भारतीय प्रबंध संस्थान इन्दौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

Manual of Policies and Procedures

for

Doctoral Programme in Management (DPM)

2024-25

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This Manual provides a brief description of the Doctoral Program in Management (DPM) at IIM Indore and lays down the norms governing its design and administration. All participants are required to be conversant of these norms. The Institute reserves the right to change these norms any time without notice.

Version History

Version	Changes	Reference	Manual Updated	Date of Publication
1.0	DPM MANUAL AY 2022-23 (Base Document)	EC DATED 15-Feb-2023	Yes	07-Mar-23
1.1	In clause 5.2 related to TIME-LINE FOR FORMATION OF AREA COMPREHENSIVE EXAMINATION COMMITTEE OF DPM PARTICIPANTS AND ESCALATION MATRIX	EC DATED 14-June-2023	Yes	18-Aug-23
	In clause 10.2 related to THESIS ADVISORY COMMITTEE	EC DATED 14-June-2023	Yes	
	In clause 10.6 related to THESIS EXAMINATION COMMITTEE	EC DATED 14-June-2023	Yes	
	In clause 10.3 related to THESIS PROPOSAL SEMINAR	EC DATED 14-June-2023	Yes	
	In clause 10.7 related to THESIS SEMINAR	EC DATED 14-June-2023	Yes	
	In clause 11.2 related to FINANCIAL AID AND RESIDENCY	EC DATED 14-June-2023	Yes	
1.2	In clause 11 related to DURATION, FINANCIAL AID AND RESIDENCY and Appendix 3	EC DATED 30-Aug-2023	Yes	11-Oct-23
	In clause 4.8 related to WAIVER OF PGP COURSES	EC DATED 30-Aug-2023	Yes	11-Oct-23
1.3	In clause 6 related to RESEARCH ASSISTANCE ROLE DURING FIRST TWO YEARS OF THE PROGRAMME	EC DATED 04-Oct-2023	Yes	11-Oct-23
1.4	Changed in the name of the doctoral programme	114 meeting of BoG on 22-Sep-2023	Yes	27-Oct-2023
	Increase in the monthly stipend			19-Oct-2023
	Increase in Research Development Grant (formerly contingency grant)			
1.5	In clause 2 related to ADMISSION	EC DATED 06-Dec-2023	Yes	09-Feb-2024
1.6	In clause 5.1 related to AREA COMPREHENSIVE EXAMINATION	EC DATED 05-Jan-2024	Yes	09-Feb-2024
1.7	In clause 12.1 related to International Conferences:	EC DATED 29-Jan-2024	Yes	09-Feb-2024

Version	Changes	Reference	Manual Updated	Date of Publication
	In clause 15.2 related to <u>BEST DOCTORAL AWARD</u>	EC DATED 29-Jan-2024	Yes	09-Feb-2024
	In clause 8.2 related to <u>LEAVE RULES</u>	EC DATED 29-Jan-2024	Yes	09-Feb-2024
1.8	In clause 12.1 related to <u>International Conference</u> and 12.2 related to <u>National Conferences</u>	EC DATED 25-Apr-2024	Yes	13-June-2024
	In clause 8.1 related to <u>MATERNITY LEAVE</u>	EC DATED 25-Apr-2024	Yes	13-June-2024
	In clause 5.1.1 related to <u>STRUCTURE AND EVALUATION COMPONENTS OF ACE</u>	EC DATED 25-Apr-2024	Yes	13-June-2024
1.9	In clause 4.15 to <u>FEEDBACK FOR THE COURSE FROM PARTICIPANTS.</u>	EC DATED 29-July-2024	Yes	25-December-2024
	Appended section no 14 related to <u>RESEARCH SEMINAR SERIES</u>	EC DATED 29-July-2024	Yes	
	In clause 10.8 related to <u>STANDARDS FOR DRAFT THESIS</u>	EC DATED 29-July-2024	Yes	
	Appended clause 7.1.9 related to <u>RECOGNITION OF POSITION OF RESPONSIBILITIES</u>	EC DATED 05-Sep-2024	Yes	
	Appended clause 4.20 related to <u>RECOGNITION TO THE PARTICIPANT WITH HIGHEST CGPA</u>	EC DATED 17-Oct-2024	Yes	
	In clause 12.2 related to Daily Allowance-Accommodation and Food during <u>NATIONAL CONFERENCES</u>	EC DATED 17-Oct-2024	Yes	
	In clause 2.3 related to <u>ACCEPTABLE STANDARD TEST SCORES</u> for Admission-2025	EC DATED 17-Oct-2024	Yes	

1. PROGRAMME DESIGN

1.1. OBJECTIVE

The Doctoral Programme in Management (DPM) at IIM Indore is a unique doctoral programme. DPM includes a sequence of compulsory and elective courses, courses of independent study, seminars, comprehensive examination, research - and defense of a thesis on an original topic. It is designed to provide both breadth and depth of knowledge to doctoral participants in management. DPM aims to build distinguished researchers & scholars, teachers, and trainers in the field of advanced management. The prestige and quality of a doctoral programme is measured by the quality of graduates. The best doctoral programmes graduate doctoral candidates who can pursue high quality research and publish in esteemed peer reviewed journals. The emphasis, therefore, is on:

● Admitting the best participants committed to teaching and scholarly research in renowned academic institutions and research centers of excellence
● Offering an interdisciplinary curriculum with an appropriate balance between theory and practice
● Promoting excellence in research by emphasizing a strong analytical approach with precise research methods.
● Providing the best academic support facilities at par with world's prestigious educational/research institutions
● Producing high quality researchers who can publish their research in reputable journals.
● Impart basic skills in teaching which can help them to grow as teachers.

While the basic course work phase provides the breadth, the advanced course work and thesis research phase provide depth through specialization areas.

Currently, IIM Indore offers the following areas of specialization for Doctoral Programme in Management:

1. Communication
2. Economics
3. Finance & Accounting
4. Humanities and Social Sciences
5. Information Systems (Information Systems Management, Emerging technologies, and Data Science / Analytics)
6. Marketing Management
7. Operations Management and Quantitative Techniques (Operations Management, Operations Research, Statistics and Mathematics)
8. Organizational Behaviour and Human Resource Management
9. Strategic Management (Strategic Management, International Business and Entrepreneurship)

Out of the aforementioned areas, an applicant can choose any one area of specialization only and submit his/her application along with all attachments as required and mentioned in the on-line Application Form. Candidates are encouraged to check the individual faculty research profiles in their areas of specialization to understand the research interests of the faculty. (Brief write up about area of specialization given in **Appendix 1**)

1.2. PROGRAMME LEARNING GOALS

Goal 1: To enable the participants to understand the foundations of management, management research and relevant research methodologies

S.No.	Objectives
1.1	Must show an understanding of theory and application of various management disciplines
1.2	Must show an understanding of foundations of management research, relevant methodologies and their application

Goal 2: Enable participants to create a perspective on existing body of management thought and contribute to it.

S.No.	Objectives
2.1	To create a critical perspective of the existing works
2.2	To propose original research ideas based on existing knowledge
2.3	To empirically test the original research ideas by collecting appropriate data, analyzing and interpreting it and convert it into a research output.

Goal 3: To develop researchers with high ethical standards in research work

3.1	Must meet the ethical standards of data collection and research methodology
3.2	Must exhibit awareness and practice of ethical norms in academic writing and research publications

Goal 4: To understand the need and significance of various pedagogical tools used in management education and to be an effective communicator.

S.No.	Objectives
4.1	Clearly understands application of different pedagogical tools
4.2	Develops own perspective for different pedagogies and use them depending upon the audience profile
4.3	Must be able to effectively articulate their perspective to audience

2. ADMISSION-2025

2.1. OBJECTIVE

The DPM seeks high quality candidates with strong academic background, preferably with professional experience, and intellectual curiosity needed for scholarship in management.

2.2. ELIGIBILITY

Candidates must have:

Master's degree in any discipline with at least 60 percent aggregate marks or equivalent grade point average.

(OR)

Postgraduate Diploma (2 years) with at least 60 percent aggregate marks or equivalent grade point average.

(OR)

Professional qualifications CA, ICWA, CS with at least 50 percent aggregate marks.

(OR)

A five year integrated Master's degree program in any discipline, with at least 60 percent aggregate marks or equivalent grade point average.

(OR)

First Class/ equivalent Bachelor's degree (4 year/8 semesters).

Note:

1. **In addition to the above academic eligibility, a minimum 60 percent marks in Secondary (Class X) and Senior Secondary (Class XII) is required.**
2. **Five percent Marks relaxation is given to SC, ST and PwD candidates.**

Candidates who are in the final year of their qualifying programmes that would make them eligible can also apply. Such candidates, if selected, will be allowed to join the programme provisionally only if they submit a certificate latest by June issued by the Principal/ Head of the Department / Registrar or Director of the University / Institute stating that they have appeared for the examinations (including practical examinations) in all the subjects required for obtaining the Master's / Bachelor's degree / equivalent qualification. Their admission will be confirmed only when they submit the marks sheet and the certificate of having passed the Master's / Bachelor's degree/equivalent qualification referred to in the certificate issued by Principal / Registrar of their college / Institute. The deadline for submission of marks sheet and the Certificate is end-December. The candidates who have applied on the basis of their bachelor's or master's degree will have to meet the eligibility criteria as specified earlier. Non-fulfilment of these conditions will automatically result in the cancellation of the provisional admission.

The candidate must hold a bachelor's degree, awarded by any of the universities incorporated by an act of the central or the state legislature in India or other educational institutions established by an act of Parliament or declared to be deemed as a University under section 3 of

UGC Act, 1956, or possess an equivalent qualification recognized by the Ministry of Education, Government of India.

The equivalence of the foreign degree needs to be certified by the Association of Indian Universities. The bachelor's degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

The percentage of marks obtained by the candidate in the bachelor's degree would be based on the practice followed by the institution/university from where the candidate has obtained the degree. In case of the candidates being awarded grades/CGPA instead of marks, the equivalence would be based on the equivalence certified by the institution/university from where they have obtained a bachelor's degree.

In case the institution/university does not have any scheme for converting the CGPA into equivalent marks, the equivalence would be established by dividing obtained CGPA by the maximum possible CGPA and multiplying the result by 100.

The percentage of marks obtained in Class X and Class XII would be the aggregate marks of all subjects that appear in the mark sheet of grade sheet, irrespective of whether the Board considers them for calculation of percentage.

2.3. ACCEPTABLE STANDARD TEST SCORES

Candidates require a standard test score, from any one of the acceptable tests (test taken in the calendar year not older than three years) for the area(s) of specialization they are applying to, as shown in the following table:

Area of Specialization	Acceptable Standard Test Score(s)
Communication	CAT/GRE/JRF
Economics	CAT/ GRE/GMAT/JRF in Economics
Financial and Accounting	CAT/ GMAT/GRE/JRF
Humanities and Social Sciences	CAT/ GMAT/ GATE/ GRE/ JRF
Information and Systems	CAT/ GMAT / GATE / GRE
Marketing Management	CAT/ GATE/ GRE/GMAT
Operations Management and Quantitative Techniques	CAT/ GMAT / GATE / GRE / JRF
Organizational Behaviour and Human Resource Management	CAT/ GMAT/GRE/ JRF
Strategic Management	CAT/ GRE/GMAT/ JRF

The validity of the CAT and the other standard test scores are given in the following table. Note that the scores should be valid on the deadline for submission of the application form.

CAT – 3 years

GRE – 3 years

GMAT – 3 years

GATE – 3 years

JRF – 3 years

Online GMAT/GRE (Take home) exam scores are not valid. Only test centre-based GMAT/GRE scores are valid.

Exemptions from the above tests would be given to candidates who have an MBA or equivalent from any of the IIMs.

2.4. INTAKE FOR DOCTORAL PROGRAMME IN MANAGEMENT (DPM)

The proposed intake for Doctoral Programme in Management (DPM) is 34 .

2.5. RESERVATION NORMS FOR DOCTORAL PROGRAMME IN MANAGEMENT (DPM)

As per Government of India requirement, 27% of the seats are reserved for Other Backward Classes candidates belonging to the "Non-Creamy" layer (NC-OBC), 15% for Scheduled Caste (SC), 7.5% for Scheduled Tribe (ST) candidates, 10% for students from Economically Weaker Sections (EWS) and 5% for Persons with Benchmark Disabilities (PWD).

As defined in The Rights of Persons with Disabilities Act, 2016 (RPwD Act 2016), "person with benchmark disability" means a person with not less than forty percent (40%) of a specified disability where specified disability has not been defined in measurable terms and includes a person with disability where specified disability has been defined in measurable terms, as certified by the certifying authority.

"Specified disability" means the disabilities as specified in the Schedule of the RPwD Act 2016. The categories of disability are:

1.   blindness and low vision,
2.   deaf and hard of hearing,
3.   locomotor disability including cerebral palsy, leprosy cured, dwarfism, acid attack victims and muscular dystrophy,
4.   autism, intellectual disability, specific learning disability and mental illness,
5.   multiple disabilities from amongst persons under clauses (a) to (d), and
6.   other 'specified disabilities' mentioned in 'The Schedule' of the RPwD Act 2016.

For the purpose of being considered for reservations, the applicable Central Government list as on the last date of submission of application from for the DPM shall be binding. No subsequent changes will be effective for any subsequent selection process of IIM Indore.

The candidates belonging to categories for which seats are reserved need to note and read carefully the eligibility requirements before applying. It should be noted that while it is the endeavour of IIM Indore that the candidates belonging to EWS/NC-OBC/SC/ST/PWD categories join the programme in proportions mandated by the law, they have to meet the eligibility criteria and a certain minimum level.

2.6. APPLICATION PROCEDURE

Refer to the admission brochure

Candidates seeking admissions to the Doctoral Programme in Management (DPM) of IIM Indore should submit their application online between the period December to February, and pay the online non-refundable/non-transferable application fee of Rs. 1000/- (Rupees one thousand only) + GST extra for General, NC-OBC and EWS category and Rs. 500/-(Rupees five hundred only) + GST extra for SC, ST, and PWD category.

Candidates belonging to NC-OBC, SC, ST, EWS and PWD categories need to produce a valid certificate(s) in support of their reservation category. No change in the category will be entertained after submitting the application.

2.7. SELECTION PROCESS FOR DPM

The candidates will be shortlisted (on the recommendation of the respective areas) based on the information provided in the application form. The selection process is as follows:

Stage 1: The candidates satisfying the academic eligibility criteria as mentioned above should submit their application online.

Stage 2: Based on the applications received, candidates satisfying Academic eligibility criteria and acceptable standard test the shortlisting will be done by the respective Areas and candidates will be called for Personal Interview (PI), to be conducted at IIM Indore during March/ April.

Stage 3: IIM Indore also expects a consistent and minimum performance in the different parameters of Personal Interview (PI), which will be decided by Admissions Committee. Candidates not meeting the minimum performance in any of PI parameters will not be considered for the next stage of the selection process i.e. Stage-4.

Stage 4: Final selection will be based on the requirements of the academic area to which the candidate has applied and an area-wise offer list will be prepared by the Areas only.

Only the candidates satisfying the requirements mentioned in earlier stages will be considered for the final selection. Category-wise and Academic Area-wise merit list will be generated based on the performance in the Personal Interviews and the provisional admission offers will be rolled-out as per the Area(s) requirement.

All matters pertaining to admission into the DPM at IIM Indore is governed by the decisions taken by the Admissions Committee.

2.8. SELECTION

1) The final selection from amongst the candidates appearing for the interview will be based on parameters such as their past academic record, fit with the program objectives, ability to undertake rigorous research work and interview performance.

2) All matters pertaining to admission into the DPM at IIM Indore is governed by the decisions taken by the DPM Admissions committee

2.9. PERSONAL INTERVIEW

Short-listed candidates are invited for a personal interview and further evaluation at IIM Indore. Not all candidates are called for personal interview and no communication is sent to those who are not shortlisted for interview/selected for admission.

2.10. COMMITMENT FEE

Selected candidates shall be required to deposit a commitment fee of Rs.75,000/- (Rupees Seventy Five Thousand only). This fee has to be paid at the time of acceptance of the offer letter by the selected candidate and is to be made vide an online bank transfer.

An amount of Rs.50,000/- out of Rs. 75,000/- (commitment fee) deposited by DPM students shall be retained till completion of the programme and refund shall be considered in the following manner.

- Refund of Rs.25,000/- after completion of Term-II
- Refund of Rs.50,000/- after submission of No Dues/ Clearance form.

3. STAGES OF THE PROGRAMME

3.1. COURSE WORK DURATION: 18 months

Sr. No.	Term	Duration	Contents
1	Term I	3 months	PGP courses **(29 credits)**
2	Term II	3 months	PGP courses **(26 credits)**
3	Term III	3 months	PGP courses (4 credits), DPM Compulsory (2 credits), Compulsory DPM Area Courses (8 credits) Related Area courses (4 credits), Workshop (1 credit) **{19 credits}**
4	Term IV	5 months	DPM Compulsory (1 credit), Compulsory DPM Area Courses (4 credits+ 4 credit Area Research) DPM Electives (8 credits), Workshop (1 credit) **{18 credits}**
5	Term V	4 months	DPM Compulsory (1 credit), DPM Electives (12 credits) **{13 credits}**

Compulsory PGP Courses (59 credits)	29 credits in Term I 26 credits in Term II 4 credits in Term III
Compulsory DPM Courses (04 credits)	Term III – Philosophy in Management Research – 2 credits Term IV – Academic Writing – 1 credit Term V – Academic Writing – 1 credit
Compulsory DPM Area Courses Area Specified (16 credits)	Term III – 8 credits Term IV - 4 credits + Area Course 4 - Research Method
Related Area Course (04 credits)	Term III – 4 credits compulsory
DPM Elective courses (Area/Non Area) (20 credits)	Term IV - Electives 8 credits (area + non area) of these not more than 4 can be taken outside area electives. Term V - Electives 12 credits (area + non area) of these not more than 4 can be taken outside area electives.
Workshop (Compulsory) (02 credits)	Term III - Workshop I on tools/software and techniques 1 credit 8 sessions Term IV - Workshop 2 on tools/software and techniques 1 credit 8 sessions

Term	Term-I	Term-II	Term-III	Term-IV	Term V	Total Credits
Duration	3 months	3 months	3 months	5 months	4 months	
	Course Credits	Course Credits	Course Credits	Course Credits	Course Credits	
Compulsory PGP Courses	29	26	4			59
Compulsory DPM Courses			2	1	1	4
Compulsory DPM Area Courses Area Specified			8	4 + 4		16
Related Area Course			4			4
DPM Elective courses (Area/Non Area)				8	12	20
Workshop (Compulsory)			1	1		2
Total Credits	**29**	**26**	**19**	**18**	**13**	**105**

Besides above, DPM participants after clearing the Area Comprehensive Examinations are required to pursue a **four-credit** compulsory course titled "Excellence in Teaching Skills" at the beginning of their thesis stage. With this, the total credits earned by DPM students will be **109 credits.**

On completion of the course work, the participants take the area comprehensive examination.

