Ordinance For Fellow Programme in Management



National Institute of Financial Management Faridabad, Haryana

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1. INTRODUCTION

The objectives of the Fellow Programme in Management at National Institute of Financial Management Faridabad (NIFM Faridabad) are:

- To be a leading R & D Institution.
- To carry out research in the frontier areas of financial management, public finance, public policy and management.
- To develop and transfer technologies to the industries.
- To be a role model of educational Institutions in the country.
- To provide a broad grasp of the fundamental principles of the social sciences and technological methods.
- To provide a deep understanding of the area of specialization and provide an innovative ability to solve new problems.
- To provide a capacity to learn continually and interact with multidisciplinary groups.
- To develop the students with a capacity for free and objective enquiry, confidence and integrity.
- Awareness and sensitivity to the needs and aspirations of society and to develop knowledge and create new Technology in the process of student learning.

With these goals in view, the Fellow Programme in Management are designed to include Courses of study, Seminars and Thesis through which a student may develop his/her concepts and intellectual skills.

The procedures and requirements stated in these Ordinances embody the philosophy of the Fellow Programme in Management and ensure a high standard of performance at the Institute. The Institute shall ensure that all the Rules and Procedures given in the Ordinance are adhered to and implemented without any change. While considering an issue if the Ordinance does not specifically mention something, the same shall be forwarded to Director (NIFM) for its consideration.

1.1 Fellow Programme in Management

Institute offers the Fellow Programme in Management. Here the Programme Chair-FPM (PC-

FPM) will administer all aspects of the Programmes.

2. Academic Session

The Academic Session of the Institute shall normally commence from the third week of July, every year.

2.1 Academic Calendar

The exact dates of all the important events during the Academic year session shall be specified in the Academic Calendar of the Institute as approved by the Director (NIFM). The programme Chair-FPM will notify the Academic Calendar.

3. ADMISSION

3.1 Admission Calendar

Admission shall normally be made in May-June. However, Director may decide to admit students in November-December.

3.2 Eligibility for Admission

Master's Degree or equivalent in Management / Economics / Social Science / Biological Science / Pure Science / Commerce / Humanities with First Class will be considered for admission to Fellowship Program.

Those appearing for their final examination in the respective discipline can also apply. Such students if selected will be provisionally admitted provided they complete all requirements obtaining their master's degree before 30th September of the year of admission. The admission of these candidates will remain provisional until they produce the mark sheet proving that they satisfy the eligibility criteria. The dead line for submitting the final year mark sheet is 31st December.

3.3 Admission Procedure

Admission to the Fellowship Program shall normally be made once a year, coinciding with that of AICTE approved Post Graduate Diploma in Management or equivalent Degree/Diploma. Accordingly, the advertisement will be made along with such PG Degree / Diploma.

3.4 Selection Criteria

Selection for the Fellow Program in the Institutes approved by AICTE for the Fellow Program will be on the basis of the following criteria:

- Academic qualification and work experience
- Tentative research proposal and its presentation before the Selection Committee.
- Personal interview

The decision of the Institute Selection Committee regarding admission shall be final.

Communication will be sent only to the selected candidates. The Institute will not entertain any queries or correspondence in respect of those not selected. Approved Institute to conduct Fellowship Program in Management can admit only maximum of 5 candidates in each academic year after ensuring availability of Guide as per the AICTE Norms/standards.

3.5 Late Registration

No registration shall be done after the notified last date of Registration in the Academic Calendar except in special cases.

3.6 Change of Registration from Full-Time to Part-Time

A student admitted to a full-time Fellow programme may be permitted to change to a Part-time Fellow programme a student requesting such a conversion must:

- Have completed the Coursework given the State-of-the-Art Seminar (as provisioned in the Curriculum / Module) which is adjudged as satisfactory, and completed the residence requirements, and
- Get the request endorsed by the Supervisor(s).

Such conversion, if approved by the Director (NIFM), shall be subject to the following conditions:

• The student must complete his/her Thesis within 6 years counted from the date of his/her first registration in the Programme,

- Provision of conversion from full-time to part-time status can be availed only once by the student during his/her Programme.
- During part-time status no fellowship shall be given to the student.

