

EXECUTIVE FELLOW PROGRAMME IN MANAGEMENT
(LEADING TO PhD)

2020

Manual
(Procedures, Policies & Guidelines)



भारतीय प्रबंध संस्थान रायपुर
INDIAN INSTITUTE OF MANAGEMENT RAIPUR

PREAMBLE

The Doctoral Programmes Committee reviewed its Executive Fellow Program and proposed minor changes to various parts of the EFPM 2019 manual. It also incorporates various decisions taken in 2019 as a part of this manual. Following were the constituent members of the Review Committee:

1. Prof. Pradyumna Dash - Chairman
2. Prof. Sumeet Gupta - Member
3. Prof. Pankaj Singh - Member
4. Prof. Dhananjay Bapat - Member
5. Prof. Shalabh Singh - Member

While this manual is completely applicable to EFPM batches 2020 and beyond, this manual supersedes the existing Manuals depending upon the stage a scholar is in his/her Executive Doctoral Program. The table below presents the matrix regarding the applicability of rules to previous batches. The year in the table indicates the start year of a particular batch.

Rules Regarding	2020	2019	2018	2017	2016	2015	2014
Eligibility Criteria	Yes	No	No	No	No	No	No
Course Work	Yes	Yes	No	No	No	No	No
Mini Dissertation	Yes	Yes	No	No	No	No	No
Comprehensive Examination	Yes	Yes	No	No	No	No	No
TAC	Yes	Yes	Yes	Yes	No	No	No
Dissertation	Yes	Yes	Yes	Yes	No	No	No
Extension	Yes						
Publication Requirement	Yes						
Draft Thesis Submission	Yes						
Thesis Defense Examination	Yes						

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1. INTRODUCTION

1.1. Program Objectives

IIM Raipur started the Executive Fellow Programme in Management from academic year 2013-14. Beginning 2019, IIM Raipur has been offering PhD degree to its executive research scholars, owing to their fulfillment of minimum criteria as laid down by the Ministry of Human Resource Development, Govt. of India. Executive Fellow Program in Management is a unique doctoral programme in management specifically designed for working professionals with more than seven years of work experience in industry. The Programme is intended to provide industry professionals an opportunity to move to academic careers, should they so desire, at certain point in their life. By providing scholarly inputs to those who already have domain knowledge of their discipline, the programme offers prospects of a full time/part time career within academia or in research positions outside the academia world. Following areas of specialization are available at IIM Raipur:

- Business Policy and Strategy
- Economics and Business Environment
- Finance and Accounting
- Marketing
- Operations Management
- Organisational Behaviour & HRM
- Information Technology & Systems

1.2. Program Structure

The Executive Fellow Programme at IIM Raipur has the following four components:

- (a) Mandatory Course Work
- (b) Comprehensive Examination
- (c) Thesis Proposal Formulation
- (d) Thesis Submission and Defense

(a) *Mandatory Course Work*

The mandatory course works consists of three modules:

Module 1: Area Research Module I

This module consists of courses that introduce one to the research within the area.

Module 2: Area Research Module II

This module consists of a course that reinforces further research within the area.

Module 3: Mini Dissertation

In this module, a candidate learns to conduct research enquiry through a mini dissertation.

(b) Comprehensive Examination

On completion of the first-year course work, the scholar takes the comprehensive examination. The comprehensive examination at the end of the 1st year tests whether the scholar 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. While the course work formally gets over with the completion of Comprehensive Examination, scholars are encouraged to continue taking advanced courses of interest even further into their research work. If a candidate is declared pass, s/he goes to the next stage, else his/her registration is cancelled from the programme.

(c) Thesis Proposal Formulation

After passing the comprehensive examination, the scholar enters the thesis writing stage. The scholar first develops a thesis proposal, for which s/he identifies a research topic, identifies the members of the Thesis Advisory Committee (TAC), gives a seminar on the thesis proposal to IIM Raipur's academic community, and gets the thesis proposal approved by the TAC.

(d) Thesis Submission and Defense

On approval of the thesis proposal, the scholar works closely with the TAC on his/her thesis work. When the research scholars' supervisor 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 Programmes) appoints the thesis examination committee comprising the thesis advisor and other members.

1.3. Program Duration

The scholar is expected to complete the programme in four years. Under special circumstances, extension may be granted to the scholar. In any case the entire program should finish within six years. If a scholar fails to complete the requisite academic works for the Executive Fellow Programme within this specified period, then s/he has to withdraw from the programme. The scholar's registration will be terminated on the completion of six years.

1.4. Title

After completion of all requirements of the programme, the scholar is awarded the title of the "Doctor of Philosophy".

1.5. Other Issues

The respective areas are responsible for the monitoring of the Research Scholars enrolled in the area. This includes issues such as periodic performance appraisal, continuation of the fellowship, scholarship, and comprehensive examination.

The decision of the institute (Director) in matters of interpretation of the rules will be final and binding on all concerned.

2. FEE STRUCTURE

The fee for the course payable in favour of Indian Institute of Management Raipur is as follows. The Fee Structure for the scholars of the Executive Fellow Programme in Management of IIM Raipur is as follows:

S.N.	Particulars	1 st Year (In Rs.)	2 nd Year (In Rs.)	3 rd Year (In Rs.)	4 th Year (In Rs.)
1	Tuition Fees	355000	15000	15000	15000
2	Course Materials	10000	10000	10000	10000
3	Computer Charges	5000	5000	5000	5000
4	Library Fees	20000	20000	20000	20000
5	Scholars' Association Fees	2000			
6	Alumni Activities	1000			
7	Caution Deposit*	10000			
	TOTAL	403000	50000	50000	50000

**Refundable*

- The amount of Rs.50,000/- deposited while accepting the offer of Admission will be adjusted against the 1st Year Fees.
- The balance amount of Rs. 3,53,000/- towards 1st Year fees to be deposited at the time of registration.
- The fees/deposits mentioned against item nos. 5 to 7 in the 1st Year are payable only once.
- The caution deposit of Rs.10,000/- is refundable at the time of leaving the Institute subject to adjustments.
- The scholars are required to register every year for continuing with the program (Annexure XVI) and pay the year-wise amount indicated above by 10th of July every year.
- The fee payable for boarding and lodging facility will be extra and will be intimated before the commencement of term.
- Beyond four years of program, the candidate will pay Rs.50,000/- per year as course fee on grant of extension of the programme by the competent authority.
- This fee is applicable to all Research Scholars.