The area comprehensive examination tests whether the participant has obtained a satisfactory level of knowledge in his/her field of specialization and whether he/she has satisfactorily integrated the various courses taken in the area.

After passing the comprehensive examination, the participant enters the thesis stage. The participant first develops a thesis proposal, for which he/she identifies a thesis topic. Thesis Advisory Committee [TAC] of the participant, arranges a seminar on the thesis proposal for the IIMI academic community, and gets the thesis proposal approved by the TAC. Then the participant works closely with the TAC on his/her thesis. On completion of the thesis research, the participant gives a seminar, submits the thesis and defends the same.

On successful completion of all requirements of the programme, the participant is conferred the title "Doctor of Philosophy" during the annual convocation.

3.2. DURATION, FINANCIAL AID AND RESIDENCY

In general, DPM requires four years of full-time study. The participant is expected to complete

the programme in four years, extendable to four year and nine months depending upon progress. However, in some exceptional circumstances, the DPM Executive Committee (hereafter referred as DPM EC), may permit a participant to continue beyond four years and nine months, but not beyond six years. (**Refer Clause 12**)

All Indian residents admitted to the DPM are given fellowship and research development grant as per norms. The fellowship, research development grant amount and the general conditions of fellowship & research development grant are given in **Appendix 3**

DPM is a full-time residential programme till the time fellowship is awarded/provided. Participants failing to comply with all the requirements essential for the completion of the programme are asked to withdraw from the course.

4. COURSE WORK

4.1. OBJECTIVE

Term 1, II, III, IV and V of the DPM is intended for acquiring in depth and breadth knowledge with basic and advance course work of the area of specialization and related fields.

4.2. COURSE WORK
The courses are divided into the following categories:

a) Compulsory PGP Courses (Term 1 – 29 credits, Term 2 – 26 credits and up to 4 credits in term 3). In PGP courses there are some Skill Development Courses in Term I namely Industry Awareness (1 Cr.) and Critical Thinking Skills (1 Cr.), it is not mandatory for DPM participants to do these courses.

b) DPM compulsory courses (mandatory/common for all areas) – Total 4 credits

c) Compulsory Area DPM courses – Total 16 credits
   i) The compulsory area courses comprise a total of 16 credits taught in Term III and IV. Of these, 4 credits are assigned for a course on research methodology relevant to the area in Term IV. This course should provide an overview of major research streams followed in the research in that discipline. The remaining 8 credits are meant to provide an overview of the major themes in the area.
   ii) Areas could also nominate a PGP Course offered by the area as a compulsory Area course.

d) Related Area Courses – Total 4 credits
   i) Related area courses provide an exposure to a course from another area that may be relevant for the candidates.
   ii) The areas would need to specify a list of related area courses from the list of compulsory courses offered by other areas.
   iii) All the areas would first share their core courses. From this bucket of core courses the areas would specify the related area courses. The areas could specify at least 3 such courses, or about 12 credits from which candidates could choose. The candidates would need to follow their interest, check the course outlines and consult with their mentor (Area chair) before choosing such courses.

e) DPM Electives (Area and Non Area) – 20 credits (12 (minimum) Area Electives + 8 (maximum) Non-area Electives)
   i) DPM electives are courses offered by the area and even by other areas, that the candidates find relevant.
   ii) Electives are meant to help candidates customize their doctoral programme as per their research interest.
   iii) The candidates could choose courses worth 16 credits from the area and 8 credits from non-area electives.

f) Workshops on Tools – 2 credits
   i) Candidates will need to take two workshops on tools.

ii) These workshops are aimed at imparting proficiency in tools and software such as R/SPSS/NViVO/Atlasti.

iii) Candidates need to take one course each in term 2 and in term 3.

4.3. DPM COMPULSORY COURSES

Sr. No.	Courses	No. of Credits	Term(*)
1	Philosophy of Management Research	2	Term-III
2	Academic Writing	1	Term-IV
3	Academic Writing	1	Term-V
		4	*During coursework*
4	Course on Developing Skills in Teaching	4	Post Comprehensive
	Total	**8**	

4.4. EVALUATION NORMS FOR DPM COURSEWORK FOR TERM-I, II, III, IV & V.

The evaluation should not contain more than 50% for a single component of any course either 2 credit or 4 credit offered for DPM coursework.

4.5. PASS CRITERIA FOR DPM COURSEWORK FOR TERM-I, II, III, IV & V.

● PGP Area Specialized courses (Term-I, II & III) : Areas can specify – courses worth 12 credits as Area Specialized courses. In area specialized courses, candidates would need to obtain an average CGPA of at least 2.55. No D or F grade is acceptable in such courses.

● PGP Other courses (Term-I, II & III) : The norms would be similar to PGP i.e. at least 2.00 CGPA. Moreover, the candidate should not accumulate more than 12 DCPs in the first three terms across all courses.

● DPM courses ((Term-III, IV & V): The candidates need to obtain a CGPA of 3.33 or B+. No D or F grade should be allowed in area courses.

If a candidate fails to obtain the minimum grade cut-off, he/she will have to repeat course(s)/term. During the repeat period all the facilities will be chargeable. Stipend will remain suspended during this period.

4.6. ACADEMIC DISHONESTY

IIM Indore believes in Academic honesty.

Academic dishonesty or misconduct is cheating that relates to an academic activity. It is a violation of trust between the Institute and its stakeholders. Plagiarism, fabrication, deception, cheating and sabotage are examples of unacceptable academic conduct.

4.7. AREA SPECIALIZED PGP COURSES

A participant has to complete a minimum of 12 credits as area specialized PGP courses in Term-I -Term-III of the course work as recommended by Area. List of such courses are appended below:

S.No.	Area of Specialization	Area Specialized Courses	Total Credits
1	Communication	Critical Thinking Skills – 1 Cr. Managerial Communication – 3 Cr. Organization Behaviour I – 4 Cr. Written Analysis and Communication – 2 Cr. Organization Behaviour II – 4 Cr.	14
2	Economics	Microeconomics - 4 Cr. Introduction to Probability & Statistics - 4 Cr. Macroeconomics - 4 Cr.	12
3	Finance and Accounting	Financial Accounting & Control - 4 Cr. Finance I - 3 Cr. Managerial Accounting & Control - 3 Cr. Finance II - 4 Cr.	14
4	Humanities & Social Sciences	Organizational Behaviour I – 4 Cr. Business Ethics and CSR – 2 Cr. Strategic Management-I - 2 Cr. Legal Aspects of Business – 2 Cr. Human Resource Management – 2 Cr.	12
5	Information Systems	Information System for Managers - 2 Cr. Microeconomics - 4 Cr. Introduction to Quantitative Decision Making - 3 Cr. Strategic Management II - 3 Cr.	12
6	Marketing Management	Marketing Management I - 4 Cr. Marketing Management II - 4 Cr. Marketing Research - 4 Cr.	12
7	OM & QT	Operations Management I - 3 Cr. Introduction to Probability & Statistics - 4 Cr. Operations Management II - 3 Cr. Introduction to Quantitative Decision Making - 3 Cr.	13
8	OB & HRM	Organizational Behaviour I - 4 Cr. Organizational Behaviour II - 4 Cr. Human Resources Management - 2 Cr. Strategic Management I - 2 Cr.	12
9	Strategic	Microeconomics - 4 Cr.	13

Management	Organizational Behaviour II - 4 Cr.	
	Strategic Management I - 2 Cr.	
	Strategic Management II - 3 Cr.	

4.8. WAIVER OF PGP COURSES

Following candidates are eligible to apply for waiver of the PGP course of the Doctoral Programme in Management:

4.8.1. Pursued full time, residential, non-online, in person PGP/MBA from an IIM in last three years provided the candidate has obtained in the first year of the above degree / diploma a minimum grade point equivalent to 3.00 out of 4.33, with no Fs and not more than two Ds.

4.8.2. Candidates who have completed similar program of other universities/Business Schools are eligible to apply for exemption of foundation course, provided they satisfy the following conditions:

4.8.2.1.   The candidate should have completed a full-time, two-year MBA degree, two year PG Diploma in Management or one year PGPX, one year PGP-PMP (or equivalent) in Management from any recognized and reputed University / Business School / Institution.

4.8.2.2.   The candidate should have obtained in the first year of the above degree/diploma a minimum average grade point equivalent to IIMI's 3.00 out of 4.33, with no Fs and not more than two Ds.

4.8.3. The candidates should have obtained the qualifying degree or diploma, not more than three years ago with respect to the beginning of the first term of the DPM programme into which she/he is seeking admission. However, exceptions may be made to this by the DPM Executive committee on a case by case basis.

4.8.4. The granting of the waiver is not automatic. After receipt of offer letter, the selected candidate if requires a waiver needs to make an application to the Chair, DPM at the time of submission of his/her acceptance letter for provisional admission into the DPM, beyond which no request shall be accepted.

The final decision related to the waiver is made by the DPM Executive Council (DPM EC) on a case by case basis by taking into account all relevant factors, including:

- The quality and content of the program (MBA/PGDM) undergone by the candidate.
- The performance of the candidate in the programme.
- Inputs from the Area
- The DPM EC, on applying its criteria, can grant full, partial, or no waiver to the candidate.
- The decision of the DPM EC shall be final and binding

All the participants must register for courses on the registration day of each term.

If a waiver is granted the participants will be asked to join the programme in Term III. The stipend will be given for 4 years and 3 months (51 months) instead of 4 years and nine months (57 months).

Such students who get the waiver of PGP courses in the Areas may involve them actively in research and academic related work in terms of Research Associateship and / or Academic Associateship. Any such work should be equivalent to the current PGP credits in terms of contact hours.

# PGP Credits (Term I+II)	# Sessions	# Hours
55	275	343.75

The candidates will have to keep a record of the work that they have done in terms of hours and will need to get it approved from the mentor faculty members. They would also need to give a public seminar one in each of the term on the work that they have done. Ideally such research work should be done with different faculty members based on the interest of the candidates.

4.9. CHANGE IN AREA

If a participant wants to change his/her area, he/she should give a written application to the DPM Chairperson by 31st December in the first year of the programme. For the transfer to take place the following conditions will have to be met:

- The participant should not have been rejected by the area to which he/she is applying (should not have been in the selection list/ wait list)
- The candidate should have met the academic criteria for both the existing as well as the prospective area.
- The existing area should give NOC. The participant may appeal to the DPM executive council if he/she fails to get NOC from the area. In such a case the decision of the DPM executive council will be binding for all.
- The candidate shall be interviewed by the area desired by the candidate and the area should accept the participant.

The participant will be informed about the decision on the application by the DPM Chairperson. If his/her application for transfer is rejected, he/she will have to stay in the existing area.

4.10. COURSE SELECTION AND REGISTRATION

Before the start of each term in Term III, IV and V DPM office announces a list of courses that are to be subscribed by participants through their respective area chairperson.

At the beginning of each term, the faculty provides a course outline that includes the schedule of sessions and readings prescribed for each session.

All participants are required to register each term on the registration day unless permitted under special circumstances by the DPM Chairperson to register on a later date. A participant who fails to register on the first day of each term can register only after he/she has obtained a special permission from the DPM Chairperson. Registration by participants for each term will be subject to their satisfactory completion of the previous term's requirements unless explicitly allowed to do so by the DPM Chairperson.

4.11. COURSE APPROVAL

Outlines of new courses, courses with substantial changes in the content and courses being revived after not being taught for three consecutive years as prepared by faculties are reviewed by the area and are forwarded to DPM, Chairperson. The courses are placed before the DPM Courses Committee for approval after reviewing of the courses.

Once the courses are approved and registration is complete, the reading materials are to be provided by faculty and subsequently the course pack/s are prepared for each course subscribed by the student. The class schedule is uploaded on google spread sheet for faculty to block their slots.

4.12. SCHEDULING OF CLASSES

DPM office will share the Google spread sheet for scheduling the classes two weeks before the start of the Term. The concerned instructor will be required to block their schedule for their course at least one week before the start of the Term. Once the sessions schedules are finalized by the instructors DPM Office will migrate it to Google Calendar giving access to Instructors and Participants with edit/modify right. Any subsequent changes in the schedule will be carried out by either instructor or participants of the specific course. Participants of the course will ensure that there is no overlapping of sessions. In case of any exigency, the Chairperson, DPM/EDPM office may be informed in advance.

Not more than two sessions in a day and six sessions in a week to be scheduled for a course. If DPM classes are not scheduled as per the above norms, the same will be reported to the Director for necessary action.

4.13. COMPLETION OF COURSE REQUIREMENTS

Participants must finish all requirements of the courses within the term in which the courses are offered.

It will be the responsibility of the Instructor for ensuring that the course work of each Term is completed as per the schedule of course work calendar given in the manual.

For completion of the course requirements the following timelines are required to be followed in all aspects:

1. DPM participants must complete their submissions within four weeks of completion of the course work of each term (Term-III, IV & V).

2. The grades for each term (Term-III, IV & V) are to be submitted by the course instructors to DPM Office within six weeks of completion of the course work.

3. If a participant misses one or more components of evaluation with prior permission, the following procedure will be followed:

    a) Initially, the participant will be awarded "I" (incomplete) grade. "I" is a temporary grade, not intended to be shown as a final grade in a course.
    b) "I" must be replaced by a final grade (A, B, C, D, F) within a reasonable period as specified by the faculty.
    c) In case the participant fails to complete the course as indicated in (b), the faculty will give final grade on the assumption that the participant gets an "F" in the missed component/s.

This is to ensure that under all circumstances, the area comprehensive examination will commence in time.

The performance review of participants who have failed to meet the minimum requirements is taken up by the faculty, the concerned area and the DPM Executive Committee.

4.13.1. ESCALATION MATRIX TO EXPEDITE THE AWARD OF GRADES FOR THE COURSE WORK ATTENDED BY DPM PARTICIPANTS IN EACH TERM

1. On the day of completion of any term, DPM office will send a mail to all DPM participants of a particular batch to ensure that they complete their submission within four weeks of completion of the term. The mail will be copied to all instructors with a message that grades are expected form course instructors within a maximum from the date of completion of the course work of that term.
2. After four weeks a reminder mail will be sent to concerned course instructors that grades will be due within next two weeks.
3. Six weeks a reminder mail will be sent to concerned course instructors with a copy marked to Dean (Programmes).
4. After seven weeks a reminder mail will be sent to concerned course instructors with a copy marked to Director.
5. After eight weeks it will be taken up in DPM EC for discussion and Chair-DPM will write to Area Chairs advising them to sensitize faculty instructors to submit the grades without further delay.

6.   In case of delay beyond 10 weeks, Chair, DPM will inform the concerned Area Chairs, about this and request them that the Area may review the instructor for the course in next offering.

4.14. ON-LINE COURSE ON AVOIDING PLAGIARISM

Plagiarism can be broadly defined as copying the work of others without providing due credit. Specifically, in the context of research, you cannot include another person's findings, **thesis**, conclusion…etc., without providing a proper citation.

In view of above, it is mandatory for you all to attend a session on "Avoiding Plagiarism" which will be conducted by IIM Indore in due course of the programme and also give an undertaking to your TAC that your thesis work is free from plagiarism.

4.15. FEEDBACK FOR THE COURSE FROM PARTICIPANTS.

After the completion of the course work, the participants are required to submit their feedback on the hard copy of the prescribed format on the last date of the class of a particular course. The feedback collected from the student shall be provided to the course instructor only after receiving the grades.

Visiting faculty: To improve learning outcomes and overall programme success, a feedback system is implemented for visiting faculty teaching in DPM. This feedback will be both quantitative and qualitative (see APPENDIX 23 & 24). On the last day of class for a specific course, participants are required to provide feedback to a visiting faculty member.

4.16. GRADING NORMS FOR AREA SPECIALIZED COURSES AND PGP COURSES FOR DPM-(FIRST YEAR)

Participants must obtain the following minimum academic standards during Term-I and Term -II for proceeding to the qualifying exam stage:

A minimum average grade point of 2.55 [B-] in the Area Specialized course recommended by Area and for other courses in Term I and II, the norms would be similar to PGP scaled to two terms.

A participant, who does not satisfy the above criteria, shall be given the option of repeating the Area Specialized Courses and PGP Courses of the programme or withdrawing from the programme.

However, a participant, who is repeating the Area Specialized Courses and PGP Courses of the programme, will have to compulsorily withdraw from the programme if he/she fails to satisfy the above-mentioned criteria.

DPM Executive Committee will be the authority to decide on such promotions Deficit Credit Points (DCPs)

Grades "D" and "F" will carry DCPs as follows:

- A "D" will carry one DCP in a one-credit course, two DCPs in a two-credit course, three DCPs in a three-credit course, four DCPs in a four-credit course and so on.
- An "F" will carry two DCPs in a one-credit course, four DCPs in a two-credit course, six DCPs in a three-credit course, eight DCPs in a four-credit course and so on.
- Total number of DCPs will be calculated by adding the number of DCPs accumulated by obtaining both "D"s & "F"s during the academic year.

4.17. ADDITIONAL AREA SPECIFIC REQUIREMENTS

Areas may specify additional requirements from time to time and the same shall be communicated to the participants.

4.18. ACADEMIC STANDARDS: GRADING NORMS FOR DPM TERM-III, IV & V

Participants must obtain the following minimum academic standards during **term III, IV & V** for proceeding to the qualifying exam stage:

A minimum average grade point of 3.33 [B+] in all the courses of each Term-III & IV No D or F grade should be allowed in area courses.