4. Semester

4.1 Semester Load Requirements

- A FPM load shall be equivalent to 30 credits.
- A Student shall also produce satisfactory progress report duly vetted by Supervisor at the
 end of each Module for showing the progress made. Guide/Supervisor shall announce
 such a date right at the beginning of each Module. The progress report shall be submitted
 to the Programme-Chair-FPM.

4.2 Absence of Guide during the program

In Case of temporary absence of a Guide for a period of more than one year a new Guide may be nominated for the Fellow Candidates. In case of a guide has guided more than a year he/she may be allowed to resume the guidance after his return from temporary absence. If the period of absence is less than 2 years, the pervious Guide may act as Co-Guide on his/her return. If the period of absence is more than 2 years he/she will cease to be a Guide for the Fellow candidate.

4.3 Change of Guide

Change of a Guide may be permitted in exceptional circumstances on the recommendation of the Programme Chair-FPM and approval of Director (NIFM).

4.4 Number of Research Fellows per guide

At any given time, the number of Research Fellows working with a Guide shall not exceed five.

5. Programme Requirement and Grading System

5.1 Programme Credit Award Distribution

5.1.1 Course study/credit requirements

In partial fulfilment of the requirement of the Fellow Program in Management a minimum number of course credits are required to be earned as prescribed below

Credit requirement

	Code	Course Title	Credit
	FP01	Research Methodology	3
	FP02	Managerial Statistics	3
Module 1	FP03	General Management	3
	FP04	System Approach to Management	3
	FP05	Stream specific Course of 3 credits each	9
Module 2	FP06	Credit seminar (General)	3
	FP07	Credit seminar (Specific)	3
Module 3	FP08	Review paper based on the literature on	3
		the thesis related topic	
Total credi		30	

5.2 Details of Courses and Seminar

The stream specific courses and seminars will be decided as approved by the Director (NIFM) on the recommendation by the candidate's Guide(s).

5.3 Duration for earning Credit

All the credits specified in para 5.1.1 should be earned within a maximum of two years from the date of admission to the program. Extension after the two years may be approved by the Director (NIFM) for a period of one year with a review of progress every six months.

5.4 Credit Course Requirement

A FPM scholar should undergo 4 courses of total 12 credits in the first module and during second module he/she should undergo three stream-specific courses of 9 credits and give three credit seminar on general management topic in the third module, the candidate should give three credits seminar and write a review paper on the literature related to his/her research topic for publication purpose of 3 credits. Thus a candidate should earn 12 credits in the first and second module and 6 credits in the third module together adding up to 30 credits in all.

5.5 Grading System of Credit Courses/Seminar

The minimum of 40% is required for passing course/seminar. A candidate getting less than 40% will be given one more opportunity to repeat the course/seminar. If he/she still does not pass in the course/seminar, he/she will be terminated from the Fellow Program. In case of Seminar, candidate is allowed to submit and present papers in any of the National / International Seminar / Conferences held in India and abroad organised by reputed Organisation / Institute / Universities for exemption. The grade will be awarded by the Programme-Chair FPM only on production of such certificate.

5.6 Extension of Programme

No student, who has completed the prescribed maximum duration in the Programme, shall be allowed to continue, unless he/she has been granted extension of the Programme by the Director on the recommendations of the Programme-chair FPM.

5.7 Evaluation System

As decided by the Controller of Examinations on recommendation of Programme-Chair FPM and approved by Director (NIFM).

5.8 Grade Report

A copy of the Grade Report shall be issued to each student at the end of the each Module. A duplicate copy, if required, can be obtained on payment of the prescribed fee.

5.8.1 Transcript

A Transcript contains the record of the Grades obtained in each and all Courses and Seminar registered by a student during his/her entire Programme.

5.8.2 Withholding of Grade Report

The grade report of a student shall be withheld if he/she has not paid his/her dues, or if there is a case of indiscipline pending against him/her.

6. Leave Rules

Full-time students may be granted leave on submission of application to the programme chair

concerned through the Supervisor. Application in the prescribed format must be submitted well in advance of the date of commencement of the leave requested.

6.1 Leave

- A FPM student may be allowed maximum leave of 30 days in an Academic Calendar year with proportionate leave of 2 ½ days per month.
- The students going for prescribed training, or any academic work related to the Thesis work up to maximum of 21 days, assigned by the Supervisor, recommended by Programme-chair FPM and approved by the Director (NIFM) shall be treated as on-duty. Any such assignment for more than this period shall require prior approval of the Director (NIFM) through Programme-chair FPM.

