

# **Vision 2022**

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April 3, 2017

# I can't please everyone!

“No matter how much the cats fight, there always seem to be plenty of kittens”

(Abraham Lincoln)

# How to be a good Professor?

- Bloomfield (2015) lays out a vision of what it takes to be a good professor.
- Basically a three-part mission:
  - Research
  - Teaching
  - Service

# A Good Professor - Bloomfield (2015)

- communicate effectively;
- craft constructive reviews and effective response memos;
- put philosophical insights to practical use;
- motivate students;
- share in the governance of your institution; and,
- blend work and life so that each enriches the other.

# What is Service?

- Be able to help others at their own institution and in their broader community of scholars.
- Helping maintain a productive work environment and providing others with input (or merely a sounding board).
- Contributing to discussions in workshops; reviewing or editing papers for journals; advising doctoral students and junior faculty; and writing and/or presenting discussions of others' papers for conferences etc.

# What is Service?

- For senior faculty - service includes administrative and executive roles, such as serving on committees or as an officer for their institution and scholarly organizations.
- Faculty also provide service to society at large, as advisors, consultants, board members and so on.

# **My learnings from Barry Spicer, Margaret Gardner, Gill Palmer, Stephen King and Colm Kearney**

**Work for Outcomes that Support the Mission of Your  
Institution**

# Hiring and Retaining Talent

- Higher Education Environment marked by uncertainty
- Significant competition (New IIMs and good private business schools)
- Rankings influence reputation
- Global economic situation vulnerable

# My Priorities for TAPMI

- Research
  - Creating new ideas and new knowledge
  - Look at issues impacting our society and environment
- Education
  - Sharing our knowledge and ideas with tomorrow's business leaders
  - Build capability for the future.
- Community
  - To work with local, national and global communities
  - Demonstrate leadership

# My Leadership Style

- Creating conditions where faculty can achieve their full potential
- Inspire and motivate others
- Build relationships and promote teamwork
- Encourage active participation
- Communicate the vision and priorities clearly

# Leadership Style

- Experiment and evolve
- Appropriate incentives to reinforce change
- Create a culture of trust and commitment

# Challenges and Opportunities in B-School Education

- New IIMs
- Significant teaching loads in most business schools (TAPMI has a very reasonable teaching load – 90 to 150 hours per year)
- Limited time for research and lack of resources

# Challenges and Opportunities B-School Education

- Most business schools in India don't have a strong PhD program
- Breadth and depth of skills of our graduates
- Testing for leadership potential, communication skills

# Challenges and Opportunities in B-School Education

- Technological advances – such as Massive Online Open Courses
- Lack of teaching innovation – Do we encourage critical thinking?
- Weak research performance by majority of B-School educators

# Our Mission Statement

“To excel in postgraduate management education, research and practice”

# My Research Plan

- Continue to publish in top ranked journals
- Target Journals [next five years]
  - The Accounting Review
  - Contemporary Accounting Research
  - Review of Financial Studies
  - Journal of Accounting Research
  - Journal of Financial Economics
  - Journal of Accounting and Economics
  - Management Science

# My Research Plan

- Present in top accounting and finance conferences such as:
  - MIT Sloan Asia Conference in Accounting
  - American Accounting Association Annual Meetings
  - Miami Behavioural Finance Conference
  - Western Finance Association Conference
  - Utah Winter Accounting Conference

# Research Strategy

- Create strong research teams across areas
- Invite top researchers across areas to TAPMI to collaborate with faculty and PhD scholars
- Area heads to nominate researchers (three per area) of national and international repute
- Create clusters within areas and appoint mentors

# Research Strategy

- Recruit recent PhD graduates from leading schools around the world.
- Clear research expectations – both minimum and aspirational for all levels of appointment and promotion.
- Access to world class databases and software – Reuters terminals are a good starting point
- Area heads to suggest research databases required to conduct good quality research
- Recruit good faculty and retain research active faculty.