Candidates who fulfill the academic standard of term I, II, III, IV and V will be eligible for the next stage of the programme i.e., Comprehensive Examination.

If a candidate fails to obtain the minimum grade cut-off, he/she will get a chance to reappear in those examinations. In case the candidate fails to obtain the minimum grades required in the re-examination, he/she will need to leave the programme.

DPM Executive Committee will be the authority to decide on such promotions

4.19. ACADEMIC CALENDAR

Term	Starting Date	Ending Date
Term I*	1st week of July	3rd week of September
Term II*	1st week of October	4th week of December
Term III	2nd week of January	2nd week of April
Term IV	2nd week of June	1st week of September
Term V	3rd week of September	3rd week of December

**Term I and Term II – DPM students pursuing PGP courses only.

4.20. RECOGNITION TO THE PARTICIPANT WITH HIGHEST CGPA

Beginning with the DPM 2022 Batch, participants who achieve the highest CGPA in the coursework will receive a certificate as a sign of academic recognition during pre-convocation ceremonies.

The following criteria apply to this certificate:

1. The participant must have finished the coursework in the allotted time.
2. Successful completion of the coursework assessment.
3. No disciplinary action was taken against the participant

5. AREA COMPREHENSIVE EXAMINATION

This examination is administered by the area.

Area Comprehensive Examination Committees (ACEC) will be formed by the chairperson of the respective area on completion of DPM Course Work (Term-I, II, III, IV & V).

5.1. TO CONSTITUTE THE AREA COMPREHENSIVE EXAMINATION COMMITTEE (ACEC)

To constitute the Area Comprehensive Examination Committee (ACEC) of the DPM participant the Area Chairperson in consultation with area may conduct a meeting and decide for formation of (ACEC) as mentioned herein below:

- The Area Comprehensive Examination Committee (ACEC) is to be constituted, comprising of two members from area and one member from outside the area. The area chair nominates one of them as the ACEC chairperson.

- The Chairperson of the ACEC will arrange for administering the comprehensive examination.

- As per accreditation norms, ACEC Chairperson must have a scholarly academic status and must be working as a regular faculty at the institute. Additionally, ACEC *members should preferably be having the status of scholarly academic*.

Once ACEC is formed, the area may decide on the nature/pattern of the exam and announce the same to the students so that they can start their preparations without delay. However, comprehensive exam can take place only after the course work (Term-III, IV & V) results are declared for the second year, RAship is completed and the candidate is declared as promoted by the DPM Executive Committee.

Under all circumstances, the area comprehensive examination **will commence from the second week of March (within three months from the date of completion of the course work).**

5.1.1. STRUCTURE AND EVALUATION COMPONENTS OF ACE

While broadly the areas could stay with their chosen comprehensive examination structures, the ACE Committee may decide the components of the evaluation in consultation with the area as per their need.

For the participant to be declared "pass" in the area comprehensive examination (ACE), at least two of the three members of the ACEC have to vote to pass the participant. If a participant fails

the examination in the first attempt, a second and last chance will be given **within 2 months,** and results of the same to be announced within three months.

5.2. TIME-LINE FOR FORMATION OF AREA COMPREHENSIVE EXAMINATION COMMITTEE OF DPM PARTICIPANTS AND ESCALATION MATRIX.

a) *Area Chair to constitute the Area Comprehensive Examination Committee (ACEC) of DPM participants within 15 days from the date of communication by DPM office. DPM office to send first reminder after 15 days to Area Chair with a copy marked to Chair-DPM.*

b) *Beyond 30 days, a second reminder to be sent by DPM office with a copy marked to Dean Programmes.*

c) *Beyond 45 days, a third reminder to be sent by DPM office with a copy marked to Director.*

5.3. POST COMPREHENSIVE COURSE ON TEACHING SKILLS

A course on Developing Excellence in Teaching Skills be introduced for the doctoral participants as a 4-credit course. The course would be compulsory and could only be taken by the participants after they have cleared the comprehensive examinations. The course could be developed and offered by a group of faculties. The DPM office could invite expression of interest with a lead faculty who would coordinate the course.

List of indicative topics for the course are
1.   Theories of Learning
2.   Participant centred learning
3.   Flipping a class room
4.   Pedagogical tools
   a.   Lectures
   b.   Case method
   c.   Simulations
   d.   Driving learning through projects
5.   Developing cases
6.   Developing a course outline and session plan
7.   Presentation skills
   a.   Verbal and non-verbal
   b.   Making effective presentations
   c.   Using aids for presentations
8.   Learning by doing (Practice and feedback)

6. RESEARCH ASSISTANCE ROLE DURING FIRST TWO YEARS OF THE PROGRAMME

The purpose of the research assistance is to enable the participant to produce academic output that contributes to his or her academic advancement and scholarly contributions. These scholarly contributions may take the form of papers presented at prestigious academic conferences or articles published in peer-reviewed journals.

During this time, the participant may work on various aspects of research such as literature review, assisting with manuscript preparation for publication, methodology notes, technical notes, conceptual notes, cases, teaching notes for cases, and data collection that does not involve outside work. The participants may also assist faculty members with their research work, for which their efforts will be duly acknowledged, including co-authorship where contributions warrant it.

The process of undertaking RA'ship is summarized below:

1. The DPM participants will be required to submit a brief write-up of their broad research interests to the respective Chairperson of their Areas. They should initiate and complete this process before the start of Term III.
2. The area chair will attach the DPM participant to his/her desired choice of faculty colleague.
3. The participant will do the research assistantship for a minimum period of 10 months starting from the beginning of term III to the end of term V. The total number of hours of RA ship shall not be less than 12 hours per month. There is a provision for a buffer period of 2 months (January-February of the subsequent year, after the term V).
4. A participant can do an RA ship with more than one faculty member provided any such engagement should be for a minimum period of three months.
5. The time commitment in the RAship would need to balance between the academic load on the candidates as well as the need of the project.
6. The DPM participants must submit the desired RA-ship form/logbook duly signed by the RA guide, every quarter and at the end of the RAship mentioning the progress of a specific project on which the candidate is working. The format of the log book is given in the Appendix 20.
7. The format of the logbook is available on our intranet to be filled by the participants for each of the four quarters and the buffer period (if needed).
8. There will be no additional payment to DPM participants for research assistance.

The DPM EC will process the grievances, if any, and work towards finding a solution in all cases.

7. REPRESENTATION OF DPM STUDENTS IN VARIOUS COMMITTEES/ SUB-COMMITTEES

DPM Student Affairs Committee has been constituted by DPM participants in which they elect their representative on yearly basis (Academic Year) for various Committees and Sub-Committees.

7.1. ROLES AND RESPONSIBILITIES OF DPM STUDENT AFFAIRS COMMITTEE.

7.1.1. DPM Students' Representative: He/ She will be representing the DPM community in total and shall be the representative for the DPM Executive Committee as well. In absence of the DPM Students' co-representative, he would be representing DPM community in the Hostel & Student Affairs Executive Committee meetings, as and when required.

7.1.2. DPM Students' Co-representative: He/ She will be representing the DPM community in the H&SA Executive Committee. In absence of the DPM Students' representative, he/she would act as DPM representative and would also represent the DPM community in the DPM Executive Committee meetings.

7.1.3. Career Development Committee:

Core Members: There would be four members in the core committee, either from 2nd or 3rd year. All the students of the respective area clusters would sit together and choose their representative for given academic year to represent them in the CDC.

Advisory Members: There will be two members in this committee. One would be representing 4th year batch and the other one would be representing the 5th year batch. The third member of the advisory committee would be the DPM representative.

7.1.4. DPM representative in PGP Committees

7.1.4.1. Cultural Committee Representative: 2nd year batch has to select one amongst them to be part of this committee which is a PGP committee, as a senior member of that committee.

7.1.4.2. Sports Committee Representative: 2nd year batch has to select one amongst them to be part of this committee which is a PGP committee, as a senior member of that committee.

7.1.4.3. Merchandise Committee: 2nd year batch has to select one amongst them to be part of this committee which is a PGP committee, as a senior member of that committee.

7.1.4.4. Infrastructure Committee: 2nd year batch has to select one amongst them to be part of this committee which is a PGP committee, as a senior member of that committee.

7.1.4.5. Mess Committee: 2nd year batch has to select one amongst them to be part of this committee which is a PGP committee, as a senior member of that committee.

7.1.5. Class Representative during the Course Work:

The first year batch would elect a class representative and inform DPM office in writing The CR would act as a liaison between various student committees, course instructors, DPM chair, DPM office etc.

7.1.6. Seminars to be organized by DPM Participants for All Areas

- DPM students has to organize seminars and research talks with a back-end support from DPM office / Research & Publications Office.
- Annual calendar is to be prepared in advance to organize such seminars/talks once in every 15 days.

- The topics are to be chosen by students across all batches and areas presently in the programme.

- First in-house experts in the topic of their interest are to be explored, and if not, external experts with good academic credentials having exceptionally good research papers can be invited for research talks and informal interaction with DPM participants for which prior approval shall be required for making their logistics arrangements.

- It is mandatory for DPM participants to attend such seminars/talks unless given exemption by TAC chairperson or Area Chairperson. DPM office to maintain the attendance record.

7.1.7. DPM participants from 2nd year onwards has to attend FRS and from 3rd year onwards they are considered mentors for 1st year participants.

- DPM participants from 2nd year onwards who are on campus must attend the Faculty Recruitment Seminars.
- The participants from 3rd year onwards who have completed their proposal may be considered as mentors for 1st year participants.

7.1.8. DPM Alumni Meet

- DPM students have to organize an DPM Alumni meet in coordination with the Alumni Office.

7.1.9. Recognition of Position of Responsibilities

- Participants who hold a Position of Responsibility (POR) and perform their duties diligently will receive a Certificate of Appreciation during pre-convocation ceremony.

8.   LEAVE

Coursework
DPM participants are expected to attend all the sessions of a course during course work. However, in case of sickness/emergency/important family considerations which requires the participant to leave the campus, prior permission is needed from DPM Chairperson, Area Chair and the concerned instructor (with concerned instructor if the participants are missing any sessions).

Thesis Stage
DPM participants are required to be available for the on campus Area Comprehensive Examination process. The participants after passing the Area Comprehensive Examination (ACE) are required to form the Thesis Advisory Committee of their choice. After which the participants have to work closely with the TAC and are required to give Thesis Proposal Seminar within one year from the date of passing ACE. Failing which, their stipend will be forfeited post three months grace period. Thus, participants are expected to be on campus and try to avoid taking leave unless there is any exigency. However, during the thesis stage you are allowed to move out of station for thesis related work with prior approval from the TAC Chair and Chair-Doctoral Programmes.

8.1. Maternity Leave

The female participants are entitled to a stipend-paid three month maternity leave once during the programme. Hence, the program's overall duration with the stipend can be extended up to five years for students who take maternity leave.

8.2. Leave Rule

8.2.1. Before the formation of TAC: DPM participants are expected to attend all the sessions of a course. However, in case of sickness/emergency/important family considerations which requires the participant to leave the campus, prior permission is needed from DPM Chairperson, Area Chair and the concerned instructor (with concerned instructor if the participants are missing any sessions).

DPM participants are expected to attend all the sessions of a given course. However, participants may take leave up to 20% of the sessions (after the approval of the instructor) in any course on account of emergencies subject to approval (as above).

Any absence below minimum 80% attendance in any course will attract a grade cut of 0.25 points for each session missed beyond the 20% limit. Participants with less than 50% attendance in any course will be awarded 'F' grade in that course. If the requirements are not met, the candidate will be awarded an "I" grade and will have to take the course when it is offered again.

In case the Area Comprehensive Examination is under process, the candidates also need to take permission from the ACEC Chairperson.

8.2.2. <u>After the formation of TAC</u>: A candidate who needs to travel out of station has to take online approval from the TAC Chair and Chair Doctoral (<u>Appendix 16</u> : Online Leave Approval).

Approvals Required	Before the formation of TAC	After the formation of TAC
First Level	Area Chair	TAC Chair
Second Level	Chair - Doctoral Programmes	Chair - Doctoral Programmes

<u>Leave approval form link:</u>

https://docs.google.com/forms/d/e/1FAIpQLScPybOS23WdVFUqSDvK7KH27SycCfhUv12S7iK8qUQaBk39tw/viewform?usp=sharing

The participant also needs to intimate HSA before leaving the campus (Refer to the Hostel Rule given in <u>Appendix 18</u>). They need to inform the reasons for travel and the likely date when they will be back.

Note :

1. Post-facto approval will only be considered under exceptional circumstances and / or medical exigency in that case a medical certificate is required duly verified by the Institute's Doctor. Post-facto approvals may be with or without stipend depending on the merits of the case and existing policies. Any outstation permission if sanctioned without stipend does not impact the total duration of the paid Fellowship and is capped at 4 years and nine months from the start of the programme or convocation whichever is earlier.
2. The participant who violates the above-mentioned leave norms are subject to disciplinary action leading to the penalty of Rs. 10,000/-

9. TEACHING ASSISTANCE ROLE DURING THIRD AND FOURTH YEAR OF THE PROGRAMME

After formation of the Thesis Advisory Committee (TAC) , DPM participants are required to assist a faculty member for two courses of 04 credit each or four courses of 02 credit each during the third and fourth year of the programme i.e. 8 credits. The DPM participant will consult the TAC Chair to work out the details of the course/s to be assisted.

For the course which the DPM participant assists, s/he will be expected to conduct tutorial sessions, teach one or two sessions if required by the instructor, assist in preparing teaching materials such as presentations, simulations etc., assist in evaluations and provide suggestions for the development of the course. All the work done by the teaching assistants will be duly acknowledged by the course instructor(s) and the course instructor may provide a letter of appreciation to the concerned participant. The course instructor will notify the DPM office at the time of commencement and completion of the course about the teaching assistantship provided by the DPM participant.

- The participant will first come out with a proposal and propose the name of the faculty with whom he/she will work as a Teaching Assistant and inform DPM office with a copy marked to DPM Chair and TAC Chair about the same.
- DPM office will inform the Area Chair about the faculty proposed by the participant as his/her TA, The Area Chair will take a note of the same and decide.
- Where a faculty in an area has already an Academic Associate, the Area Chair has to decide whether the participant can work under that faculty as Teaching Assistant or not otherwise the services of Academic Associate might be allotted to some other faculty member in the area when the DPM participant is assisting the concerned faculty member. The Area Chair will inform the DPM office, TAC Chair and DPM, Chair about his/her decision with a copy marked to the participant.

There will be no additional payment to DPM participants for teaching assistance.

10. THESIS

10.1. OBJECTIVE

The thesis should be a scholarly contribution to the knowledge pertinent to the understanding and resolution of management problems. The participant should demonstrate professional competence in developing a model or a set of hypotheses, collecting and interpreting data, reaching conclusions, and drawing the implications for research and managerial practice.

10.2. THESIS ADVISORY COMMITTEE

After passing the area comprehensive examination, the DPM participant identifies as early as possible a topic for research and a thesis advisor who will guide him/her as Chairperson of his/her Thesis Advisory Committee [TAC]. The participant requests the DPM Chairperson to appoint the TAC specifying the persons he/she would like to have as Chairperson and members.

As per accreditation norms, only a scholarly academic may be considered to take up the responsibility of being TAC Chairperson and he has to hold a regular faculty appointment at the institute *TAC members should preferably be having the status of scholarly academic*.

A faculty member can be the TAC Chairperson of a maximum of 6 DPM participants including EDPM (Industry participants) at any given point in time.

The DPM Chairperson, in consultation with the DPM EC, appoints the TAC, suggested by the TAC Chair and the participant. Normally, the committee consists of three members of which two members are from the area of specialization. In case a candidate requests for a fourth member with a justification, a fourth member could be added.

An external member (an individual from outside the institute) can join the TAC as the fourth member as stated above. The TAC members are chosen to contribute to the thesis research in a complementary manner and to provide help in literature search, research design, model construction, fieldwork, and data analysis.

If the external member of the TAC is from the academic community, he/she should have a minimum of 1A* or 1A publication in the last five years. However, if the proposed external TAC member is from the government, bureaucracy, or industry practice, he/she should bring in substantive experience, as per the judgment of the TAC Chair and the participant, to justify the appointment as the external TAC member. Such external TAC members, either from academia or practice, should also be bringing complimentary skills in which the candidate is currently doing research and skill sets that the area may currently be lacking. An external TAC member cannot be in the TAC of more than two doctoral candidates from the institute at the same time.

In case a TAC member ceases to be a full-time faculty at the institute, the TAC will need to be reconstituted keeping in consideration the above norms.

If a TAC Chair is going on a leave/sabbatical of one year or more, then the following rules apply:

1. *If TAC Chair wants to continue, he/she can continue as TAC Chair.*
2. *If TAC Chair doesn't want to continue, he/she needs to ensure a new TAC Chair in place as per the institute norms.*
3. *If a faculty is on sabbatical/EoL he/she cannot assume the responsibility of being TAC Chair for a fresh candidate.*

The DPM candidate may constitute a 4-member TAC with two co-chairs (one from IIMI and one from MoU partner foreign university) and two internal members (one from the area and one outside area).

a.   The candidate must choose this external co-chair in consultation with the proposed local (IIMI) TAC co-chair.

b.   The proposed external co-chair will have to follow the accreditation norms.

c.   The proposed external co-chair should try to visit IIMI (at least) during the thesis seminar and/or defense.

Kindly keep in mind the above-mentioned rule while proposing your TAC to the DPM Office for DPM EC's approval.

10.3. THESIS PROPOSAL SEMINAR

When the TAC agrees on the adequacy of the research design, the participant formulates a preliminary thesis proposal and gives a seminar on the proposal to the institute's academic community for getting further inputs to strengthen the thesis proposal.

The participant should give at least one week's notice to the DPM Office for arranging the seminar (as per the format given in **Appendix 5**) in order to get better participation from the institute's academic community.

In case of not meeting the requirement of the notice period, the TAC Chair will seek approval from the Director.

The TAC is required to submit the Thesis Proposal Evaluation Form to DPM Office (as per the format given in **Appendix 11**)

10.4. APPROVAL AND SUBMISSION OF THESIS PROPOSAL

A thesis proposal is approved only after the participant has given the thesis proposal seminar and the TAC has concluded that the subject appears researchable in the way it is proposed, the field work is likely to produce the required data, the analytical methodology if adequately carried out will produce an acceptable thesis, and the participant is ready for doing full scale research.