2.1. Late Fee Fine

The last day of yearly payment is 10th of July. Beyond this a scholar has to pay fine as follows:

- Payment within one week after last date: Rs.1000/-.
- Payment beyond one week after last date till the end of July: Rs. 200/- per day (inclusive of Saturday / Sunday / Holiday).
- Please note that the late fee is applicable regardless of whether the payment is made directly or through bank loan.
- After this period, the scholar's registration will be cancelled automatically. The scholar will not be permitted to proceed with the course if the term fee is not paid.

2.2. Withdrawal

There is no provision for refund of fees on withdrawal from the course.

3. COURSE WORK

Objectives

The objective of the course work is to prepare the candidate to take up doctoral level independent research in his/her field of study. Scholars are required to attend all the sessions in EFPM level courses.

3.1 First Year

Research Scholars will have to take an equivalent of 9 Credits¹ in first year. Out of which 7 Credits will be completed in the form of course work and 2 credits in the form of Mini Dissertation in Module III. Normally Module 1 and 2 will be offered along with Term IV and V of PGP and the scholar must be prepared to spend around two terms (around 5-6 months) on campus for completing the three modules. The sentient area may advise the candidate to take more courses over and above these depending on his/her background.

(a) Module 1: Area Research Foundation Module I [4 Credits]

This module consists of courses that build foundation for research enquiry within an area. Following Courses will be offered during this module:

- Business Research Methods (1 Credits)
- One Area Research Course (1Credits)
- One Advanced Research Course (1 Credits)
- Course of Independent Study I (1 Credits) under one of the faculty member in the area

(b) Module 2: Area Research Foundation Module II [3 Credits]

This module consists of courses that build on Module 1 for research enquiry within an area. Following Courses will be offered during this module:

- One Area Research Course (1 Credits)
- One Advanced Research Course (1 Credits) or 1 Related Area Course (1 Credits)
- Course of Independent Study II (1 Credits) under faculty member in the area different from the one under whom CIS I was completed.

The objective of CIS I and II is to prepare a scholar to select a suitable line of enquiry for his/her research by working under different faculty members of the area. CIS I and II will be a review of papers as specified by the CIS Advisor. The soft copy of the same (with copy marked to the concerned advisor) should be submitted within 15 days of the completion of the relevant term to the Fellow Programmes Office. CIS I and II will be evaluated by the faculty advisor himself/herself similar to a course.

¹ One course is of one credit / 30 Hours.

Following is the tentative list of Research Courses:-

- (i) Multivariate Data Analysis
- (ii) Experimental Design
- (iii) Qualitative Research Techniques
- (iv) Introduction to Econometrics
- (v) Structural Equation Modelling
- (vi) Hierarchical Linear Modelling

(c) *Module 3: Mini Dissertation [2Credits]*

This module comprises applying the learning into practical field of enquiry. The enquiry done earlier will form the basis of Mini Dissertation which can be extended into Thesis Proposal later.

- Mini Dissertation (2 Credits) with a different faculty member or one of the faculty members under whom the scholar performed CIS I or CIS II.

The purpose of having a Mini Dissertation is to prepare the scholar for his/her final research. It is expected that through the Mini Dissertation, a scholar gains sufficient grasp of the research work he/she wishes to perform in his / her area. The scholar should narrow down his area of interest and help him create a base for finalising the topic of his / her thesis proposal. It is pertinent to note that the mini dissertation represents a visible concrete output and would, therefore, have demonstrable potential enabling individuals to pursue further work on the theme. The scholar should organize and report the learnings gained in an in-depth systematic literature review undertaken in their field of Research. The mini dissertation should be a substantive contribution to the scholar's knowledge as well as to his research topic through integration of various literature sources in the domain.

The mini dissertation will be evaluated by the Mini Dissertation advisor himself/herself and another two faculty members to be nominated by the Chairperson (Doctoral Programmes) in consultation with the scholar's Mini Dissertation Advisor. In case of unsatisfactory performance in the Mini Dissertation work, the scholar would be given one more chance to submit his/her Mini Dissertation work within one month for re-evaluation from the date of first evaluation. After two unsuccessful attempts, the Scholar's registration to the program will be cancelled. A soft copy of the final report (with copy marked to the concerned faculty member) should be submitted to Fellow Programs Office before Comprehensive Examination. Presentations on Mini Dissertation will normally take place in the month of April of the first year.

3.2 Second, Third and Fourth Year

The scholars will clear the Comprehensive Examination (CE) and work under the Thesis Advisory Committee (TAC) on a research topic. Some pointers for the second, third and fourth year are as follows:

- (a) The scholar should present the thesis proposal before the faculty community in the second year after the comprehensive exam. The scholar should present his/her thesis proposal maximally by the end of second year.
- (b) The scholar will have to submit six-monthly progress reports duly attested by the TAC Chair all through the second, third and fourth year.
- (c) The scholar should ideally give the final thesis seminar before the end of 2nd trimester of fourth 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 Programmes).
- (d) 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.

3.3 Transfer from One Area to Another

After joining the Executive Doctoral Programme, a scholar may apply by December 15th of the first year for change of the area of specialization if s/he so desires. Following conditions need to be fulfilled for change of area:

- (a) The scholar must obtain CGPA ≥ 8.5 by the end of Module II to be considered for change of area.
- (b) The scholar must obtain the consent from the original area of specialization as well as the destination area.
- (c) A scholar cannot take transfer into an area to which s/he was originally rejected during admission interview.

