



Indian Institute of Management Jammu
Jagti, Jammu – 181221, India

Doctor of Philosophy (Ph.D.)
(Ph.D. Handbook)
Batch- 2025-2029



Indian Institute of Management Jammu

Vision

To develop leaders and entrepreneurs who can perform globally to make a valuable difference to the Society and the Corporate world.

- We would like to position IIM Jammu as one of the top business schools in India with global outlook embedded with regional and national focus.
- We would like to be known as a business school par excellence for outstanding value-based quality education, high quality research, executive education, consultancy and strong corporate as well as international linkages.
- We would like to create a B-School, which will serve the humanity, the society, the state and the nation for economic growth and prosperity.

Mission

Our Core Values

- Indian Ethos and Business Ethics
- Excellence
- Innovation & Entrepreneurship
- Integrity
- Collaboration
- Inclusivity & Sustainability

Sr. No.	Contents	Page No.
1.0	Ph.D. Program in Management	1
1.1	About IIM Jammu	1
1.2	About Ph.D. Program in Management	1
1.3	Objectives of the Program	2
1.4	Program Structure	2
1.5	Program Duration	3
1.6	Title	4
1.7	Other Issues	4
2.0	FINANCIAL ASSISTANCE	4
2.1	Financial Assistance	4
2.2	Caution Money	4
2.3	Grants	4
2.4	Important Note	5
2.5	Registration	5
2.6	Lodging and Food Expense	5
3.0	COURSE WORK	6
3.1	Ph.D. Course Work	6
3.2	Ph.D. Course Structure for 1 st Year	6
3.3	Research Seminar	7
3.4	Research Topic	7
3.5	Research and Teaching Assistantship	7
4.0	PERFORMANCE AND EVALUATION	8
4.1	Grading System	8
4.2	Academic Criteria for the Course Work	9
5.0	COMPREHENSIVE EXAMINATION	10
5.1	Objective	10
5.2	Comprehensive Examination	10
5.3	Area Comprehensive Examination Committee	10
5.4	Grading of the Comprehensive Examination	10
5.5	Time Limit for Comprehensive Examination	11
6.0	THESIS WORK	11
6.1	Objective	11
6.2	Thesis Advisory Committee (TAC)	11
6.3	Thesis Proposal Seminar	12
6.4	Guidelines for Preparing Thesis Proposal and Presentation	12

6.5	Guidelines for Drafting a Thesis Proposal	12
6.6	Guidelines for Thesis Proposal Presentation	12
6.7	Approval and Submission of Thesis Proposal	13
6.8	Thesis Research	13
6.9	Research Progress Report	13
6.10	Draft Thesis	13
6.11	Publication Requirements	13
6.12	Thesis Seminar	14
6.13	Final Thesis Submission	14
6.14	Guidelines on Writing the Thesis	14
6.15	Thesis Examination Committee	15
6.16	Non-Completion of the Program and extension	15
7.0	AWARD OF TITLE	15
8.0	ADMINISTRATIVE MATTERS	16
8.1	Residential Facilities	16
8.2	Conduct in Hostels	17
8.3	Discipline	17
8.4	Attendance	17
8.5	Leave/Vacation	18
9.0	CONFERENCE PARTICIPATION	18
9.1	National Conference	18
9.2	International Conference	18
9.3	TA & DA Norms for Ph.D. Scholars	19
9.4	International Exchange Program	19
9.5	Withdrawal from the Program	20
9.6	Refund	20
9.7	Taking Other Courses	20
9.8	Partial Course Completion Certificate	20
10.0	OTHER POLICIES	20
10.1	Issues around Sexual Harassment and Safety of All on Campus	20
10.2	Plagiarism Policy	20
10.3	Grievance Redressal Policy	21
10.4	Publication Ethics and Authorship Norms	22

ANNEXURES

1.0 Ph.D. Program in Management

1.1 About IIM Jammu

The Indian Institute of Management (IIM) brand has now become synonymous with innovation, talent, and zeal for success and contribution in management. The Government of India established IIM Jammu in Jammu and Kashmir in 2016. IIM Jammu inaugurated its Off-Campus at Srinagar on January 24, 2020. From the very beginning, IIM Jammu has set high standards for outstanding value-based quality education, high-quality research, executive education, consultancy, and strong corporate as well as international linkages. IIM Jammu encourages contemporary research concentrating on regional, national, and global issues.

IIM Jammu offers the following Programs:

Doctoral Program

- Ph.D. Program in Management (Full Time/Working Professional)

Post-Graduate Program

- Master of Business Administration (MBA)
- MBA (Hospital Administration and Health Care Management) with AIIMS Jammu and IIT Jammu
- Dual Degree Program-Bachelor of Technology (B. Tech) and Master of Business Administration (MBA)
- Integrated Program in Management (IPM)
- Executive MBA (EMBA) (Blended Mode)

Executive Education

- Open Programs
- In-company Programs
- Advance Management Programs
- On-line Certificate Programs

Faculty Development Programs

- Academic Leadership Program
- Faculty Development Program
- Quality Improvement Program

IIM Jammu operates from its 200-acre state-of-the-art campus located at Jagati, 14 Kms from Jammu City, about 16 kms from Jammu Railway Station, and 18 km. from Jammu Airport. The Campus is a blissful mix of modern architecture, culture, and heritage of Jammu and Kashmir.

IIM Jammu has also established a transit Satellite campus at Srinagar. The campus is located in the heart of Srinagar city, on NH1 Nowgam, which is at a distance of 10 km from the Sheikh ul Alam international airport in Srinagar. The transit campus has in-campus residence facilities and is built as a Centre of Excellence in the area of executive education and Entrepreneurship. The transit campus will also have an incubation center promoting entrepreneurship in the region. IIM Jammu Srinagar Campus leverages the locational importance of Srinagar city by offering a blend of high-quality training with a touch of heaven.

1.2 About Ph.D. Program in Management

IIM Jammu has started the Doctor of Philosophy (Ph.D.) full-time residential and

Ph.D. (Working Professionals) Program from Academic Year 2020-21 and 2022-23, respectively. This Program offers opportunities to scholars for advanced studies and research in different areas of ‘Management.’

The Program aims at preparing the doctoral scholars for careers in teaching, research, and consulting in management and related disciplines, and for careers in other organizations that require advanced analytical and research capabilities. The Program provides scholars with the necessary skills to identify and undertake research on complex issues in the field of management and disseminate their findings into publications of international standards. The following areas of specialization are available at IIM Jammu:

- Business Communication
- Business Policy, Strategy & Entrepreneurship
- Economics & Business Environment
- Finance and Accounting
- IT Systems & Analytics
- Marketing
- Operations & Supply Chain Management
- Organizational Behavior & Human Resource Management

1.3 Overview of the Program

Program Learning Goals (PLGs) (Competencies)

PLGs	IIM Jammu’s PhD Program has the following Learning Goals
1	Superior pedagogy: The program will provide students with opportunities to develop their teaching skills through hands-on teaching experience, mentoring, and feedback from experienced faculty.
2	Effective researcher: The program will equip students with the skills necessary to conduct high-quality research that is publishable in top-tier academic journals. This will include training in research methodology, data analysis, and academic writing.
3	Develop analytical and critical thinking: The program will focus on developing students' analytical skills, including the ability to critically evaluate research and data, identify gaps in knowledge, and design and execute rigorous research studies.
4	Build research methodology expertise: The program will provide students with a deep understanding of research methods and data analysis techniques relevant to their field of study.
5	Develop communication skills: The program will focus on developing students' oral and written communication skills, including the ability to present their research findings in clear and compelling ways.
6	Networking and collaboration: The program will provide students with opportunities to build networks and collaborate with other scholars in their field, including participation in conferences, workshops, and other scholarly events.
7	The program will equip students with project management skills, including the ability to plan, execute, and evaluate complex projects in both academic and non-academic settings.

Program Learning Objectives (PLOs)

PLGs	PLOs	After completing this program, learners will demonstrate the ability to
1	1	Design and deliver effective lesson plans that meet a course’s learning objectives.
	2	Provide constructive feedback to students and apply evidence-based teaching practices to support student learning.
2	1	Conduct high-quality research that meets the standards of top-tier academic

		journals in their field.
	2	Write scholarly papers that meet the conventions of their discipline and communicate research findings in a clear and compelling way.
3	1	Critically evaluate and synthesize research literature, and apply appropriate research methods and data analysis techniques to address research questions.
4	1	Apply relevant research methods and data analysis techniques to address research questions in their field of study.
5	1	Present research findings in clear and compelling ways, using appropriate visual aids and effective communication strategies.
	2	Write effective and concise research summaries, abstracts, and other research-related documents.
6	1	Build networks and collaborate with other scholars in their field, by participating in conferences, workshops, and other scholarly events.
7	1	Plan, execute, and evaluate complex projects

1.4 Program Structure

The Ph.D. Program at IIM Jammu has the following four components:

- A. Mandatory Course Work
- B. Comprehensive Examination
- C. Thesis Proposal Formulation and Research
- D. Thesis Submission and Defense

Research scholars will be encouraged to complete the Doctoral Program within three years that includes one year of rigorous course work to develop basic skills for analyzing managerial problems. Research scholars shall take MBA level compulsory courses, area recommended courses and doctoral level compulsory courses. The thesis work is aimed at providing an opportunity to make an original contribution to an area of management or one of its source disciplines.

A. Mandatory Course Work

During the first year of the Program, the research scholars acquire knowledge of the discipline and functional areas of management and general management. The research scholars, irrespective of their area of specialization, take a compulsory set of courses in the first year. The research scholars acquire an in-depth knowledge of the area of specialization and related fields.

The doctoral level courses, which are specially designed to provide an in-depth understanding of the area of their research as well as to develop research skills. During this phase, students interact closely with their area faculty and are encouraged to start exploring areas of research in their specialization. In Term-III of first year, scholars undergo for research seminar and course of independent study under the advice/guidance of his/her academic advisor. Comprehensive Examination

On completion of the first-year course work, the research scholar takes the comprehensive examination. This examination is administered at the end of the 1st year. It tests whether the scholar has obtained a satisfactory level of knowledge in her/his area of specialization and whether she/he has satisfactorily assimilated the various courses taken by him/her in the Area. While the course work formally gets over with the completion of the Comprehensive Examination, scholars are encouraged to continue taking advanced courses of interest.

B. Thesis Advisory Committee

The Thesis Advisory Committee (TAC) will be formed in the Term-I of the 1st year. The TAC for the respective scholar will be recommended by the area to Ph.D. Office and will comprise of one chair (internal faculty member) and two members (one

internal faculty and one external expert from abroad preferably from the partner institutions). Faculty members with proven research credentials and publications in the area of specialization in which research scholar wants to pursue his/her research will be the members of the TAC. Preference will be given to all faculty members with previous experience of Ph.D. supervision.

The existing internal faculty member of TAC may become the chair if He /She fulfills the minimum requirements i.e., Minimum 2 publications in A category journal, if and when required.

The scholar develops a written thesis proposal and gives an **Open Seminar** with the agreement of the thesis advisor. The proposal must be approved by the TAC.

C. Thesis Submission and Defense

On approval of the thesis proposal, the scholar works closely with the TAC on his/her thesis work. When the scholar's TAC chair judges that the thesis is complete, the scholar gives a seminar on the thesis work and subsequently defends the thesis orally before a thesis examination committee. The Chairperson (Doctoral Program) appoints the thesis examination committee comprising the TAC.

1.5 Program Duration

The full time Ph.D. scholar is expected to complete the Program in four years. Under special circumstances, an extension may be granted to the scholar without Fellowship up to five years on the recommendation of TAC. In exceptional cases, the extension up to six years may be given with the appropriate justification by the scholar and TAC, recommended by Doctoral committee. In any case, the entire Program should finish within seven years. If a scholar fails to complete the requisite academic works for the Ph.D. within this specified period, then she/he has to withdraw from the Program. The scholar's registration will be terminated on the completion of seven years. Whereas Ph.D. Working Professional scholar is expected to complete the Program in five years. Under special circumstances, an extension may be granted to the scholar up to six years on the recommendation of TAC and with the approval of Doctoral Committee. In exceptional cases, the extension up to seven years may be given with the appropriate justification by the scholar and TAC, recommended by Doctoral committee. The extension beyond Six years will be given with the approval of the Director. In any case, the entire Program should finish within Seven years. If a scholar fails to complete the requisite academic works for the Ph.D. within this specified period, then s/he has to withdraw from the Program. The scholar's registration will be terminated on the completion of Seven years.

Full Time Ph.D. Scholars are not permitted to take up employment/outside assignments during the Program. If violated, suitable disciplinary action, including expulsion from the Program, may be initiated by the Doctoral Committee (DC).

The Program duration will be as follows:

1.6 Title

After completion of all requirements of the Program, the scholar is awarded the **"Doctor of Philosophy (Ph.D.)"** degree.

1.7 Other Issues

TAC is responsible for guiding and monitoring the progress of Ph.D. scholars. This includes issues such as periodic performance appraisal, the continuation of the fellowship, scholarship, and comprehensive examination.

2.0 Financial Assistance

All resident Indian scholars admitted to the Full Time Ph.D. Program are provided financial assistance, fellowship, and various other grants.

2.1 Financial Assistance

Full time Ph.D. scholars are provided with a fellowship stipend of INR 45,000 per month for a maximum of 04 years. Program. Under exceptional circumstances and on the recommendation of TAC, extension may be granted by the Doctoal Committee for a period of maximum ONE year after the completion of fourth year. However, during extension the scholar will not get any financial assistance from the Institute. The Tuition Fee, Library Fee, Computer Fee, and Hostel Fee are wholly waived for scholars selected for the Ph.D. (Full Time) Program at IIM Jammu

2.2 Caution Money

The scholars have to pay a one-time alumni association fee of INR 6000/- at the time of acceptance of offer for alumni membership. Selected scholars need to pay a caution deposit of INR 30,000/- at the time of acceptance of the offer. Caution money is refundable after adjusting the dues, if any, at the time of leaving the Institute after completion of the Program.

2.3 Grants

The Ph.D. Full Time scholars are entitled to the following grants.