The participant submits a copy of the thesis proposal approved by the TAC **[Appendix 4]** to the DPM Chairperson. The participant is expected to complete this requirement within one year from the date of passing the Area Comprehensive Examination. However, DPM students may get a grace period of three months subject to approval of DPM EC.

Once the student clears his/her comprehensive examination, he/she is mandated to form his/her TAC no later than **one month** from the date when the favourable comprehensive result is communicated to the student.

If a candidate is unable to successfully defend the thesis proposal seminar within 15 months (after including grace period time) from the comprehensive examination results, he/she will lose (forfeit) the stipend till they defend their proposal. If a candidate is unable to defend the proposal within two and a half years (or three attempts, whichever is earlier) of clearing the comprehensive examination, they will be asked to leave the programme.

It is proposed that for cases where there is a delay beyond 15 months, the DPM office should organize a meeting between the participant and DPM Chair.

10.5. THESIS RESEARCH

Under the TAC's guidance, the participant pursues independent and original research towards the preparation of a draft thesis. The thesis may require field investigation and observation to ascertain and impartially report facts and issues of significance to organizations and institutions. The thesis should include effective analysis and evaluation of relevant data to yield independent and significant conclusions.

10.6. THESIS EXAMINATION COMMITTEE

The thesis Examination committee will consist of TAC and additional members specifically nominated for the examination. The TEC will comprise of the TAC and the other nominated examiners. Of the nominated members, one member will be from the institute and two members will be from outside institute. For constitution of TEC, the TAC chair may henceforth use the proforma that contains the name of six examiners, all of whom shall be scholarly academic as per the AACSB accreditation requirement. Two of these proposed examiners should be from IIMI and three/four of the proposed examiners will be from outside IIM Indore. Please refer the format as [Appendix 7]

External Examiner in the Thesis Examination Committee (TEC) of DPM and EDPM participant should be at least Associate Professor and above.

Besides above, the *TAC Chair before forwarding the names of examiners to DPM Office and/or Chair-DPM, ensure the following:*

1. *specify the Area of the proposed TEC members.*
2. *Obtain willingness of the proposed external & internal members to join the TEC.*
3. *Alignment of TEC member's expertise with the thesis of the student in question.*
4. *Internal TEC members should have Scholarly Academic status & is a regular faculty.*

The committee which will constitute the TEC will comprise of -
1. Chair-DPM
2. Dean (Programmes)
3. Dean (Research) – in case any of (1) and (2) recuse
4. Dean (Faculty) – in case any of (1), (2), (3) recuse or any of the two above
5. Director – in case any of (1), (2), (3), 4 recuse or any of the three above

The role of TEC includes the following:

• Submitting comments on draft thesis within stipulated time from the date it was shared through email.

• Attending the thesis seminar to be presented by the participant and providing feedback.

• Submit written feedback on the draft thesis to the DPM office for onward transmission to the concerned EDPM participant at least one week before thesis defense examination.

• Conducting an oral thesis defense examination giving the participant at least a week after providing the written feedback.

10.7. THESIS SEMINAR
Before submitting the thesis for defense, the participant presents a seminar on the research to disseminate the findings and to promote research work in the area. The seminar also provides an opportunity to obtain feedback from the institute's academic community including the TEC towards better presentation of the findings:

The participant should give at least one week's notice to the DPM Office for arranging the seminar (as per the format given in **Appendix 8**) and a copy of draft thesis must be circulated in all TAC and TEC of the participant at least 07 days before his/her thesis seminar in the interest of better participation from the institute's academic community. In case of not meeting the requirement of the notice period, the TAC Chair will seek approval from the Director. Also, all care must be taken that thesis seminar is not scheduled on any academic holidays.

1) After formation of TEC of the DPM and EDPM participant, the participant is required to submit his/her thesis abstract to DPM office immediately.

2) The DPM office will write a mail along with the thesis abstract to external examiner seeking his/her consent to be the external examiner of the participant

3) The draft thesis to be submitted by the participant to DPM office at least one week before the thesis seminar for feedback/comments.

4) After thesis seminar, the TAC Chair will suggest the participant about modification/correction etc. if any, and after finding the work satisfactory the TAC chair will ask the participant to submit the revised draft thesis to DPM office.

5) The revised draft thesis shall be sent by DPM office to TAC and TEC including the external examiner for their further comments/feedback, if any, which is to be submitted to DPM office within 06 weeks from the date of providing the revised draft thesis through email.

6) TAC chairperson in consultation with external examiner will propose a suitable date and time to DPM office for thesis defense of the participant by giving at least 7 days' time to make all arrangements. The prescribed format shall be used by the participant for this.

7) The external examiner will have the choice to attend the thesis seminar or thesis defense or both.

In order to strengthen the evaluation process, the External Examiner shall be required to visit IIM Indore at least once in person to attend the thesis seminar or the thesis defense of the DPM and EDPM participant.

The External Examiner shall be required to provide his/her feedback /comments within a maximum of 45 days from the date of providing the draft thesis of the participant to him/her.

The TEC (excluding the external examiner but includes TAC) is required to submit the Thesis Seminar Evaluation Form to DPM Office (as per the format given in **Appendix 12**)

All the DPM students the thesis defense shall be held within 6 months of its thesis seminar. In case if there is an anticipated delay, it is the responsibility of Chair-TAC of the concerned student to intimate and update the Chair-DPM through email.

10.8. STANDARDS FOR DRAFT THESIS

The principal purpose of the thesis is to demonstrate the participant's capability to make fruitful use of research methods appropriate to the problem and to develop and handle evidence satisfactorily. Hence, the thesis should contain a statement of [a] the research procedures employed, and [b] the extent, nature, reliability, and suitability of the evidence gathered.

Clarity, conciseness, and orderliness of writing and presentation are required. It is necessary to include sufficient evidence to support the reasoning and conclusions so as to permit other scholars to build upon them. The length of the thesis will vary with the research topic and evidence required. The thesis need not be of book length.

The doctoral participants will include a note of self-reflection under the acknowledgement section wherein they will give overall experience of their doctoral programme journey.

For further details regarding the preparation of the thesis, please see **Appendix 6**.

10.9. THESIS DEFENSE

The participant through TAC Chair will need to inform the DPM office one week in advance when they are ready to defend the thesis. If the Defense is scheduled on the same day as thesis seminar than the Defense information should be submitted separately [**Appendix 13**].

For this, the participant needs to submit copies of the approved draft thesis duly signed by the TAC members to the DPM Office. The number of copies will be the number of members of the TAC plus three. If additional copies are required, the DPM Office will indicate it to the participant. A soft copy of the thesis should also be submitted to the DPM office. In addition, the candidate would also need to submit a point-by-point reply to all comments raised by the TEC members. The TAC chairperson in consultation with external examiner will propose a suitable date and time to DPM office for thesis defense of the participant by giving at least 7 days' time to make all arrangements. The prescribed format shall be used by the participant for this.

The external examiner will have the choice to attend the thesis seminar or thesis defense or both.

It is recommended that one of the two External Examiner shall visit to the institute to attend the thesis seminar or the thesis defense of the participant.

The TEC (all members including the external examiner) is required to submit the Thesis Defense Evaluation Form to DPM Office as per the format given **in [Appendix 14]**

The existing form for declaring the result of thesis defense by TEC shall continue and will be a part of the evaluation form over and above.

Apart from above all the three examiners of the participant which includes one from institute and two external shall be required to submit a Thesis Evaluation Report as per the format given **in [Appendix 14]**

The TEC conducts an oral examination to evaluate the acceptability of the thesis. Successful defense requires that all the members of the TEC recommend its acceptance. However, it may also be accepted if one of the members does not recommend its acceptance. The participant is given two chances to defend the thesis

All the members of the Thesis Examination Committee which includes the TAC members also, must be present at the time of thesis defense of a participant. However, the absence of one member is acceptable but this absence also has to be intimated to Chair-DPM prior to thesis defense.

Other than the above two FORMS, a third form is used for declaring the result of thesis defense by Thesis Examination Committee and it is required to be submitted to DPM Office immediately after the thesis defense **[Refer the format given in Appendix 13]**

10.10. AWARD OF DEGREE

The participant shall complete the following requirements before qualifying for the award of the degree:

10.10.1. Submit the required number of soft copy in Pen Drive/hard copy of the final approved thesis as per guidelines in **Appendix 9**.

10.10.2. Obtain clearance from various departments of the institute as per guidelines given by the DPM Office. **Refer Appendix 15**. The participants who are likely to graduate must submit their Clearance/No Dues form at least 4 weeks before the convocation date failing which they will not be allowed to Convocate.

10.10.3. Meet the graduation criteria

10.11. GRADUATION CRITERIA

10.11.1. Presentation of papers in national/international conferences (At least two conferences).

10.11.2. Publishing of papers in peer reviewed journals:
- One publication in at least in B category in ABDC classification or equivalent*

  OR
- Revise and Resubmit in A or above in ABDC classification or equivalent*.

  * Equivalence Table for Journal Classification:

ABDC	SJR	ABS	AMS
A*	A*	4* and 4	A*
A	A	3	A
B	B	2	B

On qualifying for the award of the PhD, participants receive the degree of "Doctor of Philosophy" at the annual convocation. Meanwhile, a provisional certificate / defense completion certificate can be given on the participant's request.

The participants are required to indicate the exact name to be used in the degree certificate. The participants are expected to receive the degree in person. But if due to certain reasons, this is not possible, the participant can receive the degree in absentia by paying a fee towards handling and mailing charge of the certificate at least 15 days before the convocation and indicating the address to which the degree certificate is to be mailed.

10.12. FINAL THESIS SUBMISSION

The TEC may suggest modifications to the thesis. After incorporating the suggestions, the participant submits the thesis along with signed approval forms to the DPM Office (Appendix 6). Detailed guidelines for thesis preparation and submission including formats for title page and abstract are given in Appendix 6.

11. DURATION, FINANCIAL AID AND RESIDENCY

11.1. DURATION

The duration of the program is four years which is extendable to a maximum of six years upon satisfactory progress in the thesis approved by Thesis Advisory Committee (TAC) in the standardized format Appendix 10.

The breakup of these extensions are as follows:

1. Three ½ yearly extensions to be granted by DPM EC
2. Last ½ yearly extension to be granted by Director

The process of grant of periodic extension are mentioned below:

Beginning of 5th year to 1st half of 6th year:

- Participants will submit the Thesis Progress Report (TPR) and Plan of Action (PoA) duly approved by TAC to the DPM Office for onward submission to the Executive Committee (EC).
- DPM EC will review and recommend to the Director for approval

2nd half of 6th year:

- Participants will submit the Thesis Progress Report (TPR) and Plan of Action (PoA) duly approved by TAC to the Director.

Time spent in repeating any of the term (Term-I, II, III, IV or V) is not included for the four years and nine months limit, but are included for the six-year limit. Time spent in extended medical leave/maternity leave is not included either for the four year and nine months limit or for the six-year limit.

The six-year limit is extendable by the amount of extended medical leave availed, but not more than eight years.

However, under no circumstances a participant can receive the fellowship beyond four years and nine months.

11.2. FINANCIAL AID AND RESIDENCY
All Indian participants admitted to the programme are given fellowship and research development grant. It is subject to revision from time to time.

Participants repeating any of the term (Term-I, II, III, IV or VI) are not provided fellowship and research development grant during the repeat years.

The female participants are entitled to a fellowship/stipend-paid three month maternity leave. Hence, the program's overall duration with the stipend can be extended up to five years for students who take maternity leave.

The fellowship and research development grant amount and the general conditions of fellowship and research development grant are given in **Appendix 3**.

Under no circumstances a participant can receive the fellowship beyond four years and nine months. The decision of the DPM EC in this respect is final, and no appeal is entertained against the decision.

The fellowship may be withdrawn or suspended at any time during the programme if the participant's work is not found satisfactory.

DPM is a fully residential programme during:
    A. the four [four years and nine months, if given an extension] years or until completion of all requirements of the programme, whichever is earlier, and
    B. the years the participant may repeat the first or the second year without fellowship. The requirements of residency are that the participant should:
        a.   Stay in the campus, and
        b.   Not take up any permanent job.

The participant shall be allowed to join the job only after completion of the 04 year and 09 months or after the submission of the thesis to TEC, whichever is earlier. The full-time employment includes re-joining the organization from which he/she may be on leave until all requirements of the programme are completed. The fellowship is withdrawn from the date the participant joins/ takes up full-time employment and stipend will not be reinstated even if he/she re-joins the program.

Further, if a participant takes up any job/permanent employment, he/she will no longer be entitled to any reimbursement from the institute for attending any Conference/Doctoral/Colloquium/Profession Development Workshop (National or International)."

Under exceptional circumstances, if the participant leaves the programme in the stipendiary period, the participant requires to take prior permission based on the recommendation from TAC and the Executive Committee.

On meeting the above criteria, a participant can leave the campus and take up job elsewhere but the employment will not constitute a reason for extending the time limit of the programme. If a participant continues to stay on the campus after completing four years and nine months of duration into the programme, he/she will have to pay for availing hostel and mess facility.

If a participant plans to go out of Indore for more than three days, he/she, whether staying on or off the campus, must seek prior permission in writing from the DPM Chairperson/Area, Chairperson/TAC Chairperson with intimation to Hostel office and Mess. The application with contact telephone number/contact address should be routed through the respective academic advisor/TAC. Failure to do so is treated as an act of indiscipline. Unauthorized absence may lead to non-payment of fellowship for the period of absence. Refer the leave rules Clause 8 of the manual and refer to **Appendix 18 for Hostel Rules and Guidelines.** All DPM participants staying on campus are required to strictly follow the **Hostel Rules and Guidelines**.

12. PRESENTATION OF PAPERS AT CONFERENCES

DPM participants are encouraged to present papers, which have been submitted to and accepted at professional conferences.

For conferences in India, the institute subsidizes to and fro A/C two tier rail fare, a daily allowance and the conference registration fee.

12.1. International Conferences:

The participants who have successfully qualified the area comprehensive examination are permitted to apply and attend the international Conferences. DPM participants while applying for international conferences should keep in mind that they will be allowed to attend only those conferences which are listed at Appendix-22.

The application of such International conferences are subject to verification by the TAC Chair. The TAC Chair is responsible for verifying and ensuring that the DPM participant's international conference application belongs to the list given in Appendix-22. The DPM office will also ensure that applications submitted to them are correct in relation to the listed conferences.

The institute subsidizes expenses subject to a ceiling of Rs Two Lakh with a provision of attending a maximum of two International Conferences plus International Doctoral Colloquium or International Professional Development Workshop during the entire period of the programme within the maximum limit of Rs. Two Lakh. The following rules will be applicable:

a)	Up to 80% of total ceiling of Rs. Two Lakh can be provided as an advance to book tickets, pay for registration fee etc.

b)	Participant will be entitled for stay of additional two days i.e. one day prior and one day after the International Conference subject to night stay.

c)	The eligibility condition for attending International Conference/International Doctoral Colloquium/International Professional Development Workshop will be that the participant must have cleared his/her comprehensive examination and formed his/her TAC as per norms.

d)	In case the paper is co-authored by another DPM participant/s selected for presentation in any conference, there will be Institutional funding for one DPM participant only.

e)	All travel and visa requirements which include transit visa/s also for visiting any country outside India must be fulfilled at the time of booking the flight tickets.

f)	The Institute will not be liable for any expenditure incurred on cancellation/rebooking/penalties.

g)	Any advance taken for attending the International Conference/Doctoral-Colloquium/ Professional Development Workshop must be submitted along with all the bills to DPM office for adjustment and settlement of advance immediately after the trip is completed,

or within a maximum of 15 days of completion of the travel. Failure to do so may result in penalties being imposed.

h)   Such penalty will be @1% per week of delay or part thereof on the total amount paid as advance, and the amount will be deducted directly from the stipend of such participants who are entitled to fellowship grant/stipend.

i)   Upon declaration of the participant (reference 12.2), the unutilized/ remaining balance of the national conference grant will be added to the international conference grant.

12.2. National Conferences

The participant is allowed to attend one and more national conferences from 2nd year (Academic Year i.e. July to June) onwards but not beyond five years with a reimbursement cap of Rs. 40,000/- per year. The total amount of the national conference grant will remain the same i.e. Rs. 1,20,000/-.

The utilization of national conference grant has been rationalized with an objective of optimum use of this fund by way of giving the option of transfer of utilized/ remaining balance to international conferences grant which is Rs. 2,00,000/- However, this transfer of fund from national to international is subject to fulfillment of norms of international conference. For this, the participants while applying for international conferences will declare the status of utilization of national conference grants.

This change is effective from July 01, 2024 onwards.

Before the end of five years duration into the programme and on meeting the criteria given under the clause 11.2 if a DPM participant is allowed to leave the campus to take up any job/permanent employment, he/she will no more be entitled for any reimbursement from institute for attending any Conference/Doctoral Colloquium/Profession Development Workshop (National or International).

The terms and conditions for eligibility travel and boarding/lodging of such workshop shall be the same, as applicable for National Conference.

The institute subsidizes to and fro A/C two tier rail fare, a daily allowance and the conference registration fee as mentioned below.

Note: A participant who is presenting a paper either in National Conference/National Doctoral Colloquium/National Professional Development Workshop or International Conference/ International Doctoral Colloquium/International Professional Development Workshop and seeking reimbursement should get prior permission from their respective Area Chair/TAC Chair before submitting their request for approval from DPM Chair and Director.

Daily allowance for DPM participants:
(i) for presenting papers at non-residential conferences within India
(ii) for attending workshops/data collection within India (out of research development grant)

Following admissible limit is applicable: -

(i)   For presenting papers at non-residential conferences within India

(ii)   For attending workshops/data collection work within India (out of research development grant) by DPM participants.

   a)   Reimbursement for Hotel Accommodation of up to Rs. 3,500/- per day (Revised w.e.f. 17-Oct-2024) which includes reimbursement of non-AC Taxi charges of up to 50 kms for travel within the city.

   b)   Reimbursement of food bills not exceeding Rs. 750/- per day (Revised w.e.f. 17-Oct-2024).

   c)   The reimbursement shall be based on actual expenditure and within the aforementioned permissible limit which-ever is lower.

   d)   The reimbursement shall be valid on presentation of original bills and submission of payment receipts in original, duly verified by the participant.