7. Absence without Sanctioned Leave

Absence without sanctioned leave shall entail loss of financial assistantship for the period of absence, and may result in the termination of the student's Programme on the recommendation of the Programme-chair FPM. Programme-chair FPM shall issue the termination letter. Programme-Chair FPM shall issue a warning to a student if he/she fails to comply rules and regulations and issue termination letter in cases of.

8. Appeal against Termination

A student, whose programme is terminated on account of inadequate Academic Performance or otherwise, may appeal to the Director (NIFM) for reconsideration through Programme-chair FPM and Supervisor. While making the appeal against termination, he/she shall give reasons for his/her poor Academic Performance and/or to explain why his/her position merits reconsideration. The Director (NIFM) shall take a final decision after considering all the available inputs. The Director (NIFM) shall not entertain any further appeal for review unless substantial additional information is brought to its notice. The Director (NIFM) shall not entertain the appeal more than two times from the same student.

9. State-Of-The-Art Seminar

Every FPM student admitted to the candidacy for the FPM shall be required to give a general seminar covering the State-of-the-Art in the area of research. A detailed research plan (two copies) shall be submitted by the candidate at the time of registration in the programme as the State-of-the-Art Seminar. The State-of-the-Art Seminar shall be given within six month from the successful completion of the Courses of Module 1 and 2 by giving a prior notice. If a student fails to deliver State-of-the-Art Seminar satisfactorily within this period he/she may be given one time extension of maximum six months by Programme-Chair FPM with valid reasons, failing which the registration shall automatically stand cancelled. Programme-Chair FPM shall issue the termination letter. State-of-the-Art Seminar shall be evaluated by Committee duly approved by Director (NIFM). A report of satisfactory completion of this requirement shall be communicated to Programme-Chair FPM, along with the duly approved research plan, by the Thesis Supervisor the prescribed format. However, candidate is allowed to submit and present papers in any of the National / International Seminar / Conferences held in India and abroad organised by reputed Organisation / Institute / Universities for exemption. The grade will be awarded by the Programme-Chair FPM only on production of such certificate.

10. Open Seminar

Before submission of the Thesis, a FPM student shall deliver an Open Seminar before the Committee duly constituted by the Director (NIMF) which shall be open to the Faculty and students. The student shall present his/her research work to obtain comments and criticism, which shall be incorporated in his/her Thesis to the satisfaction of the Supervisor(s). A notice of the Seminar must be displayed at least five working days in advance. A Thesis can be submitted only after the satisfactory fulfilment of this requirement. The candidate shall inform the Programme-Chair FPM through his Supervisor for his/her readiness to deliver the Open Seminar. Committee shall evaluate and submit report of the Open Seminar in the prescribed format. In case candidate fails to deliver the Open Seminar satisfactorily, then he/she may be given another opportunity by Programme-Chair FPM on the recommendation of supervisor but candidate has to deliver the Open Seminar within next six months.

11. Appointment of Thesis Supervisor(S) and Constitution of Various Committees 11.1 Appointment of Thesis Supervisor(s)

- A student shall be provided Thesis Supervisor(s) prior to the first registration.
- A student shall not have more than two Supervisors, including external Supervisor, at any time.
- Thesis Supervisor(s) of a student shall be appointed amongst the Faculty Members of NIFM Faridabad using modalities decided by the Institute. The candidate shall propose the preferred Supervisor(s) in the application form itself.
- A student can have a Co-Supervisor from outside the Institute (within or outside the country) in addition to a Supervisor from the Institute on the recommendation of the programme-chair FPM and supervisor and with approval of the Director (NIFM).
- Any change/addition in the existing Supervisor, if desired, shall be routed through Programme-chair FPM. Candidate shall fill up the prescribed form to propose the new Supervisor(s), with no objection certificate from existing Supervisor(s) and consent of the proposed Supervisor(s) routed through Programme-chair FPM. The change/addition shall be decided by the Director (NIFM) on the recommendation of the Programme-chair FPM.
- In case of change/addition of Supervisor(s), the Open Seminar can be held only after one year from the date of approval of such change.
- The Supervisor shall cease to be a Supervisor if he/she proceeds on leave for more than one year. The Programme-chair FPM in consultation with the Supervisor(s) and the student shall appoint another Thesis Supervisor before the Supervisor proceeds on leave. Further, if all research work and related analysis are complete except writing of the Thesis, and the Supervisor proceeds on leave, the Programme-chair FPM shall take care of the formalities, such as providing the list of Examiners, conducting the Oral Examination, etc in consultation with the Thesis Supervisor.
- In case a Supervisor resigns/retires or otherwise ceases to be a Faculty Member of the Institute and if the candidate has delivered Open Seminar, then Programme-chair FPM shall appoint a Thesis Coordinator in consultation with the student.
- A Professor/Associate Professor shall not supervise more than five Scholars, in single or
 joint supervision, at any time, and for Assistant Professor the maximum limit shall be four.
- Faculty Member having less than two years' service left before retirement shall not be