1. A one-time Computer Grant to purchase PC/Laptop of INR 50,000.
2. Cumulative Conference Grant up to INR 2,00,000 during the Ph.D. Program after completion of the comprehensive exam for attending one International Conference, up to two National Conferences, and one Doctoral Consortium Seminar. In lieu of the International Conference, one may wish to visit a foreign university to do some research work.
3. A yearly contingency grant of INR 40,000 per year. The use of the contingency grant requires prior ratification from the Chairperson (Doctoral Program) on the recommendation of the TAC Chair. The contingency grant can be accumulated to four years, and a scholar may choose to use it for attending one more International Conference/Summer school. The grant can also be used for the following purposes:
 - For attending research workshops
 - Fieldwork in connection with thesis work for the entire duration of the Program (including extension). Only Travel and Accommodation will be allowed. No DA will be given for fieldwork/data collection. DA is permitted solely for attending the International/ National Conference.
 - Purchase of books, photocopies, printing, stationery, consumables (such as pen drive, hard disk, software, etc.), and accessories (such as voice recorder/e-book reader)
 - Support for thesis binding & printing, copy-editing of paper, transcription, and coding
 - Subscription to journal/magazines; Annual Membership fee (scholar rates) for one national and one international professional society during the third and fourth years.
 - Yearly health insurance premium from the institute's empaneled health

insurance provider can be deducted from the Contingency Grant of the Scholar..

- The leftover contingency grant, if any, after four years can be carried forward during the extension period.

2.4 Important Note

Free hostel accommodation will be made available to scholars. In case hostel accommodation is not available, the scholar will be reimbursed INR 5000/- per month towards alternative accommodation.

- The institute reserves the right to charge any other fees from the scholars or increase the fees if considered necessary. Due notice would be given while making such changes.
- Self-sponsored/ NRIs/ foreign candidates will be required to bear all the expenses, including tuition fees as per the institute norms.

2.5 Registration

The Ph.D. Working Professional scholars will be required to register on the registration day before the start of each Term by paying a registration fee of INR 66,000. The date of registration for every term will be mentioned in the Academic Calendar. The Program Office will announce the details of registration at least a week prior to the registration date. No refund is admissible on any part of the registration fees if a student withdraws voluntarily or is unable to continue or is unable to meet the academic standards required to continue in the Program or is debarred from the Program on disciplinary grounds, after registering for the term.

2.6 Late Registration

1. A scholar can register for the term ONLY after successful payment of the Term fee. The payment receipt shall be required to be uploaded for the registration. Without payment of the term fee or a valid fee payment receipt, the registration will not be considered to be complete. All registrations after the due date will be considered as late registrations.
2. The Chairperson (Doctoral Program) may allow a maximum of one week for late registration, after which the scholar will not be allowed to register, barring exceptional circumstances (This will be decided on a case-to-case basis by the Chairperson (Doctoral Program)).
3. For late registrations, within one week after the last date, with prior permission of the Chairperson (Doctoral Program), a late fee of Rs. 2,000/- will be levied and for late registration without permission of the Chairperson (Doctoral Program) an additional fine of Rs. 10,000/- will be imposed.
4. For all late registrations during the second week, after the last date, an amount of ₹ 200/- per day (inclusive of Saturday/Sunday/holiday) up to the date of registration will be imposed in addition to a late registration fee of Rs. 10,000/-.
5. All registrations after the second week require approval from the Chairperson (Doctoral Program).
6. The fine on late registration is applicable regardless of the reasons for the delay.
7. Scholars, who do not register as mentioned above nor seek permission for late registration, will have to drop the term and need to seek the permission of the Director to join the Program the next academic year to complete the remaining academic requirements to be eligible for the award of the degree. The permission of the Director will only be provided on genuine grounds. If a scholar seeks permission on medical grounds, then the scholar needs to produce a medical certificate from the Government Hospital.

8. No refund is admissible on any part of the fees if a scholar withdraws voluntarily after registration, in the respective Terms.

2.7 Lodging and Food Expenses

All Ph.D. Working Professional scholars will be required to bear the lodging and food expenses during their stay on Campus as per IIM Jammu Rules.

On completion of the 1st year coursework, the students take the comprehensive examination. The comprehensive examination at the end of the 1st year tests whether the student has obtained a satisfactory level of knowledge in his/her field of specialization and whether s/he have satisfactorily integrated the various courses taken by him/her in the Area.

3.0 Course Work

3.1 Ph.D. Course Work

The first phase needs to be completed by the end of the first year which includes the following components.

Course work

Upon successful completion of the coursework, scholars are required to pass the Comprehensive (written and viva) examination at the end of the academic year to complete. The scholar then begins the second phase, i.e., thesis research work. During the first year of the Program, the scholars are expected to acquire proficiency in general management and gain in-depth knowledge of the area of specialization and related fields.

3.2 Ph.D. Course Structure for 1st Year

The structure of the three terms of the first year would be as follows:

Courses	Term 1	Term 2	Term 3
Doctoral level Compulsory courses (Credits-12)			
1. Research methodology (3)		√	
2. Teaching Pedagogy (3)		√	
3. Research Seminar (3)			√
4. Courses of Independent Study (CIS) (3)			√
Compulsory Courses (From 1st Year MBA) (Credits-4.5)			
• Quantitative Methods-I (3)	√		
• Quantitative Methods – II (1.5)		√	
Area Recommended Courses (19.5)			
Course 1 (3)	√		
Course 2 (3)	√		
Course 3 (3)	√		
Course 4 (3)		√	
Course 5 (1.5) *		√	
Course 5 (3)			√
Course 6 (3)			√
Total Courses	4	5	4
Total Hours	120	120	120
Total Hours for Doctoral Program	360		
Total: 13 Courses, 36 Credits, 360 Hours of Course Work			

*Although the 1.5 credit course is mentioned in term II, this 1.5 credit course may be allowed to be taken in any term (1st year) depending on the course availability with the approval of the Doctoral Committee.

Area Recommended Course Selection Process

In addition to Compulsory MBA and doctoral level courses, the Doctoral Committee, in consultation with respective areas, will finalize the area recommended and allied courses for the scholars.

(For example: Candidate X and Y joined in Marketing and Finance areas, respectively. X and Y need to take all the compulsory courses mentioned above. In addition to the Compulsory courses, the Doctoral Committee in consultation with Marketing area may finalize Marketing management and Strategic Management for X depending on the requirements. Similarly, Doctoral Committee in consultation with the Finance area may finalize Financial Accounting and Operations Management for Y)

Candidates who have completed their MBA from IITs/IIMs/NITIE/ IISc Bangalore/ FMS Delhi, or from NIRF Top 20 (Management) Institute in last 10 years, or also two-year EPGP/EMBA with 7.0 CGPA from IIMs may be considered for full/part exemption from the MBA/EMBA level compulsory courses on the recommendation of Doctoral Committee in first year. However, they have to undertake Research Seminar, the doctoral level compulsory courses are mandatory for all. *In case, a candidate who has completed EMBA from IIM Jammu gets registered for the Ph.D. (Working Professionals) course, the student should only undertake the Doctoral Level Courses to avoid the repetition of the courses taken from the EMBA program.* In addition to that, the Doctoral Committee in consultation with area may recommend the area recommended and other allied courses for such scholars.

During the 1st year course work, the research scholars will be introduced to several workshops, which helps them understand the concepts of research writing.

IIM Jammu reserves the right to change any of the above courses, structure, and timing of the course.

Guidelines for CIS for Ph.D. Scholars

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

Guidelines for CIS

The CIS must be taken in Term III by the scholar. A Scholar needs to work under faculty Supervisor(s).

CIS Proposal

Each of the Scholars will prepare a short CIS proposal with their proposed research idea. A Scholar should clearly state their research objectives, relate these to their research in the area and problems in this context and highlight the potential contribution of the proposed study to theory, practice, and research in the relevant area of management. The proposal must contain:

- The research idea or topic (tentative title of the CIS)
- The broad area of research (e.g., Business policy, strategy & entrepreneurship, Economics, Finance, Operation, Marketing, IT, OB & HRM)
- Guidelines for writing the CIS

The principal purpose of the CIS is to demonstrate the scholars' capability to make fruitful use of research methods appropriate to the problem and to develop and handle evidence satisfactorily.

The Scholar may refer to guidelines from the APA manual of style or the Chicago

manual of style in drafting their CIS. In general, a CIS comprises three parts: the front matter (normally referred to as prelims), the text, and the reference matter. The order should be as follows (of course, parts may be omitted, but this order should be maintained).

Preliminaries

Title

Reverse of title page- a blank page

Letter of Transmittal certificate of approval

Certificate of Approval

Abstract

Table of contents

List of illustrations

List of tables

Preface and Acknowledgement (either together or separately)

The Text / Body

Introduction

The main body of the CIS usually consists of: Part and chapters, including notes.

Reference Matter

Appendices and Bibliography

The CIS length will vary with the research topic and the evidence required. The CIS need not be of book-length.

The evaluation of a CIS will be based on the parameters suggested in (b), the adequacy of data and the language, cogency, format, and getup. For the evaluation, the CIS Report should be followed by a Oral Presentation/ Seminar to the Supervisor(s)/ faculty panel.

The final evaluation of the work will be done by the faculty panel led by the faculty supervisor on the usual 10-point letter grading system.

3.3 Research Seminar

In Term-III of the first year, the students will have to undergo a research seminar and course of independent studies. The area will recommend the scholars to do a guided research project under a faculty member approved by the area if TAC is not formed. It is expected that through the research project, a research scholar gains sufficient grasp of the research work s/he wishes to perform in her/his area. The research scholar should narrow down his/her area of interest and help him/her create a base for finalizing the topic of his/her thesis proposal. Summer research at the institute must commence no later than April 15. The research report, duly signed by the project advisor, must be submitted to the Ph.D. Office.

On completion of the 1st year course work, the students take the comprehensive examination. The comprehensive examination at the end of the 1st year tests whether the student has obtained a satisfactory level of knowledge in his/her field of specialization and whether s/he has satisfactorily integrated the various courses taken by him/her in the Area.

3.4 Research Topic

The scholars will clear the Comprehensive Examination (CE) and work closely and

independently under the Thesis Advisory Committee (TAC) on a research topic. Some pointers for the second, third, and fourth year are as follows:

The scholar should present the thesis proposal before the faculty community in the second year after the comprehensive exam. The scholar should present their thesis proposal maximally by the end of the second year.

1. The scholar will have to submit Quarterly progress reports duly attested by the TAC Chair all through the second, third, and fourth year.
2. The scholar should ideally give the final thesis seminar by the end of the third year. All exceptions from the proposed plan/requests for extension will have to be submitted through the TAC Chair for approval of the Chairperson (Doctoral Program). The Chairperson (Doctoral Program) would normally approve extensions if the extensions are recommended strongly by the TAC Chair.
3. For extension requests beyond the fourth year, the candidate would be required to make the presentation of the thesis/work-in-progress before the TAC. The TAC will give the feedback for incorporation into the thesis. Extensions should be sought only during the seminar, with a clear plan of action for completion.

3.5 Research and Teaching Assistantship

After completing the course work phase, Ph.D. scholars may be required to assist their area in academic work for up to 10 hours per week. Modalities for such assistance will be finalized by the TAC/Area. The objective of research and teaching assistantship is to equip the scholar with the necessary research and teaching skills as well as to help them identify the theme within their Area they would want to work in.

4.0 Performance and Evaluation

Academic Performance and Evaluation System

The evaluation of academic performance is based on varying combinations of the following components:

- a) Assignments, Quizzes, Class participation,
- b) Project Work and or term paper(s)
- c) Mid-term Examination
- d) End Term Examination

While components (c) and (d) are mandatory for area recommended, doctoral and MBA/EMBA level compulsory courses, relative weights of the components for a specific course will be at the discretion of the instructor. For doctoral level courses, the evaluation scheme and the weights for each component in the scheme vary from course to course. The course instructor has the option to choose the mode of written examination. It could be in a classroom, open-book/closed-book, or take-home examination/assignment.

The evaluation schemes for every course are conveyed to the scholars at the beginning of the course, along with the course outline. Attendance is a must for Mid and End-Term examinations for each scholar in each term, failing which he/she will be debarred from the registration for next term. Such scholars are required to continue from that term along with the next batch.

No repeat Mid/End Term will be allowed under any circumstances except for recorded absence in any Mid/End Term exam due to the death of immediate family (parents, spouse, siblings, and children) or on medical reasons. If the reason for absence for the Mid/End Term examination does not come under Medical/emergencies, a loss of two grades will be imposed after re-examination

results. If the scholar is unable to appear for the re-examination on the said due date, he/she will be awarded ‘F’ Grade.”

IIM Jammu follows a system of continuous evaluation. Throughout the term, the scholar will be tested on his/her ability to understand concepts, learn techniques, and apply them to problems in the real world. At each stage of the course, the scholar would be in a position to assess his/her performance and take measures to make improvements.

4.1 Grading System

A ten-point grading scale with corresponding letter grades as follows is used:

Letter Grade	A+	A	A-	B+	B	B-	C	D	F
Grade Point (GP)	10	9	8	7	6	5	4	3	0

The Term Grade Point Average (TGPA) is calculated by computing the sum of grade points in respective courses multiplied by their respective credits and dividing it by the total credits for all courses in the term. Similarly, the Cumulative Grade Point Average (CGPA) is calculated at the end of each term as a composite index of the academic performance of the scholar up to that stage in the Program.

$$TGPA = \frac{\sum (Course\ GP * Course\ Credits)}{\sum Gradable\ Credits}$$

Similarly, the Cumulative Grade Point Average (CGPA) will be calculated at the end of each term as a composite index of the academic performance of the student up to that stage in the Program. Therefore, it means that TGPA is an indicator of student performance for a term, whereas CGPA is an indicator of student performance in an academic year.

A good instrument for evaluation should be able to distinguish between learners with different levels of the course proficiency & understanding right from the basic to the advanced levels. Such carefully planned evaluations help a lot towards the closure of the course to arrive at the justifiable grade ranges for the course. The Faculty Member will assign a numeric score to each student, which will be the weighted sum of component scores. Numeric score for individual components along with class distribution of scores may be communicated to the students. Any student desires clarification on his/her numeric scores in any component can discuss and resolve the matter with the concerned course instructor(s) within two days of receiving/publishing of marks.

For each component of the evaluation, the faculty member will communicate the performance of scholars through marks only. At the end of the course, the faculty member will aggregate on all the components of evaluation using the weights he has prescribed in the course outline. He shall compute the weighted cumulative marks and give the appropriate grade. The numeric score for individual components, along with class distribution of scores, may be communicated to the scholars.