Other terms and conditions of the DPM Manual for (i) presenting papers at non-residential conferences within India (ii) for attending workshops/data collection work within India (out of research development grant) shall remain the same.

For presenting a paper in National Conference prior to the 2nd academic year, the participant should obtain prior permission from his/her Area Chairperson and DPM Chairperson for participation in the national conference and claiming the conference expenditure out of his/her research development grant.

13. WORKING PAPERS

DPM Participants are encouraged to publish working papers. The participants who wish to bring out a working paper should approach the Chairperson of the Research & Publication Committee through the faculty member who has supervised the work.

14. RESEARCH SEMINAR SERIES

From the second academic year onward, all programme participants on campus are required to attend the research seminar, with a 20% attendance waiver. First-year DPM participants must attend all area-related research seminars or face disciplinary action.

15. INCENTIVE AND BEST DOCTORAL STUDENT AWARD

15.1. INCENTIVE FOR PUBLICATION OF RESEARCH PAPERS BY DPM PARTICIPANTS

In order to encourage DPM participants to publish papers in reputed category of journals, the DPM Executive Committee has recommended the following incentive structure that has been approved by Director.

Sr. No.	Category	Amount (Rs.)
1	FT 50	1,00,000/- (Rupees One Lakh)
2	A*	75,000/- (Rupees Seventy Five Thousand)
3	A	50,000/- (Rupees Fifty Thousand)
4	B	25,000/- (Rupees Twenty Five Thousand)
5	Scopus	10,000 (Rupees Ten Thousand) **Note:** **- Not more than 4 papers from one EDPM candidate in a year are eligible for rewards for non ABDC (Scopus) papers**

▪ The DPM participants will be given a monetary incentive for journal publication as per the table above.

▪ The claim for incentive must be submitted within three months from the date of acceptance of the paper with a link to the online copy.

▪ The currently adopted journal ranking system given as under shall be applicable for incentive for research publications by DPM participants for ABDC and equivalent is as follows.

ABDC	SJR	ABS	AMS
A*	A*	4* and 4	A*
A	A	3	A
B	Not applicable	2	B
C	Not applicable	1	C

The cash incentive for C category publications will not be admissible.

However, an ABDC publication will be considered eligible for all institutional purposes including incentive purpose, if and only if, it also appears in any of the following three database along with the abovementioned data base used for ranking purpose (or any revised plan introduced for faculty members):

1. CABEL database of journals
2. Web of science
3. Scopus

   ▪ For Scopus papers, the presence in Scopus list is sufficient.
   ▪ For claiming the incentive, the publication details (acceptance, link to the paper) along with a copy of the manuscript shall be required to be submitted by DPM participants to DPM office for discussion and approval of DPM EC. It should be available online.
   ▪ A separate note for disbursement of the incentive as recommended by DPM EC shall be prepared by DPM office for Finance & Accounts dept.
   ▪ The date of acceptance will be the effective date for consideration of the Incentive and the classification on that date will be considered.
   ▪ The incentive will be considered only when the Institute affiliation is IIM Indore.

15.2. BEST DOCTORAL STUDENT AWARD

15.2.1. ELIGIBILITY
1. All graduating research scholars (DPMs) who will be conferred degree in the upcoming convocation year are eligible to file nominations for the Best Doctoral Student Award.
2. The participant has to ensure that he/she has completed the programme within 05 years of joining the programme.
3. The students repeating any course or involved in any disciplinary actions are not eligible.
4. The date of completion of all formalities should be by End-February of the year of convocation.

15.2.2. PROCEDURE FOR APPLICATION
Applications shall be invited from suitable candidates which should be submitted (Completely filled in hard copy/soft copy) by the stipulated date (as indicated on the application form) to DPM Office.

15.2.3. AWARD
The award carries a cash prize of Rs. 50,000/- (Rupees Fifty Thousand only) and a Citation/Certificate.

15.2.4. CRITERIA
Two-step process. Objective and subjective

15.2.5. OBJECTIVE EVALUATION

The following formula will be used to select awardees for the best thesis award.

$$P = 5P1 + 3P2 + P3 + 0.3\,P4 + 0.1\,P5 + 0.4\,P6 + 0.4\,P7$$

P1: Number of publications in ABDC A* or equivalent

P2: Number of publications in ABDC A or equivalent.

P3: Number of publications in ABDC B or equivalent / Cases in Richard Ivey / HBS.

P4: Number of publications in ABDC C or equivalent.

P5: Number of publications in journals indexed in Scopus.

P6: Number of Competitive grant of Scholarship received during the tenure of student at IIM Indore.

P7: Best Paper Awards in International Conferences.

Based on the above objective criteria the first screening of the candidates will be done. The top three candidates based on the above scores will be selected for further evaluation based on Subjective Criteria.

In the final evaluation, 30% weightage will be given to Objective criteria and 70% to Subjective criteria.

15.2.6. SUBJECTIVE EVALUATION

Applicants must provide a brief synopsis of each problem in their thesis (maximum of 4 pages) that addresses the following questions:

1. What is the current state of research on this topic?
2. Why is this puzzle/gap important?
3. Your proposed solutions
4. Novelty and contribution to the field
5. Any empirical contribution?

The applicant must submit the aforementioned synopsis as well as a video of no more than five minutes in length to the Doctoral Award Evaluation Committee via the DPM office. This video should be made for the most important chapter of your thesis and should cover the five points mentioned above. The committee will evaluate candidates based on four parameters (5 points each): conceptualization, clarity, comprehensiveness, and implications.

The evaluation committee shall be constituted in consultation with Chair-DPM, EDPM & EDPMG, Dean Research, R & P Chair, or their nominee(s) and/or an external member, as per the need. In the event of any disputes, the decision of the Director shall be final.

16. PLACEMENT

A Career Development Committee comprising of DPM participants is constituted for facilitation of placement of DPM participants.

17. ADMINISTRATION

17.1. GENERAL DIRECTION

The general direction and guidance to the DPM is provided by the Director, and the DPM Executive Committee.

17.2.   DPM/EDPM EXECUTIVE COMMITTEE

The DPM Executive Committee comprises Ex-Officio Members in the following manner.

1.   Chairperson, DPM

2.   Dean – Research

3.   Chairperson, PGP

4.   Chairperson, Admissions

5.   Chairperson, Hostel & Student Affairs

6.   Ex Chairperson – DPM

7.   Two faculty members appointed by Director.

8.   DPM Students' Representative

9.   EDPM Students' Representative

All decisions of the DPM Executive Committee, except in the cases detailed in the following para, are taken by a simple majority provided that at least one fourth of the total membership of the DPM Executive Committee is present at the time of the decision.

The following decisions require the support of at least two thirds of the voting members present provided that at least one third of the total-voting members of the DPM Executive Committee are present at the time of decision:

1.   Amending any provision of this manual, except the appendices.

2.   Awarding the degree of Doctoral of Philosophy of the Institute on approval from the director.

3.   Promoting a participant who failed to meet the minimum requirements for promotion.

4.   Asking a participant to withdraw from the programme on the grounds of his/her not satisfying the promotion or programme requirements, including grounds of not adhering to the time limits and of unsatisfactory progress.

5.   Expelling a participant from or requiring him/her to leave the programme on any ground, except on the ground of having been declared unqualified for promotion or the award of the title.

6.   Awarding a Certificate in Management Teaching. Clearance of comprehensive examination is a mandatory requirement for getting 'Certificate in Management

Teaching' with no additional work requirement

If in a meeting, decisions given above cannot be taken due to lack of quorum, the meeting is adjourned and convened again. The members present constitute the quorum.

18.   GRADING SYSTEM/EVALUATION PROCEDURE

18.1. GRADING SYSTEM

The grades will be based on the five-point scale listed below:

A = *Excellent*, B = *Good*, C = *Satisfactory*, D = *Low Pass*, F = *Fail*. Besides, Plus (+) and Minus (-) signs against A, B, C, and D may be added to indicate varying degrees of performance in various segments of evaluation.

All segments of evaluation will be graded in terms of letter grades only. These letter grades in individual segments will be converted separately into grade points up to two decimal points. The numerical values of letter grades are given below:

A^+ = 4.333	B^+ = 3.333	C^+ = 2.333	D^+ = 1.333	
A = 4.000	B = 3.000	C = 2.000	D = 1.000	F = 0
A^- = 3.666	B^- = 2.666	C^- = 1.666	D^- = 0.666	

If a participant misses one or more components of evaluation with prior permission the following procedure will be followed:

a)   Initially, the participant will be awarded "I" (incomplete) grade. "I" is a temporary grade, not intended to be shown as a final grade in a course.
b)   "I" must be replaced by a final grade (A, B, C, D, F) within a reasonable period as specified by the faculty.
c)   In case the participant fails to complete the course as indicated in (b), the faculty will give final grade on the assumption that the participant gets an "F" in the missed component/s.

To determine the final grade of a participant in a course, the following procedure would be followed:

Corresponding to the letter grades assigned for individuals' segments, the values (up to two decimal points) given in the conversion table below will be assigned.

The values, so obtained by a participant in various segments of evaluation in a course, would be added and the sum would be divided by 3 up to 3 decimal points to obtain the final course grade. The total grade points received by a participant will determine his/her final **letter grade** in the entire course as detailed below:

- Between   4.33 and 3.55 = A
- 3.54 and 2.55 = B

- 2.54 and 1.55 = C
- 1.54 and 0.55 = D
- 0.54 and less = F

Faculty members of each course would evolve the criterion for grading individual segment for purposes of evaluation and communicate it to DPM participants at the beginning of the course. Faculties would give periodical feedback to DPM participants on their performance through written comments on answer sheets or individual meetings.

The grades given by a faculty in any segment of evaluation will be final. The faculty will not be called upon to justify his/her grades. A participant who may need clarification of his/her grades may discuss with the faculty concerned within a week after receiving his/her grades. Any grievance regarding grading, if not resolved through the discussion with the faculty concerned, may be referred only to the DPM Chairperson in writing within ten days of his/her receiving the grades.

Grade Conversion Table

	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	100%
A+	0.65	1.30	1.95	2.60	3.25	3.90	4.55	5.20	5.85	6.50	7.15	7.80	13
A	0.60	1.20	1.80	2.40	3.00	3.60	4.20	4.80	5.40	6.00	6.60	7.20	12
A-	0.55	1.10	1.65	2.20	2.75	3.30	3.85	4.40	4.95	5.50	6.05	6.60	11
B+	0.50	1.00	1.50	2.00	2.50	3.00	3.50	4.00	4.50	5.00	5.50	6.00	10
B	0.45	0.90	1.35	1.80	2.25	2.70	3.15	3.60	4.05	4.50	4.95	5.40	9
B-	0.40	0.80	1.20	1.60	2.00	2.40	2.80	3.20	3.60	4.00	4.40	4.80	8
C+	0.35	0.70	1.05	1.40	1.75	2.10	2.45	2.80	3.15	3.50	3.85	4.20	7
C	0.30	0.60	0.90	1.20	1.50	1.80	2.10	2.40	2.70	3.00	3.30	3.60	6
C-	0.25	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	5
D+	0.20	0.40	0.60	0.80	1.00	1.20	1.40	1.60	1.80	2.00	2.20	2.40	4
D	0.15	0.30	0.45	0.60	0.75	0.90	1.05	1.20	1.35	1.50	1.65	1.80	3
D-	0.10	0.20	0.30	0.40	0.50	0.60	0.70	0.80	0.90	1.00	1.10	1.20	2

18.2. REVIEW OF PERFORMANCE

Cases of participants who do not meet the minimum academic requirements in terms of letter grade/grade points at the end of each term are reviewed by the DPM EC and the term faculties. Such cases are immediately brought to the attention of the areas and their grades made available to them.

Cases of participants who do not meet the minimum requirements in terms of letter grade/grade points at the end of the Course Work are reviewed in the following sequence:

1. Firstly, a review of such cases will be done by concerned faculty members of Term –I, II, III, IV & V
2. The suggestions and recommendations of the concerned faculties will be forwarded by

DPM Chairperson to the concerned area(s) which will review the case and recommend on the participant's preparation or ability to pursue the advanced course work/further work in the area or otherwise and any additional conditions/requirements to be imposed for such purpose.

3. A participant who has failed to fulfill the conditions for promotion will have the right to present his/her case in writing to the DPM Chairperson before the DPM EC takes a decision.

4. The DPM EC will then do a comprehensive review of the participant in the light of his/her overall progress in the programme as well as suggestions and recommendations made by the faculties and concerned academic areas.

5. All cases where recommendations of the DPM EC involve condoning of any shortfall, conditional promotion, or withdrawal from the programme will be subject to review by the DPM Executive Committee.

A participant who is declared to have failed to qualify for promotion will be required to leave the institute if the DPM Executive Committee so decides. The DPM Executive Committee may ask a participant to withdraw from the programme at any time if the academic progress of the participant is extremely poor or his/her conduct is detrimental to the educational process of the institute.

A participant who is expelled from or is required to leave the institute on any ground may file an appeal to the Director for a reconsideration of his/her case. The decision of the Director on such an appeal will be final.

18.3. ACADEMIC DISCIPLINE

The institute attaches utmost importance to strict integrity and honesty in academic work. Participants must maintain strict discipline in classrooms, examinations, tests, quizzes, take home assignments, and all other segments of academic work. Resorting to copying or helping to copy in any shape or form in examinations or quizzes or home assignments or other elements of evaluation and/or reproducing passages from written work of others without necessary acknowledgment and/or passing or receiving papers in connection with academic work to be evaluated and/or canvassing for grades is strictly prohibited.

Unless otherwise specified by the faculty, the participants must not collaborate with one another in any way in so far as their writing effort is concerned in connection with home assignments. In other words, the answers as presented to the faculty should be independent work of each participant. They are advised that they should not, in their own interest, communicate their written analysis or answers in home assignments to any other participants.

Notwithstanding anything contained in these rules, no discussion of any sort will be permitted in the examination halls and the faculty, if they think fit, may disallow or restrict discussion or consultation about the home assignments and home examinations or may adopt any other

measure to prevent the use of unfair means in any segment of evaluation. Penalty for the breach of academic discipline may even be the expulsion from the institute. The institute insists on regular and prompt attendance in classes. Participants may obtain leave of absence under the following rules and procedures:

1. Prior permission of the DPM Chairperson must be obtained for availing of leave. In cases of sickness, leave application must be submitted to the DPM Office normally prior to the commencement of the class. Leave applications on the ground of sickness must be accompanied by a medical certificate if the participant is not treated by the institute's doctor.
2. Before applying for leave to the DPM Chairperson, a participant should contact his/her faculty to ensure that he/she is not missing any quizzes or examinations during the leave period.
3. The DPM Office or the faculty will not be responsible for the participant losing any segment or evaluation on account of his/her availing leave.

Absence without leave will be considered a serious breach of discipline and the institute will be free to take appropriate action in such cases.

18.4. DISTANCE COURSES/DEGREE ON DISTANCE WHILE PURSUING DPM

The student may be allowed to pursue any course / programme on distance learning mode while pursuing full time DPM programme provided an undertaking to be obtained from the concerned student that such courses should not clash with their commitment to the DPM programme and should not hinder their academic progress.

19.   DISCLAIMER

DPM Executive Committee of Indian Institute of Management Indore reserves the full right to change admission criteria, syllabus, policies, rules & regulations governing the DPM programme or any other amendments in the interest of the Institute or the participants.

Appendix 1

Areas of Specialization- A Brief Description

1. **Economics:** Economics area covers courses and research in the areas of Microeconomics, Macroeconomics, Industrial organization, International Economics, Economic growth and development, Economic reforms and Public finance. DPM participants will do doctoral level courses in these areas in their second year. Current research areas of faculty cover Competition Policy, Applied Econometrics with Applications in Macroeconomics and Finance, Empirical Studies in Industrial Organization, WTO, Common Currency, Capital Flows and Currency Crisis, Development Economics and the Economics of Terrorism.

2. **Finance & Accounting:** The Finance and Accounting area has a multi-disciplinary orientation and looks at issues in Financial management and Management planning and control with relevant functional linkages. Research activities cover share price indices, financing patterns of companies, financial performance of public enterprises in India, corporate strategy and financial policy, management of financial institutions, stochastic behaviour of security prices, issues in leasing, efficiency of capital market, and accounting policy issues.

3. **Communication**: Communication area offers a wide range of courses covering varied aspects of Organizational communication, cross-cultural communication, managerial communication, leadership communication, non-verbal communication and social media. Apart from it, the area also offers courses related to business ethics. The courses impart skills through practical exercises as well as projects. The area conducts training programmes and, is involved in consultancy as well as in executive education.

4. **Humanities and Social Sciences:**

5. **Information Systems:** The Information Systems Area is involved in teaching and research in Information Systems, and related areas such as eGovernance, Data Mining, Recommender Systems, Social Networks, Game Theory, Optimization Algorithms etc. and their applications. The Area is also involved in interdisciplinary teaching and research with Areas such as Strategic Management, Organizational Behaviour, Marketing and OMQT.

6. **Marketing Management:** The Marketing area's research relates to marketing, marketing management and strategy in business and non-business enterprises, and international marketing. Ongoing research efforts are focused on formulation of integrated marketing

plans for innovative concepts such as utilization of solar and other renewable forms of energy, advertising research, application of marketing in public policy formulation in areas such as family welfare, health and nutrition, and market analysis for formulating and implementing new projects. Issues of marketing productivity and efficiency in private and public sector enterprises, private trade systems, consumer protection, public distribution systems, and marketing in the societal context are also amongst current research interests. Marketing problems of cottage and handloom industries and the small-scale sector leading to the development of overall management perspective are receiving substantial attention.

7. **Operations Management & Quantitative Techniques**: The Operations Management and Quantitative Techniques Area is engaged in research in the areas of operations research and statistics, industrial engineering and manufacturing management. The area offers courses covering topics in Data Mining, Business Intelligence, Advanced Data Analysis, Six Sigma etc. Current research area would be Data Mining, Business Intelligence and Six Sigma applications.