3.4 Academic Advisors

The program is designed in such a way that a scholar works with different faculty members of the area during CIS I, CIS II and Mini Dissertation. The scholar should submit academic advisor allocation form (Annexure II) for each such appointment to the Fellow Programmes Office. Scholars are expected to consult their academic advisors for various academic matters relating to their elective courses, CIS, Mini Dissertation and comprehensive examination. The responsibility of an academic advisor ends with the completion of the term in which he/she is assigned as an academic advisor to the scholar.

3.5 Completion of Course Work

Scholars must finish all requirements of the courses within the term in which the courses are offered. If for any reason, one is not able to complete a module or a part of it, he will be allowed to complete the same by next year. However, the program duration of four years will remain as it is.

4. COMPREHENSIVE EXAMINATION

4.1 Objective

The objective of the Comprehensive Examination (CE) at the end of the second 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, including CIS. Ideally, a scholar should complete his/her course work including Mini Dissertation by the month of April of the first year and prepare for the CE. The Chairperson (Doctoral Programmes) informs different Area Chairpersons about the names of the scholars who have completed their course work and are required to appear for the CE.

4.2 Comprehensive Examination Process

The comprehensive examination comprises of the written test which will be administered by the sentient area. The area will communicate the question paper by first week of June to FPM office which will administer the Comprehensive Examination for the research scholar. The question paper will be set by three members (two members in case three are not available) from within the area, particularly those who have taught the research scholar in the first year. The research scholar will be tested primarily on the doctoral level courses s/he has taken in the first year. The entire answer copy will be examined independently by three different members of the area (two members in case three are not available) and their average will be taken as the final marks earned by the student. The results will be declared within two weeks of the written examination. At least two out of three members (or all members in case only two members are available) of the area should declare the research scholar as Pass for him/her to clear the comprehensive examination. The grade 'Pass' signifies the minimal acceptable performance expected from a research scholar. A 'Fail' indicates that the candidate has not achieved the proficiency expected of our research scholars.

4.3 Time Limit for Comprehensive Examination

The research 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. In case of unsatisfactory performance in the CE, one re-examination is permitted. But it must be taken by the research scholar within 3 months of the first CE. If the research scholar clears CE in this attempt, the withheld stipend will be released.

If the research scholars fail to clear CE in this attempt also, he will have to withdraw from the program.

5. PERFORMANCE AND EVALUATION

5.1 Academic Performance and Evaluation System

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

- (a) Assignments, Quizzes, Class participation etc.
- (b) Project Work and or term paper(s)
- (c) Examinations
- (d) Seminars

While components (c) and (d) are mandatory, 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 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 must for 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 next batch.

For each component of evaluation, the faculty member will communicate the performance to research scholars. At the end of the course, the faculty member will aggregate 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. Numeric score for individual components along with class distribution of scores may be communicated to the scholars.

IIM Raipur 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.

5.2 Grading System

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

Letter Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F	I
Grade Point	10	9	8	7	6	5	4	3	2	1	0	-
Description	Exceptional	Excellent	Proficient	Very Good	Good	Fair	Satisfactory	Unsatisfactory	Poor	Very Poor	Fail	Incomplete*

**Absent in Mid-Term/End Term*

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 Programme. TGPA is an indicator of a scholar's performance for a term, whereas CGPA is an indicator of a scholar's performance up to a term.

“In the case of a scholar obtaining ‘I’ Grade, he/she shall be required to repeat that component in that course before Mid-Term Examination of the subsequent term. If the reason for absence for Mid / End Term examination does not come under Medical/exigencies, a loss of two grades will be imposed after re-examination result. If the scholar is unable to appear for the re-examination on the said due date, he/she will be awarded ‘F’ Grade.”

IIM Raipur follows a system of relative grading. This implies that the grade received by a scholar is relative to the grades obtained by the class as a whole. It is therefore not uncommon to find a case where a scholar obtains a grade of B for obtaining 75% marks; since, the class average was around 73% marks. However, faculty members may prescribe some absolute limits to award grades as well. For example, he/she may fix 30% marks as minimum marks for obtaining a pass grade.

In each course, a scholar is thus awarded a letter grade only. The weighted average for all courses taken by a scholar in the programme 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.

5.3 Academic Criteria for the Course Work

A scholar must satisfy the following conditions at the end of Module 3 of the first year to be eligible for taking comprehensive examination:

- (a) A minimum of GPA of 4.0 in each Module
- (b) A minimum CGPA of 4.5
- (c) Not more than 2-Ds or 1 F
- (d) Clearing Mini Dissertation

In case a scholar fails to attain the required GPA in each module, his registration will be cancelled.

Scholars are advised to obtain their answer sheets from the Fellow Programmes Office /concerned faculty and seek clarifications (if any) from the faculty. The Fellow Programmes Office will display the grades obtained by all the scholars in a particular module three weeks after the examinations. *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 finalised and informed to the scholars. After the grade*

sheets are finalised by the Fellow Programmes 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 1 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 Research 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%	Three grade drop (e.g. from A+ to B+)
Less than 50%	F grade will be awarded

Thus, out of a total of 20 sessions in a course, if a scholar is absent for 13 classes or more, the scholars in such cases may be debarred from giving exams.

For scholars who do not fulfill the academic requirements of the programme 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 cancelled on any grounds may file an appeal to the Director who in consultation with the academic council may reconsider his/her case and take decision accordingly. The decision of the Director on such appeal will be final & binding.

6. 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

Within one month from the date of passing the comprehensive examination, the scholar must identify a Thesis Advisor who will guide him/her as Chairperson in his/her Thesis Advisory Committee (TAC). The scholar is supposed to conduct an independent research under the TAC. This should be communicated to the Fellow Programmes Office in writing along with the consent of the concerned faculty member (Annexure VI). The Chairperson (Doctoral Programmes) appoints the TAC in consultation with the scholar and the thesis advisor. A scholar must propose his/her TAC within three months of passing his/her comprehensive examination.

