

RMAT

**Information Bulletin &
Application for PhD Programme**

**“All the progress
that society has made is
only through the mind
of thinkers....”**

PhD (Business Administration)

 **ALL INDIA
MANAGEMENT ASSOCIATION**



**Aligarh
Muslim
University**

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AIMA & AMU PhD PROGRAMME

In a resource poor country like India the demand for professionally qualified managers to manage the scarce resources effectively and efficiently is high. This is also indicated by the burgeoning number of institutes, which grant the MBA degree or its equivalent. This growth however, has to be supported by growth in the availability of faculty with doctorate in management subject to man the positions in these institutes so that the quality of management education and research is further improved.

AIMA and AMU Joint PhD programme is aimed at providing formal training to budding faculty and working managers, with inclination for academics, teaching a research. It helps in development of skills and competencies based on a sound understanding of the principles of management and methods of conducting research with scientific rigour.

PhD Programme is beneficial for working managers who are constrained by time and location to pursue regular PhD from Universities and other Institutes offering full time PhD programmes. It helps in development of skills and competencies based on sound understanding of the principles of management.

About Aligarh Muslim University (AMU)

The Aligarh Muslim University (AMU) is one of the oldest and most distinguished universities of the sub-continent. Founded in 1877 as Mohammaedan Anglo-Oriental College by the great social reformer, Sir Syed Ahmad Khan, it blossomed into a full-fledged university in 1920. Having its antecedents in the mission and purpose of the founder as amelioration of the educational backwardness of the Muslims of India, it has widened its scope to become an equal-opportunity institution in post-independence India.

AMU is a residential university. The diversity of the social life on the campus is the true indicator of its heterogeneity. The students reside in nineteen halls of residence comprising over 90 hostels. There are twelve faculties under which more than 100 departments of studies operate. Approximately 28,000 students are enrolled in the University.

AMU is considered by people – who have come in contact with it directly or indirectly – not simply as a structure of bricks and mortar but as a fountainhead of a distinct culture. Being residential in character, it not only provides physical space for the students but also 'behavioral space'. The culture of the University instills in the students suave and refined manners, develops interpersonal, entrepreneurial, and leadership skills, and, above all, provides them a sense of living in harmony with other human beings.

About All India Management Association – Centre for Management Education (AIMA-CME)

All India Management Association (AIMA) was established in 1957 with the support of Government of India and the Industry. While the Government of India is represented in the Council of Management of AIMA through Ministry of HRD, AIMA itself is represented on the Board of Governors of IIMs, AICTE and a number of policy making bodies of the Government. AIMA is a member of the Asian Association of Management Organisation (AAMO) which is the Asia Pacific Regional Body of the World Management Council CIOS.

The Centre for Management Education (CME) is an autonomous business school under the umbrella of AIMA focusing on management education activities, becoming the national centre for competency testing

for management professionals. Pioneer in distance education, AIMA-CME has been conducting the Post Graduate Diploma in Management since 1976, which is now conducted nationally and in ten other countries. In the year 1994, the programme was recognised by All India Council of Technical Education (AICTE) and more than 8000 working managers are enrolled in the various distance learning programmes of AIMA-CME in India and other neighbouring countries. The centre has a wide reach in conducting the examinations for its courses, which is spread over 60 cities in India and 10 overseas locations. Today, AIMA-CME is the second largest business school in the country in terms of student enrolments. Besides PGDM, the courses being offered by AIMA-CME are PGDITM, PGDM (Supported by e-Learning), PGCM, ACM and in Company Programmes. Since 1999, AIMA-CME has been offering Doctorate programme for:

- Senior management professionals, who have a wealth of relevant experience, which would be of immense help for management students.
- Upgrading knowledge and teaching skills of management faculty, many of whom are from humanities or science background, with no formal management degree.
- Fostering industry-academia interface and both the involved institution shall strive to produce quality researches in the area of industry and management.

Structure of the PhD (Business Administration) Programme

The PhD Programme consists of two phases. The first phase comprises foundation programme and the second phase is the research programme to PhD (Business Administration).

Phase - 1: Foundation Programme*

The foundation programme comprises of two modules of compulsory courses, one module of General Management courses and another one module of courses in various areas of specialization.