8. **Organizational Behaviour & Human Resource Management:** The Organizational Behaviour and HRM area is interdisciplinary in nature with members, having academic background in psychology, sociology, and organizational and administrative sciences. The area offers courses which deal with management of change, organizational design and development, organizational theory, interpersonal relations, group dynamics, entrepreneurial motivation, creative problem solving, role effectiveness, stress management and ethics in management. Current research by the area members is on a variety of topics, such as leadership, ethics, managerial and organizational cognition, indigenous styles of management and stress management.

9. **Strategic Management:** The Strategic Management area at IIM Indore focuses on issues in formulation and implementation of strategies from a general management perspective. Its aim is to provide researchers the necessary perspective for integration of skills and knowledge acquired in the functional areas to deal with analytical, behavioral and creative aspects of business simultaneously. In pursuance with its aim, the area has undertaken research and consulting related to organizational transformation, small and medium enterprise growth, family owned businesses, technology transfer, etc. The faculty in the area are currently involved in research related to Mergers, acquisitions, corporate restructuring, collaborative strategies, corporate governance, outsourcing strategies, competitive response to changing environment, scenario planning, role of entrepreneurship, innovation, entrepreneurial growth, strategies for collaborative technology development, international joint ventures, etc.

Appendix 2

Admission Calendar (Tentative)

The processes followed by the DPM Office are:

Sr. No.	Process	Tentative Time Line
1	Finalization of areas of specialization for admission	June/July
2	DPM Advertisement	August/Sept.
3	Preparation of programme information materials like Brochure, DPM Manual and Website updation	Aug./Sept.
4	Preparation of application form	Aug./Sept.
5	Application forms available online	Oct. – Jan.
6	Scrutiny of applications received	February
7	Shortlisting of applications for DPM Written Test and information to concerned candidates about the date of Written Test	February
8	Shortlisting of applications by Areas for interview	February
9	Mailing interview letters with information about interview programmes	February
10	Interview of shortlisted candidates	March/April
11	Mailing formal offer letters with programme information to selected candidates	April
12	Collection of Acceptance Fee and deposit of payment	May
13	Induction programme	Last week of June/First week of July

Appendix 3

FINANCIAL AID (FELLOWSHIP AND RESEARCH DEVELOPMENT GRANT)

Fellowship

The DPM participants will be entitled to fellowship/ stipend for a maximum period of four years.

Duration	Stipend
Term I, II, III, IV & V (Course Work)	Rs.40,000/- p.m.
After clearing Area Comprehensive Exam.	Rs.45,000/- p.m.
Provision for Fellowship and Travel Grant for Student Exchange Programme	1. A stipend equivalent to 1000 USD per month for a maximum of 3 months will be provided for international exchange of DPM students. This is subject to the condition: a) Prior approval of host institution is needed. b) Host institution should not pay stipend. c) Rupee stipend mentioned above will not be paid. 2. The DPM student(s) will be entitled for an additional grant of a maximum of Rs. 1 Lakh towards meeting the travel (the least expensive economy class return fare) and visa expenses.

Fellowship/Stipend after clearing Area Comprehensive Exam onwards:
Only who have completed their comprehensive examination will get Rs. 45,000 p.m. This will be paid from the month **following the month** in which participant clears comprehensive examination.

Research Development Grant
A Research Development grant of Rs. 37,500/- (Rs. Thirty Five Thousand only) per annum to cover research expenses, and books and stationery is available to all DPM participants during the first four years of the programme.

The DPM participant can use his/her unspent Research Development Grant amount **beyond four years till the completion of the programme or six years, whichever is earlier.**

No tuition fees shall be charged and free boarding and lodging will be provided for the first four years of the DPM programme with a maximum of two extensions of six and three months each. Thus, the total period shall not exceed four year and nine months. However, in exceptional circumstances, the candidate can continue beyond four years and nine months up to maximum period of six years with boarding and lodging expenses being borne by him/ her.

Since the DPM is a full-time residential programme, bachelor accommodation is provided to all the participants in the Institute's hostel on campus. Limited accommodation for married participants may be available on the campus.

Fellowship Administration

1. Fellowship will be extended into the 5th year only if TAC approved thesis proposal is submitted, by end of 4th year. Research development grant will be automatically extended.

2. Fellowship grant will be extended into the 1st six month period of the 5th year after review by the DPM EC based on a TAC approved progress report submitted by the participant before the end of 4th year.

3. Further extension for 6 months could be given after review by the DPM EC based on a TAC approved progress report submitted by the participant before the end of 1st six month extension granted earlier but fellowship grant will be stopped after 03 months.

4. Further extension for 6 months could be given after review by the DPM EC based on a TAC approved progress report submitted by the participant before the end of 2nd six month extension granted earlier.

5. The fellowship may be withdrawn if the work is not considered satisfactory.

However, under no circumstances a participant can receive the fellowship beyond four years and nine months (57 months), whereas the participants who have been granted waiver (Term-I & II) the stipend will be given for 4 years and 3 months (51 months).

Before the end of four years and nine months of the programme duration, the participants can continue on the fellowship as per the following even after submission thesis (final copies)

(A) For 03 months after his/her thesis defense or till the time given by the thesis Examination Committee (TEC) for modification in the thesis, but not beyond four years and nine months of the programme duration whichever is earlier.

<div align="center">OR</div>

(B) Up to Convocation, whichever is earlier

6. If a participant wishes to relinquish the fellowship during the tenure, it should be done with the prior approval of the DPM EC. He/she should also obtain prior permission of the DPM EC for appearing in any examination conducted by any Institution, University or Public body.

7. The participant is entitled only for casual leave in addition to general holidays but is not entitled to vacations [except during term breaks in the first and second years].

8. No DA, HRA, CCA etc. will be paid to the participants.

9. The research development grant sanctioned will be treated as a limit and the participant will be reimbursed the actual expenditure incurred by him/her on the admissible items within the limit. The grant is not to be paid as an outright payment.

10. Participants may keep books, printers, voice/data recorders with them after completing the programme. There is no need to return these to the institute.

11. The research development grant of Rs.37,500 may be disbursed to participants based on statement of accounts received from the DPM Office and supported by necessary vouchers for the following expenses:
    A. Outstation tour/field work to collect data for thesis.
    B. Data processing for thesis work.
    C. Photocopying of thesis related material.
    D. Purchase of books and calculator for thesis work.
    E. Fees for membership in Professional Societies/libraries.
    F. Subscription to academic journals.
    G. Typing term papers, duplicating and binding thesis copies.
    H. Any other item [excluding newspapers and other personal expenses] related to the course of study, with the permission of DPM Chairperson.
    I. Purchase of laptop or tablet computer to a maximum of 02 nos. out of their balance research development grant during the entire programme duration. (The candidate shall be allowed to take away the laptop/tablet bought out of research development grant)
    J. Purchase of electronic devices like e-recorder, voice recorder, video recorder etc. up to a limit of Rs.5000/-.
    K. Travel charges/ registration fee for attending training programmes like case workshop/ specialized research methodology workshops.
    L. Other terms and conditions for attending conferences shall remain the same and there will be no reimbursement beyond five years.

Daily allowance for DPM participants (i) for presenting papers at non-residential conferences within India (ii) for attending workshops/data collection within India (out of research development grant)

Following admissible limit is applicable:-

(i) for presenting papers at non-residential conferences within India (ii) for attending workshops/data collection work within India (out of research development grant) by DPM participants.

1)   Reimbursement for Hotel Accommodation of up to Rs. 3,500/- per day (revised w.e.f. 17-Oct-2024) which includes reimbursement of non-AC Taxi charges of up to 50 kms for travel within the city.

2)   Reimbursement of food bills not exceeding Rs. 750/- per day (revised w.e.f. 17-Oct-2024).

3)   The reimbursement shall be based on actual expenditure and within the aforementioned permissible limit which-ever is lower.

4)   The reimbursement shall be valid on presentation of original bills and submission of payment receipts in original, duly verified by the participant.

Other terms and conditions of the DPM Manual for (i) presenting papers at non-residential conferences within India (ii) for attending workshops/data collection work within India (out of research development grant) shall remain the same.

5)   The first statement should reach the accounts section by 30th September, and subsequent statements in every quarter of the year [i.e., 31st December, 31st March, and 30th June] along with appropriate vouchers.

       First and Second year DPM participants are advised to use research development grant to the minimum so that it could be effectively used from the third year onwards for data collection, etc.

6)   Refund of acceptance fee: Participants would be partially refunded their acceptance fee (which they deposit at the time of admission) after the end of the 2nd term and balance amount will be refunded after no dues is obtained at the time of completion of the programme.

Appendix 4

Thesis Proposal Guidelines

1.1   Preparation and Submission of Proposals

1.1.1   The proposal should contain a survey of literature and context description on the subject. Participants should clearly state their research objectives, relate these to the research in the area and problems in this context, develop a model or a set of hypotheses, provide clear definitions, describe and defend the proposed research methodology and highlight the potential contribution of the proposed study to theory, practice, and research in the relevant area of management.

1.1.2   Please use the APA referencing style, available at www.apa.org

1.1.3   A copy of the proposal, including a one-page abstract and a time and cost budget for the research, duly approved by the Thesis Advisory Committee should be submitted to the DPM Office, before 30th June of the third year.

1.2   Format for the Title Page of a Thesis Proposal

<div align="center">

TITLE OF THE THESIS PROPOSAL

A Thesis Proposal

by

(Name of the candidate)

Submitted on

(Mention Date and Year)

Approved by Thesis Advisory Committee

1.   [Chairman]

2.   [Member]

3.   [Member]

</div>

Appendix 5

FORMAT FOR THESIS PROPOSAL SEMINAR

Date:_____

From:

To: DPM Office

Kindly arrange for thesis proposal seminar. Please find below clearance from the Thesis Advisory Committee to organize the seminar. I have sent the soft copy of abstract.

Title of the thesis is

_____

_____

(Name and signature of the candidate)

The TAC has cleared the thesis proposal of _____ for the purpose of presenting the seminar. He/ She may present a seminar on the thesis proposal to the IIM I academic community. The suggested date and time for the seminar in order of preference is:

Date   **Time**

1.

2.

<u>Name</u>	<u>Signature</u>
TAC Chairperson_____	_____
TAC Member _____	_____
TAC Member _____	_____
TAC Member _____	_____

Appendix 6

Guidelines for Thesis Preparation and Submission

1. **The participant has to submit his/her final thesis in the following manner :-**

   - **Total no. of hard copies to be given to DPM office – 01** for the library after signature of TAC members.

   - **Total no. of soft copies of the final printed version in Pen Drive to be given to DPM office - 02** (one for the library and one for DPM office) along with a declaration from the participant that the pen drive contains the soft copy of final printed version of the approved thesis.

2. **Components:** The components of the thesis should appear in the following order:

Page 1	Title Page
Page 2	Abstract
Page 3	Acknowledgment [if any] [Max. 1 page]
Starting Page	Table of Contents

3. **Title Page:** The title page must conform to the sample shown in Appendix 6.

4. **Abstract:** Each thesis must include an abstract of a maximum of two typewritten pages in single space. It should state clearly and concisely the topic, scope, method, and conclusions reached.

   Three additional copies of the abstract [for Library, Alumnus and office use] must be submitted to the DPM Office, when the thesis is submitted.

5. **Acknowledgments:** Participants are advised to acknowledge help and support from DPM Office, computer center, library, outside experts, awards or grants if any, the thesis advisory committee and the thesis defense examination committee. Also include a note of self-reflection wherein they will give overall experience of their doctoral programme journey.

6. **Table of Contents:** Every thesis must contain a table of contents, which provides a view of the organization of the thesis material.

7. **Tables, Figures and Illustrations:** If the thesis contains tables, flow charts, figures and illustrations, they should also be listed immediately following the table of contents.

8. **Source References:** References should be complete: author first including initials if any, title of the article/book [underline the title of the book or journal, not that of an article in a journal], and year.

If the thesis contains material such as a case, written by the participant or someone else, or any copyright material, the fact should be properly sourced. The thesis is a public document and is acquired by libraries and other institutions such as the Social Science Documentation Center of the Indian Council of Social Science Research. Therefore, if a thesis contains data or information for which company releases are necessary or copyright permissions are required, the participant should submit to the DPM Chairperson letters of release indicating that the appropriate sources have verified the material and authorized the use in the thesis.

9.   **Paper and Typing:** All copies must be clean, complete and legible. They must be typewritten on one side only, and double-spaced. To the extent possible use only good quality paper

- **Margin:** Every page of the thesis must have a margin of not less than 1 " on the left side and 1" at the top, bottom and on the right sides.

- **Papers:** Only 80 GSM good quality, opaque, acid tree, unpunched paper is acceptable. Computer printout paper and graph paper must be heavy weight.

- **Page:** Every page of the thesis must be assigned an English numerical number

- **Numbering:**   Pages are to be numbered consecutively, beginning with the title page [page 1] and including the abstract; acknowledgments [if any]; table of contents; lists of tables, figures, illustrations; all text, bibliography; and appendices [if any].

10. **Illustrations:**   All illustrations must conform to permanent record standards. ONLY INDIAN INK   may be used for hand-drawn formulas, graphs, etc.

Illustrations smaller than the standard page size should be mounted on standard sized paper with glue.

Illustrations larger than standard sized paper should be either photo-reduced to size or handled a mentioned above.

Tables, Flow Charts: Avoid running a table, flow chart, or diagram beyond a page. If a table or flow chart requires more than a page find a good logical break and title it differently.

11. **Clarifications:** For any further clarifications, participants are required to consult DPM office so as to avoid any delay in the final submission of the thesis.

12.   **Format for the Title Page of a Thesis**

TITLE OF THE THESIS

A THESIS
SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DOCTORAL PROGRAMME
IN MANAGEMENT
INDIAN INSTITUTE OF MANAGEMENT
INDORE

BY

[-----------------------]

Date : --------------------

Thesis Advisory Committee

----------------------------[Chairman]
[----------------]

----------------------------[Member]
[----------------]

----------------------------[Member]
[--------------------]

13.   Abstract Page of a Thesis

The abstract concisely describes the problem, the rationale for studying it, the methodology used in the research [indicating the number of organizations, types, etc., covered or studied], findings, and the implications of the findings to managers, teachers, and researchers.

Appendix 7

SUGGESTED FORMAT FOR CONSTITUTING THESIS EXAMINATION COMMITTEE (TEC)

Date:

From:

To: Dean (Programmes), DPM (Chairperson)

Please find below the name of five / six proposed examiners for the Thesis examination of Participant_____ (Name), of _____ (batch), who is submitting his thesis on ………………………………………..(thesis title)

All the proposed examiners are scholarly academic as per the AACSB accreditation requirement. Two of these examiners are from the institute and three/four are from outside IIM Indore.

The external examiners may be chosen from amongst these proposed examiners.

In _____(area of specialization)

S. No.	Name	Institute
1		IIM Indore
2		IIM Indore
3		External
4		External
5		External
6		External

The TEC will consist of the TAC and the external examiners.

Please find attached the CVs of the examiners from outside the institute and also an abstract of the thesis.

TAC Chair

Appendix 8

FORMAT FOR SCHEDULING THESIS SEMINAR

Date: _____

From:

To: DPM Office

Kindly arrange for thesis seminar. Please find below clearance from the Thesis Advisory Committee to organize the seminar. Title of the thesis is

_____

_____

(Name and signature of the candidate) —--

The TEC for Mr./Ms._____is as under

S. No.	Name	Institute

Feedback/comments from the members of TAC / TEC received have been incorporated. The TAC has cleared the thesis work of _____ for the purpose of presenting the seminar. He/ She may present a seminar on the thesis to the IIM I academic community. The suggested date and time for the seminar in order of preference is:

       Date   **Time**

1.

2.

	Name	**Signature**
TAC Chairperson	_____	_____
TAC Member	_____	_____
TAC Member	_____	_____
TAC Member	_____	_____

Appendix 9

FORMAT FOR THESIS DEFENSE

Date:_____

From:

To: DPM Office

Kindly arrange for thesis defense. Please find below clearance from the Thesis Advisory Committee to organize the thesis defense. Title of the thesis is

_____

_____

_____ No. of hard copy is enclosed. I have sent soft copy of the defensible draft as well.

(Name and signature of the candidate)

Feedback/comments from the members of TAC / TEC received have been incorporated. The TAC has cleared the thesis work of _____ for the purpose of thesis defense. The defensible draft has been approved. His/Her thesis defense may be organized. The suggested date and time for the defense in order of preference is:

	Date	Time
1.		
2.		
3.		

	Name	**Signature**
TAC Chairperson:	_____	_____
TAC Member	_____	_____
TAC Member	_____	_____
TAC Member	_____	_____

Appendix 10

Format for Thesis Progress Report and Plan of Action

Date:

Name: Area:

Programme: DPM   Batch:

I.   Current status of work:

Work	Planned	Actual

II.   (a)   Reasons for delay (Please be specific):

(b)   How the delay could have been avoided?