The TAC will consist of three members, including the thesis advisor, at least two of which, must be from the scholar's area of specialization. The members are chosen to contribute to the thesis research in a complementary manner and to provide help in literature search, research design, model construction, fieldwork, and data analysis. Under exceptional circumstances, an expert or an academician from outside of IIM Raipur can also be member of the committee provided s/he is interested in the topic of research and can spare time to guide the scholar.

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

The role of TAC members includes the following:

- (a) Judging the adequacy of the research design for the Thesis Proposal
- (b) Attending thesis seminar to be presented by the scholars and to provide feedback
- (c) Providing written feedback on the draft thesis submitted by the scholar

6.3 Thesis Proposal Seminar

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 research scholar through TAC chairperson should give at least seven days to the FPM office for arranging the date for Thesis Proposal presentation after submission of draft Thesis proposal. The FPM office in consultation with FPM (Chairperson) and TAC Chair will finalize a date ensuring that there is a gap of at least 7 days between the circulation of abstract of thesis proposal and the Thesis Proposal presentation to encourage better participation from the Institute's academic community.

Process and timelines mentioned in **Appendix-I** to be adhered by the scholar, concerned authorities and officials.

6.4 Approval and Submission of Thesis Proposal

A thesis proposal is approved only after the scholar 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 field work is likely to produce the required data, and the analytical methodology, if adequately carried out will produce an acceptable thesis, and the scholar is ready for doing full scale research. A soft copy of the same (with copy marked to the TAC) should be submitted within 15 days of the completion of the Thesis Proposal Seminar. The scholar's failure to fulfill this requirement within 6 months after passing his CE will be considered as "unsatisfactory performance". A scholar can be given one more chance to present the thesis proposal by the end of second year. If the scholar fails to clear in the second attempt, his/her registration will be cancelled.

6.5 Thesis Research

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

6.6 Research Progress Report

In order to promote a healthy system for tracking academic progress of the scholars and to facilitate the Doctoral Programs Committee to take timely remedial actions, each EFPM scholar is required to give a progress seminar presentation every six

months after successful completion of his/her thesis proposal presentation in the month of June and December every academic year and this is applicable to all FPM Students who have successfully defended their thesis proposals but not fulfilled the requirement for draft thesis submission. They are required to submit a six-monthly report of their progress to the Fellow Programmes Office. The report in the prescribed format (Annexure X) signed by the Chairperson of the TAC should reach the office latest by the end of every six months.

6.7 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 research topic and evidence required. The thesis need not be of book length. The research scholar submits the soft copy of the draft thesis to the FPM Office duly approved by TAC Chair before proposing the internal thesis seminar. Scholar should also submit the similarity report along with the draft thesis.

6.7.1 Publication Requirements

Following are the pre-requisites for presenting and submitting the doctoral draft thesis:

- (a) One Journal Papers acceptance in the classified list of IIM Raipur (A, B or C Category only)
- (b) Scholar should be first author in the publications
- (c) The publication must be from the thesis work of the Scholar.

If the journal seeks article processing charges, it will not be considered for the fulfillment of this requirement. Scholars should submit paper acceptance or publication form.

6.7.2 Internal Thesis Seminar

The thesis seminar needs to be presented by the scholar only after s/he submits the approved draft thesis to the FPM Office with a copy to his/ her TAC Chair. Before submitting the final draft thesis for evaluation 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 draft thesis. The research scholar through TAC chairperson should give at least 7 days to the FPM office for arranging the date for Internal Thesis Seminar presentation after submission of draft Thesis. The FPM office in consultation with FPM (Chairperson) and TAC Chair will finalize a date ensuring that there is a gap

of at least 7 days between the circulation of abstract of draft thesis and Thesis Seminar presentation to encourage better participation from the Institute's academic community.

Process and timelines mentioned in **Appendix-I** to be adhered by the scholar, concerned authorities and officials.

6.7.3 Final Thesis Submission

After incorporating all the suggestions provided in the Internal 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) duly approved / certified by by all the TAC members and as per the timelines mentioned in **Appendix-I**.

6.8 Guidelines for Writing the Thesis

The scholars may refer guidelines from APA manual of style² or Chicago manual of style³ in drafting their thesis. In general, Scholars should refer guidelines mentioned in Appendix-II for writing of thesis.

6.9 Thesis Examination Committee

After submission of Final Thesis dully certified / approved by TAC Chair, a Thesis Examination Committee (TEC) is constituted. The Chairperson (Doctoral Programmes), in consultation with the Dean (Academics) / Director, appoints the TEC consisting of three members of the TAC including TAC Chair and two eminent external experts preferably one from abroad, to be taken from experts' list submitted by the TAC Chairperson. TAC Chairperson will submit a panel of six external experts with complete contact details, of which three should be from abroad in case s/he refers to get thesis evaluated from abroad. S/he should consider thesis examiners from the top 20 NIRF ranking management institutes for that academic year. Examiners can also be recommended from XLRI, TISS, FMS (Delhi University), MDI, IIFT, ISB, IGIDR, and Departments of Delhi University. External experts must have published research credential in top class journals in the area of specialization and must at least be at the level of Associate Professor.

The role of TEC includes the following:

- (a) Examining the thesis work
- (b) Conducting an oral thesis defense examination

Process and timelines mentioned in **Appendix-I** for constitution of TEC and Evaluation of Final Thesis to be adhered by the scholar, concerned authorities and officials.

² <http://www.apastyle.org/?apaSessionKey=ZS2cJeqKRvzk7cUElk6zzFZA>

³ <http://www.chicagomanualofstyle.org/home.html>

6.10 Thesis Defense / Viva-Voce Examination

After acceptance of the draft thesis, an oral examination (i.e. Thesis Defense) will be conducted by the Thesis Examination Committee (TEC) comprised of the TAC and the external examiner(s). 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 Programme.