Phase II Doctoral Research Work Programme (Research Phase)

Successful completion of Phase-I will result in promotion to Phase-II which is research phase leading to PhD (Business Administration)

Foundation Phase*

Module 1: Compulsory Courses

DGM03 : Quantitative Methods
DGM14 : Strategic Management
DGM08 : Essentials of Research in Management

Module 2: General Management Courses (Subject to Exemptions)

DCA01 : Management Information Systems
DHR01 : Human Resource Management
DGM02 : Economic and Social Environment
DFM01 : Accounting & Finance for Managers

Module 3: Specialization module – Candidate has to opt for one specialization (every specialization has four courses to study)

Human Resource Management

- DHR04 : Training and Development
- DHR06 : International HRM
- DHR07 : Managing Change through OD
- DHR08 : Managerial Leadership

Financial Management

- DFM03 : Security Analysis and Portfolio Management
- DFM04 : International Finance
- DFM07 : Options, Futures and other Derivatives
- DFM08 : Mergers & Acquisitions

Marketing Management

- DMM05 : Marketing of Services
- DMM06 : Internet Marketing
- DMM08 : Product Management
- DMM09 : Customer Relationship Management

Enterprise Management

- DIS04 : Computer Networks
- DIS08 : Knowledge Management
- DIS11 : Systems Management
- DOM05 : Supply Chain Management

Operations Management

- DOM02 : Technology Management
- DOM03 : Project Management
- DOM04 : Business Process Re-engineering
- DOM05 : Supply Chain Management

International Management

- DIM01 : International Trade Operations & Logistics
- DIM02 : Global Sourcing for Business Development
- DIM03 : International Business Strategy
- DIM04 : Foreign Exchange Management

Module 4: Compulsory Course

- D1 :Reading material on Research Proposal Formulation
- D2 :Reading material on Literature Review
- D3 :Case Work
- D4 :Research Paper

Module I & II comprise of first semester of the Foundation Phase and Module III & IV would comprise second semester of the Foundation Phase. On the completion of the Foundation Phase the student will be awarded “**Advanced Diploma in Management**” by AIMA-CME.

The registration to foundation programme shall be valid for only three years from the time of admission after which one has to apply afresh to the programme. The minimum duration to complete the Foundation Programme would be one year.

*AIMA and AMU reserves the right to change the course structure of the Foundation Phase of the programme.

Credit Transfer / Exemption

Candidates may be exempted from one or more courses, subject to an upper limit of 50 percent of the total number of optional courses to be covered, if they have already studied a similar course during any of their preceding educational program. The decision for exemption shall be taken by *Credit Transfer Committee* on a case to - case basis. The Dean, Faculty of Management Studies & Research, AMU or his nominee shall attend the meeting of the AIMA's Credit Transfer Committee. If he is not able to do so, he shall convey his concurrence with the decision taken, in writing.

RULES FOR CREDIT TRANSFER

1. Credit is transferred if an applicant has taken the similar course with Grade B = 3.0 on 4.0 CGPA scale or 55% or higher in conventional mark system.
2. If Credit sought is to be transferred from a degree (qualification) obtained 10 years prior to admission into PhD programme, the Credit Transfer is not permitted.
3. Credit transfer is allowed only in Module-II and Module-III courses. Credit transfer is allowed in maximum of 4 subjects either in Module-II or Module-III or in combination of Module-II and Module-III.
4. Credit transfer can be given only for subjects studied in MBA or equivalent to Post Graduation.
5. The decision of Credit Committee shall be final & binding.

Methodology

The entire programme will be conducted through face to face sessions and regular counseling by experts, external and internal guides. The self-contained multimedia course pack comprising of especially designed study guides, text books, reading material, assignments, etc. will be provided to each candidate. During the Foundation Programme, Personal Contact Sessions would be conducted at AIMA, Delhi. Attendance in Personal Contact Sessions is compulsory and any exception needs special clearance of Research Committee. During the course work the candidate would be required to write an integrated case study and a research paper which would be treated as course of two credits each.

Examination and Evaluation

On completion of modules, the candidate shall appear in an examination, consisting of theory papers, to be conducted by AIMA-CME. Only those candidates shall be permitted to appear in the examination who have completed the assignments, etc. for the particular courses to the satisfaction of AIMA – CME.

The candidates shall be required to obtain at least a C grade in each course separately and secure an overall B grade on a 4-point scale in the course work after the end of four modules failing which they will have to repeat the course(s) at the next examination.

The candidate who successfully completes the foundation programme shall be awarded an 'Advanced Diploma in Management' by AIMA-CME.

The Research Phase

Registration for Research Programme

On successful completion of the foundation programme, the candidate shall submit, on the prescribed format his/her detailed research proposal within three months of the completion of the programme or before the next meeting of the Research Committee for research phase whichever is later, failing which s/he shall ordinarily not be allowed to pursue the Research Programme. However, if the candidate is not able to do so for any genuine reason, s/he may be allowed to submit the proposal in the subsequent meeting of Research Committee with the prior approval of the Chairman, Research Committee. No further extension will be allowed in any case.