III.   Time required for remaining work [please also give explanation]

        Data collection   :

        Analysis & interpretation   :

        Draft thesis writing   :

        Total time required   :

        Likely thesis seminar date   :

IV.   Scope for expediting remaining work without affecting quality [please give possible actions]

                                                    [Participant's Signature]

TAC Members: **Signature:**

1)

2)

3)

4)

Appendix 11

Evaluation form for Thesis Proposal Seminar for DPM

1. Name:

2. Roll Number:

3. Area:

4. Thesis Title:

5. Please tick one of the following based on your evaluation of the participant on the following parameters

Sl. No.	Evaluation Parameters	Needs improvement	Meets expectations	Exceeds Expectation
1.	Oral Communication Ability			
2.	Written Communication Ability			
3.	Presentation skills			
4.	Independent Research ability			
5.	Originality and contribution			
6.	Demonstrated Ethical Standards in data collection			
7.	Demonstrated ethical standards in academic writing			
8.	Ability to collect and analyze data and draw meaningful inferences			
9.	Ability to use research methodology and process appropriately			

6.   Any other comments/observations(Use separate sheet if necessary):

Date:

Signature: Signature: Signature:

Name   :   Name   :   Name   :

TAC Chair   TAC Member   TAC Member:

Signature:

Name   :

TAC Member

Signature: Signature: Signature:

Name   :   Name   :   Name   :

TEC Chair   TEC Member   TEC Member:

Appendix 12

Evaluation form for Thesis Seminar for DPM

1. Name:

2. Roll Number:

3. Area

4. Thesis Title:

5. Please tick one of the following based on your evaluation of the participant on the following parameters

Sl. No.	Evaluation Parameters	Needs improvement	Meets expectations	Exceeds Expectation
1.	Oral Communication Ability			
2.	Written Communication Ability			
3.	Presentation skills			
4.	Independent Research ability			
5.	Originality and contribution			
6.	Demonstrated Ethical Standards in data collection			
7.	Demonstrated ethical standards in academic writing			
8.	Ability to collect and analyze data and draw meaningful inferences			
9.	Ability to use research methodology and process appropriately			

6.   Any other comments/observations (Use separate sheet if necessary):

Date:

Signature: Signature: Signature:

Name   :   Name   :   Name   :

TAC Chair   TAC Member   TAC Member:

Signature:

Name   :

TAC Member

Signature: Signature: Signature:

Name   :   Name   :   Name   :

TEC Member   TEC Member   TEC Member:

Appendix 13

Evaluation form for Thesis Defense for DPM

1.   Name:

2.   Roll Number:

3.   Area:

4.   Thesis Title:

5.   Please tick one of the following based on your evaluation of the participant on the following parameters

Sl. No.	Evaluation Parameters	Needs improvement	Meets expectations	Exceeds Expectation
1.	Oral Communication Ability			
2.	Written Communication Ability			
3.	Presentation skills			
4.	Independent Research ability			
5.	Originality and contribution			
6.	Demonstrated Ethical Standards in data collection			
7.	Demonstrated ethical standards in academic writing			
8.	Ability to collect and analyze data and draw meaningful inferences			
9.	Ability to use research methodology and process appropriately			

6.   Any other comments/observations(Use separate sheet if necessary):

Date:

Signature: Signature: Signature:

Name :   Name :   Name :

TAC Chair   TAC Member   TAC Member:

Signature:

Name :

TAC Member

Signature: Signature: Signature:

Name :   Name :   Name :

TEC Member   TEC Member   TEC Member:

Appendix 14

Thesis Evaluation Report

Name of the Participant:

Thesis Title:

Relevance of the topic (please describe):

Review of Literature and Research Gaps(please describe):

Methodology, Tools and Techniques used(please describe):

Findings and Discussion (please describe):

Contribution (please describe):

Language and organization of thesis (please describe):

Overall Recommendation :

Date: Signature:

Name of the Examiner:

भारतीय प्रबंध संस्थान इन्दौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

Appendix 15

FORM FOR DECLARING THE RESULT OF THESIS DEFENSE

INDIAN INSTITUTE OF MANAGEMENT INDORE

Thesis defense of Mr./Ms. _____ was held on _____ in DPM classroom _____. The title of his/her thesis is "_____"

The following TEC members were present:-
- Prof. _____
- Prof. _____
- Prof. _____
- Prof. _____
- Prof. _____
- Prof. _____

(Strike out the matter not applicable)

1.   Mr./Ms. _____ has passed his/her Thesis defense and his/her thesis is approved for final thesis submission.

OR

2.   Mr./Ms. _____ has cleared his/her Thesis defense. However, TEC suggested the following modifications (Use separate sheet if necessary)

The following member(s) will supervise and ensure the changes are incorporated:

OR

3. Mr./Ms. _____ has failed to clear his/her Thesis defense. He/she will have to repeat for his/her defense on a later date.

Signature: Signature: Signature:

Name: Name: Name:

TEC Member   **TEC Member**   **TEC Member:**

Signature: Signature: Signature:

Name: Name: Name:

TAC Member   **TAC Member**   **TAC Member**

Appendix 16

Online Leave Application Form for DPM Participants

The process for applying leave and its approval is underlined as follows:

Step of Approvals	Before TAC formation	After TAC formation
First Level	Area Chair	TAC Chair
Second Level	Chair - Doctoral Programmes	Chair - Doctoral Programmes

For this purpose institutes has derived an online application i.e. **Leave Approval Form : Doctoral Participant** whose link is given below:

https://docs.google.com/forms/d/e/1FAIpQLScPybOS23WdVFUqSDvK7KH27SycCfhUv12S7iK8qU QaBk39tw/viewform?usp=sharing

Appendix 17

Fees charged by the Institute

Various kinds of fees charged by Institute are given below:

S.No.	Details	Amount (Rs.)
1.	Fee to be paid along with completed DPM application form	1000.00
2.	Fee to be paid along with the acceptance of admission offer (Refundable in two parts 25,000/- after Term II and balance 50,000/- at the time of no dues subject to deductions (if any)	75,000.00
3.	To receive Title in absentia [to cover handling and mailing charges]	250.00

4.	To receive a duplicate degree certificate
	    Within India
	    Outside India
		
		1000.00
		2000.00

5.	For issuance of duplicate transcript	1000.00
6.	For issuance of duplicate Identity Card	500.00

Appendix 18

Extract of Student Handbook of Hostel Manual

First Regulations, Rule 38: Conditions of residence of students of the Institute and levying of fees for residence in the halls, hostels and other charges

1. **General**
   (a) Participants of all programmes that are fully residential are required to stay in the hostel unless exempted from this condition in special cases by the Institute.
   (b) The entire hostel and mess facilities are under the general supervision of the Hostel & Students Affairs (H & SA) office.
   (c) The broad objectives of hostel life are: -
       (i) To ensure that the participants are able to devote adequate time to their studies and research.
       (ii) To ensure that the participants coming from different regions and cultures learn to live together and strengthen their relations with mutual cooperation and goodwill; and
       (iii) To develop climate congenial for co-curricular and extracurricular activities of participants.
   (d) A brief description of all the facilities and corresponding hostel rules and regulations are given in the following sections.

2. **Residential Facilities**
   (a) The hostel rooms of the Institute are primarily meant for the accommodation of its participants who will be staying while on campus. Details are given below:-
       (i) Rooms are allotted at the discretion of the Institute. Participants are not allowed to shift rooms without prior permission of the H & SA office. In exceptional cases/circumstances, the Chair (H & SA) may consider a written request for change of rooms and decide on the same. For effective utilization of the hostel facilities, participants may be required to change their rooms at any time during the academic year if so required and recommended by the Chair (H & SA). Participants may be asked to vacate their rooms for undertaking maintenance work, if required for a temporary period. Should the need arise, storage facilities can be provided by the H & SA office.
       (ii) All participants except the convocating participants can occupy rooms allotted to them until the day following their last final examination and convocating participants can occupy rooms until the day after the convocation. In case they do not handover the keys, prescribed per day penalty charges will be levied.
       (iii) Participants are required to take the inventory of items in the room at the time of occupying the room including the state of the items. Institute will not under any circumstances be liable for any personal injury to the participant and/or loss, damage,

or destruction of the equipment of the participant during his stay in the hostel. No compensation for loss of any item of the participant and/or their visitors and any personal injuries suffered by the participant or their visitors/guests however caused..

(iv) Having checked the items, they should sign the inventory form and hand it over to the H & SA office. When they vacate rooms, they are required to facilitate handing over of the rooms, relevant fixtures, items of furniture, and all other articles received by them earlier.

(v) Participants should take adequate precautions and care while using equipment in the hostel room.

(vi) Every participant is responsible for the care of the hostel property. Participants are not allowed to remove any article. Participants, staying in the hostels, are responsible for any loss or damage caused to the property of the Institute, whether movable or immovable, by themselves or by their spouses, relatives, or visitors. Participants shall be charged individually or collectively for damages to the hostel property, including chair, table, furniture, cupboard, etc. provided in the room. If the person(s) is/are not traced, the participants in that floor or block will be held responsible and collectively charged. In certain cases, all the participants of a particular block may be held responsible. In case of wanton damage, in addition to recovery of the cost of repair, the Institute may impose a fine and also treat this as a violation of hostel rules.

(vii) A participant vacating the hostel accommodation must clear all outstanding payments and get a clearance certificate from H & SA office before leaving the hostel.

3. **Leave of Absence**

(a) Participants are expected to be on the campus by 11.30 PM (unless valid reason is given, participants will not be allowed entry into the campus after 11.30 PM).

(b) Participants are not supposed to remain absent from the hostel for any night without prior permission of the office of the Chair (H & SA). If in an emergency a participant finds it necessary to stay overnight outside the campus and is unable to meet the Chair (H & SA), he or she must report/explain (in writing) the reasons for his or her overnight absence from the hostel. Participants entering the campus late after the allowed timing 11.30 PM without prior permission will be subject to disciplinary action.

(c) Any participant who finds his or her roommate(s) absent for more than 24 hours, must report it to the H & SA office immediately.

(d) Participants leaving the station temporarily, (i) either during the Term breaks, or (ii) to participate in some selected extra – curricular events, or (iii) to attend some specified social occasions, must get his or her station leaving application approved and copies are available in the hostel reception centre (HRC) at SR1 basement area) by the office of the Chair (H & SA). Before leaving the campus/station participants are required to inform the H & SA office in proper format where 'departure' and 'arrival' time is recorded. Participants are required to leave their outstation address with the H & SA office. Leaving the station without prior permission or intimation to the H & SA office is considered as an act of indiscipline.

4. **Personal Belongings**

   (a) Participants must take sufficient care of their own personal belongings. All items including clothing must be kept in the rooms before going out. The Institute will not be responsible for the loss of participant's belongings. However, theft cases, if any, should be brought to the notice of the H & SA office. Participants are advised not to hand over any keys to housekeeping staff.

   (b) The participants should take care of their personal belongings and use the locks provided by the Institute. However, keys of built-in cupboards are to be kept in possession by the participants carefully. In case of misplacement or loss, the fact should immediately be reported to the hostel administration. In case of loss of key to furniture/fixture or to a room, the cost of the lock/ cupboard key as prescribed by the H & SA office shall be charged for replacement.

   (c) No outsider is allowed in the hostel premises without the permission from the hostel authorities. Only authorized laundry personnel are allowed into the laundry room for ironing purposes. Similarly, only authorized newspaper delivery personnel are allowed for distribution of newspapers/magazines inside the hostel blocks.

5. **Housekeeping**

   (a) Participants are not supposed to shift any items/materials/inventory/furniture provided in any room/common room/block of the hostel without obtaining prior approval from the H & SA office. Participants must allow the Institute's hostel office /estate department's staff/workers and authorized contractors' access to their room at all reasonable hours to inspect the buildings, electrical installations, fixtures and furniture, and to carry out repairs as may be considered necessary for the proper maintenance of the buildings.

   (b) Participants can get their rooms cleaned periodically by the designated housekeeping staff in their presence.

6. **Use & Maintenance**

   (a) Participants should not write/paste any materials, which may disfigure or leave permanent marks on the walls, windows, or doors. If any damage is done, the participant concerned shall have to pay the cost of repairs as decided by the Institute. For any message/notice (official/informal) notice boards may be used.

   (b) Participants should also take all care to safeguard common facilities provided in the hostel. In case of any damage to such facilities cost will be recovered from the person causing damage and if the person is not identified, the participants as a whole will be charged the cost of the damage.

   (c) Participants are not supposed to celebrate any community festival inside the rooms or on the corridors of the hostel blocks. Open spaces outside the hostel premises may be used for such purposes with prior approval.

   (d) Participants are requested to see that no water is wasted by leakage in the water supply fittings or by careless/extravagant use. If any damage or defect in the building, fixtures

& fittings, electrical installations, etc, is noticed, it should be reported to the H & SA office for necessary action. In order to conserve energy & water and avoid waste, the participants are expected to switch off the lights, fan, geyser etc, and turn off the bathroom and washbasin taps after use. Main switch should be switched off while leaving the room.

(e)   Hostel authorities reserve the right to inspect the hostel rooms at any time.

7. **Hostel facilities during summer vacation**
    (a)   Participants should vacate the rooms when they leave for summer vacation/break. The H & SA office, if required, may provide storage facilities. It will be the responsibility of the participants to hand over the luggage, duly packed and locked with necessary identification, to the Student Hostel Committee and get a receipt thereof.

    (b)   If any room is found locked and the key is not handed over, the hostel authorities have the right to break open the same and the cost of the damage has to be borne by the respective participant. Further, penalty will be levied.

    (c)   Participants wanting to stay in the hostel in the summer vacation have to seek the approval of the Chair (H & SA) and maintain a deposit of Rs.5,000/- during the period of stay. Participants who have graduated are ineligible for these facilities in summer vacation. Participants, who have graduated and wish to stay in the hostel for a limited period, are charged a prescribed room rate. The rooms will be allotted subject to availability. Participants are permitted to occupy allotted accommodation for a maximum period of fifteen days from the date of their graduation/defence of the thesis, whichever is earlier. Any further stay will be permitted only with prior approval and in special circumstances on a chargeable basis.

8. **Accommodation facilities for participants with spouses/partners**
    (a)   Limited accommodation for participants with spouses/partners is available as per applicable rates, which may change from time to time. In special circumstances, residences can be availed for the dependent parents/relatives of the participants also.

9. **Guest Room**
    (a)   Limited accommodation is provided to the outstation guests of the participants on prior written request at least two working days in advance only for a short duration, depending on availability of rooms. Besides the guests of participants, the students of other institutes/universities/colleges are also provided guest room facilities if they are visiting the city or the Institute for some academic work. Bonafide students of such academic institutions must write to the Chair (H & SA) and produce a certificate from the institution he or she is coming from, clearly stating the purpose of visit/stay.

    (b)   Outstation guests can stay only in the guestrooms allotted to them by the H & SA office. Participant's guests are permitted to stay in the guest room for a maximum period of three days. Parents/guests of the participants will be provided accommodation at ER02,

ER03, MR-01 and DPM residences and parents/guests are not permitted to stay in student residences. Exceptional cases based on medical reason will be processed on a case to case basis by the H & SA office. Participants are not permitted to have unauthorized guests in their rooms.

(c)   The Chair (H & SA) has the authority to refuse permission to any particular person to enter into the hostel as a guest, without assigning any reason.

(d)   Among the guests of the participants, the order of preference will be as follows:-
   (i)   Participant's parents/grandparents/spouse.
   (ii)   Participant's brother/sister.
   (iii)   Participant's relatives/friends.
   (iv)   Students from other academic institutions.

(e)   Guest room charges do not include mess charges. The hostel maintains a register of guests and no guest is admitted unless the name and other particulars are entered in the register. The participant who brings the guest is responsible for the proper filling up of the particulars required therein. The participant introducing the guest is also responsible for all charges incurred by the guest.

(f)   The guest will report at Hostel Reception Centre (HRC) at SR1 basement area to collect the key of the allotted guest room with photo identity card for verification purpose.

(g)   All the guests staying in hostel guest rooms are subject to the existing rules and regulations of the hostel.

10. Visiting Hours
(a)   The Institute reserves the right of admission to the hostel blocks/areas.
(b)   Visiting hours for outside visitors are from 7.00 AM to 10.30 PM. Participants are requested to meet the visitors in the waiting room or visitors' room as identified by the H & SA office.
(c)   IPM 1,2 & 3. Male participants are not permitted to the female hostel blocks and female participants are not permitted to any of the male hostel blocks.

11. General Rules
(a)   No participant is permitted to engage any person for service of any kind, personal or otherwise, without the prior approval of the H & SA office. The participants are not allowed to assign any personal work to any employee of the hostel administration.
(b)   Participants are not permitted to install electrical appliances, such as private TV, AC, immersion heaters/rods, electric heater or cooler, electric press, electric kettle, refrigerator, etc., in the rooms.
(c)   No pets are allowed in the hostel.
(d)   The use of two-wheelers (motorized) and four wheelers are banned on the campus for participants of all programmes. Exception with prior approval may be made for participants who are differently abled and those who are staying with spouses/partners.
(e)   All public spaces in the campus are 'No smoking zones'. Participants found smoking will

be referred to the disciplinary committee.

(f) Consumption or storage of narcotic drugs and/or alcohol within the campus including hostel premises is strictly prohibited. Appropriate action will be taken against participants found to have indulged in these acts. In this regard participants are expected to take cognizance of the general conduct section of the hostel manual.

(g) No outside musician/DJs/personnel will be permitted to enter the campus without the prior written approval of Chair (H & SA). Requests for permission should be sought at least three days in advance.

(h) All the participants are required to carry their identity card issued by the Institute at all the times they go out of the campus.

12. Catering

(a) The Institute provides mess facilities for the participants.

(b) The dining halls have a self-service system, and it is open during the designated hours for service.

(c) The participants are required to avail of the mess facilities in the dining hall itself.

(d) Participants are not allowed to take utensils, items of crockery and cutlery (cups, saucers, tumblers and other utensils) from the dining hall to the rooms. Anyone found taking these items to the room is liable to be penalized.

(e) Participants are expected to maintain discipline and order in the dining halls during the hours when meals are served. No participant, except the mess committee representative(s), is permitted to enter the kitchen. The participants must conform to the terms and conditions for catering services, including prompt payment of the mess bills and allied hostel dues, as intimated and amended by the Institute from time to time.

13. Mess Bills

(a) The participants must pay their mess bills and other charges during the academic year as per the schedule of payment and terms and conditions stipulated by the institute.

14. Medical Facilities

(a) Medical aid is available on the campus. Participants may avail of the services of the Institute's doctors at appointed days/timings as notified by the Institute. Diagnosis, prescription, and emergency treatments are given, if required. Only emergency medicines are provided at the Institute dispensary. Participants have to buy the medicines prescribed by the doctor.

(b) Participants, who have not produced the medical fitness certificate at the time of registration for the programme, are required to get themselves examined by the Institute doctor and get the fitness certificate. Participants must have taken (i) Typhoid (ii) Hepatitis A, (iii) Hepatitis B and (iv) Chicken Pox vaccines either before arriving or get vaccinated immediately after arriving at the Institute. Doctor's certificate needs to be produced to that effect. Unless this certificate is shown, hostel rooms will not be allotted to the concerned participants.

15. Medical Emergency

(a) In an emergency, participant(s) may contact the medical officer of the Institute, who will make necessary arrangements to provide medical services. All expenses, in

connection with his or her medical treatment, have to be borne by the participant. Parents/guardians/next of kin will be informed about the hospitalization at the earliest. In case of any medico-legal problem, the primary responsibility for dealing with the authorities will be with the participant.

16. Washing and Ironing Facilities

(a) Participants may use the laundry facilities available at the Institute and charges for use of the facilities will be payable as notified.