While submitting the final scores of students in a course to the Program office, the Faculty Member will also specify the score range for each letter grade. To avoid the problem of skewness, grading pattern should follow an approximately normal distribution except that the discretion should be used while awarding grades D and F. Faculty members are required to follow the following grading guidelines for courses with a total enrollment of more than 20 students:

Grade Type	Suggested percentage of students of total course strength
Letter grade A (A+, A, A-)	About 30%
Letter grade B (B+, B, B-)	About 60%
Letter grade C, D, and F	About 10%

In each course, a scholar is thus awarded a letter grade only. The weighted average for all courses taken by a scholar in the Program is called the Cumulative Grade Point Average (CGPA). Please note that the weights used to compute CGPA are the number of credit hours for a course.

4.2 Academic Criteria for the Course Work

A scholar must satisfy the following conditions at the end of each term of the first year to be eligible for promotion to the second year of Ph.D.:

- a) A minimum GPA of 6 in each Term
- b) A minimum CGPA of 6.5 at the end of each Term
- c) Not more than 2-Ds in the First Year

In case a scholar fails to attain the required GPA after any term, his registration will be canceled.

Scholars are advised to obtain their answer sheets from the Ph.D. Office and seek clarifications (if any) from the faculty. The Ph.D. Office will display online the grades obtained by all the scholars in a particular term, three weeks after the end of the term. *The notice will be displayed for 3 days, during which scholars can verify the accuracy of the grades. After this period, the grades will be finalized and informed to the scholars. After the grade sheets are finalized by the Ph.D. Office, no request for re-evaluation or change in grade will be entertained.* Each scholar is expected to attend a minimum of 80% of classes in each course (i.e., in a 3-credit course, 16 classes out of 20) to avoid grade-drop penalty. The grade penalty will be imposed on all the scholars, who do not

meet the minimum 80% attendance requirements in each course in the following manner.

Attendance of Scholar (%)	Grade Penalty
More than or equal to 70% but less than 80%	One grade drop (e.g., from A+ to A)
More than or equal to 60% but less than 70%	Two grade drop (e.g., from A+ to A-)
More than or equal to 50% but less than 60%	One letter drop (e.g., from A+ to B+)
Less than 50%	F grade will be awarded

For scholars who do not fulfill the academic requirements of the Program within the stipulated time, the Doctoral Committee may review the situation and may cancel the registration of the scholar in consultation with the Area Chair. The scholar whose registration has been canceled on any grounds may file an appeal to the Director, who, in consultation with the faculty council, may reconsider his /her case and take decisions accordingly. The decision of the Director on such appeal will be final & binding.

4.3 EXAMINATION RULES

Following examination rules will be observed for Mid & End Term examinations:

- (a) Students must carry their institute identity cards during the examinations.
- (b) Dress Code- Decent Casuals/ formals, [anything like boxers, bathroom slippers, sleeveless wear etc. which is detrimental to student's image as a management professional, is not acceptable]
- (c) All students must occupy their respective seats as per the seating plan 15 minutes before the starting time for Mid-term and End-term exams. Any student found shuffling the seating arrangement, or not occupying his/her seat at the scheduled commencement time for the examination may be debarred from the examination.
- (d) Doors of the Examination Hall will be closed five minutes prior to the commencement of the examination. Late comers will be allowed only after 15 minutes from the time of start of the examination.
- (e) If any of the students arrive in the examination hall after 30 minutes from the start of the exam, they will not be allowed to take the exam and have to contact the Exam committee immediately.
- (f) Students must put their signatures and the serial number(s) of the answer books/ supplementary sheets on the attendance sheet. Answer sheets without name/roll numbers may not be evaluated.
- (g) Students are not permitted to use pencils for writing answers in examinations.
- (h) Students are not permitted to carry any of their mobile phones/bags/folders/ notes into the examination hall. All such materials, other than those specified by the instructor to the Program Office, must be kept outside the examination halls, before the start of the examination. If any such material is found on the chair flap or lower rack of the student's chair, or anywhere in or around the Program Office Block, other than the specified place, the same will be considered an attempt to use unfair means. Further, mobile phone found in possession during the examination, will be confiscated
- (i) Any violation of the above will be severely dealt with. If found, the same will be confiscated and appropriate action would be initiated. The mobile phone/ device will be returned only under provision 13.3 of this manual.
- (j) No answer book(s) or question paper(s) will be issued to any student as long as he/she is in possession of any book/ notes/bags, etc. However, with the permission of the instructor(s) concerned, prescribed books are allowed to be brought in for an open book examination. Bringing any other book(s) (for open book examination) will also be considered as adopting unfair means.
- (k) Ordinarily no student would be permitted to temporarily leave the examination hall while the examination is in progress. Permission to temporarily leave the hall may be granted in exceptional circumstances.
- (l) No student shall be permitted temporary absence from the examination hall during the first 45 minutes of an examination.
- (m) No student shall be permitted temporary absence from the examination hall during the last 30 minutes of an examination.
- (n) Not more than one student shall be permitted temporary absence from the examination hall at any given time.
- (o) The period of permitted temporary absence from the hall must be recorded in the sheet provided in the examination hall and must not exceed 2 minutes.
- (p) Any student finishing the examination early and leaving the examination room early must leave the class room area immediately. Silence must be maintained when arriving for or leaving from an examination.
- (q) When the examination is in progress, if any student is found discussing anything with another student, either in or outside the examination hall, the same will also be treated as adopting unfair means. Strict vigilance and random checking will be done in this regard, and severe punishment will be imposed whenever a student is found to be violating these regulations.
- (r) Exchange of calculators, mathematical and other tables, charts, books/ notes/ cases etc., is not permitted during examinations.

- (s) Instructors/Invigilators have been authorized to summarily disqualify any student who is found to violate any of these instructions or resorting to any unfair means.
- (t) Use of unfair means in examinations will be treated as a serious disciplinary offence wherein the student may be debarred from writing the exam and may have to repeat the course in following academic year. Such a student may be declared ineligible for promotion/ placement/ award of degree until successful completion of the examination. If the student is found to be using unfair means in examinations again, the student's registration in the Program may be terminated and the student may be expelled from the program.
- (u) Under no circumstances, the answer books are to be taken out of the classrooms/ examination halls. Handing in the answer books will be the sole responsibility of the student.
- (v) There will be no compensatory examination on account of absence from mid-term and end-term examinations on any ground. Thus, any absentee will be awarded '0' (zero) marks on account of absence in any component of the evaluation scheme. Students on medical and authorized leave may, however, be given an opportunity to repeat course(s) in the next academic session, or appear in a special examination if so permitted by the Chairperson (MBA).
- (w) All students are required to submit compulsory feedback for faculty members, in the prescribed format floated by the Program Office, just before the Mid Semester and End Semester examinations. Faculty feedback is crucial and a critical aspect of IIM Jammu so all students should use it wisely. It is expected that all students to be true and honest while giving in responses. All the responses will be anonymous and the response of the individual will be kept confidential. **All such students who do not submit the faculty feedback, as per promulgated date and time, will not be allowed entry into the examination.**

4.4 ACADEMIC DISCIPLINE & INTEGRITY

- a) The Institute attaches utmost importance to strict integrity and honesty in academic work by the students. Students must maintain strict discipline in classrooms, examinations, quizzes, projects, assignments, and all other segments of academic work.
- b) Resorting to copying or helping to copy in any form in examinations or quizzes or home assignments or other elements of evaluation, and/or reproducing passages from written work of others without necessary acknowledgement, and/or passing on or receiving papers in connection with any academic work to be evaluated, and/or canvassing for grades is strictly prohibited.
- c) Unless otherwise specified by the concerned faculty, the students must not collaborate in any way with anybody. In other words, the answers as presented to the concerned faculty should be independent work of each student. They are advised that they should not, in their own interest, communicate their written analysis or answers of home assignments to any other students.
- d) Bringing laptops to the classes is strictly prohibited. Laptop is allowed in the class room only upon the instructions of course faculty.
- e) Mobile phones, tablets, iPads etc. are totally banned in the class and examinations unless allowed by the concerned faculty. In the incident of possession of these electronic gadgets in the class/examination hall by any student, the student may be debarred from classes/examinations, and appropriate disciplinary action will be decided by Chairperson (Doctoral Program) in consultation with Doctoral Committee.
- f) Eatables viz., tea, coffee, snacks and any other items are strictly prohibited in the class rooms.
- g) All students must attend classes, project presentations, examinations in a formal decent dress.
- h) All students must attend all institutional functions as attendance will be taken and will be submitted to Program Office.

i) Academic indiscipline.

Following may be treated as (but not limited to) acts of academic indiscipline:

Marking or attempting to mark proxy attendance in class, canvassing for marks/grades with faculty members, approaching the faculty for relaxation in certain academic norms, use of mobile phones in class, misbehaving with a student/faculty, and creating indiscipline in class.

On receiving a complaint from an instructor against a student or acting suo-moto, Chairperson (Doctoral Program) or Administrative Officer - Academics, shall initiate disciplinary action against any student for any alleged misconduct. The Chairperson (Doctoral Program)/ Administrative Officer (Academics) and/or the Doctoral Program Committee may conduct an enquiry if needed, The Doctoral Program Committee may impose any one or more of the following penalties depending on the severity of the case:

- Fine, public apology and community service
- Declaring the student ineligible for scholarships/award/students' bodies or participation in management festivals, international student exchange program
- Letter grade drop/ 'F' grade in one or more courses
- Barring from Placement
- Termination/expulsion from the program
- Any other punishment as deemed appropriate

5.0 Comprehensive Examination

5.1 Objective

The objective of the Comprehensive Examination (CE) at the end of the first year is to test whether the scholar has obtained a satisfactory level of comprehension and application of the concepts learned in his/her field of specialization. The CE is not to test knowledge of a discrete collection of topics in the Area. The comprehensive examination consists of a test covering the scholar's major Area.

The scholars are required to appear for the CE on completion of the required course work. Ideally, a scholar should complete his/her course work by the month of April of the first year and prepare for the CE. The Chairperson (Doctoral Program) informs different Area Chairpersons about the names of the scholars who have completed their course work and are required to appear for the CE.

5.2 Comprehensive Examination

The Area decides upon the format of the comprehensive examination for each scholar in their area. The same could be offered, as a written examination or a review of a few important papers or a term paper on a specific topic or any other format as decided upon by the area. The candidate should finally appear for an oral examination in front of the Area Comprehensive Examination Committee.

5.3 Area Comprehensive Examination Committee

There will be a three-member examining committee for each eligible Ph.D. Scholar in the comprehensive examination. Each of the members is a faculty member of the Institute from three different areas, including one from the Area to which the student belongs. Ph.D. Committee will jointly decide and approve the modalities and design of the comprehensive examination case by case.

5.4 Grading of the Comprehensive Examination

The comprehensive examination would be graded as Pass or Fail. A grade 'Pass'

signifies the minimally acceptable performance expected from a Ph.D. scholar. A 'Fail' indicates that the answer is not up to the standards expected from our Ph.D. scholars. Time Limit for Comprehensive Examination

The scholar must appear for the Comprehensive Examination by the end of June after completing the course work phase, failing which his/her monthly stipend will be withheld from the month of July. Under special circumstances, the date of CE may be extended by up to a maximum of 3 months upon prior application from the scholar and recommended by the Chair. In case of unsatisfactory performance in the CE, one re-examination is permitted. But it must be taken by the scholar within 3 months of the first CE. If the scholar clears CE in the second attempt, the withheld stipend will be released. If the scholars fail to clear CE in the second attempt also, he will have to withdraw from the Program.

6.0 Thesis Work

6.1 Objective

The Thesis should be a scholarly contribution to the knowledge pertinent to the understanding and resolution of management problems. The scholar 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.

6.2 Thesis Advisory Committee (TAC)

The Thesis Advisory Committee (TAC) will be formed in the Term-I of the 1st year. The TAC will be formed by internal faculty members from the area in consultation with the Research Scholar. The TAC for the respective scholar will be recommended by the area to Ph.D. Office and will comprise of one chair (internal faculty member) and two members (one internal faculty and one external expert from abroad preferably from the partner institutions). Faculty members with proven research credentials and publications in the area of specialization in which research scholar wants to pursue his/her research will be the members of the TAC. Preference will be given to all faculty members with previous experience of Ph.D. supervision.

The existing internal faculty member of TAC may become the chair if He/ She fulfills the minimum requirements i.e., Minimum 2 publications in A category journal, if and when required.

The scholar develops a written thesis proposal, and with the agreement of the thesis advisor gives an **Open Seminar** on the thesis proposal. The proposal must be approved by Doctoral Committee.

If the circumstances demand, the Chairperson (Doctoral Program) may, in consultation with the scholar and the Chair of the TAC, reconstitute the TAC. A Co-Chair TAC will be appointed (from amongst TAC members) if TAC Chair proceeds on long leave or quits the services of the Institute, and Ph.D. candidate's pre-thesis submission seminar is not over. In case TAC Chair proceeds on long leave or quits the services of the institute before the thesis proposal seminar of the candidate, the TAC will be reconstituted. Scholars should submit the TAC Change Form (Annexure IX) to the Ph.D. Office for the same.

1. The role of TAC members includes the following:
2. Supervise and guide the Ph.D. scholar continuously
3. Judging the adequacy of the research design for the Thesis Proposal
4. Attending the thesis seminar to be presented by the scholars and to provide feedback.
5. Providing written feedback on the draft thesis submitted by the scholar

6.3 Thesis Proposal Seminar

Each of the Ph.D. scholar will prepare a thesis proposal and a synopsis of it and submit hard and soft copies of both to the Ph.D. office. The hard copies of proposal and synopsis will be forwarded to the Doctoral Committee. The proposal should contain a survey of literature and context description on the subject. Scholars 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. When the TAC agrees on the adequacy of the research design, the scholar 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 scholar through TAC should give advance notification to the Ph.D. Office for arranging the seminar, in the interest of better participation from the institute's academic community. During summer vacation, Ph.D. Office will schedule the seminar considering the availability of faculty members.

6.4 Guidelines for Preparing Thesis Proposal and Presentation

The purpose of the Thesis Proposal and its presentation (Thesis Proposal Presentation) is to provide a formal occasion for the student to receive feedback on and gain the approval of his or her thesis proposal and incorporate significant changes in direction based on faculty input. It should also reflect a fairly advanced stage of study design for at least part of the Thesis.