After the defense, the research 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 30 days would be given to the research scholar from the date of the defense.
- (c) The research scholar should then get the acceptance form signed by the Advisor(s), who will ensure that modifications/ changes have been incorporated, and submit three hardbound copies and one CD of the dissertation along with a letter from the Advisor(s) certifying that changes are made.

Process and timelines mentioned in **Appendix-I** for '*Thesis Defense Examination*' to be adhered by the scholar, concerned authorities and officials.

6.11 Non-completion of the Programme and Extension

The stipulated period for completion of the course is four years for a research scholar. One year of extension will be given to scholars, subject to the recommendation of the TAC Chairperson and due deliberation in the Doctoral Programs Committee based on the progress report submitted by the scholar. No further extensions will be allowed but under exceptional cases the extension might be given for one more year. Scholars unable to complete the programme within six years of enrolment will be terminated from the programme and their registration will be cancelled.

6.12 Others

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

7. AWARD OF TITLE

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

- (a) Submit required number of copies of the thesis and abstracts (with a soft copy of the thesis)
- (b) Obtain clearance from various functionaries of the institute as per guidelines with the Fellow Programmes 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, research scholars receive the title of "Doctor of Philosophy" at the forthcoming annual convocation. Meanwhile, a provisional certificate can be given on the research scholar's request only after obtaining clearance from various functionaries of the institute.

The research scholars are expected to receive the title in person.

8. ADMINISTRATIVE MATTERS

8.1 Residential Facilities

Scholars are required to spend around two terms (around 5-6 months) on campus for completing the three modules. Institute may provide hostel accommodation to the scholar on payment basis subject to availability of the room in hostel.

8.2 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. S/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. The 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.

8.3 Withdrawal from the Programme

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

8.4 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 programme, after receipt of “No Dues Certificate” in the Fellow Programmes Office.

8.5 Partial Course Completion Certificate

Research Scholars will not be issued any formal transcripts or partial course completion certificate before completion of the full programme.

8.6 Fellow Programmes Office

Fellow Programmes Office will co-ordinate all activities concerning the research scholars. All research scholars may, therefore, contact the Fellow Programmes Office for anything concerning the Executive Fellow Program.

9. OTHER POLICIES

9.1 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 information on such instances by anyone to any authority in the Institute, the said authority shall immediately report the complaint to the Chairperson, Internal Compliant Committee for Prevention, Prohibition and Redressal of Sexual Harassment of women at workplace. The Chairperson of the Internal Complaint Committee shall arrange for detailed investigation of the case and submit the report to the Director and Doctoral Programs Committee with proposed course of action against the offender(s). Doctoral Programs Committee will implement Internal Complaint Committee's proposed course of action in a timely manner. Guidelines to deal with complaint against sexual harassment of women at workplace are available on the Institute website and are binding on all parties concerned. Misuse of this policy will invite expulsion of the scholar from the institute. Contact details of Internal Compliant Committee Members are also available on Institute website.

9.2 Plagiarism Policy

IIM Raipur 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 own 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:

- (a) 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.
- (b) Paraphrasing by substituting words, by changing the order of words or phrases and presenting it as your own.
- (c) Paraphrasing by joining two or three short phrases from one or more sources.
- (d) Not putting quotation marks for phrases, sentences, paragraphs cited verbatim from other sources.
- (e) Making a collage by cutting and pasting from internet and openly available sources without acknowledging the sources.

- (f) Copying from terms papers, assignments from previous year scholars.
- (g) Copying from unpublished sources available to a limited audience.
- (h) Presenting an idea that you may have thought of but is also found in another place as yours and not acknowledging who else and where has a similar idea been presented.
- (i) Getting someone else (paid or non-paid) to do your work and presenting it as your work.
- (j) 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 Program 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 serious offence and it will attract penalties including possible expulsion from the Institute. Complaints of plagiarism will be first made to the Chairperson (Doctoral Programmes) by the faculty and the Chairperson (Doctoral Programmes) will then initiate an enquiry and reach a decision. The scholar will have the right to appeal to the Director whose decision will be final.

9.3 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 Fellow Programmes Office has the following procedure in place for the scholar to receive a fair hearing.

9.3.1 Process to be followed by the research scholar and office to resolve program related issues

For any issue the *research* scholar faces that he/she needs to be redressed and the Academic Advisor or TAC Chair are unable to help the following process may be followed:

The scholar submits a written complaint detailing the issue to the Chairperson (Doctoral Programmes). As a first step the Chairperson (Doctoral Programmes) will meet with the scholar and ascertain if the issue 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 Programmes) will form a sub-committee of two or three faculty members to address the issue 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.

9.4 Publication Ethics and Authorship Norms

Norms for publication ethics and authorship are well established among the academic community, such as the one specified by Committee on Publication Ethics (COPE)⁴.

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:

- (a) conception and design of the project;
- (b) analysis and interpretation of the research;
- (c) drafting significant parts of the work or critically reviewing it so as to contribute to the interpretation.

Each author must have participated sufficiently in the 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 qualify 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:

- (a) being an Organisational Unit head, holding other positions of authority, or personal friendship with the authors;
- (b) providing a technical contribution but no other intellectual input to the project or work to be submitted;
- (c) providing routine assistance in some aspects of the project, the acquisition of funding, or general supervision of the research team;
- (d) 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 do 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.

⁴ <https://publicationethics.org/>

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, in accordance with the standards of the discipline and the publisher.

9.4.1 *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/or 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:

- (a) authorship has been offered to all people who meet the criteria for authorship listed above; and
- (b) 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.

9.4.2 *Models to Promote Authorship and Author Order Discussion*

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

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

Appendixes

Standard Operating Procedure

Comprehensive Examination to Final Defense

Following process and timeline to be adhered by the scholar, concerned authorities and officials after completion of the Comprehensive Examination (CE) by research scholar till final Defense.

