

**R-MAT**

**Information Bulletin &  
Application for PhD Programme**

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

**PhD (Business Administration)**

 **ALL INDIA  
MANAGEMENT ASSOCIATION**



**Aligarh  
Muslim  
University**

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## **AIMA & AMU PhD PROGRAMME**

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

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

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

### **About AMU**

Aligarh Muslim University (AMU) is one of the oldest and most distinguished universities of the sub-continent. Founded in 1887 as Mohammadan Anglo-Oriental College by the great social reformer, Sir Syed Ahmad Khan, it blossomed into a full-fledged university in 1920. Having its antecedents in the mission and purpose of the founder as amelioration of the educational backwardness of the Muslims of India, it has widened its scope to become an equal-opportunity institution in post-independence India.

AMU is residential university. The diversity of the social life on the campus is the true indicator of its heterogeneity. Seventeen Halls of residence (comprising 89 hostels) accommodate more than 20000 students. There are twelve faculties under which more than 90 departments of studies operate. Today, there are more than 20,000 students in its main campus at Aligarh. Presently the total outlay of the University is of the order of 2000 million Indian Rupees.

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

### **About AIMA**

The year 1957 saw the beginning of a powerful movement. `ALL INDIA MANAGEMENT ASSOCIATION (AIMA) was created as the national apex body of the management profession, with active support of Government of India and Indian corporate sector. It was intended as a cause group – a body to pool management thoughts in the country, a forum to develop a national managerial ethos, an organization to facilitate the furtherance of management profession and its contribution to the society.

Today, more than five decades later AIMA is recognized for its national stature, upheld by broad base of 58 local management associations and two cooperating associations abroad. Its membership base includes over 30,000 professional individual members and 3,000 corporate organizations as institutional members.

## AIMA - CENTRE FOR MANAGEMENT EDUCATION

Established in 1993, CME, the education wing of AIMA reinforces management education and offers AICTE approved Post Graduate Diploma in Management (PGDM) and its IT variant PGDITM with a student of strength of over 7,000. CME-AIMA is unique among Business Schools because of its industry linkage which is leveraged to get continuous industry inputs to develop and contemporize course contents and facilitate student industry interaction.

### Structure of the PhD (Business Administration) Programme

The PhD Programme has been divided into two phases.

#### Phase - 1: Foundation Programme

The foundation programme comprises of two modules of compulsory courses, four courses on General Management, four courses in the area of specialization and two special courses (Total Credit=32)

#### Phase II Doctoral Research Work Programme (Research Phase)

Completion of Phase-I leads to Phase-II which is research phase leading to PhD (Business Administration)

#### Foundation Phase

<b>Module 1:</b>	<b>Compulsory Courses</b>	<b>Credits</b>
DGM03	: Quantitative Methods	4
DGM14	: Strategic Management	4

<b>Module 2:</b>	<b>General Management Courses (Subject to Exemptions)</b>	
DCA01	: Computer Applications	2
DHR01	: Human Resource Management	2
DGM02	: Economic and Social Environment	2
DFM01:	Accounting & Finance for Managers	2

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

#### Human Resource Management

DHR04: Training and Development	2
DHR06: International HRM	2
DHR07: Managing Change through OD	2
DHR08: Managerial Leadership	2

#### Financial Management

DFM03: Security Analysis and Portfolio Management	2
DFM04: International Finance	2
DFM07: Options, Futures and other Derivatives	2
DFM08: Mergers & Acquisitions	2

#### Marketing Management

DMM05: Marketing of Services	2
DMM06: Internet Marketing	2
DMM08: Product Management	2
DMM09: Customer Relationship Management	2

### **Enterprise Management**

DIS04 : Computer Networks	2
DIS08 : Knowledge Management	2
DIS11 : Systems Management	2
DOM05: Supply Chain Management	2

### **Operations Management**

DOM02: Technology Management	2
DOM03: Project Management	2
DOM04: Business Process Re-engineering	2
DOM05: Supply Chain Management	2

### **International Management**

DIM01 : International Trade Operations & Logistics	2
DIM02: Global Sourcing for Business Development	2
DIM03: International Business Strategy	2
DIM04: Foreign Exchange Management	2

### **Module 4: Compulsory Course**

DGM07: Research Methodology	4
D1 : Reading material on Research Proposal Formulation	
D2 : Reading material on Literature Review	
D3 : Case Work	2
D4 : Research Paper	2

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

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

### **Credit Transfer / Exemption**

Candidates may be exempted from one or more courses, if they have already undergone a similar course during any of their preceding educational programme. The decision for exemption shall be taken by the AIMA Credit Transfer Committee. The Dean, Faculty of Management Studies and Research, Aligarh Muslim University or his nominee shall after reviewing the case accord his concurrence with decisions taken, in writing.

### **RULES FOR CREDIT TRANSFER**

1. Credit is transferred if an applicant has taken the similar course with Grade B = 3.0 on 4.0 CGPA scale or 55% or higher in conventional mark system.
2. If Credit sought is to be transferred from a degree (qualification) obtained 10 years prior to admission into PhD programme, the Credit Transfer is not permitted.
3. Credit transfer is allowed only in Module-II and Module-III courses. Out of 16 Credits, Credit transfer is allowed upto maximum of 8 (50% of 8+8) credit i.e. credit transfer is allowed in maximum of 4 subjects either in Module-II or Module-III or in combination of Module-II and Module-III.
4. Credit transfer can be given only for subjects studied in MBA or equivalent to Post Graduation.
5. The decision of Credit Committee shall be final & binding.