# Research Strategy

- Focus on impactful research – publications in top journals.
- Junior faculty (Assistant Professor Level) must aim to publish at least in B level Journals.
- Occasional C is okay but we must move toward at least B level journals
- Senior faculty must aim to publish in A and A\* Journals / high quality cases.
- Faculty to present research papers in leading domestic and international conferences.
- Setup a Distinguished Visiting Scholars Program – Invite top researchers and editors of leading journals to visit TAPMI.

# Research Plan (2017-2022)

- Increase the number of top tier (top five Journals) publications to 3 over the next five years.
- **Review at the end of the third year.**
- Increase the number of A\* (ranked below top five but A\* under the ABDC Rankings) to 3 over the next five years.
- **Review at the end of the third year.**
- Increase the number of A ranked publications to at least 3 over the next five years.
- **Review at the end of the third year.**

# Research Strategy

- Invite leading researchers from around the world to present in seminar series
- Weekly research sessions for faculty (Wednesdays 3:30 to 5 pm)
- Promote collaborative and multidisciplinary research (papers and joint grant applications) with leading scholars around the world.

# Research Support and Workload

- PDF of INR 125,000 per year – can be accumulated to a maximum of three years
- Support for domestic and international conferences
- Appoint an Editor-in-residence to work with faculty on copyediting papers prior to journal submission.

# Education Strategy

- Continue to generate high demand from talented students
- Make TAPMI the destination of choice
- Focus on student outcomes and career choices
- Create a student centred learning atmosphere

# Education Strategy

- Provide meaningful and real-world opportunities to TAPMI students
- Invite senior industry professionals to co-teach second year courses – all areas to create a bank of industry professionals.
- Create industry relevant graduates
- Other areas - where possible map courses with industry recognized programs and bodies such as the CBOK of CFA.

# Education Strategy

- Teaching load MUST NOT exceed 150 hours per year
- Minimum load to be set at 90 hours [rationalize first year courses. Bring first year credits to 50]
- Disestablish irrelevant courses

# Current workload [At 250 Points]

- Each faculty must obtain at least 60 research points per year out of a total of 250 points
- Maximum teaching load will be set at 150 hours per year
- Research points can be through PRJs or cases.
- Details of rankings and associated points are in the CPMS document.
- Reviews for Assistant and Associate Professors – every six months.
- For faculty who are pursuing PhD – a letter is required from the guide stating that the candidate is making sufficient progress in their PhD

# Going Forward

- Bring down the workload to 200 points
- Remove feedback – don't incentivize feedback
- Minimum teaching must be 100 points, administration – 50 points and 50 points research
- No incentives for teaching above the maximum teaching load

# Going Forward

- No classes on Saturdays (PGP office to check)
- Do we require mid-term exams for first year students? What is the purpose of the mid-term exam?
- Weight for final exam must not exceed 40 percent.
- Can't the 60 percent be assessed through quizzes, cases (individual / group) projects etc.
- Moodle on Saturdays.
- Annual review team: Director, Dean (Academics), Dean (Administration), Area Head and a senior professor from the EXCO

# My Priorities (1)

- Focus on impactful research and strengthen the PhD program
- TAPMI to move into top 10 within three years
- Areas to create innovative curriculum. Rationalise first year courses. 50 credits. Disestablish irrelevant courses
- Create industry relevant graduates
- Focus on Alumni – strategy should be to create MIP and Placement opportunities followed by fund raising
- Budget with fiscal prudence
- Unified branding strategy

## My Priorities (2)

- Increase the BKFS intake to 60 within the next two years
- Increase the average salary to at least 12.5 lakhs for BKFS – October 2017 to February 2018. PGDM average should be close to 11 lakhs
- HCM to be closed if we don't get at least 20 this year
- Focus on the BKFS blended program – 120 seats
- Increase the tuition fee to 15 lakhs for PGDM and 16 lakhs for BKFS – 2018 batch

