence, diversity and richness of experience. They will believe in giving back to IIMB

Performance & Incentives

- We will have true autonomy and financial independence to deploy world class faculty and infrastructure

- We will have a performance-driven peer culture that enables channelising individual excellence towards contributing to institutional achievements
- With involved students, administration team and faculty we will pride ourselves in flawless execution

Infrastructure & Process

- We will create world class infrastructure and adopt a process-centric approach to set up an organisation - wide administrative support mechanism
- We will leverage technology for optimal utilisation of resources
- We will develop a vibrant and open campus that is environmentally sustainable, harmonious, green, clean and comfortable

Key areas that require attention to implement the vision

The shared vision is an outcome of deliberations with multiple stakeholders, exchange of ideas through meetings and discussions and the electronic media. These deliberations pointed to certain key areas that require clear understanding and concerted effort for effective implementation of the shared vision. These are laid out in some detail below.

World Class Knowledge Creation & Thought Leadership

The fundamental enabler of the shared vision is the ability of the Institute to create knowledge that is truly world class. High quality knowledge creation is a function of having a critical mass of World Class faculty who are thought leaders with an impeccable record for research excellence and the potential to create more in the future.

Attracting such faculty requires that we are able to compensate them competitively and provide an academic ambience characterised by performance-driven peer culture. Furthermore, it also calls for well-established mechanisms in the Institute that will enable high potential faculty in the Institute to raise their standards to the newer requirements through continuous learning and renewal.

World Class Students

The second element of a World Class institution is attracting World Class students into the programmes. After all, World Class students transform into leaders of tomorrow and impact and shape the society. Attracting World Class students requires several things:

- Provide a curriculum that is distinctive and relevant for the emerging world order
- Actively seek diversity in the student profile admitted for the programme
- Enhance holistic learning opportunities including one which encourages entrepreneurship and opens up new value creation paths
- Provide a World Class learning environment

World Class Infrastructure

In a nutshell, we should aim at having a physically and technologically competent infrastructure that reflects the vision and beliefs of the Institute. There are several aspects to deploying World Class infrastructure. Further details are given in Annexe 5.

Financial Power & Autonomy

All the above three aspects clearly call for huge capital outlays, bold and innovative methods to find sources of funding and different levels of compensation to fetch quality resources. Arguably, in order to create a World Class institution, having financial power and autonomy becomes another key aspect of implementing the vision. The financial autonomy that we need to have includes the following:

- An ability to set up our own compensation and performance system that enables us to acquire World Class faculty and administration team
- An ability to charge fees that enables the institute manage the revenue expenditures consistent with the vision initiatives
- An ability to define limits on the size of the endowment
- An ability to raise funds from various sources including the market

Diversity

One of the important features of the shared vision is the value of diversity. We need to incorporate the aspect of diversity in several ways. We have to seek students from various backgrounds and social strata. This is essential for us to introduce different ideas and diverse viewpoints in our classrooms and also in our thinking. In the Indian context, diversity has to include gender, educational background, caste, ethnicity, social background and regional background. We also need to introduce diversity in our programme offerings. We have to actively develop programmes that would be of value to a larger group. We have to be able to induct foreign nationals in our various programmes. All prominent business schools around the world have a major component of foreign students who add to the richness and diversity of the student body. This will add to our global exposure and standing. We will also have to recruit International faculty.

Another enabling mechanism for enriching the value of diversity will be our ability to form close partnerships with other reputed institutions that are complementary to IIMB (such as a reputed engineering school, school of law, social sciences and basic sciences) to form a “virtual university”. Such an arrangement will maximise the diversity, the quality of holistic learning and may result in developing successful entrepreneurs and leaders for society. IIMB should be able to aim at this possibility in five years.

Towards achieving its goal, IIMB will have diversity across the board:

- IIMB will have a happy sprinkling of students from diverse disciplines and from different parts of the world

- IIMB will also have a truly inter-disciplinary faculty body which will include international faculty
- IIMB will strive to achieve better gender equality and more equitable representation of different social groups without compromising with academic standards
- IIMB will have diversity in its course offerings, training programmes and research
- Throughout, IIMB will look for excellence and innovation

Governance

Implementing the vision requires active support from the Board and certain changes in the governance structure. The role of the Board is to be an active ambassador of the Institute at all occasions and help the Institute achieve the aspirations of all its stakeholders. The Chairman will drive the external relationships, fund-raising, and provide strategic direction. The Chairman will ensure compliance to good governance at the Institute and will be accountable to the Society at large.