SN	Particular	Time Limit (Maximum)
1	<p>Formation of Thesis Advisory Committee and Submission of Thesis Proposal</p> <p>(a) Within one month from the date of passing the comprehensive examination, the research scholar must identify a ‘Thesis Advisor’ who will guide him/her as Chairperson in his/her Thesis Advisory Committee (TAC).</p> <p>(b) Research scholar must propose his/her TAC within three months of passing his/her comprehensive examination.</p> <p>(c) Research scholar will submit the thesis proposal to Thesis Advisory Committee (TAC) within six months from the date of declaration of result of comprehensive examination. Email intimation of submitting the thesis proposal by the scholar to TAC should be sent to FPM Office.</p> <p>(d) Thesis Proposal Seminar will be presented by Scholar.</p>	6 months
2	Thesis work by the research scholar will be initiated after acceptance of thesis proposal. Research scholar will give presentation on progress of thesis work in every six months.	Every 6 months
3	<p>When the Draft thesis is ready, it will be submitted by the research scholar to the TAC.</p> <p>TAC Chair and Members will examine the ‘Draft Thesis’ and give detailed report to Chairperson FPM / FPM Office for arranging the ‘Internal Thesis Seminar’ of the scholar.</p>	30 days
4	Date of ‘Internal Thesis Seminar’ of the research scholar will be finalized by FPM Office in consultation with TAC Chair and Chairperson FPM ensuring that there should be minimum 7 days gap between circulation of abstract and date of ‘Internal Thesis Seminar’ of research scholar.	7 days
5	Abstract of thesis to be sent to attendees of ‘Internal Thesis Seminar’.	-
6	Internal Thesis Seminar will be conducted on the scheduled date.	-

7	(a) If TAC recommends that thesis of the scholar is ADEQUATE in its present form for the submission, incorporating the suggestions (if any) in consultation with the TAC Chair, scholar will submit the thesis within 7 days ¹ .	7 days
	(b) If TAC recommends that thesis of scholar is ADEQUATE in its present form and minor modifications are required , research scholar will incorporate the modifications suggested and submit the thesis within 30 days after certifying it from the TAC. Date of 'Internal Thesis Seminar' of the research scholar will be finalized by FPM Office as per para 4.	30 days
	(c) If TAC recommends that thesis of scholar is INADEQUATE for the submission in its present form and major modifications are required, research scholar will incorporate the modifications suggested and will present the seminar again. New date will be announced for submission of thesis by TAC.	
8	Intimation of Thesis Seminar Result to research scholar to be sent by FPM Office	Next working day of Internal Thesis Seminar
9	Email to be sent to TAC Chair for giving name of six external examiners for evaluation of thesis.	
10	Formation of Thesis Examination Committee (TEC) (a) TAC Chair will give name of six examiners within 7 days.	7 days
	(b) Chairperson FPM in consultation with Dean (Academics) / Director will finalize any two external examiners. The same will be approved by Dean / Director. Thereafter, FPM office will obtain consent of the external examiners for evaluating the thesis of the research scholar. (c) FPM Office will send the thesis of Scholar to both the external examiners for evaluation along with the thesis Evaluation Guidelines. Thesis Evaluation guidelines will also to be sent to external examiners via email.	15 days
11	External examiner will submit the report after evaluation of thesis of the scholar within 75 days from the date of receipt of the hardcopy/ email as the case may be . However, a reminder will be sent to examiner 15 days prior to completion of deadline.	75 days (Expected)
12	If external examiner submits the report of thesis evaluation of the scholar as per the prescribed format, it will be sent to the TAC Chair by Chairperson FPM within three working days, who, in turn, will forward it to research scholar within 3-4 working days.	7 working days
13	(a) If external examiners accept the thesis of the scholar without changes , the TAC Chair will suggest FPM office to arrange defense of the	15days

¹ Hostel should be vacated within 7 days from the date of the submission of Draft thesis.

	<p>scholar. Date of ‘Defense’ to be finalized by FPM Office in consultation with Chairperson FPM, TAC Chair and external examiners.</p> <p>FPM office will ask the scholar to send the abstract of thesis to share the same with attendees of the defense.</p> <p>Intimation of Defense date to be sent to scholar and concerned authorities ensuring that there should be minimum 7 days gap between circulation of abstract and date of ‘Final Defense’ of the research scholar.</p>	
	<p>(b) If external examiners accept the thesis of the scholar with minor changes, scholar will make the desired corrections within 30 days and TAC Chair will certify that minor changes asked by external examiners have been incorporated in the thesis by scholar.</p> <p>Date of Thesis Defense / Viva-Voce Examination will be finalized and intimated to scholars and concerned authorities per para 13 (a).</p>	45 days
	<p>(c) If external examiners ask the scholar to resubmit the thesis after changes, scholar will make the desired corrections within 60 days and TAC Chair will certify that changes asked by external examiners have been incorporated in the thesis by scholar.</p> <p>The corrected thesis will be dispatched again to the same external examiner / both the external examiner the within 7 days.</p> <p>External examiner will again evaluate the corrected thesis within 60 days from the date of receipt of the hardcopy. However, a reminder will be sent to examiner 15 days prior to completion of deadline.</p> <p>Report of external examiner will be shared as per para 12 and date of Thesis Defense / Viva-Voce Examination will be finalized and intimated to scholars and concerned authorities per para 13 (a).</p>	60 days for students+60 days for examiner+7 days (from para 12) +15 days from para 13=150 days (approx.)
14	Abstract of final thesis to be sent to attendees of Defense.	-
15	Thesis Defense / Viva-Voce Examination will be conducted on the scheduled date.	-
16	<p>(a) If result of Thesis Defense / Viva-Voce Examination of Scholar is satisfactory, scholar will submit three sets of hard bound copy of thesis in FPM Office along with soft copy in CD.</p>	15 days
	<p>(b) If result of Thesis Defense / Viva-Voce Examination of Scholar is satisfactory with minor changes, scholar will submit three sets of hard bound copy of thesis in FPM Office (One each for TAC Chair, FPM office and Library) along with soft copy duly certified by TAC Chair.</p>	30 days

Guidelines for Writing the Thesis

PREAMBLE

While utmost attention must be paid to the content of the thesis, which is being submitted in partial fulfillment of the requirements of the Ph. D. degree, it is important that a standard format be prescribed. The same format shall also be followed in preparation of the final soft copies to be submitted to FPM office.