Ideally, the Thesis Proposal Presentation must be passed by the end of six months after passing CE. There is no limit to the number of times a student may repeat a Thesis Proposal Presentation, but the student's failure to fulfill this requirement within nine months after passing his CE will be considered as "unsatisfactory performance," and the Fellowship will be withheld until this requirement is satisfied. In exceptional circumstances, the Doctoral Committee may consider extending this time limit by a maximum of 3 months on receiving a written recommendation from the Thesis Advisor. Permitted leave without fellowship will be taken into consideration in calculating this time limit.

6.5 Guidelines for Drafting a Thesis Proposal

The proposal should contain a survey of literature and context description on the subject. Scholar 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.

The proposal should also include an overview of the intended publication planning and contain the detailed research plan of at least one of the papers; a preliminary research plan of at least a second paper, including evidence of the feasibility of the methodology and data availability; and an overview of a third paper. It is acceptable to present alternative possibilities for the third paper. If a paper has already been submitted for publication, the manuscript should be included with the proposal.

6.6 Guidelines for Thesis Proposal Presentation

At the Thesis Proposal Presentation, the Ph.D. scholar will present his/her proposal to a panel invited to the presentation and constituted of:

- The Doctoral Committee including the TAC chair.
- Members of TAC
- Other faculty members from IIM Jammu

- Faculty members from elsewhere invited by the Ph.D. Office and the scholar to provide additional expertise in evaluating the research proposal
- Other scholars/students invited by the presenting student, including possibly one who has agreed to take notes. The discussion will be limited, however, to the presenting student, the DC, and invited faculty.

6.7 Approval and Submission of Thesis Proposal

A thesis proposal is approved only after the student has given the thesis proposal seminar, and the TAC concludes that the subject appears researchable in the way it has been proposed. TAC will ascertain that the fieldwork is likely to produce the required data, and the analytical methodology, if adequately carried out, will produce an acceptable thesis, and the student is ready for doing full-scale research. The student submits to the Chairperson (Doctoral Program) a copy of the thesis proposal approved by the TAC.

6.8 Thesis Research

Under the TAC's guidance, the scholar pursues independent and original research towards the preparation of a 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.

6.9 Research Progress Report

In order to promote a healthy system for tracking the academic progress of the scholars and to facilitate the Ph.D. Committee to take timely remedial actions, if any required, a Bi-annual reporting system has been introduced for scholars from the second year onwards. They are required to submit a quarterly report of their progress to the Ph.D. Office. The report in the prescribed format (Annexure XII) signed by the TAC Chair and should reach the office latest by the end of every 06 months.

6.10 Draft Thesis

The principal purpose of the Thesis is to demonstrate the scholars' 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 the evidence required. The Thesis need not be of book-length. The scholar submits one copy of the approved draft thesis duly signed by the TAC members to the Ph.D. Office. The draft thesis needs to be submitted before proposing the thesis seminar.

6.11 Publication Requirements

Following are the pre-requisites for thesis defense:

1. One Journal Papers accepted/ published in A* or A**, or
2. 2 'A' or 'B' category as per IIM Jammu journal classification (as in table below).
3. These publications **MUST** be from the thesis work of the scholar.

Category of publication	Source
A**	FT 50

A*	ABDC- A*/ABS 4*/ISI-IF (4 & above)
A	ABDC- A/ABS 4/ISI-IF (3 & 3.99)
B	ABDC- B/ABS 3/ISI-IF (2 & 2.99)

6.12 Thesis Seminar

The thesis seminar needs to be presented by the candidate only after s/he submits the approved draft thesis to the Ph.D. Office. Before submitting the final Thesis for defense, the scholar presents a seminar on the research to disseminate the findings to stimulate research work in the area.

The seminar also provides an opportunity to obtain feedback from the institute's academic community, including the TAC, towards better presentation and findings. These suggestions have to be included in the final Thesis. The scholar, through TAC, should give advance notice to the Ph.D. Office for arranging the seminar in the interest of better participation from the institute's academic community. During summer vacation, Ph.D. Office will schedule seminars considering the availability of faculty members.

6.13 Final Thesis Submission

After incorporating all the suggestions provided in the Thesis Seminar, the scholar submits the final Thesis along with a detailed abstract of the Thesis not exceeding 10 pages (both soft and hard copies) and signed approval forms by all the TAC members to the Ph.D. Office within three months from the date of the thesis seminar. The stipend of the scholar will be stopped after the Thesis is successfully submitted for the final defense.

6.14 Guidelines on Writing the Thesis

The scholars may refer guidelines from APA manual of style1 or Chicago manual of style2 in drafting their thesis. In general, a paper, whether it is a thesis, a report, or a dissertation, is made up of three parts: the front matter (normally referred to as prelims), the text and the reference matter. In a long paper, each of these parts may consist of several sections, but in a short paper, there may be just the title and the text. The number of sections naturally depends upon the length and complexity of the paper; for example, for a short paper, there is no point in having a table of contents. The order should be as follows (of course, parts may be omitted, but this order should be maintained).

Preliminaries

1. Title
2. Reverse of title page- a blank page
3. Letter of Transmittal certificate of approval
4. Certificate of Approval
5. Abstract
6. Table of contents
7. List of illustrations
8. List of tables
9. Preface and Acknowledgement (either together or separate)

The Text / Body

10. Introduction
11. The main body of paper usually consisting of
12. Part and chapters, including notes.

Reference Matter

13. Appendices and Bibliography

6.15 Thesis Examination Committee

When a scholar is ready to submit his/her thesis work, he/she requests the Chairperson (Doctoral Program) to appoint the Thesis Examination Committee (TEC). The Chairperson (Doctoral Program), in consultation with the TAC Chairperson, appoints the TEC consisting of two members of the TAC and two eminent external experts, preferably one from abroad, to be taken from experts' list submitted by the TAC Chair. TAC Chair will submit a panel of ten external experts (Professor level, of which five should be from abroad) with their complete contact details to Doctoral Chairperson. five .. Further, Chairperson (Doctoral Program) will take approval from the Director to select the external expert. External experts must have published research credentials in top-class journals in the Area of specialization. The role of TEC includes the following:

1. Examining the thesis work
2. Conducting an oral thesis defense examination

6.16 Non-Completion of the Program and extension

The stipulated period for completion of the course is 3 years for a regular scholar extendable up to 4 years. One year of an additional extension will be given to regular scholars under exceptional cases without Fellowship. Scholars unable to complete the Program within five years of enrolment will be terminated from the Program, and their registration will be canceled.

The stipend can be given for further six months during the first year of the extension period depending upon the recommendations of the TAC Chair and Doctoral Committee (Annexure XIII). The leftover contingency grant of the Program can be utilized during the first year of the extension beyond four years.

Others

Exceptional cases, which are not covered by these regulations, will be referred by the TACC hair to the Chairperson (Doctoral Program) for consideration. Doctoral Committee, along with a representative of the scholar will take the final decision on any referred matter.

7.0 Award of title

The scholar shall complete the following requirements before qualifying for the award of the title:

- Submit the required number of copies of the Thesis and abstracts.
- Obtain clearance from various functionaries of the institute as per guidelines with the Ph.D. Office.

For getting the award, at least three members of the Thesis Examination Committee (TEC) should declare the scholar's thesis work is seminal and recommend for the award.

On qualifying for the award of the title, scholars receive the title of "Doctor of Philosophy" at the forthcoming annual convocation. Meanwhile, a provisional certificate can be given on the scholar's request only after obtaining clearance from various functionaries of the institute.

The scholars are expected to receive the title in person.

8.0 Administrative matters

8.1 Residential facilities

The Ph.D. course needs considerable study and preparatory work beyond the classroom sessions. All scholars are required to stay on campus and would be provided with accommodation unless permitted to stay outside campus by the Chairperson (Doctoral Program). Hostel room rent is waived for Ph.D. scholars. The following Hostel rules will be applied to Ph.D. Full Time Scholars:

- The IIM Jammu Hostel is meant for the accommodation of regular scholars in the Institute's residential Program. No one else is permitted to stay in the hostels.
- During the vacation, scholars may be required to vacate their rooms so that the rooms could be used for other activities and /or maintenance. The office, if required, may provide storage facilities. It will be the responsibility of the scholars to hand over the luggage, duly packed with the necessary identification, to the office, and get a receipt thereof.
- Scholars may be required to shift their rooms at any time during the academic year, if required, and recommended by the Chairperson (Students Affairs).
- Scholars are not allowed to shift rooms without prior permission of Chairperson (Students Affairs).
- Any item like furniture/fixtures/utensils etc. will not be shifted from one place to another without prior permission of Students Affairs office staff who will keep the Chairperson (Students Affairs) / Maintenance informed.
- Scholars will allow the Maintenance Department staff of the Institute, their workers, and Students Affairs Office staff to have access to their rooms at all reasonable hours to inspect the buildings, the water supply, sanitary or electrical installations, fixtures and furniture, and to carry out such normal repairs thereto as may be considered necessary for the proper maintenance of the buildings.
- Scholars are requested to see that no water is wasted by leakage in the water supply fittings or by careless or extravagant use. Any damage or defect in the building, fixtures and fittings, electrical installation, fencing and gates, etc. should be reported to the Maintenance Department/ Students Affairs Office for necessary action.
- Any complaint regarding residential facilities or minor repairs may be lodged with the Maintenance Department/ Students Affairs Office. They will take necessary action.
- Scholars are requested to switch off the lights and fans whenever not needed. The ventilators and the rear/front doors must be closed and bolted/locked properly while they go out to avoid any pilferage/theft. The Institute will not be responsible for the loss of a scholar's belongings.
- Scholars are advised not to keep large sums of cash with them in their rooms. Each room is furnished with a cupboard. Scholars are advised to keep their valuables such as calculators, wristwatch, etc., in the cupboard when they go out of the room. Proper care of the cupboard should also be ensured. Any damage to any furniture items will have to be fixed by the concerned scholar.
- The hostel community, as a family, cherishes its belongings and expects all to treat them with care. Therefore, the scholar is expected to close doors and latch windows gently but firmly. Please avoid littering and assist the Students Affairs Office keep the hostels and the campus clean and pleasing.

8.2 Scholars are advised to provide their emergency contact No./Cell Number to the

Students Affairs Office/ Ph.D. Office.

8.3 Conduct in Hostels

Each scholar is responsible for the proper care of the hostel property he/she uses. Scholars shall be charged individually or collectively, as the case may be, for any damage they cause to hostel property.

- Scholars are advised to maintain their rooms properly.
- No pet animals/birds shall be allowed in the rooms.
- No scholar is permitted to engage any person for service of any kind, personal or otherwise without the prior sanction of the Chairperson (Doctoral Program)/ Chairperson (Students Affairs).
- Scholars are expected not to play or operate musical instruments too loudly, which may cause disturbance to others. In case of any complaint, the scholar will be liable for appropriate disciplinary action.
- Use and consumption of alcohol, drugs or any other intoxicating material in the hostels is strictly prohibited if found guilty:
 - a) First Time Incident:** Fine of Rs. 25,000/- and cost of repairing in case of damages will be imposed with warning letter.
 - b) Second Time Incident:** Fine of Rs. 50,000/- and cost of repairing in case of damages will be imposed with warning with warning letter.
 - c) Third Time Incident:** Termination from the Program.
- Non-resident visitors are not permitted in the hostels after 9.00 p.m. without prior clearance from the Chairperson (Students Affairs).
- Male scholars or visitors are completely discouraged from visiting the Girls' Hostel. Female scholars are completely discouraged from visiting the Boys' hostel.
- Scholars are expected to be on the campus on all days. Scholars leaving station temporarily are required to intimate the Chairperson (Doctoral Program) and leave their out-of-station address with the Ph.D. Office. In case a resident decides to leave the campus in an emergency situation after office hours, he/she must obtain the necessary permission from the concerned authority at the earliest opportunity.
- A scholar who violates any of the Hostel Rules is liable for disciplinary action.

8.4 Discipline

A scholar shall conform to a high standard of discipline, and shall conduct himself, within and outside the precincts of the Institute in a manner befitting the scholars of an institution of national importance. He shall have the seriousness of purpose and shall in every way, train himself to lead a life of earnest endeavour and cooperation. He shall show due courtesy and consideration to the faculty and employees of the Institute and pay due attention and courtesy to visitors.

Institute attaches great importance to integrity, honesty, and discipline. A sense of responsibility and a high degree of maturity are expected from all the scholars both inside and outside the Campus as befits future managers. The following breaches of discipline may attract immediate expulsion from the Institute:

- a) Any case of gross misconduct.
- b) Any form of malpractice during an examination.

- c) Any cases of reporting fictitious data for an empirical study.

8.5 Attendance

All Ph.D. scholars are required to mark their daily attendance in the Ph.D. office in addition to the attendance taken by course faculty in the classroom. The Institute insists on punctual and regular attendance in all classes.

8.6 Leave/Vacation

There is no provision for Summer Vacation for the Ph.D. scholars. Following leaves will be allowed to the Ph.D. scholars of IIM Jammu.

- Casual Leave: 20 days per year (The Casual Leaves will be granted for a maximum of 05 days in one spell. The Prefixing/ Suffixing of the Gazetted Holidays/ Saturdays/ Sundays will be permitted.)
- Medical leave up to two months with stipend. Can be extended up to six months without stipend. Proper certificates to be presented and duly vetted by the Institute's empaneled doctor.
- Maternity leave allowed up to six months with stipend and additional six months without stipend.
- Paternity Leave of two Weeks with stipend.
- Following will be considered as on-duty leave.
- Study leaves with financial support from other university.
- Course work leave for doing course work from other university.
- Field work leave as appropriate.
- Participation in Conference, Seminars, workshops, summer schools as permitted by the institute.
- Three Months extraordinary leave without stipend during the entire period of research.

9.0 Conference Participation

The institute provides a Cumulative Conference Grant up to ₹2,00,000 during the Ph.D. (Full Time) Program for attending one International Conference, up to two National Conferences and one Doctoral Consortium Seminar.

9.1 National Conference

The Institute provides a grant to Ph.D. scholars to attend the National Conferences/Seminar/ Workshop during their 2nd, 3rd and the 4th year of the Program (maximum two each year), but only after clearing their comprehensive examination and viva.

For attending conferences, scholars are required to write a paper for the presentation/acceptance at the conference. However, under exceptional circumstances, scholars are permitted to participate in a conference of high value based on the recommendations of the TAC Chair and Chairperson (Doctoral Program). But during that year the scholars are not permitted to avail the Institute's grant to attend any other national conference.