The candidates will then be required to present the proposal before the Research Committee which shall evaluate the proposal on the basis of the presentation done in the Seminar organized for this purpose at Faculty of Management Studies, AMU.

Course Work

Subsequent to the approval of the Research Proposal and admission to the Research Phase of the Programme, the candidate shall be required to successfully complete two advance level courses of minimum four credits each on Research Methodology and the other one related to their field of research. The course on Research Methodology could cover areas such as quantitative methods, computer applications, research ethics and review of published research in the relevant field, training, field work, etc. The other course shall be advanced level course for the students for an in-depth research orientation in the field of research. The course work shall be treated as a prerequisite for Ph.D. programme.

The classes for these two courses shall be held weekly or fortnightly and attendance shall be compulsory. All candidates admitted to the Ph.D. programme shall be required to complete the course work prescribed by the Department in not more than two attempts within 03 semesters from the date of admission, failing which his/her registration to programme will be cancelled and he/she will not be entitled for re-admission in the program

Appointment of Faculty/Supervisor

Research work of each PhD (Business Administration) candidate shall be guided by two supervisors. One of the supervisors shall be a faculty member from the Department of Business Administration, Faculty of Management Studies & Research, AMU, who shall be the Internal Supervisor and the other one will be recommended by AIMA who shall be the External Supervisor. The concurrence of the proposed co-supervisor is to be obtained on the prescribed format. The co-supervisor shall be a senior level academician or senior manager from the industry. The names of the supervisors shall be approved by the Research Committee.

The candidate shall pursue research work under the guidance of the thesis supervisors, put in regular effort and give adequate time for the research work. The candidate shall be required to submit a six monthly evaluation report to the Research Advisory Committee on the prescribed format signed by both the supervisors. The Research Advisory Committee shall review the performance of the candidate and provide feedback. These suggestions shall be binding on the candidate and their adherence shall be reported at the next six-monthly evaluation.

Research Advisory Committee and its functions

There shall be a Research Advisory Committee (hereinafter referred to as RAC) for each research scholar consisting of the following members.

- a) Internal Supervisor (Convener)
- b) Chairperson of the Department of Business Administration
- c) Subject expert in the similar area from the Department to be nominated by the Dean of the Department.

The Committee shall have the following responsibilities

- (i) To review the research proposal, finalize the topic of research and year wise research plan and identify the course(s) that he/she may have to do.
- (ii) To review periodically and assist in the progress of research work of the research scholar

A research scholar shall appear before the RAC once in six months to make a presentation of the progress of his/her work for evaluation and further guidance. The six monthly progress reports shall be submitted by the RAC to the Dean with a copy to the research scholar.

In case the progress of the research scholar is unsatisfactory, the RAC shall record the reasons for the same and suggest corrective measures. If the research scholar fails to implement these corrective measures, the RAC may recommend to the Dean of the Faculty with specific reasons the cancellation of the registration of the research scholar.

In the event when change in the research topic or change of internal supervisor/co-supervisor is urgently needed and there is no likelihood for holding the meeting of the Research Committee in near future, the Chairman Research Committee may take appropriate action in this regard to avoid delay and report in the next meeting of the Committee. The candidate shall be permitted to submit Ph.D. thesis with the new topic after at least three months from the date of approval of the change by the Research Committee as “minor” or after at least one year if the Research Committee rules that the change is “major”. No major change shall, however, be permitted after 36 months from the date of admission of the candidate.

Submission of Thesis for PhD (Business Administration)

The candidates shall be eligible to submit his/her thesis after a minimum period of *three* years from the date of registration in phase II of PhD (Business Administration) Programme. A maximum period of *five* years, from the date of registration, will be allowed for submission of thesis for the award of PhD (Business Administration). However, the Chairman, Research Committee, on formal request by the candidate and recommendation of the supervisor, may allow an additional six months grace period. As a special case, further extension of the six months may be granted on request by the candidate through usual procedures.

On completion of the research work, the candidate shall be required to present and defend his/her thesis in a pre-submission seminar to be arranged at AMU. The seminar shall be organized at the Faculty of Management Studies & Research, Aligarh Muslim University based on the recommendation of the advisors on the prescribed format. The seminar shall be open to the advisors, faculty members and research scholars and they may ask questions and seek clarifications on the presentation. On successful presentation, as verified by the Chairman, Department of Business Administration and the Dean, Faculty of Management Studies and Research, the thesis will be submitted.