1. ORGANISATION OF THE THESIS

This thesis shall be presented in a number of chapters, starting with Introduction and ending with Summary and Conclusions. Each of the other chapters will have a precise title reflecting the contents of the chapter. A chapter can be subdivided into sections, sub-sections and sub-sub-section so as to present the content discretely and with due emphasis.

1.1 Introduction

The title of **Chapter 1** shall be Introduction. It shall justify and highlight the problem posed, define the topic and explain the aim and scope of the work presented in the thesis. It may also highlight the significant contributions from the investigation.

1.2 Review of Literature

This shall normally form Chapter 2 and shall present a critical appraisal of the previous work published in the literature pertaining to the topic of the investigation. The extent and emphasis of the chapter shall depend on the nature of the investigation.

1.3 Report on the present investigation

The reporting on the investigation shall be presented in one or more chapters with appropriate chapter titles.

Due importance shall be given to experimental setups, procedures adopted, techniques developed, methodologies developed and adopted.

While important derivations/formulae should normally be presented in the text of these chapters, extensive and long treatments, copious details and tedious information, detailed results in tabular and graphical forms may be presented in Appendices. Representative data in table and figures may, however, be included in appropriate chapters.

Figures and tables should be presented immediately following their first mention in the text. Short tables and figures (say, less than half the writing area of the page) should be presented within the text, while large table and figures may be presented on separate pages.

Equations should form separate lines with appropriate paragraph separation above and below the equation line, with equation numbers flushed to the right.

1.4 Results and Discussions

This shall form the penultimate chapter of the thesis and shall include a thorough evaluation of the investigation carried out and bring out the contributions from the study. The discussion shall logically lead to inferences and conclusions as well as scope for possible further future work.

1.5 Summary and Conclusions

This will be the final chapter of the thesis. A brief report of the work carried out shall form the first part of the Chapter. Conclusions derived from the logical analysis presented in the Results and Discussions Chapter shall be presented and clearly enumerated, each point stated separately. Scope for future work should be stated lucidly in the last part of the chapter.

1.6 Appendix

Detailed information, lengthy derivations, raw experimental observations etc. are to be presented in the separate appendices, which shall be numbered in Roman Capitals (e.g. "Appendix IV"). Since reference can be drawn to published/unpublished literature in the appendices these should precede the "Literature Cited" section.

1.7 Literature Cited

This should follow the Appendices, if any, otherwise the Summary and Conclusions chapter. The candidates shall follow the style of citation and style of listing in one of the standard journals in the subject area consistently throughout his/her thesis. However, the names of all the authors along with their initials and the full title of the article/monogram/book etc. have to be given in addition to the journals/publishers, volume, number, pages(s) and year of publication.

Citation from websites should include the names(s) of author(s) (including the initials), full title of the article, website reference and when last accessed. Reference to personal communications, similarly, shall include the author, title of the communication (if any) and date of receipt.

1.7.1 Publications by the candidate

Articles, technical notes etc. on the topic of the thesis published by the candidate may be separately listed after the literature cited. This may also be included in the contents. The candidates may also include reprints of his/her publications after the literature citation.

1.8 Acknowledgements

The acknowledgments by the candidate shall follow the citation of literature, signed by him/her, with date.

2. THESIS FORMAT (Mandatory)

2.1 Paper

2.1.1 Quality

The thesis shall be printed/xeroxed on white bond paper, whiteness 95% or above, weight 70 gram or more per square meter.

2.1.2 Size

The size of the paper shall be standard A 4; height 297 mm, width 210 mm.

2.1.3 Type -Setting, Text Processing and Printing

The text shall be printed employing laserjet or Inkjet printer, the text having been processed using a standard text processor. The standard font shall be Times New Roman of 12 pts with 1.5 line spacing.

2.1.4 Page Format

The Printed Sheets shall have the following written area and margins:

Top Margin	15 mm
Head Height	3 mm
Head Separation	12 mm
Bottom Margin	22 mm
Footer	3 mm
Foot Separation	10 mm
Text Height	245 mm
Text Width	160 mm

When header is not used the top margin shall be 30 mm.

Left and Right Margins

The candidates shall have the options of single- or double-sided printing

Single sided/odd number page (in double sided printing)

Left Margin 30mm

Right Margin 20 mm

Double sided- even numbered page

Left Margin 20mm

Right Margin 30mm

2.1.5 Pagination

Page numbering in the text of the thesis shall be Hindu-Arabic numerals at the center of the footer. But when the candidate opts for header style the page number shall appear at the right and left top corner for the odd and even number pages, respectively.

Page number “1” for the first page of the Introduction chapter shall not appear in print, only the second page will bear the number “2”.

The subsequent chapters shall begin on a fresh page (fresh odd number page in case of double-sided printing). When header style is chosen the first page of each chapter will not have the header and the page number shall be printed at the center of the footer.

Pagination for pages before the Introduction chapter shall be in lower case Roman numerals, e.g., “iv”.

2.1.6 Header

When the header style is chosen, the header can have the Chapter number and Section number (e.g., Chapter 2, Section 3) on even numbered page headers and Chapter title or Section title on the odd numbered page header.

2.1.7 Paragraph format

Vertical space between paragraphs shall be about 2.5 line spacing.

The first line of each paragraph should normally be indented by five characters or 12mm. A candidate may, however, choose not to indent if (s) he has provided sufficient paragraph separation.