9.2 International Conference

Ph.D. scholars are allowed to attend one International Conference after submission of the thesis proposal. Ideally, scholars should use this conference to refine their thesis proposal. It is advised that they can identify the right conference/doctoral consortium as a forum to avail this opportunity. Full Time Ph.D. Scholars can attend one more International

Conference from their cumulative contingency grant.

The scholar must take prior approval well in advance from the Chairperson (Ph.D.) for attending any National/ International Conference. Institute will provide financial support as mentioned in this manual for attending National/International Conference only to the regular full-time residential scholars.

9.3 TA & DA Norms for Ph.D. Residential Program

- **Traveling Allowance (TA)**

- Journey to be performed mostly by Train and where train is not connected; bus/ Share Taxi can be availed. The maximum entitlement is 3rd AC railwayfare or equivalent.

Daily Allowance (DA)

- Rates of DA for a halt at various stations/ localities are given below

A-1 Class cities		A Class cities and especially expensive localities		B Class cities and expensive localities		Other localities	
Ordinary	Hotel	Ordinary	Hotel	Ordinary	Hotel	Ordinary	Hotel
In Rupee	In Rupee	In Rupee	In Rupee	In Rupee	In Rupee	In Rupee	In Rupee
230	505	185	405	150	330	120	225

- The admissible number of days for DA would be one day in advance of the conference + number of days of the conference + one day after the conference, in addition to the journey period.

Basis for DA Calculation

- Absence from Headquarters on a calendar day basis, i.e., from midnight to midnight
 - Absence not exceeding 6 hours - Nil
 - Absence exceeding 6 hours but not exceeding 12 hours 70%
 - Absence exceeding 12 hours 100%
 - Journey DA period is only at ordinary rates, as mentioned in column (4).

Eligibility for DA under Various Circumstances

- Free boarding and lodging: 25% of the ordinary rate Free boarding alone: 50 % of ordinary rate Free lodging alone: 75% of ordinary rate Stay in office building/ guest house: 75 % of ordinary rate Own arrangement: 100 % of ordinary rate
- Stay in the hotel and another establishment including private lodges: 90% of ordinary rate + lodging charges restricted to hotel rate.
- Note 1: Claim for hotel rate of DA to be supported by payment vouchers. Note 2: Tax charged by the hotels allowable subject to overall ceiling
- For Attending International Conferences
- DA: 2/3rd of the DA as applicable to the faculty members, depending upon the country of visit
- HOTEL: Economy class hotel (up to 3 stars) (maximum up to 100 US\$ per

day

9.4 International Exchange Program

Under the International Exchange Program, Ph.D. scholars identify and communicate with the faculty members of the Foreign/ Partner Institutions to explore assistance-ship from the Foreign Institutions to take care of their board/lodging expenses during their visit abroad. The exchange visit duration is normally between 3 and 6 months.

The Institute facilitates identifying the right institutions for individual students. 50% of the travel expenses are borne by the Institute and for the remaining amount, each student bears the expenses by themselves or utilize the fund created for attending international conference or explore to different funding agencies for getting assistance/grant.

9.5 Withdrawal from the Program

A scholar wishes to withdraw from the Program at any time must give it in writing. He/she should also obtain a “No Dues Certificate” (as per format at Annexure XXIV) from Accounts, Library, Hostel, Computer Centre, Ph.D. Office, Program Office, and submit it to the Ph.D. Office for settling his/her accounts. Scholars withdrawing from the Program will not be issued any formal transcripts or partial course completion certificate.

9.6 Refund

All fees paid by a scholar, other than Caution/ Security Deposit, are not refundable once a scholar has been admitted to the Institute. The Security Deposit will be refunded at the end of the Program, after receipt of “No Dues Certificate” from the Ph.D. Office.

9.7 Taking Other Courses

Ph.D. scholars are not allowed to take any other full time or Working Professional course outside without written permission from the Institute.

9.8 Partial Course Completion Certificate

Ph.D. scholars will not be issued any formal transcripts or partial course completion certificate before completion of the full Program.

10.0 Other Policies

10.1 Issues around Sexual Harassment and Safety of All on Campus

Acts of sexual harassment are covered under The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Section 354 of Criminal Law (Amendment) Act, 2013. Upon receipt of the information on such instances by anyone to any authority in the Institute, the said authority shall immediately report the complaint to the Chairperson, Gender Sensitivity Committee (GSC). The Chairperson of GSC shall arrange for a detailed investigation of the case and submit the report to the Director and Ph.D. Committee with a proposed course of action against the offender(s). The Ph.D. Committee will implement GSC's proposed course of action promptly. GSC's Policy Guidelines are binding on all parties concerned. Misuse of this policy will invite expulsion of the candidate from the institute.

10.2 Plagiarism Policy

IIM Jammu expects that scholars, faculty, research staff, all uphold academic integrity and practice exemplary scholarship. While submitting term papers, assignments, presentations, proposals, Thesis, papers it is expected that the scholar who is submitting will ensure that it is his/her work, he/she will acknowledge the work of other sources that he/she has borrowed from and make it explicit who he/she has consulted in completing the work. Failure to acknowledge consultation, help, or sources are all treated as plagiarism. Plagiarism is judged by output and not by intent. Plagiarism includes copying, colluding (working with someone inside or outside the Institute while the requirement is that a scholar

works alone), submitting someone else's work as one's own.

Plagiarism might be in the form of:

- Copying text, ideas, figures, tables, computer code, mathematical derivations, and presenting it as yours. Changing it very slightly and not citing the source from which you took the original idea.
- Paraphrasing by substituting words, by changing the order of words or phrases and presenting it as your own.
- Paraphrasing by joining two or three short phrases from one or more sources.
- Not putting quotation marks for phrases, sentences, paragraphs cited verbatim from other sources.
- Making a collage by cutting and pasting from the internet and openly available sources.
- without acknowledging the sources.
- Copying from terms papers, assignments from previous year scholars.
- Copying from unpublished sources available to a limited audience.
- Presenting an idea that you may have thought of but is also found in another place like yours and not acknowledging who else and where has a similar notion been presented.
- Getting someone else (paid or non-paid) to do your work and presenting it as your work.
- Copying from your own work published or unpublished in the past without citing or mentioning it explicitly.

Use the Chicago Style Guide, or APA Manual (7th edition) or any style indicated by the faculty or the outlet to which you are reporting to cite, acknowledge work cited or quoted by you. If you have any doubts, please ask a colleague, faculty, or the Ph.D. Office for further clarification. You could also refer to <http://plagiarism.org/>. Learning to cite and refer appropriately is the writer's/author's/individual responsibility. Ignorance about style, rules is not a sufficient excuse to indulge in intentional or unintentional plagiarism.

Plagiarism is viewed as a severe offense, and it will attract penalties, including possible expulsion from the Institute. Complaints of plagiarism will be first made to the Chairperson (Doctoral Program) by the faculty, and the Chairperson (Doctoral Program) will then initiate an inquiry and reach a decision. The scholar will have the right to appeal to the Director, whose decision will be final.

10.3 Grievance Redressal Policy

In the course of their Program, it is sometimes possible that the scholar may face issues which affect his/her well-being or ability to complete the Program. For those rare but possible cases, the Ph.D. Office has the following procedure in place for the scholar to receive a fair hearing.

The process to be followed by the Ph.D. scholar and office to resolve Program-related issues for any issue, the Ph.D. scholar faces that he/she needs to be redressed and the Academic Advisor, Area Chairperson or TAC Chair is unable to help the following process may be followed:

The scholar submits a written complaint detailing the issue to the Chairperson (Doctoral Program). As a first step, the Chairperson (Doctoral Program) will meet with the scholar and ascertain if the problem can be solved by dialogue and discussion with the scholar and the concerned party. In case such intervention does not resolve the issue the Chairperson (Doctoral Program) will form a sub-committee of two or three faculty members to address the problem in the fairest possible manner.

The scholar if still dissatisfied, can appeal to the Director, who is the highest appellate authority in the Institute. The Director's decision will be final.

10.4 Publication Ethics and Authorship Norms

Norms for publication ethics and authorship are well established among the academic community, such as the one specified by the Committee on Publication Ethics (COPE)³².

Attribution of authorship depends to some extent on the discipline but, in all cases, must be based on substantive contributions to a combination of the: conception and design of the project; analysis and interpretation of the research; drafting significant parts of the work or critically reviewing it to contribute to the interpretation.

Each author must have participated sufficiently in work to take public responsibility for at least that part of the work they contributed. All persons designated as authors must qualify for authorship, and all those who are eligible must be offered authorship.

Authorship must not be offered to those who do not meet the requirements set out above. The right to authorship is not tied to position or profession: ghost, gift, or honorary authorship is unacceptable. For example, none of the following contributions justifies, including a person as an author: being an Organizational Unit head, holding other positions of authority, or personal friendship with the authors. providing a technical contribution but no other intellectual input to the project or work to be submitted. providing routine assistance in some aspects of the project, the acquisition of funding, or general supervision of the research team. providing data that have already been published or materials obtained from third parties but with no other intellectual input. Where relevant, the term 'editor' should be applied only to a person who has played a significant role in the intellectual shaping of a publication.

Where appropriate, other persons who contributed to the research but did not meet the criteria for authorship should be named in the acknowledgements. This includes those who have contributed facilities, materials or technical or other research or technical writing assistance. Funding bodies should always be acknowledged in a manner consistent with that described in the relevant funding agreement. Where individuals are to be acknowledged, authors should make all reasonable steps to obtain their written or email consent.

The order of the names in a publication is decided according to the quality of the contribution, the extent of the responsibility and accountability for the results, and the custom of the discipline.

The attribution of authorship is not affected by whether researchers were paid for their contributions or by their employment status.

An author who submits a manuscript for publication accepts the responsibility of having included as co-authors all persons who are entitled to co-authorship, and none who are inappropriate. The submitting author should send each co-author a draft copy of the manuscript and should make a reasonable attempt to obtain consent to co-authorship, including the order of names; other contributions should be indicated in a footnote or an "Acknowledgements" section, by the standards of the discipline and the publisher.

Author(s)' Responsibilities

All researchers must take all reasonable steps to ensure that their findings are accurate and properly reported. If they become aware subsequently that their findings were inaccurate and improperly reported, then researchers should take all reasonable steps to correct the record.

All researchers have a responsibility to accurately assign credit for contributions to a research publication or outcome.

Each author of a research publication takes responsibility for the validity, originality, and integrity of the research that they contributed, or permitted to have been contributed, to the research that is disseminated. Each author must be offered the opportunity to review and approve the final version of the work to be submitted for publication.

A researcher must, prior to publication of any research that names the researcher as an author, assure himself / herself that: authorship has been offered to all people who meet the criteria for authorship listed above; and appropriate steps have been taken to obtain each person's written or email notification of acceptance or disclaimer of authorship within a reasonable time of the offer being made.

- Collaborating researchers should agree on authorship and author order of a publication at an early stage in the research project and should review their decisions periodically. Where a publication has several authors, one author should take responsibility for:
 - a. recording authorship and managing communications about the publication with the co-authors and editor/publisher.
 - b. ensuring that all authors acknowledge their authorship and contribution in writing or by email before submitting the work for review.
 - c. keeping a record of such correspondence for the period described.

Models to Promote Authorship and Author Order Discussion

Some of the models that promote authorship and author order discussion are as follows:

- American Psychological Association (1992) Ethical principles of psychologists and code of conduct.
- American Psychologist 47: 1597-1611.
- Beveridge CA and Morris SE (2007) Order of merit. Nature 448: 508, www.authorder.com.
- Winston RB (1985) A suggested procedure for determining the order of authorship in research publications.
- Journal of Counselling and Development 63: 515-518.

Indian Institute of Management Jammu

RESEARCH SCHOLAR COURSE REGISTRATION FORM

NAME: _____ ROLL NO.: _____

AREA: _____ TERM: _____

No.	Name of the Course	CREDITS	PGP / Ph.D.
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
Total Credits			

Date: _____

 Signature
 (Scholar)

 Approval from Area Chair

 For Office Use Only

Registered for PGP – Term I/II/III or Term IV/V/VI and Ph.D. Courses

Signature of Chairperson (PGP)

Signature of Chairperson (Doctoral Prog.)

 Course Material issued from Program Office

 Signature of Administrative Officer (Academics) with Date

Indian Institute of Management Jammu

FORMAT FOR RELEASE OF MONTHLY STIPEND
(To be filled in by the Research Scholar)

To
The Chairperson (Doctoral Programme),
Indian Institute of Management Jammu

Month for which claimed:

I am a bonafide student of the Ph.D. Program at IIM Jammu. I have pursued the academic work for the month, in accordance with the Academic Schedule. The Scholarship amount for the month may please be released.