## My Priorities (3)

- Identify alternate sources of revenue – EEP
- Monetise the TAPMI Finance Lab – program given to EEP Chair
- Monetise LADC from 2018 – Col. James to work with the EEP Chair
- Create a corpus of 10 crores over the next five years [2 crores per year]
- Create area-wise advisory boards (consisting largely of alumni to advise on course curriculum and assist with MIP and Placement opportunities)

# Activity Heads

Raghunath Rudran – RPC Chair

Aditya Mohan Jadhav – Admissions Chair

Gurudutt Nayak – Quality Assurance Cell

Vishwanathan Iyer – Associate Dean (Academics)

Gururaj Kidiyoor – Area Chair (Marketing) and Chairperson (ARC)

Durga Prasad – Area Chair (Finance)

Rajiv Shah – Chairman (BKFS)

# Activity Heads

- Activity Heads to submit three-year plans to the Director's office by June 5, 2017
- Activity plans will be tabled at the SPG
- SPG membership - Director, Deans, Associate Deans and the RPC Chair. Professor Kidiyoor is a permanent invitee.
- Activity plans will be finalized in the June meeting

# Areas

- Four areas at TAPMI
  - Marketing
  - Finance
  - Human Resources
  - Operations and IT
- GM faculty to align with one of the four areas
- Clusters within areas could be created

# Centres of Excellence

- Centre for Banking and Finance

**Proposer:** Finance Area

- Centre for Inclusive Growth and Competitiveness

**Proposer:** Finance Area

Interested faculty across areas would be part of the centre.

- Centre heads to present a proposal (three-year plan) to SPG outlining the aims and objectives, key deliverables etc.
- Centre heads to report to the Director.

# Placements

- Draft a placement policy
- Move toward imposing clear eligibility conditions. We are not a recruitment agency
- Firms to be invited in bands
- Largest band firms to be invited in October [week zero?]
- Firms paying 8.5 lakhs or so to be invited last
- Don't aim to close the placements by Dec end and lose good firms. Can we place by areas?

# Administration

- Director will meet the Dean (Admn) and A/Dean (Admn) daily.
- Director will meet the PGP Chair, Admissions Chair, Quality Assurance Chair, RPC Chair, Placement Chair and the Associate Dean (Academics) every Saturday.
- Director will meet the EXCO (Professors Kidiyoor, George and Rudran) second Saturday of each month
- Staff meeting to be Chaired by Dean (Admn) – last Saturday of the month
- Faculty meeting be Chaired by the Director - last Saturday of the month

# Administration

- Administration to prepare a TAPMI calendar for the year
- Activity heads to inform administration of planned events. Administration to list the events in the TAPMI calendar
- **PGP Office:** No classes on Wednesdays (3:30 to 5 pm) and Saturdays.
- **PGP Office:** Create eight sections plus BKFS – Expected intake is 435 plus BKFS.
- PGP Chair and Evaluation Chair to report to Dean (Academics)

# Administration

- Director to spend at least two days a week in the KK Pai Block.
- Area meetings must be held each trimester and minutes of meeting to be sent to the Director's office
- All activity heads must forward the minutes of meeting to the Director's office
- Creating a facebook page for generation of ideas and suggestions. Open to both faculty and staff

# New Initiatives

- Student - Faculty Connect – to be organized in major cities by the admissions office – pre joining welcome to be held early June
- Student Satisfaction Survey (to be administered online)
- Survey is for exiting students (PGP2) – compulsory to complete
- Director – Parent Connect – Director to write to parents once a quarter – updating them of events and success stories at TAPMI.
- Director to meet the students quarterly – open forum

# Accreditations and Memberships

- Accreditation Council for Business Schools and Programs (ACBSP)
- International Assembly for Collegiate Business Education (IACBE)
- SAQS (Association of Management Development Institutions in South Asia's Quality Assurance Programme)
- British Accreditation Council (BAC)
- National Assessment and Accreditation Council (NAAC)

**Thank You**