allotted new FPM student.

- In case a Faculty Member is suspended/debarred for indulging in lowering the prestige of the Institute, in any manner, he or she shall cease to be a Thesis Supervisor.
- A regular Faculty Member having Ph.D. degree can only become Thesis Supervisor.

11.2 Constitution of Thesis Evaluation Board

The Thesis Evaluation Board shall consist of two Examiners from outside the Institute, of which at least one must be from India in addition to the Thesis Supervisor(s). The Board shall be approved by the Director (NIFM).

11.3 The Thesis Supervisor(s), shall propose a list of Examiners consisting of at least six experts within and outside the country in prescribed format. This list along with synopsis (hard copy and soft copy in CD prepared according to the prescribed guidelines in Specification and Information Regarding the Preparation of Thesis) shall be forwarded by the Programme-chair FPM at the time of submission of the Thesis.

The Director (NIFM) in consultation with the Programme-chair FPM shall select the members of the Thesis Evaluation Board from this list. If considered necessary, the Director (NIFM) may ask for additional names of experts to be submitted or add additional names of experts in consultation with Programme-chair FPM. In case Programme-chair FPM is the Supervisor of the student concerned, Director (NNIFM) may consult Programme-chair FPM for the selection of the Thesis Evaluation Board. In case Programme-chair FPM is the Supervisor of the student concerned, Director (NIFM) may itself consult for the selection of the Thesis Evaluation Board. If Director (NIFM) is the Thesis Supervisor then Programme-chair FPM shall approve the Thesis evaluation board in consultation with Director (NIFM).

The names of the members of the Thesis Evaluation Board shall be kept confidential till successful completion of the Thesis Evaluation. On completion of Thesis evaluation the Programme-chair FPM shall send to the Thesis Supervisor(s), the names of the member who are from outside the Institute but are from within the country so that one of these names can be included in the proposed list of the Members of the Oral Board.

11.5 Constitution of FPM Oral Board

The Oral board shall consist of two members in addition to the Thesis Supervisor(s). Of the two, one shall be from among the members of the Thesis Evaluation Board within the country but outside the institute.

12. Thesis Submission, Evaluation and Examination

12.1 FPM Thesis Submission

FPM Thesis can be submitted only after satisfactory completion of the Open Seminar and submission of no dues certificate. Bound copies of the FPM Thesis (prepared according to the prescribed guidelines) one for each Examiner of the Thesis Evaluation Board shall be submitted. The student shall submit soft copy of the entire Thesis document in CD along with the five copies of hard copy of the same. The student shall submit the Thesis within three months from the date of Open Seminar. If the candidate fails to submit the Thesis within the specified period, then an extension of another three months can be given by Programme-chair FPM. If the candidate fails to submit the same within the extended period then he/she has to deliver Open Seminar again after the approval of the Programme-chair FPM.

Plagiarism

Plagiarism is a serious offence and at any stage if it is found that a part of the Thesis is plagiarized, the Thesis shall be withdrawn and the Programme shall be terminated. A certificate that no part of the Thesis is plagiarized has to be submitted by the student in prescribed format.

12.2 FPM Thesis Evaluation

- 1. After submission of the thesis and constitution of Thesis Evaluation Board, Programme Chair shall process the Evaluation of thesis. Programme-chair FPM shall be responsible for seeking consent of the approved Examiners. In case the Examiner refuses or no response is received from the Examiner within four weeks (with a reminder being sent after two weeks), steps shall be taken to appoint another Examiner.
- **2.** After receiving the consent of Examiners, the Programme-chair FPM shall send the Thesis for evaluation to the Examiners through Controller of Examinations.
- **3.** Examiners shall place their report in any of the following categories in the prescribed format:

Category I: The Thesis is acceptable in the present form for the award of the **Fellow Degree**.