Name (in capital letters):

Signature:

Registration Number:

Date:

To be filled in by the Academic Office

Stipend Payable for the month of:

Number of days in this Month:

Number of days for which stipend to be paid:

Amount to be paid: Rs.:

Deductions (if any): Rs:

Net payable amount: Rs.:

Remarks:

Date:

Administrative Officer (Academics)

Chairperson (Doctoral Program)

Indian Institute of Management Jammu

THESIS ADVISOR ALLOCATION FORM

I, <NAME OF THE SCHOLAR> _____, <ROLL NO> _____,
scholar in the <AREA> _____ hereby declare that I want to work under Prof. (Dr.) _____

- Y as a Research Assistant (RA) for Term II / Term III in First Year (Strike whichever is not applicable)
- Y as a Teaching Assistant (TA) for Term I / II / III during Year III / IV (Strike whichever is not applicable)
- Y as a Summer Project Intern at the end of the First Year.
- Y for CIS I in Term IV (Second Year)
- Y for CIS II in Term V (Second Year)
- Y for Mini Dissertation after Term V (Second Year)

The Topic I shall be working (except for RA and TA) is _____

Basic Thrust of Study (except for RA and TA): Library Based | Field Work Based | Any Other

(Signature of the scholar with Date)

(Signature with Date indicating Consent of Academic Advisor)

(Signature of Area Chair with Date)

(Approval from Chairperson (Doctoral Program) with Date)

TITLE OF THE SUMMER RESEARCH INTERSHIP REPORT

A Summer Research

Internship Report By

(Name of the Ph.D. Scholar)

Submitted on (Date)

Approved by the Academic Advisor and Area Chair

1. Prof. _____ [Academic Advisor]

2. Prof. _____ [Area Chair]



Indian Institute of Management Jammu

Orientation Program

July 14 – 18, 2025

Venue: Mandapam (Auditorium), IIM Jammu

6th Batch of Ph.D.
&
4th Batch of Ph.D. (WP)
&
10th Batch of MBA
&
4th Batch of MBA (Healthcare)
&
5th Batch of EMBA

Day 1: July 14, 2025 (Monday)

(Overall Coordinator – Prof. Nitin Upadhyay)

- 06:00 am – 07:00 am : ‘Maximize Happiness and Mindfulness’ by **Shri Sahil Mehra, Yoga Guru**
(Coordinator: Prof. Shyam Narayan Lal)
- 08:30 am – 10:00 am : Self-Introduction by Faculty Members and new Batch Students
(Coordinator: Dr. Jai Kamal and Dr. Apurva)
- 10:00 am – 10:15 am : Break**
- 10:15 am – 11:15 am : “Academic Rigor and Code of Conduct” by **Prof. Nitin Upadhyay**, Dean (Academics)
- 11:15 am – 12:15 pm : ‘Academic Regulations, Academic Discipline and Student Handbook’ by **Shri Arup Bhattacharya**, Administrative Officer – Academics
- 12:15 pm – 12:30 pm : Break**
- 12:30 pm – 02:00 pm : Inaugural Program**
(Master of ceremony – Dr. Parvathy B.)
- 12:30 pm – 12:36 pm : Inauguration of Hostel Complex by the Chief Guest, **Hon'ble Minister of State (I/c), Dr. Jitendra Singh Ji**
- 12:36 pm – 12:40 pm : Sapling Plantation by the Chief Guest
- 12:40 pm – 12:43 pm : Arrival of the Chief Guest at the Auditorium
- 12:43 pm – 12:45 pm : Lighting of Lamp by the Chief Guest and dignitaries
- 12:45 pm – 12:47 pm : Saraswati Vandana by Students
- Dr. Milind Kamble, Chairman BoG, IIM Jammu will preside over the function
- 12:47 pm – 12:49 pm : Felicitating the Chief Guest and other Dignitaries by the Director, IIM Jammu

- 12:49 pm – 12:53 pm : Presentation on Students Profile by **Dr. Sarbjit Singh**, Chairperson (Admissions)
- 12:53 pm – 12:58 pm : Address by **Prof. Nitin Upadhyay**, Dean (Academics)
- 12:58 pm – 01:03 pm : Address by **Prof. Jabir Ali**, Dean (Faculty and Research)
- 01:03 pm – 01:08 pm : Address by **Prof. (Dr.) Shakti Gupta**, Director AIIMS Jammu
- 01:08 pm – 01:15 pm : ‘Welcoming the New Batch’ by **Prof. B.S. Sahay**, Director IIM Jammu
- 01:15 pm – 01:20 pm : Presidential Address by **Dr. Milind Kamble**, Chairman, BoG, IIM Jammu
- 01:20 pm – 01:35 pm : Address by the Guest of Honor **Shri Amitava Chatterjee**, MD and CEO, J&K Bank
- 01:35 pm – 01:54 pm : Inaugural Address by the Chief Guest **Hon'ble Minister of State (I/c), Dr. Jitendra Singh Ji**
- 01:54 pm – 01:59 pm : Vote of Thanks by **Dr. Muqbil Burhan**, IIM Jammu
- 01:59 pm – 02:00 pm : National Anthem
- 02:00 pm – 03:00 pm : Lunch**
- 03:00 pm – 04:00 pm : Session by **Shri. Venkatadri R.**, Chief Commercial Officer, Tata Chemicals Ltd.
(Coordinator: Dr. Mahesh Gadekar)
- 04:00 pm – 05:00 pm : Session by **Shri Piyush Jain**, CMO and CDO, Agilus Diagnostic
(Coordinator: Dr. Ateeque Shaikh)
- 05:00 pm – 05:15 pm : Break**
- 05:15 pm – 06:15 pm : ‘Students’ Policy, Rules and Regulations at IIM Jammu’ by **Dr. Ashish Kumar**, Chairperson (Student Affairs), **Dr. Yashoda Devi**, Chairperson ICC and **Dr. Kapil M Gumte**, Chairperson (Anti-ragging Committee)
- 06:15 pm – 07:00 pm : Evening Snacks**
- 07:00 pm – 09:00 pm : Cultural programs by **Jammu & Kashmir Academy of Art, Culture and Languages (JKAACL)**
(Coordinator: Dr. Ashish Kumar, Chairperson Student Affairs)
- 09:00 pm – 10:00 pm : IIM Jammu Director’s Dinner**

Day 2: July 15, 2025 (Tuesday)

(Overall Coordinator – Dr. Rambalak Yadav)

- 06:00 am – 07:00 am : ‘Maximize Happiness and Mindfulness’ by **Shri Sahil Mehra**, Yoga Guru
(Coordinator: Prof. Shyam Narayan Lal)
- 9:00 am – 10:00 am : ‘4-Tier Mentor-Mentee Program at IIM Jammu’ by **Brig. Neeraj Soni** and **Dr. Kamakshi Sharma**
- 10:00 am – 01:00 pm : Session **Shri Prahlad Kakkar**, Indian Ad Guru
(Coordinator: Prof. Jabir Ali)
- 01:00 pm – 02:00 pm : Lunch**
- 02:00 pm – 03:00 pm : Session by **Shri Abhay Shrivastav**, Sr. President Operations, Mankind Pharma
(Coordinator: Dr. Kapil M. Gumte)
- 03:00 pm – 04:00 pm : Session by **Shri. Shivaraman Iyer**, Global CFO, GeBBS Healthcare
(Coordinator: Dr. Anuja Akhouri)

- 04:00 pm – 04:15 pm : Break**
- 04:15 pm – 05:15 pm : Keynote Session by **Dr. Anurag Batra**, Chairman and Editor-in Chief, BW Businessworld and Founder, Exchange4 Media Group
(Coordinator: Prof. Ravij Seth)
- 05:15 pm – 06:15 pm : ‘Job Seeker to Job Creator: J&K Entrepreneurship Ecosystem’ – A Panel Discussion by
- **Shri Atul Modi**, Founder and MD, Prevest DenPro Ltd.
 - **Shri Rajesh Jain**, MD, Vardhman Alloys
 - **Shri Annil Suri**, Chairman AB Group of Companies and MD, Tawi Arc Electrodes Pvt. Ltd.
 - **Shri Ankit Gupta**, Director, Annaphar Laboratories
 - **Shri Aagam Jain**, Managing Member, Natural Fresh Foods and State General Secretary, Laghu Udyog Bharti (LUB)
 - **Shri Hasit Singh Sachdeva**, Proprietor, R. P. Steels
(Moderator: Dr. Muqbil Burhan)
- 06:15 pm – 07:00 pm : Evening Snacks**
- 07:00 pm – 09:00 pm : **“Rang Tarang - A Festival of Theatre and Dance”**
presented by IPM 4th Batch under the direction of Padma Shri Balwant Thakur
(Coordinator: Dr. Archana Sharma, Chairperson IPM)
- 09:00 pm – 10:00 pm : Dinner**

Day 3: July 16, 2025 (Wednesday)

(Overall Coordinator – Dr. Rashmi Ranjan Parida)

- 06:00 am – 07:00 am : ‘Maximize Happiness and Mindfulness’ by **Shri Sahil Mehra**, Yoga Guru
(Coordinator: Prof. Shyam Narayan Lal)
- 9:00 am – 10:00 am : Session by **Maj. Gen. Mukesh Bhanawala**, General Officer Commanding, 26 Div.
(Coordinator: Chief Administrative Officer)
- 10:00 am – 01:00 pm : Outbound Activities (**Group A**)
(Coordinator: Dr. Ashish Kumar)
- 10:00 am – 11:30 am : Alumni Panel Discussion (**Group B**) by
- **Ms. Manisha Srivastava**, Associate Practice Director, Birlasoft
 - **Mr. Jeevan Arepally**, Senior Product Manager, Nielsen
(Coordinator: Dr. Vinod C. Durge)
- 11:30 am – 11:45 am : Break**
- 11:45 am – 01:00 pm : Session by **Shri Dhoop Mittal**, CFO, Hero Housing Finance (**Group B**)
(Coordinator: Dr. Praveen Kumar)
- 01:00 pm – 02:00 pm : Lunch**
- 02:00 pm – 03:00 pm : Session by **Shri Shafat Ahmed**, CGM, POWERGRID (Coordinator: Prof. Rajesh Sikka)
- 03:00 pm – 04:30 pm : ‘Teaching through Case Study’ by **Prof. Jabir Ali**, Dean (Faculty and Research)
- 04:30 pm – 04:45 pm : Break**
- 04:45 pm – 05:45 pm : Session by **Shri Abhishek Gupta**, Chief Marketing Officer, Edelweiss Life Insurance
(Coordinator: Prof. Prashant Mishra)
- 05:45 pm – 06:15 pm : ‘IT Support System’ by **Dr. Prakrit Silal**, Chairperson (IT), IIM Jammu

06:15 pm – 07:00 pm : Evening Snacks

07:00 pm – 09:00 pm : **“Rang Tarang - A Festival of Theatre and Dance”**
presented by IPM 4th Batch under the direction of Padma Shri
Balwant Thakur
(Coordinator: Dr. Archana Sharma, Chairperson IPM)

09:00 pm – 10:00 pm : Dinner

Day 4: July 17, 2025 (Thursday)
(Overall Coordinator – Dr. Archana Sharma)

06:00 am – 07:00 am : ‘Maximize Happiness and Mindfulness’ by **Shri Sahil Mehra, Yoga Guru**
(Coordinator: Prof. Shyam Narayan Lal)

9:00 am – 10:00 am : ‘International Student’s Exchange Program and Working in a Cross-Cultural Environment’ by **Prof. Prashant Mishra**, Chairperson (International Relations)

10:00 am – 01:00 pm : **Outbound Activities (Group B)**
(Coordinator: Dr. Ashish Kumar)

10:00 am – 11:30 am : Session by **Shri Kaushik Konlade**, Director – Talent Acquisition, Pattern **(Group A)**
(Coordinator: Dr. Mamta Tripathi)

11:30 am – 11:45 am : Break

11:45 am – 01:00 pm : Session by **Shri. Kamal Stephen**, APAC Talent Acquisition Head, SAP **(Group A)**
(Coordinator: Dr. Bijoy Rakshit)

01:00 pm – 02:00 pm : Lunch

02:00 pm – 02:30 pm : ‘Knowledge Management Center’ by **Shri Shailesh Lohiya**, Librarian IIM Jammu

02:30 pm – 04:00 pm : ‘Teaching through Case’ (MBA Section A) by **Dr. Rashmi Ranjan Parida**

02:30 pm – 04:00 pm : ‘Teaching through Case’ (MBA Section B) by **Dr. Baljeet Singh**

02:30 pm – 04:00 pm : ‘Teaching through Case’ (MBA Section C) by **Dr. Rambalak Yadav**

02:30 pm – 04:00 pm : ‘Teaching through Case’ (MBA Section D) by **Dr. Mahesh Gadekar**

02:30 pm – 04:00 pm : ‘Teaching through Case’ (MBA Section E) by **Dr. Muqbil Burhan**

04:00 pm – 04:15 pm : Break

04:15 pm – 05:15 pm : Session by **Shri Sudarshan Bose**, Associate Director, Willis Towers Watson
(Coordinator: Dr. Ramswarup Bhaskar)

05:15 pm – 05:45 pm : ‘Administrative Support, Discipline, Hostels and Security on the Campus’ by **Cmdr. Kesavan Baskaran (R)**, Chief Administrative Officer (CAO)

05:45 pm – 06:15 pm : ‘Finance & Accounts Services’, **Shri Rajat Jain**, Financial Advisor & Chief Accounts Officer, IIM Jammu

06:15 pm – 07:00 pm : Evening Snacks & Networking

07:00 pm – 09:00 pm : **“Rang Tarang - A Festival of Theatre and Dance”**
presented by IPM 4th Batch under the direction of Padma Shri
Balwant Thakur
(Coordinator: Dr. Archana Sharma, Chairperson IPM)

09:00 pm – 10:00 pm : Dinner

Day 5: July 18, 2025 (Friday)

(Overall Coordinator – Dr. Mahesh Gadekar)

- 06:00 am – 07:00 am : 'Maximize Happiness and Mindfulness' by **Shri Sahil Mehra, Yoga Guru**
(Coordinator: Prof. Shyam Narayan Lal)
- 09:00 am – 10:00 am : 'Placements at IIM Jammu', by **Prof. Pankaj Maheshwari**, Chairperson
(Placements)
- 10:00 am – 11:00 am : 'Enhancing Brand Value of IIM Jammu', by **Prof. B. S. Sahay**, Director
IIM Jammu
- 11:00 am – 11:15 am : Break**
- 11:15 am – 12:15 pm : Session by **Shri. Dev Kumar Tripathy**, Chief Finance Officer, Philips
Consumer Electronics
(Coordinator: Dr. Harsha Jariwala)
- 12:15 pm – 01:15 pm : Keynote Session by **Shri Atal Dullo**, Chief Secretary, Government of
Jammu and Kashmir
(Coordinator: Dr. Garima Saini)
- 01:15 pm – 02:15 pm : Lunch**
- 02:15 pm – 03:15 pm : Session by **Shri. Sourabh Singla**, Chief Human Resource Officer,
IndiaMart
(Coordinator: Dr. Manu Bansal)
- 03:15 pm – 04:15 pm : Session by **Ms. Deepali Jetley**, Chief People Officer and Member –
Founding Team, Marengo Asia Healthcare
(Coordinator: Dr. Kamakshi Sharma)
- 04:15 pm – 04:30 pm : Break**
- 04:30 pm – 06:00 pm : Valedictory Session**
- 04:30 pm – 04:40 pm : Inauguration of Sports Complex by the Chief Guest **Hon'ble Lieutenant
Governor, Jammu and Kashmir, Shri Manoj Sinha Ji**
- 04:40 pm – 04:44 pm : Arrival of the Chief Guest at the Auditorium
- 04:44 pm – 04:45 pm : National Anthem
- Dr. Milind Kamble, Chairman BoG, IIM Jammu will preside over the function
- 04:45 pm – 04:48 pm : Felicitating the Chief Guest and other Dignitaries by the Director, IIM
Jammu
- 04:48 pm – 05:00 pm : Orientation Report by **Prof. Nitin Upadhyay**, Dean (Academics)
- 05:00 pm – 05:10 pm : Address by **Prof. B.S. Sahay**, Director IIM Jammu
- 05:10 pm – 05:20 pm : Presidential Address by **Dr. Milind Kamble**, Chairman, BoG, IIM
Jammu
- 05:20 pm – 05:35 pm : Address by Keynote Speaker **Shri Sudhir Langer**, CEO and MD, RPSG
FMCG
- 05:35 pm – 05:55 pm : Valedictory Address by the Chief Guest **Hon'ble Lieutenant Governor,
Jammu and Kashmir, Shri Manoj Sinha Ji**
- 05:55 pm – 05:59 pm : Vote of Thanks by **Prof. Shyam Narayan Lal**, Chairperson Anandam
- 05:59 pm – 06:00 pm : National Anthem