17. General Conduct

(a) Various codes of conduct have been prescribed so that the hostel can provide a hospitable academic environment and give a great living experience. Hence, participants are expected to conduct themselves in accordance with the existing norms and behave with restraint and decorum during their stay in the hostel.

(b) All the participants are legally bound to obey the laws as stipulated time to time by the government. Any participant engaged in violation of any law of the government shall be subjected to suitable action from the Institute authorities. Participants must take all care to ensure the correctness of information while making a declaration at any point of time in the Institute. Wrong declaration may lead to the participant's termination from the programme.

(c) Ragging is banned in the Institute and anyone indulging in ragging will be punished, which may include fine with a public apology, suspension from the Institute or class for a limited period, or even expulsion from the Institute. Broadly speaking, ragging is: "any disorderly conduct whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness any other participant, indulging in rowdy or undisciplined activities which causes or is likely to cause annoyance, hardship or psychological harm or to raise fear or apprehension thereof in a fresher or a junior student or asking the students to do any act or perform something which such student will not do in the ordinary course and which has the effect of causing or generating a sense of shame or embarrassment so as to adversely affect the physique or psyche of a fresher or a junior student".

(d) Any participant who is subject to ragging or is aware of any such incident should report the same to the Chair (H & SA). If it is an incident of a sensitive nature, they can approach their mentor.

(e) Anti-Ragging Committee & Squad for curbing the menace of ragging has been constituted in the Institute as per paragraph 51 (6), chapter X of this regulations.

18. Violation of hostel norms

(a) a participant who violates the hostel norms and discipline is liable for disciplinary action. Cases of misconduct or violation of hostel rules may even lead to expulsion from the Institute. A participant who is asked to leave the Institute must immediately vacate his or her accommodation and clear all his or her dues from all sections/departments of the Institute.

(b) The decision of the H & SA executive committee will be binding on all issues. The H & SA executive committee is the final disciplinary authority on all hostel-related matters and its decision is final so far as disciplinary measures and disciplinary actions are concerned. Cases wherein debarring from placements, suspension or expulsion from the Institute has

been recommended by the H & SA executive committee can be appealed to the Director. The Director of the Institute is the final appellate authority.

19. **Alternate hostel accommodation**

Alternate Accommodation	Allotment process
1 BHK flats in SR5 & SR8	Participants with spouse/partners may be considered for allotment of 1 BHK flats (based on availability)
1 BHK rooms in MR01	Participants with spouse/partners may be considered for allotment of 1 RK rooms (air-conditioned) in MR-01 (based on availability)
ER3	Participants with spouse/partners may be considered for allotment of 1 BHK rooms (air-conditioned) in MR-01 (based on availability)

* The charges for these accommodations will be as approved by the competent authority.

20. **Change of Norms**
   (a) The Institute reserves the right to change/modify partially or fully any or all the above information, rules, regulations, procedures and norms without prior notice as per exigency of circumstances and as per its discretion. The Institute's decision shall be final in the interpretation of the rules and in all matters connected with hostel. The Chair (H & SA) retains authority to issue standing orders to regulate all internal matters and other details, not explicitly covered by these rules.

Part II.
First Regulations, Rule 39:
Students Grievance Redressal Process

1. **Academic Matters**
   (a)   If a student is aggrieved on matters pertaining to academics he or she should take it up with the concerned Programme Chair.
   (b)   In case the Programme Chair feels that the matter has to be taken up with the EC, the same will be listed in the following EC.
   (c)   If the student is not satisfied with the decision of the Programme Chair/EC, he or she can appeal to the Dean (Programmes).

2. **Non-Academic Matters**
   (a)   If a student is aggrieved, he or she should take it up with the respective Chair.
   (b)   In case the Chair feels that the matter has to be taken up with the EC, the same will be listed in the following EC.
   (c)   Cases wherein suspension/expulsion/denial of promotion to the next academic year/complete debarment from placement has been recommended by the respective ECs can be appealed to the Director.

For any updates to the Student Handbook of Hostel Manual, please refer to the intranet page of "Hostel and Student Affairs". For ready reference a link is given below: http://192.168.1.252/office/Hostel-Students-Affairs/hostel.htm

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Appendix 19

DPM EXECUTIVE COMMITTEE

Chairperson, DPM	Prof. Manish Popli
Dean - Research	Prof. Saumya Ranjan Dash
Chairperson, PGP	Prof.Sayantan Banerjee
Chairperson Admissions	Prof. Harshal Lowalekar
Chair – Hostel & Student Affairs	Prof. Manoj Motiani
Ex Chair-DPM	Prof. Abhishek Mishra
Nominated Member	Prof. Pritam Ranjan
Nominated Member	-
DPM Students' Representative	Mr. Anoop H A
EDPM Students' Representative	Mr. Nitin Gupta

Appendix 20

Quarterly Format of Log Book for Research Assistance Role by DPM Participant

Name of Participant:

Name of the Faculty:

(Tick whichever period applicable)

◯ 1ˢᵗ Quarter (January – March)

◯ 2ⁿᵈ Quarter (April – June)

◯ 3ʳᵈ Quarter (July – September)

◯ 4ᵗʰ Quarter (October – December)

Sr. No.	Date	Nature of Work	No. of Hours	Signature of Participant	Signature of Faculty

Appendix 21

NO DUES FORM

Name:…………………………………………………..	Roll No: …………………………………….. Bank A/c No: ………………………………….. Name of Bank: ……………………………
e-mail id (other then iimi) *i)*……………………………………………. *ii)*……………………………………………	

- The following amount may be recovered from him/her. Rs………………………..

- Certified that nothing is outstanding against him/her.

Date: PGP Office.

- The following amount may be recovered from him/her.   Rs…………………….

- Certified that nothing is outstanding against him/her.

Date:

(Placement)
DPM Career Development Committee

- The P.C. and its accessories issued to him/her have been/not been received back in good condition.
- The following amount may be recovered from him/her.   Rs………………………..

- Certified that nothing is outstanding against him/her.

Date: IT Department

All items /equipment's issued to him/her from the Stores and Purchase Department have been / not been received back in good condition.
- The following amount may be recovered from him/her.   Rs……………………….

- Certified that nothing is outstanding against him/her.

Date: Stores & Purchase Officer

- The following amount may be recovered from him/her. Rs…………..…………… - Certified that nothing is outstanding against him/her. Date:	Librarian
- The following amount may be recovered from him/her. Rs…………..…………… - Certified that nothing is outstanding against him/her. Date:	Medical Officer
- The following amount may be recovered from him/her. Rs…………..…………… - Certified that nothing is outstanding against him/her. Date:	Photo Copy Unit

- Room No. _____ allotted to him/her has been vacated
 	
 - Keys issued to him/her have been deposited back.
 	
 - The following amount may be recovered from him/her.
 	
           Hostel dues   Rs…………………….
           Mess dues for current academic year   Rs……………………….
                         Total   Rs……………………….
 	
 Date:
	Hostel & Student Affairs Office

- Certified that no amount is outstanding against him/her. Date:	Finance & Accounts Officer

- Certified that the certificate from faculty for Teaching Assistance role by **DPM participant** during 3rd and 4th year has been submitted to DPM office (Not applicable for DPM(Industry)

- Certified that the proof of publications in hard copy and soft copy have been submitted to DPM office.

- Certified that the soft copy (in DVD)/hard copy of the final and approved thesis has been submitted to DPM office

- Certified that the ID Card and ONUS card issued by Institute

- Remarks

DPM Office   Chairperson, Doctoral Programmes

Will you attend convocation   **Yes / No**

(In case you do not attend the Convocation, a charge of Rs.250/- will be levied for forwarding your Diploma/Certificate and you will be required to pay the same in advance and submit the proof)

Please mention postal address for all future correspondence

Name   ....
Address   ....
                ....
State   ………………………………………. Pin Code …………………………………
Phone with STD code ……………………………………. Mobile No …………………………………….
Mobile Number   ....
Signature   ....

Note: 1. Submit this Form to DPM office before leaving the campus
2. In case of non-submission of this form, the participant will not qualify for award of title and will not be allowed to take part in the annual convocation.

Appendix 22

List of international conferences recommended by respective Area(s):

Area	Name of International Conferences
Communication	American Association for Applied Linguistics Annual Conference (AAAL)
	TESOL International Convention and English Language Expo
	International Pragmatics Association (IPrA) Conference
	International Cognitive Linguistics Association (ICLA) Conference
	International Communication Association
	The Association for Business Communication (ABC)
	Public Communication of Science & Technology (PCST) Conference https://pcst2023.nl/ International Association for Media and Communication Research (IAMCR) 2023 https://iamcr.org/lyon2023/cfp
	Gender, Work and Organisation Conference https://onlinelibrary.wiley.com/page/journal/14680432/homepage /GWOConference.html
	British Association for South Asian Studies https://www.basas.org.uk

Area	Name of International Conferences
	Common Ground Research Network https://cgnetworks.org/conferences/conference-calendar
	London Centre for Interdisciplinary Research https://www.lcir.co.uk/events/
	Modern Language Association MLA https://www.mla.org/Convention/MLA-2023
	South Asian Literary Association http://www.southasianliteraryassociation.org/annual-conference/
	NAFSA: Association of International Educators https://www.nafsa.org/conferences/nafsa-2023-annual conference-expo
Economics Area	Conferences listed by regional/national associations (such as Western Economic Association, Eastern Economic Association, International Economic Association, Atlantic EconomicAssociation), French/Italian/German/Canadian Economic Associations etc.)
	Conferences listed by various Public Choice Society (such as European/American/Australasian and IIPF) and Political Science/Economy conferences (American Political Science Association, Midwest Political Science Association, European Journal of Political Economy etc.)
	Conferences listed by Institute of Labour (IZA) (url: https://www.iza.org/events/conferences) and Labour Economic Associations (SOLE, EALE, AASLE)
	Conferences listed by Environmental and Resource Economics Associations (AERE, EAERE, INSEE, ISEE)
	Conferences listed by Regional Science Association such as ERSA, WRSA, SRSA, NARSC,PRSCO(url: https://www.regionalscience.org/index.php/news/events-calendar.html), Regional Studies Association (url: https://www.regionalstudies.org/events-and-webinars/) and Urban

Area	Name of International Conferences
	Economic Association
	Conferences listed by International Association for Research in Income and Wealth (url:https://iariw.org/conferences/future-conferences/) and Society for the Study of Economic Inequality Conferences listed by IUSSP (url: https://iussp.org/en/iussp-calls-for-papers) and other population associations (regional chapters- America, Europe, Asian etc.)
	Conferences which provide the opportunity to submit to a journal special issue, which is recognized as per our workload norms (ABDC A and equivalent or above).
	Conferences listed by World Interdisciplinary Network for Institutional Research (WINIR), the Society for Institutional & Organizational Economics (SIOE) and HDCA
	Conferences listed by NBER, World Bank, ECB, IGC, ILO, ADB, IMF, U.N. affiliated organizations such as FAO, UNCTAD, UNICEF, WHO, WIPO, UNWTO, UNIDO etc.
	Conferences listed by Society for Economic Dynamics, Midwest Macroeconomics Group and other Macroeconomics groups.
	Conferences listed by Development Economics Associations (NEUDC, Pacific Conference for Development Economics, BREAD (https://www.ibread.org/conference/), ThReD (http://thred.devecon.org/conferences.html), Nordic Conference in Development Economics etc.)
	Conferences organized by Economic Theory and Applied Game Theory associations, such as SAET (https://saet.uiowa.edu/conferences/), ASSET (https://www.assetassoc.com/index.htm), APET (https://www.apet-jpet.org/), Game Theory Society (https://gametheorysociety.org/conferences/), Industrial Organization Society (EARIE (https://earie.org/), APIOS (Asia Pacific Industrial Organization Society- https://apios.org.au/), IOS(The Industrial Organization Society)

Area	Name of International Conferences
Finance & Accounting	Academy of Management and its associated conferences
	Accounting & Finance Association of Australia and New Zealand
	American Accounting Association and its various chapters
	Australasian Finance and Banking Conference
	British Accounting and Finance Association and its associated conferences
	Conferences supported by A/A* rated (or equivalent) or above category journals
	Eastern finance association and its associated conferences
	European Accounting Association its associated conferences
	European Finance Association and its associated conferences
	European financial management association and its associated conferences
	Financial Management Association its associated conferences
	Global Finance conference and its associated conferences

Area	Name of International Conferences
	Multinational Finance Society Conferences
	Western finance association and its associated conferences
	World finance conference group and its associated conferences
Humanities and Social Sciences	Conference organised by American Associations of different HSS disciplines (Psychology/Cognitive Science, Political Science, Sociology, American Society of International Law, History, Public health, Ethics and other HSS disciplines)
	Conference organised by International Associations of different HSS disciplines (Applied Psychology, Cross-cultural Psychology, International Political Science Association, International Studies Association, Association for Psychological Sciences, International Union of Anthropology and Ethnological Sciences, International Sociological Association, International Society of Economic Law, Public health, History, Ethics and other HSS disciplines, International Public Policy Association
	Conference organised by European/ British Associations of different HSS disciplines (Social Psychology, Positive Psychology, European Political Science Association, British Sociological Association, European Sociological Association, Public health, Law, History, Ethics and other HSS disciplines)
	Conferences organised or affiliated to top 100 ranked (overall) Universities as per QS
	Conferences that are associated with special issues of an A/A* journal/Conferences organized by A and A* journals.
	Association of Management conferences, American Associations of Management, Academy of Management Conferences
	Association for Psychological Sciences (APS)

Area	Name of International Conferences
	Association for Public Policy Analysis and Management (APPAM)
	Corporate Law Teachers Association
	International Positive Psychology Association
	International Congress of Psychology
	International Vincentian Business Ethics Conference (IVBEC): Conference on Ethics organized by Business and Professional Ethics Journal in collaboration with DePaul University (New York), St. John's University (New York), Niagara University (New York), Dublin City University (Ireland)
	Conference on Ethics, CSR, and Corporate Governance organized by International Journal of Corporate Social Responsibility [a springer publication] in collaboration with other academically reputable universities across globe
	World Conference on Qualitative Research (WCQR)/ Ethnographic & Qualitative Research Conference (EQRC)
Information Systems	Institute of Electrical and Electronics Engineers (IEEE) Conferences
	Association for Computing Machinery (ACM) Conferences
	Association for Information Systems (AIS) Conferences
	Institute for Operations Research and the Management Sciences (INFORMS) Meetings & Conferences
	Academy of Management (AoM) Meetings & Conference
	International Academy of Business and Public Administration Disciplines (IABPAD) Conference
	Association for the Advancement of Artificial Intelligence (AAAI) Conference
	International Federation of Operational Research Societies (IFORS) Conference
	International Association for Development of the Information Society

Area	Name of International Conferences
	(IADIS) Conferences
	International Academy, Research and Industry Association (IARIA) Conferences
	Australian and New Zealand Academy of Management (ANZAM) Conference
	Hawaii International Conference on System Sciences (HICSS) Conference
	International Conference on Data Science (ICDATA) Conference
	International Federation for Information Processing (IFIP) Conference
	Database and Expert Systems Applications (DEXA) Conferences
Marketing Area	INFORMS Marketing Science Institute (MSI)
	American Marketing Association (AMA)
	Academy of Marketing Science (AMS)
	Association for Consumer Research (ACR)
	Society for Consumer Psychology (SCP)
	Industrial Marketing Management Summit
	The European Marketing Academy (EMAC)
	Australian & New Zealand Marketing Academy (ANZMAC)
	IMP Conference
	International Marketing Trends Conference
	Yale Customer Insights Conference
	Subsistence Marketplace Conference
	The Society for Judgment and Decision Making
	The Psychonomic Society

Area	Name of International Conferences
	La Londe Conference
Operations Management and Quantitative Techniques (Conferences organised by professional affiliate bodies/society in the area of Operations Management and Operations Research.)	INFORMS (The Institute for Operations Research and the Management Science)
	EURO (Association of European Operational Research Societies)
	IEEE (Industrial Engineering and Engineering Management)
	POMS (Production and Operations Management Society)
	IFORS (International Federation of Operational Research Societies)
	APORS (Association of Asia Pacific Operational Research Societies)
	GTS (Game Theory Society)
Operations Management and Quantitative Techniques (Conferences organised by professional affiliate bodies/society in thearea of Statistics and Math)	ASA (American Statistical Association)
	IISA (The International Indian Statistical Association)
	SSC (Statistical Society of Canada)
	IMS (Institute of Mathematical Statistics)
	ISBA (International Society for Bayesian Analysis)
	SIAM (Society for Industrial and Applied Mathematics)
	AMS (American Mathematical Society)
	ISI (The International Statistical Institute)
Organizational Behaviour and Human Resource Management	Affiliated & Associated Societies of International Conference of Dutch HRM NetworkAcademy of Management (AOM)

Area	Name of International Conferences
	ILO Conferences
	Affiliated & Associated Societies of APA
	Strategic Management Society Conferences
	Association for Talent Development (ATD)
	Academy of International Business (AIB)
	International Human Resource Management (IHRM)
	Conference on Complex Systems & Asian Invitation and Conference on Family Business
	International Conferences organized abroad by the Institute of National Importance sisters IIMS and are Ivey League Institutions
Strategic Management	Conferences organised by Academy of management (AOM) and its Divisions / Affiliates (such as INDAM)
	Conferences organised by Academy of International business (AIB) and its chapters
	Annual and special conferences organized by SMS (Strategic Management Society)
	Conferences organized by European group of Organizational studies (EGOS)

Area	Name of International Conferences
	Conferences organized by British Academy of Management (BAM)
	Special conferences/Paper development workshops organized by journals in the FT50 list and A*/A journals in the ABDC list
	Entrepreneurship conferences by Babson College (Babson College Entrepreneurship Research Conference (BCERC)) and/ or DRUID
	West Coast Research Symposium
	Process Organization Studies (PROS)
	Conferences organized by European Academy of Management (EURAM)
	Conferences organized by The American Society of Public Administration
	Annual Case Conference by NACRA (North American Case Research Association)
	Conferences of The Economic and Business History Society
	Conferences of International Place Branding Association
	Conferences organized by EMRBI (EuroMed Research Business

Area	Name of International Conferences
	Institute)

Appendix 23

To be updated

Appendix 24

To be updated