A Ph.D. student is required to submit the thesis within six months (but not earlier than three months) from the date of his/her pre-submission seminar, failing which he/she shall be required to deliver a fresh pre-submission seminar. However, the maximum time limit for the submission of thesis shall not exceed.

A Ph.D. student must publish at least one (01) research paper in a refereed journal and present at least 02 papers in conferences/seminars before the submission of the thesis for adjudication, and produce evidence for the same in the form of presentation certificates and re-prints of his/her published paper

The candidate shall submit five (05) copies of the thesis to the AMU along with the certificate from the supervisors. The thesis shall be in a format as prescribed in the Regulations for PhD Course of AMU.

Evaluation of the Thesis

Every thesis for the PhD Degree shall be evaluated by the Internal Supervisor and by two external examiners (one Foreign and one Indian) who shall be persons of high academic repute, not in the employment of this University. The procedure for evaluation of thesis and viva-voce examination shall be the same as prescribed in the Ordinances of Doctor of Philosophy of AMU.

Award of Degree

On successful defense of the thesis at the viva-voce examination and subsequent recommendation by both the examiners the candidate shall be awarded the PhD (Business Administration) degree by the AMU. After the award of the degree, one copy of thesis would be sent by AMU to AIMA-CME for record and reference purpose.

Publication of PhD Thesis

The candidate shall be free to publish papers and articles based on his research work provided acknowledgement is given to the PhD (Business Administration) programme and the thesis advisors. However, publication of the PhD (Business Administration) thesis by AMU, AIMA-CME or a publisher shall require the specific permission of the CASR.

Enrolment Process

The Process and Eligibility Norms

Aspiring candidate will be screened through a written test Research Management Aptitude Test (RMAT) and candidates above a-cut-off RMAT score, which PhD Committee decides, would be called for personal interview at AIMA, Delhi on the subject and related areas.

Eligibility Norms

A candidate will be eligible for admission to a course of study leading to the degree of PhD (Business Administration) provided he/she satisfies the conditions of educational qualifications and work experience.

Educational Qualifications:

Master's Degree in Management or allied subjects like Commerce, Humanities, Science, Engineering and Law etc., or a PGDM/PGDITM approved by AICTE, or Chartered Accountancy, Cost Accountancy or any other professional qualifications, which are considered equivalent to two years full time Master

Degree by the University, with at least 55% marks or equivalent grade along with minimum 50% marks in Graduation.

Work Experience:

The candidate should be a full time employee with at least five years of experience (after post-graduation) at Managerial level in Industry/Government/Ministry/ NGO / Defense/ Military organization or a full time Faculty at a Management Institute approved by AICTE or affiliated to a University with at least five years of experience after post-graduation.

In case the candidate does not remain in employment for whatsoever reasons during the programme, then he/she has to seek permission from the Research Committee for further continuance of the programme.

FEES STRUCTURE**

The fee structure for the PhD Programme is as under:

1. Payable by short listed candidate for admission interview.

Processing Fee	Rs 3000 (Non Refundable)
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2. Payable at time of admission to Foundation Programme of PhD (Business Administration) for Module I & II

Enrollment Fee	:	Rs. 35000
Programme Administration Fee	:	Rs. 30000
Course Fee	:	Rs 7500 (per course)
* Credit Transfer Fee	:	Rs 3000 (per course)
Membership Fee	:	Rs 3450

*** (For Credit transfer, in case exemptions are sought)**

3. Payable at the time of Progression to Module III & IV

Course Fee	:	Rs 7500 (per course)
Counseling Fees	:	Rs 1500 (per course)

4. Payable at the time of registration for Research Programme for the Degree of Ph.D. (Business Administration).

Registration Fee*	:	Rs 40000
Thesis Advisory Fee	:	Rs.35000
Thesis Evaluation Fee	:	Rs.25000

*Fee at the time of registration is Rs 40000. The admitted candidates to the research phase of the programme would be required to pay additional fees payable at AMU, Aligarh as under:

- Rs. 15000 for continuation in second year
- Rs 15000 for continuation in third year
- Rs 15000 for continuation in fourth year

- d) Rs. 20000 for continuation in fifth year
- e) Rs 25000 for 6 months extension
- f) Rs 25000 for further extension of six months

(Candidates residing outside India will have to pay the fees in U.S. Dollars (\$) at the prevailing rate of Indian currency at the time of payment.)

Thesis supervisory fees is to be utilized as payment of rupees 20,000 to internal supervisor and Rs 10,000 to external supervisor and rupees 5,000 for contingencies.

Thesis Evaluation Fee is to be utilized towards evaluation expenses of the thesis.

**AIMA & AMU can revise the fee structure at any stage of the PhD programme.