06:00 pm – 07:00 pm : Hi-Tea

07:00 pm – 09:00 pm : Cultural programs by '**Natrang**' by Padmashri Balwant
Thakur
(Coordinator: Dr. Ashish Kumar, Chairperson Student Affairs)

09:00 pm – 10:00 pm : Dinner

Indian Institute of Management Jammu

SUMMER RESEARCH INTERNSHIP REPORT EVALUATION FORM

Name: _____ Roll No.: _____

Area: _____ Year: _____

Components of Evaluation	Marks			
	Max Marks	Academic Advisor	Faculty Member I	Faculty Member 2
Introduction & Literature Review: Clearly describes objectives and rationale of the CIS. Presents relevant & Up-to-date literature	35			
Report Writing: Is the writing style clear (topic sentences introduce themes presented in each paragraph; concise language used; spelling and grammar). Are the ideas presented clearly and can they be followed from one section of the proposal to the next?	25			
Research Gaps/Conclusion	15			
Presentation: Presentation Skills Handling Questions & Answers	15			
Total Marks	100			

Result: Cleared | Not Cleared

Date: _____

Remarks if Any:

Signature of Academic Advisor_____
Signature of Area Chair_____
Signature of Member

Indian Institute of Management Jammu

RESEARCH ASSISTANT / TEACHING ASSISTANT WORK FORM

Instructions for Use:

This form is to be completed by the Ph.D. scholar, who have been allotted as Research Assistant / Teaching Assistant in their respective Area. This form should be submitted to Ph.D. office after completion of the respective Term.

Student's Name: _____ Roll No: _____

Academic Term(s) and Year: _____ Name of the Faculty Member: _____

Details of tasks performed

Sl. No.	Hours Devoted	Nature of tasks performed
1		
2		
3		
4		
5		
6		
7		

Signature of the Scholar with Name and Date

Comments from the Faculty Member

Signature of Faculty Member with Name and Date

Indian Institute of Management Jammu

COMPREHENSIVE EXAMINATION EVALUATION REPORT

Name: _____ Roll No.: _____

Area: _____ Year: _____

Marks Obtained in Written Examination: _____

Members of the ACEC:

Thesis Advisor: _____

Member 1: _____

Member 2: _____

Area Comprehensive Examination Committee Members Report

Comments on the Performance of the Scholar (Write overleaf, if necessary):

Result: Pass | Fail

Date: _____

Signature of Thesis Advisor

Signature of Member 1

Signature of Member 2

Indian Institute of Management Jammu

THESIS ADVISOR / TAC CHAIR ALLOCATION FORM

I, _____ <NAME OF THE SCHOLAR> _____, _____ <ROLL NO> _____, scholar in the _____ <AREA> _____

hereby declare that I want to work in the area of _____ <TOPIC> _____ and I have met

Prof. (Dr.) _____ and have obtained his/her consent to be my thesis advisor/
TAC Chair.

<Name & Sign with Date>
TAC Member

<Name & Sign with Date>
Ph.D. Scholar

<Name & Sign with Date>
Thesis Advisor / TAC Chair

<Name & Sign with Date>
Area Coordinator

Indian Institute of Management Jammu

TAC CHANGE FORM

Date: _____

I recommend for the change of TAC Chairmanship/Membership of:

Name: _____ Roll No.: _____

Area: _____ Year: _____

Existing Members

Signature

1. _____

2. _____

3. _____

New Members

Signature

1. _____

2. _____

3. _____

**For external members, please include email confirmation*

(Signature of Scholar with Name and Date)

Administrative Officer (Academics)

Chairperson (Doctoral Program).



Indian Institute of Management Jammu

THESIS PROPOSAL APPROVAL FORM

Name: _____ Roll No.: _____

Area: _____ Year: _____

Title of the Proposed Thesis: _____

Date of Submission: _____

Members of the TAC: _____, Chairperson

_____, Member

_____, Member

Remarks on the Proposal (Write overleaf, if necessary):

Result: Approved | Approved with Changes | Not Approved

Date: _____

Signature of TAC Chairperson

Signature of TAC Member

Signature of TAC Member

Chairperson (Doctoral Program).

TITLE OF THE PROPOSED THESIS

A Thesis Proposal

By

(Name of the Ph.D. Scholar)

Submitted on
(Date)

Approved by the Thesis Advisory Committee

1. Prof. _____ [Chairperson]

2. Prof. _____ [Member]

3. Prof. _____ [Member]



Indian Institute of Management Jammu

Indian Institute of Management Jammu

Ph.D. PROGRESS REPORT FORM

Name: _____ Roll No.: _____

Area: _____ Year: _____

Title of the Proposed Thesis: _____

Date of Submission: _____

Members of the TAC: _____, Chairperson

_____, Member

_____, Member

Report by the Scholar (Use Additional Space, if Necessary)

- 1 Outline below your progress and achievements over the last 6 months. Indicate what milestones have been achieved, including detailing what chapters or sections of your Thesis have been written in draft or final form.
- 2 Outline below your research goals for the next 6 months. Indicate what milestones have been set for the next 6 months, including detailing what chapters or sections of your Thesis you plan to write in this period.
- 3 Research Output, if any, in the form of publication / conference / case etc.

Signature of the Scholar

Comments by TAC Chair (Use Additional Space, if Necessary)

1. Please provide comments on the scholar's achievements and progress
2. The scholar's rate of Progress is: Very Good | Good | Satisfactory | Below Acceptable standard
(Measures, if any, to be taken if the progress is below acceptable standard)

Signature of TAC Chairperson

Indian Institute of Management Jammu

Ph.D. EXTENSION FORM

- 1. Name of the Scholar: _____
- 2. Registration Number: _____
- 3. Date of Admission to Ph.D. Program: _____
- 4. Extension due from: _____
- 5. Current Status / Progress of the scholar (Please attach Progress Report)
 - a. Coursework completed with CGPA: _____
 - b. Date of Clearing Comprehensive Exam: _____
 - c. Publications: _____

 - d. Expected date for Completion of Ph.D.: _____
- 7. Reason behind delay: _____

Signature of Scholar

Date: _____

TAC Chairperson Remarks: _____

Recommended / Not Recommended

Signature of Chair (TAC)

Signature (Member TAC)

Signature (Member TAC)

Date: _____

Date: _____

Date: _____

8. Ph.D. Committee Recommendations

Recommended / Not Recommended

Signature of Chairperson (Ph.D.)

Date: _____

Administrative Officer (Academics)

Indian Institute of Management Jammu

THESIS SEMINAR EXAMINATION REPORT

Name: _____ Roll No.: _____

Area: _____ Year: _____

Title of the Thesis: _____

Date of Thesis Seminar: _____

Members of the TAC: _____, Chairperson

_____, Member

_____, Member

REPORT OF THE THESIS ADVISORY COMMITTEE:

The scholar submitted a comprehensive report of the research work carried out by him / her and made an oral presentation to the academic community of IIM Jammu, along with its panel of examiners.

(Please tick ONE of the two options given below)

- ADEQUATE for the submission of the PHD Thesis, incorporating the suggestions (if any) in consultation with the TAC Chair
- INADEQUATE for the submission of the PHD Thesis in its present form and major modifications are required. The scholar must incorporate the modifications suggested and give the seminar again.

Suggested Date of repeat Thesis Seminar

Remarks on the Proposal (Write overleaf, if necessary):

Signature of TAC Chairperson

Signature of TAC Member

Signature of TAC Member

Indian Institute of Management Jammu

THESIS EVALUATION GUIDELINES

The Ph.D. in Management at the Indian Institute of Management Jammu has one year of course work followed by a comprehensive written examination and viva. Upon successful completion of the course work, the scholar works towards his/her doctoral work which culminates in the form of a thesis. Presentation of the Thesis in a public seminar and successful defense of the Thesis in an oral examination is a requirement for the award of the title “Doctor of Philosophy”. Accordingly, a Thesis Evaluation Committee (TEC) comprising of the three (Thesis Advisory Committee) TAC members of the scholar and two external examiners is formulated for examining the Thesis of the scholar. The Thesis is first examined by the TAC of the scholar who certify the Thesis to be original and worthy of examiners by external examiners. A thesis must be evaluated by two external examiners before the scholar is permitted to proceed towards thesis defense. This document presents the guidelines for evaluation of the Thesis of the scholar before it can be submitted for the defense.

An external examiner is requested to evaluate the Thesis on the basis of whether it contains an original idea or an original application of an existing idea and whether it is ready for a defense. The examiner may satisfy himself/herself as to whether the candidate has sufficiently exercised his/her mind and whether the overall quality compares favorably with doctoral dissertations in related areas. Importance must also be paid to the overall Thesis as well as the robustness and vigor in the research method. The comments can be noted in the attached Thesis Review Form in the form of a narrative evaluation. In addition to providing a narrative evaluation, an external examiner is required to make an explicit choice of one of the following options with regard to the acceptability or readiness of the Thesis for defense:

Category I: Accept without change

When all members of the Thesis Examination Committee (TEC) accept the Thesis as Category I

- a) The scholar will go ahead with the defense.
- b) At the defense, all members of the TEC should sign two copies of acceptance form (one for library, one for Ph.D. Office).
- c) The scholar would then be required to submit hardbound copies of the Thesis to the Ph.D. Office and the library within two weeks of the defense.

Category II: Accept the Thesis conditionally with minor modifications

If one or more members of the TEC accept the Thesis in Category II

- a. The scholar will go ahead with the defense.
- b. At the defense, all TEC members but the Advisor (or Joint Advisors) should sign two copies of acceptance form (one for library and one for Ph.D. Office).
- c. After the defense, the scholar will work on the suggested changes (as suggested by the examiners in their reports and during the defense) for which a maximum period of two months would be given to the scholar from the date of the defense.
- d. The scholar should then get the acceptance forms signed by the Advisor(s), who will ensure that changes have been incorporated in the Thesis and submit two hard-bound copies of the dissertation along with a letter from the Advisor(s) certifying that changes were made.

Category III: Resubmission after Changes

If one or more members of the TEC suggest Category III - Resubmission,

- i. The Thesis Advisory Committee (TAC) and the scholar will meet to discuss the issues raised by the examiner(s).
- ii. The TAC and the scholar will decide on a time-frame to address issues/ queries raised by the examiner(s), which may be a maximum of six months. The scholar will address the issues/ queries

and send a detailed correspondence – which may entail resubmission of part of the Thesis but not the full Thesis – to the examiner(s) (through the Ph.D. Office) who had suggested Category III, after the TAC accepts it.

- iii. The examiner(s) will be asked to send his/her comments on the correspondence within two weeks of receiving it.
- iv. The defense will take place after acceptance of the detailed correspondence from the scholar by the examiner(s). If the examiner is not satisfied with the first round of correspondence, a second round of correspondence should be sent. In rare situations where the second round of correspondence is also not found to be satisfactory by the examiner(s), the Ph.D. Committee can meet and decide on the next step on a case-to-case basis.
- v. At the defense, all TEC members but the Advisor (or Joint Advisors) should sign two copies of acceptance (one for library and one for the Academic office).
- vi. After the defense, the scholar will incorporate
 - a) all modifications as addressed by him/her in response to queries raised by the examiner(s), and
 - b) changes suggested during the defense, for which a maximum period of two months would be given to the scholar from the date of the defense.
- vii. The scholar should then get the acceptance form signed by the Advisor(s), who will ensure that modifications/ changes have been incorporated and submit two hardbound copies of the dissertation along with a letter from the Advisor(s) certifying that changes were made.

Category IV: Unacceptable

If *one member of the TEC* finds the Thesis unacceptable, then opinion of a fifth examiner would be sought. If a thesis is found to be unacceptable by more than one examiner, then a new thesis has to be resubmitted. A scholar would be allowed to resubmit a new thesis only once. The time given for resubmission of a new thesis, however, should not be more than completion of seven years in the Program.

At the defense, an oral examination will be conducted by the Thesis Examination Committee (TEC) comprised of the TAC and the two external examiners. The members of the TEC will evaluate whether the dissertation examined at the defense can categorically be certified as of the standard for the award of the title "Doctor of Philosophy". There can be one and only one dissent among the TEC members. If the TEC rejects the dissertation outright (with more than one member so rejecting), the candidate is dropped from the Program.