## **The Research Phase**

### **Registration for Research Programme**

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

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

### **Appointment of Faculty/Advisor**

Research work of each PhD (Business Administration) candidate shall be guided and supervised by a committee consisting of two advisors. One of the advisors shall be a faculty member from the Department of Business Administration, Faculty of Management Studies & Research, AMU, who shall be the internal advisor and the other one will be proposed by AIMA / candidate who shall be the external advisor. The candidate shall obtain the concurrence of the proposed external advisor on the prescribed format. The external advisor would be a senior level academician or manager in the industry. The names of the advisors shall be approved by the Research Committee.

The candidate shall pursue his/her research work under the guidance of the thesis advisors, put in regular effort and give adequate time for the research work to be carried on satisfactorily. He/she shall be required to submit a six monthly evaluation report to the Research committee on the prescribed format signed by both the advisors. The Research committee shall review the performance of the candidate and give comments and suggestions. These suggestions shall be binding on the candidate and their adherence shall be reported at the next six-monthly evaluation.

In the event when change in the research topic or change of internal/external advisor is urgently needed and there is no likelihood for holding the meeting of the Research Committee in near future, the Chairman Research Committee may take appropriate action in this regard to avoid delay and report in the next meeting of the Committee.

### **Submission of Thesis for PhD (Business Administration)**

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

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

Seven days stay at AMU is mandatory in every year of research phase.

A Ph.D. student shall publish at least one research paper in a recognized journal based on his/her Ph.D. research work and provide evidence of the same in the form of photocopy or reprint which should be annexed with thesis.

The candidate shall submit six copies of the thesis to the AMU along with the certificate from the advisers. The thesis shall be in the English Language. He/she should also submit six copies of a brief abstract of his/her thesis.

### **Evaluation of the Thesis**

The thesis submitted by the candidate shall be examined by three examiners, out of whom one shall be the internal Advisor. Two external examiners shall be appointed by the Vice Chancellor, AMU on the recommendation of the Chairman, Research Committee. One of the external examiners must be from a foreign country and the other from any other management institute/department in India including retired ones.

Each examiner shall write evaluation report and make specific recommendation whether:

- a. The thesis should be accepted for the award of the Ph.D. (Business Administration) degree subject to a successful defense at the viva-voce examination ; or
- b. The thesis should be re-submitted after modifications suggested by the examiner ; or
- c. The thesis should be rejected.

The evaluation reports by the examiners shall be reviewed by the Chairman, Research Committee (Dean, Faculty of Management Studies & Research) who shall recommend the conduct of the viva-voce examination. The Chairman, Department of Business Administration shall then arrange for the conduct of the viva-voce examination.

The viva-voce examination of the candidate shall be conducted by a panel consisting of the internal adviser and one of the two external examiners from within the country appointed for evaluation of the thesis. The viva-voce shall be conducted in a manner similar to that for the Ph.D. degree of AMU.

### **Award of Degree**

On successful defense of the thesis at the viva-voce examination and subsequent recommendation by both the examiners the candidate shall be awarded the PhD (Business Administration) degree by the AMU.

### **Publication of PhD Thesis**

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

## **Enrolment Process**

### **The Process and Eligibility Norms**

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

### **Eligibility Norms**

A candidate will be eligible for admission to a course of study leading to the degree of PhD in Business Administration subject to fulfilling the following criteria:

**Educational Qualification:** Master's Degree in Management or allied subjects from Commerce, Humanities, Science, Engineering and Law etc. or a PGDM/PGDITM approved by AICTE with not less than 55% marks or equivalent grade OR Chartered Accountancy, Cost Accountancy or any other professional qualification which are considered equivalent to Master Degree with at least 55% marks or equivalent grade. In addition, the candidate should have a minimum of 50% marks in Graduation.

**And**

**Work Experience:** Minimum 5 years post qualification work experience in industry at the managerial level or a minimum 5 years of teaching experience as full time Faculty in a Management Institute approved by AICTE or affiliated to a University.

## **Methodology**

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

## **Examination and Evaluation**

The candidates would be evaluated out of 100 marks in term end comprehensive examinations for each paper. The candidates shall be required to obtain at least a C grade in each course separately and secure an overall B grade on a 4-point scale in the course work after the end of four modules failing which they will have to repeat the course(s) at the next examination.



## FEES STRUCTURE

The fee structure for the PhD Programme is as under:

**1. Payable by short listed candidate for admission interview.**

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

Enrollment Fee	:	Rs. 35000
Programme Administration Fee	:	Rs. 30000
Course Fee	:	Rs 7500 (per course)
* Credit Transfer Fee	:	Rs 3000 (per course)
Membership Fee	:	Rs 2000

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

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

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

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

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

There would be continuation charges @ Rs 15000/- = in second, third and fourth year and Rs 20000/- = for subsequent extension for 6 months.

(Candidate residing outside India will have to pay the fee in US Dollar at the prevailing rate of Indian currency at the time of payment as given above. An additional amount equivalent to INR 25,000/- should be paid towards correspondence charges by international students).

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