The current size and the largely ex-officio nature of the Board are not conducive to meaningful participation and support. The Board should not be more than 12-14 members strong and may comprise two members from the government. Other members must be from civil society, business & industry, faculty, alumni etc., including some members from around the world who can bring in a global perspective.

A **Board-level Vision Committee** could monitor implementation of the vision and review the progress made. The Committee could consist of Board of Governors, Faculty, Administration and eminent people from the external world.

International Advisory Council could consist of some of the internationally renowned thought leaders who could help the Institute periodically assess the curriculum and programme design so as to keep the Institute on par with the best in the world.

Executive Team could help the Director administer the activities at the institute with clearly set responsibilities and accountability.

Holistic Learning

As management issues become increasingly complex, learning has to not only encompass all existing and emerging aspects of business, but also of societies and Governments. This would require an inter-disciplinary approach to learning, emphasising insight, empathy and creativity.

Sustainable Growth

Sustainability involves integrating economic, environmental and social elements into our decisions, to create a world which meets our aspirations without compromising the ability of others including that of future generations to do so.

It also implies an active engagement with systems and processes to help create a more equitable world. In practice this implies that IIMB's future success and reputation is likely to be tied to the impact its activities will have on influencing business, policy, and society to transition to a sustainable path.

Core Values

At the heart of a great University or Institute is its deep and abiding respect for knowledge. This manifests itself in several forms, including celebrating and rewarding outstanding research, scholarship and teaching. It also means a high level of integrity in adhering to standards of excellence and an inclusive academic environment that respects diverse views. The proclamation from the Rig Veda (Let noble thoughts come to us from all sides) captures this idea. At the same time, we need to be relevant to Society and make meaningful contributions based on our scholarship and research. We would also adhere to universally accepted norms of ethical behaviour and conduct.

Programmes: Scale & Scope

Increasing the scale and scope will be integral to implementing the vision for several reasons. Multiple stakeholders, including those in Business, Government and Society, expect the IIMs in general and IIMB in particular to scale up the activities. If IIMB does not scale up the activities it would lose an important opportunity to be a part of India's growth story. Therefore to play any meaningful role in business and society, scaling up is not a matter of choice but an imperative. Several other benefits accrue to IIMB on account of scaling. Some of them worth mentioning are as follows:

- Scale enables IIMB to leverage synergies in deployment of infrastructural resources
- It maximises cross-learning and accelerated learning opportunities
- It enables IIMB to achieve its vision of increasing the diversity of students, courses and application domains in a significant manner
- It enables IIMB to take leadership position by creating significant output. For instance, by tripling the intake in the Doctoral programme in the next five years, IIMB can achieve its vision of being the cradle for providing leaders for academic institutions in the country and be a dominant player in capacity-building for management education in the country.

On the other hand, scope of offerings will enable IIMB to ensure optimal utilisation of faculty resources while maximising the revenue earned through various programmes. It will also enable IIMB achieve its stated vision of addressing diversity. In order to increase the scope, two long-duration diploma programmes for practicing managers will be introduced:

- The first such programme will be meant for middle managers with about 8 years of experience. This programme is proposed as a full-time one-year programme.
- The second programme is meant for senior managers with about 12-15 years of experience and being groomed for top management positions. The programme could be of one and half-year duration in a modular fashion. Presently, no such programme is being offered by other institute in India.

Developing World Class Infrastructure

We will have physical and technological infrastructure that reflects the vision and beliefs of the Institute. There are several aspects to deploying a World Class infrastructure. These include among other things the following:

- Library resources is one of the key elements of the academic infrastructure that a World Class Institution must augment
- An educational technology centre that will facilitate appropriate use of emerging technologies for effective classroom utilisation, pedagogical innovations, and increasing access of the knowledge created at IIMB. This could provide a viable basis for inclusive growth for IIMB in the future
- There should be an online presence of the Institute, and faculty should be able to provide courseware over the web
- Clean and eco-friendly campus is another aspect to developing a World Class Infrastructure. Our campus should be eco-friendly with facilities like renewable energy systems, water sewerage with recycling facilities and water harvesting systems
- Improving the quality of life of IIMB community is another dimension. This requires developing centralised recreation facilities
- Another aspect is the deployment of a strategic and integrated IT infrastructure that acts as the sub-stratum for mounting various activities in the Institute
- Another important element of creating a World Class Infrastructure is having a competent Administrative team to effectively plan, deploy, monitor and utilise the physical infrastructure. This aspect could be referred to as “soft” infrastructure. Similar to the issue of World Class faculty, adjustments in the compensation systems, continuous training and renewal mechanisms may be required to upgrade the existing administrative infrastructure



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