Indian Institute of Management Jammu

THESIS EVALUATION FORM

Name of the Scholar: _____

Registration Number: _____

Area: _____

Dissertation Title: _____

Date of Thesis approval by TAC (During Thesis Seminar: _____

Date Submitted to External Examiners for Review: _____

Comments (Use Overleaf, if Necessary):

(Please provide specific comments on the novelty, contribution, flow, methodology, and rigor in the Thesis)

Decision (Please tick one of the four options below. For details, please see guidelines):

- Accept without Change
- Accept with Minor Changes
- Resubmission after Changes
- Unacceptable

Signature of Thesis Examination Committee Member

Date

Title of the Thesis (CAPS)

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE DOCTORAL
PROGRAM IN MANAGEMENT AT INDIAN INSTITUTE OF MANAGEMENT JAMMU

BY

Name of the Ph. D. Scholar student (CAPS)



Indian Institute of Management Jammu

<YEAR>

Title of the Thesis (CAPS)

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE DOCTORAL
PROGRAM IN MANAGEMENT AT INDIAN INSTITUTE OF MANAGEMENT JAMMU

BY

Name of the Ph. D. Scholar student (CAPS)



Indian Institute of Management Jammu

<YEAR>

Members of the Thesis Advisory Committee

1. Chairperson's Name and Signature: _____

2. Member's Name and Signature: _____

3. Member's Name and Signature: _____

Indian Institute of Management Jammu

LEAVE APPLICATION FORM

1. Name: _____ Roll No: _____
2. Area: _____ Nature of Leave: _____
3. Number of days of Leave: _____ From: _____ To: _____
4. Prefix / Suffix if any _____
5. Reason for leave _____
6. Complete postal address during _____
leave period with Telephone No. _____

Signature of the Scholar with Date

Leave of absence from the class /Work area: Granted | Not Granted

TAC Chairperson

(For Ph.D. Office Use)

Total Leave: _____ Leaves Availed: _____ Leave Balance: _____

Administrative Officer (Academics)

Indian Institute of Management Jammu

USE OF CONTINGENCY GRANT

Name: _____ Roll No.: _____

Area: _____ Year: _____

PURPOSE:

- Y Attending Research Workshop /Summer School
 Y Fieldwork in connection with Thesis
 Y Purchase of Software | Books | Computer Consumables | Accessories
 Y Copy Editing of Paper | Dissertation | Transcription and other Coding Support
 Y Thesis Binding and Printing
 Y Subscription to Journal / Magazines
 Y Annual Membership Fee for National | International Society
 Y Any Other, Please Specify: _____

DETAILS OF EXPENSE

(Please provide details specific to expense category above. Use/Attach sheets, if necessary)

Sl. No.	Vendor's Name	Bill Details	Item's Description	Amount
1				
2				
3				
4				
5				
<i>Total Amount</i>				

(For Ph.D. Office Use)

Total Grant Availed: _____ Contingency Grant Balance: _____

Use of grant as detailed above: Recommended | Not Recommended

TAC Chairperson

Approved by:

Chairperson (Doctoral Program)

Indian Institute of Management Jammu
CONFERENCE APPROVAL REQUEST FORM

NATIONAL | INTERNATIONAL | DOCTORAL CONSORTIUM

Date of Request: _____

Scholar Details

Name: _____ Roll No.: _____

Area: _____ Year: _____

Thesis Proposal Defended: Yes | No

Conference Details

Conference Title: _____

Dates of Conference: _____

Last Date of Registration (Early Bird, if any): _____

Organizing Body: _____

Venue (Address, City & Country): _____

Travel Support provided by Organizers: _____

Accommodation Support provided by Organizers: _____

Other Details

Days involved for Round Trip: _____ From _____ To _____

Paper Title: _____

Author(s): _____

Total Estimated Expenses to be Borne by IIM Jammu: _____

Documents Attached (Please Tick):

Estimated Expenses Form | Paper Acceptance Notification / Invitation | Conference Registration Fee | Full Paper

(For Office Use Only)

Last Conference Supported by IIM Jammu: From _____ To _____

Remarks, if any: _____

TAC Chair Recommendation: Recommended | Not Recommended

Chairperson (Ph.D. Programs) Decision: Approve | Do Not Approve

Director

To be submitted to Ph.D. Program Office for Further Processing

Estimated Expenditure to be borne by IIM Jammu

Sl. No.	Expense Head	Amount (\$/ £/ €)	Amount in Rs.
1	Registration Fee		
2	Visa Processing Fee, if Applicable		
3	Traveling Expenses		
4	Hotel – Room Charges**		
5	Per Diem**		
6	Any other charges (please specify)		
<i>Total Estimated Expenditure</i>			

** As per norms applicable

Conference advance/ reimbursement will be made scholar's registered bank account with IIM Jammu

I agree to settle the accounts within a fortnight of returning from the conference

Name of the Scholar: _____

Signature: _____

Date: _____

Indian Institute of Management Jammu
CONFERENCE TRAVEL REQUEST FORM

Name of the Scholar (*In Block Letters*): _____ Roll Number: _____

Purpose of Journey (*Specify*): _____ Scholarship Amount: _____

To
Doctoral Program Office
IIM Jammu

Sanction is required to perform journey as below:

Date: _____

A. Travel Schedule & Hotel

Head of Account _____

DEPARTURE			ARRIVAL			Mode of Journey*	Purpose	FARE (Rs.)
Station	Date	Time	Station	Date	Time			

*Road (Bus, Auto Rikshaw), Rail

B. Advance

- | | | |
|-----|----------------------------------|-----|
| (a) | For railway fare (if applicable) | Rs. |
| (b) | Daily allowance | Rs. |
| (c) | Local conveyance | Rs. |
| (d) | Any Other | Rs. |

Total

(Signature of the Scholar)

Recommended | Not Recommended

Signature of Chairperson (Doctoral Programs)

Date

Director/Approving Authority

* Note: For all reimbursements please attach original bills at the time of final submission.

B.	Daily Allowance:	
	Daily Allowance _____ days @ Rs. _____	Rs. _____
	Daily Allowance _____ days @ Rs. _____	Rs. _____
C. GRAND TOTAL (A+B)		Rs. _____
F.	<i>Advance if any</i>	Rs. _____

DECLARATION/UNDERTAKING:

- i) I have actually travelled by the mode and class and T.A. has been claimed accordingly.
- ii) I will perform the journey by mode and class for which I have been paid advance by the institute.
- iii) I have not claimed TA/DA or any other allowance for this journey from any other source.
- iv) I was not provided free lodging, Boarding, Conveyance at the cost of Government/University or an Autonomous Body.
- v) Particulars given in the bill are true and correct.

Signature

Name : _____

Address : _____

Recommended by

Chairperson (Doctoral Programs)

Approval

Date

CAO

Director

(FOR OFFICE USE ONLY)

PASSED FOR PAYMENT Rs. _____

(Rupees _____)

Received Rs by Cheque/Cash

Date:

Signature

Ph.D. in Management
Indian Institute of Management Jammu

NO-DUE CERTIFICATE

(To be submitted to Academic Office after obtaining necessary signatures from all concerned departments)

Name of the Student: _____ Roll No: _____

Academic Session: _____ Batch: _____

Institute Hostel Address: _____

E-Mail ID: _____ Contact No: _____

SL. No.	Department	Amount Due (in Rs.)	Signature	Remarks (If any)
1	Computer Center			
2	Library			
3	Placements			
4	Student Affairs			
5	Mess In-charge			
6	Student Council (President)			
7	Maintenance			
8	Hostel			
9	Accounts			
10	Academic Office			
	Total Dues			

- Any due, may be adjusted against the caution fee deposit with IIM-Jammu. Also, I declare that pertaining to me, there is no further liability on account of the Institute.
- Any dues reported over after adjusting against the caution deposit will be paid by me within a week from the date of intimation.

Note: Terminated / Withdrawn Student: Pl. surrender your I-Card along with this No-Dues Certificate.

Date: _____

(Signature of the Student)

Administrative Officer
(Academics)

(Accounts Office)

Indian Institute of Management Jammu

FIELD WORK APPROVAL FORM

Name: _____ ROLL NO _____

Title of Thesis _____

Area: _____

Duration of Field Work: From: _____ To _____

Purpose of Field Work _____

Consolidated Budget: _____

(A detail component of budget must be enclosed)

TAC Chair Recommendations: _____

<Name & Sign with date>

TAC Chair

<Name & Sign with date>

Chairperson Doctoral Program

Indian Institute of Management Jammu

CIS DECLARATION

I _____ hereby declare that this
Course of Independent Study (CIS) entitled “_____”
_____” submitted to the Indian Institute of
Management Jammu is a prerequisite for Course Work in the Ph.D. Programme is my own original
and authentic work. I have written this CIS on my own and credited all ideas gained from any
published sources. Wherever content written by other authors has been used, it has been
acknowledged through citations and references.

I declare that no unethical research practices were used, or material gained through dishonesty.

1. I understand that Plagiarism is to present someone else's ideas as my own, which is wrong and a serious offence.
2. I know I would plagiarize if I do not credit my sources or copy sentences/ paragraphs from any published sources without proper citation.
3. According to _____software, the similarity index of my CIS is _____%, excluding self-citation.
4. I have not used AI writing tools/software while working on the CIS. According to the _____software report, the CIS content has not been generated with the help of AI software/ tools.

Name, Roll No. & Signature of the Scholar Date:

Place:

Indian Institute of Management Jammu
Certificate of Approval for CIS Report

The CIS Report titled “.....”
.....” submitted
by “ .. ”

is hereby approved as a certified study in Management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for course work in the Ph.D. Program. It is understood that by this approval, the undersigned does not necessarily endorse or approve any statement made, opinion expressed, or conclusion drawn there in but approves the CIS Report only for the purpose it is submitted.

Signature of Faculty Guide

Indian Institute of Management Jammu
COURSE OF INDEPENDENT STUDIES (CIS) REPORT EVALUATION FORM

Name: _____ Roll No.: _____

Area: _____ Year: _____

Components of Evaluation	Marks			
	Max Marks	TAC Chair	Faculty Member 1	Faculty Member 2
(1) Introduction: Clearly describes objectives and rationale of the CIS.	20			
(2) Presents relevant & Up-to-date literature	15			
(3) Report Writing: Is the writing style clear (topic sentences introduce themes presented in each paragraph; concise language used; spelling and grammar). Are the ideas presented clearly and can they be followed from one section of the proposal to the next?	25			
(4) Research/ Statement/Gaps	25			
(5) Conclusion	15			
Total Marks	100			

Grade:

Date: _____

Remarks if Any:

Signature of TAC Chair

Signature of Member

Signature of Area Coordinator

Indian Institute of Management Jammu
RESEARCH SEMINAR EVALUATION FORM

Name: _____ Roll No.: _____

Area: _____ Year: _____

Sr. No	Components of Evaluation	Marks			
		Max Marks	TAC Chair	Faculty Member 1	Faculty Member 2
1	Comprehensiveness and depth of topic of presentation	20			
2	Quality of insights generated	20			
3	Domain knowledge	20			
4	Ability to communicate	20			
5	Quality of the answers given to the questions asked	20			
Total Marks		100			

Grade: _____
Date: _____
Remarks if Any:

Signature of TAC Chair

Signature of Member

Signature of Area Coordinator



भारतीय प्रबंधन संस्थान जम्मू
Indian Institute of Management Jammu

Pre-Submission Thesis Seminar

Name and Roll No. of the Scholar	
Topic of Thesis	
Publication Requirement of Ph.D.: A**/ A*/ 2A/ 2B (as per IIM Jammu classification)	Mention and Attach details of Publications with their Category Classification
Whether the research publications are from Thesis Work	Yes / No
Date & Time for Seminar	
Scholar Signature	

Note: The details should be submitted to the Ph.D. Office (Hard and Soft Copy) 02 weeks prior to the Pre -Thesis Seminar.

(Name & Sign)
TAC Member 1

(Name & Sign)
TAC Member 2

(Name & Sign)
TAC Chair

Academic Etiquette

Students are advised to take note of following guidelines and adhere to them strictly when on campus:

- Reach class-room on time. Late comers will not be allowed. Entering the classroom late or leaving the classroom prior to the end of class would be considered a disruption to the learning environment.
- Eatables (tea/coffee, cold drinks, snacks, etc.) are strictly prohibited inside the class-rooms.
- Mobile phones are strictly prohibited in the class rooms and examination hall.
- Tele-recording of any event in the class rooms without formal permission from the concerned faculty and putting the same in the public domain is strictly prohibited.
- Smoking is strictly prohibited in the IIM Jammu campus.
- Do not shout/speak loudly in the classroom area.
- Do not use the class-room computers and other electronic gadgets for non-academic purposes.
- Ensure to collect books/other things before leaving the class-rooms. Class rooms will not be opened after office hours.
- Students are required and expected to conduct themselves in a mature and considerate manner. Students should conduct and express themselves in a way that is respectful to all individuals. This includes respecting the rights of others to comment and participate fully in class.
- Don't engage in behaviour that disrupts or interferes with the learning environment. Behaviour such as, but not limited to, talking in class while the faculty member or other students are speaking, using offensive language, creating distractions or disturbances, sleeping, reading unrelated materials, and moving about the classroom would be considered disruptive behaviour to the learning process.

Important People and their Contact Numbers

IIM Jammu Administration

Name	Designation	Email
Prof. B.S. Sahay	Director	director@iimj.ac.in
Prof. Nitin Upadhyay	Dean (Academics)	dean.academics@iimj.ac.in
Dr. Rambalak Yadav	Chairperson (Doctoral Program)	chairpersondp@iimj.ac.in
Dr. Sarbjit Singh	Chairperson (Admissions)	chairpersonadmissions@iimj.ac.in
Dr. Ashish Kumar	Chairperson (Students' Affairs)	chair.studentaffairs@iimj.ac.in
Dr. Malaya Ranjan Mohapatra	Chairperson (International Relations)	chair.internationalrelations@iimj.ac.in
Prof. Vinod Chandrayya Durge	Chairperson (Alumni Relations)	chairpersonalumni@iimj.ac.in
Mr. Shailesh K. Lohiya	Librarian	librarian@iimj.ac.in
Cmdr Kesavan Baskaran (R)	Chief Administrative Officer	cao@iimj.ac.in
CA. Rajat Jain	FA & CAO (Finance & Accounts)	FA-CAO@iimj.ac.in
Mr. Arup Bhattacharya	Chief Program Officer (Academics)	cpo.academics@iimj.ac.in

Program Office Staff

Name	Designation	Email	Phone
Mr. Sandeep Singh Jamwal	Executive	exe.acad@iimj.ac.in	0191-2585836

IIM Jammu- Anti Ragging Committee

Name	Mobile	Email address
Dr. Kapil Manohar Gumte (Chairperson)	+91 9167188025	kapil@iimj.ac.in
Dr. Garima Maurya (Co-Chairperson)	+91 83034 70354	garimam@iimj.ac.in
Dr. Dharendra Prajapati	+91 82692 99585	dharendra@iimj.ac.in
Dr. Kulwinder Kaur	+91 9501551937	kulwinder@iimj.ac.in
CA Sudarshini Jain	+91 8899919175	fao@iimj.ac.in

Helpline Numbers

Police Station Nagrota	0191 2673025
Fire Brigade (Gandhi Nagar)	0191 2435283
Emergency Van	0191 2585837

DOCTORAL PROGRAM OFFICE

Indian Institute of Management Jammu, Permanent Campus,

NH - 44, Jagti, Nagrota, Jammu,

Jammu & Kashmir - 181221, India

Phone: +91-191-2585837

Email: phd@iimj.ac.in Website: www.iimj.ac.in