Category II: The Thesis is acceptable and the corrections, modifications and improvements suggested by me would be incorporated in the Thesis to the satisfaction of the Oral Board.

Category III: The Thesis needs technical improvement/modifications, which must be carried out to my satisfaction before I recommend the Thesis for acceptance.

Category IV: The Thesis is rejected.

- **4.** After receiving the reports of all the Examiners, copies of the categorized reports (without the identity of the Examiners) shall be sent to the Thesis Supervisor(s) and by the Programme-chair FPM. The Supervisor(s) shall ensure and certify that all the suggestions (if any) have been incorporated.
- 5. If the reports are either in Category I or Category II then Programme-chair FPM shall intimate the Supervisor about the name(s) of Indian Examiner(s) and also request to constitute the Oral Board. The Supervisor shall send the list of suggested Examiners for Oral Board along with the responses of student against the comments of Examiner(s), if any, to Programme-chair FPM who shall recommend it to the Director (NIFM) for approval.
- 6. If an Examiner gives his report in Category III then clarification/ modifications suggested by the Examiner shall be done by the candidate in consultation with Supervisor(s). Then Supervisor shall send the corrected Thesis along with the responses and explanatory notes to Programme-chair FPM who shall advice the Programme-chair FPM to send the corrected Thesis along with the responses and explanatory notes to the same Examiner with a request to respond within six weeks.
- 7. If more than one Examiner gives their report in Category III then clarification/ modifications suggested by the Examiners shall be done by the candidate in consultation with Supervisor(s). Then Supervisor shall send the corrected Thesis along with the responses and explanatory notes to Programme-chair FPM who shall advice the Programme-chair FPM to send the corrected Thesis along with the responses and explanatory notes to all the external Examiners. If no response from the Examiners is received within six weeks' time or the Examiners give their report again in Category III

- then the matter shall be referred to Director (NIFM) for further course of action.
- **8.** If one of the Examiner places his report in Category IV the matter shall be referred to Director (NIFM) for deciding the further course of action. If the reports received from more than one Examiner are in Category IV the Thesis shall be rejected and the candidature of the student shall stand automatically terminated.
- **9.** In case, Programme-chair FPM is the Supervisor, then the processing to be done by Programme-chair FPM with the approval of Director (NIFM).
- **10.** In case, Director (NIFM) and Programme Chair both are the Thesis Supervisors, then the processing to be done by them shall be done by the Programme-chair FPM.

12.3 FPM Oral Examinations

- 1 The candidate shall submit the requisite number of hard bound copies of the revised Thesis after incorporating all the modifications suggested by the Examiner(s) to the Supervisor.
- 2 The Supervisor shall be the Chairman of the Oral Board and shall fix the date of the Oral Examination in consultation with the members of the Oral Board and intimate the date to the office of Programme-chair FPM for official communication to all the Examiners.
- **3** Each internal member of the oral board shall be given a copy of the Thesis before the date of the Oral Examination.
- 4 The Oral Board shall
 - a. Examine if necessary modifications, if any, suggested by the Thesis Examiner have been incorporated,
 - **b.** Elicit the candidate's replies to the questions raised by the Thesis Examiner,
 - **c.** Judge if the presentation of the work by the student and the answers to the questions asked have been satisfactorily replied, and
 - **d.** Submit a report of the Oral Examination in a prescribed format, which shall be communicated by the Supervisor(s) to the Programme-chair FPM.
- 5 On receipt of the report that the student has passed the Oral examination, the Programme-chair FPM shall recommend the same to the Director (NIFM) for approval after checking all the relevant documents of the student. The approval accorded by the Director (NIFM) shall be reported to Director (NIFM) for the award of FPM Degree to the candidate in forthcoming Convocation.

12.3 Degree Requirements

A student shall be deemed to have completed the requirements, if the student has

- Passed all the prescribed Courses,
- Attained the minimum required with no Course having detained grade,
- Satisfied the minimum academic and residence requirements,
- Satisfied all the requirements specified by the Ordinances.
- Has earned at least minimum credits.
- Paid all the dues of the Institute and has no pending case of indiscipline.

13. Conduct and Discipline

13.1 Code of Conduct

Each student shall conduct himself/herself in a manner befitting his/her association with an Institute of national importance. He/she shall not indulge in any activity, which is likely to bring down the prestige of the Institute. He/She shall show due respect and courtesy to the Faculty Members, Administrators, Officers and Employees of the Institute, and good neighbourly behaviour to fellow students. Due attention and courtesy shall be paid to visitors to the Institute and residents of the Campus.

Lack of courtesy and decorum, unbecoming conduct (both within and outside the Institute), wilful damage and/or removal of Institute property or belongings of fellow students, disturbing others in their studies, adoption of unfair means during examinations, breach of rules and regulations of the Institute, noisy and unseemly behaviour and similar other undesirable activities shall constitute violation of the Code of Conduct for students.

13.2 Disciplinary Actions and Related Matter

Violation of the Code of Conduct shall invite disciplinary action which may include punishment such as Reprimand, Disciplinary Probation, Fine, and Debarring from Examinations, Withdrawal of Scholarship and / or Placement Services, Withholding of Grades and/or Degrees, Cancellation of Registration and even expulsion from the Institute.

Violation of the Code of Conduct by an individual or by a group of students shall be referred to Disciplinary Committee. A student, Faculty or other functionary of the Institution may refer a case to this committee for consideration. Further, the Director (NIFM) may appoint a special committee to investigate and/or recommend appropriate action for any act of gross indiscipline involving an individual or a number of students, which, in his/her view, may tarnish the image of the Institute.

The recommendation for any action, including expulsion of a student from the Institute, shall be referred to the Director for its final decision.

The Director (NIFM) may not recommend a student, who is found guilty of some major offence for the award of a degree/diploma/certificate even if he/she has satisfactorily completed all the academic requirements.

13.3 Unfair Means (UFM)

Unfair means shall comprise of followings.

- 1 Copying from the papers / mobile electronic equipment's, or materials in the possession of the student.
- 2 Copying from the answer book of neighbouring students
- 3 Possession of the relevant material
- 4 Disturbing the smooth conduct of Examination
- 5 Misbehaviour with the invigilator
- **6** Act unbecoming of an examinee of the Institute.

Unfair means committee shall consist of:

- 1 Programme-chair FPM
- 2 Concerned Supervisor
- 3 Controller of Examinations
- 4 Invigilator / Course Instructor
- 5 Director's Nominee

The procedure to deal with the cases of Unfair Means (UFM) following provisions shall be followed:

- 1 Any use of UFM detected by Course Instructor/Invigilators/Members of Observer Committee shall be reported to Programme-chair FPM.
- 2 After the student is caught using UFM his/her answer books along with question paper

- and material used in UFM will be kept in a separate envelope and the student shall be issued a fresh answer book and question paper on which he/she may continue for the remaining period of examination.
- 3 Programme-chair FPM may issue a show cause notice to the student seeking his/her clarification on the charges; within three days of the reporting. The clarification of the student may be obtained within two days and the same may be given to Course instructor for getting his/her comments.
- 4 The Course instructor shall examine the contents of the material used for UFM and verify, if the same is relevant to the subject and up to what extent the material has been used in answering the questions attempted in the answer book.
- 5 The Course Instructor shall present the case to the Unfair Means Committee.
- 6 Unfair Means Committee shall meet after six days of the completion of Semester Examination. The committee shall give opportunity to the student concerned and recommend the award of punishment. The recommendation of the punishment may be made on the basis of following:
 - **a.** Copying from the papers / mobile electronic equipment's materials in the possession of the student. (Cancellation of that day examination or of examination of the current session)
 - **b.** If the student has misbehaved with invigilator the matter may be referred to the Disciplinary Committee for suitable recommendation.
 - **c.** Copying from the answer book of neighbouring student. (Cancellation of the subject examination)
- 7 If the decision is not taken by the date of Grade entry, the Grades entered shall be 'Detained' and the result of such student shall not be declared along with other students.
- 8 The recommendations of the Unfair Means Committee shall be implemented after getting the approval of Director (NIFM).
- 9 A student who feels aggrieved with the punishment awarded may, however, appeal to the Director (NIFM) stating clearly the case and explaining his/her position, seeking reconsideration of the decision.