A paragraph should normally comprise more than one line. A single line of a paragraph shall not be left at the top or bottom of a page (that is, no windows or orphans should be left)

The word at the right end of the first line of a page or paragraph should, as far as possible, not be hyphenated.

2.2 Chapter and Section Format

2.2.1 Chapter

Each chapter shall begin on a fresh page (odd number page in case of double sided printing) with an additional top margin of about 75mm. Chapter number (in Hindu-Arabic) and title shall be printed at the center of the line in 6mm font size (18pt) in bold face using both upper and lower case (all capitals or small capitals shall not be used). A vertical gap of about 25mm shall be left between the Chapter number and Chapter title lines and between chapter title line and the first paragraph.

2.2.2 Sections and Sub-sections

A chapter can be divided into Sections, Sub-sections and Sub-sub-Sections so as to present different concepts separately. Sections and sub-sections can be numbered using decimal points, e.g. 2.2 for the second section in Chapter 2 and 2.3.4 for the fourth Sub- section in third Section of Chapter 2. Chapters, Sections and Sub-sections shall be included in the contents with page numbers flushed to the right. Further subsections need not be numbered or included in the contents.

The Section and Sub-Section titles along with their numbers in 5 and 4mm (16 and 14 pt) fonts, respectively, in bold face shall be flushed to the left (not centered) with 15 mm space above and below these lines.

In further subdivisions character size of 3 and 3.5 with bold face, small caps, all caps and italics may be used for the titles flushed left or centered. These shall not feature in the contents.

2.2.3 Table / Figure Format

As far as possible tables and figures should be presented in portrait style. Small size table and figures (less than half of writing area of a page) should be incorporated within the text, while larger ones may be presented on separate pages. Table and figures shall be numbered chapter -wise. For example, the fourth figure in chapter 5 will bear the number Figure 5.4 or Fig 5.4

Table number and title will be placed above the table while the figure number and caption will be located below the figure. Reference for Table and Figures reproduced from elsewhere shall be cited in the last and separate line in the table and figure caption, e.g. (after McGregor[12]).

3. AUXILIARY FORMAT (Mandatory)

3.1 Binding

The final hard bound copies to be submitted after the defense should be in black color.

3.2 Front Covers

The front covers shall contain the following details:

- Full title of thesis in 6 mm 22 point's size font properly centered and positioned at the top.
- Full name of the candidate in 4.5 mm 15 point's size font properly centered at the middle of the page.
- A 40 mm dia replica of the Institute emblem followed by the name of the Institute and the year of submission, each in a separate line and properly centered and located at the bottom of page.

3.2.1 Lettering

All lettering shall be embossed in gold.

3.2.2 Bound back

The degree, the name of the candidate and the year of submission shall also be embossed on the bound (side) in gold.

3.3 Blank Sheets

In addition to the white sheets (binding requirement) two white sheets shall be put at the beginning and the end of the thesis.

3.4 Title Sheet

This shall be the first printed page of the thesis and shall contain the submission statement: the Thesis submitted in partial fulfillment of the requirements of the Doctor of Philosophy of the Indian Institute of Management Raipur.

Sample copy of the 'Title Sheet' is given in **Annexure XV**

3.5 Dedication Sheet

If the candidate so desires(s) he may dedicate his/her thesis, which statement shall follow the title page. If included, this shall form the page 1 of the auxiliary sheets but shall not have a page number.

3.6 Approval Sheet

In the absence of a dedication sheet this will form the first page and, in that case, shall not have a page number. Otherwise, this will bear the number two in Roman lower case “ii” at the center of the footer. The top line shall be **Thesis Approval** for Ph.D.

The Approval Sheets are to be included only in the hard-bound copies which are submitted after the successful Ph.D. viva -voce examination.

A sample copy of the Approval Sheet is given in **Specimen `B'** of **Annexure XV**.

3.7 Executive Summary

The executive summary shall highlight the important features of the thesis and shall correspond to the electronic version to be submitted to the FPM office for inclusion in the website. The executive summary in the thesis, however, shall have two more parts, namely, the layout of the thesis giving a brief chapter- wise description of the work and the key words.

3.8 Contents

The contents shall follow the executive summary and shall enlist the titles of the chapters, section and sub-section using decimal notation, as in the text, with corresponding page number against them, flushed to the right.

3.8.1 *List of Figures and Tables*

Two separate lists of Figure captions and Table titles along with their numbers and corresponding page numbers against them shall follow the Contents.

3.9 Abbreviation Notation and Nomenclature

A complete and comprehensive list of all abbreviations, notations and nomenclature including Greek alphabets with subscripts and superscripts shall be provided after the list of tables and figures. (As far as possible, generally accepted symbols and notation should be used).

Auxiliary page from dedication (if any) to abbreviations shall be numbered using Roman numerals in lower case, while the text starting from the Introduction shall be in Hindu-Arabic. (The first pages in the both the cases shall not bear a page number).

3.10 A Declaration of Academic Honesty and Integrity

A declaration of Academic honesty and integrity is required to be included along with every thesis after the approval sheet. The format of this declaration is given in **Specimen `C'** of **Annexure XV**.

ANNEXURES

Executive Fellow Programme in Management
Indian Institute of Management Raipur

COURSE REGISTRATION FORM

NAME: _____ ROLL NO.: _____

AREA: _____ YEAR: _____

COURSES REGISTERED FOR

No.	Name of the Course	CREDITS	PGP / PhD
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
	<i>Total Credits</i>		

Date: _____

Signature of the Research Scholar

Approval from Area Chair

For Office Use Only

Registered for PGP – Term I/II/III () and PhD Courses

Signature of Chairman (PGP)

Signature of Chairperson (Doctoral Programs)

Course Material issued from Programme Office

Signature of Administrative Officer (PGP Office) with Date

Executive Fellow Programme in Management
Indian Institute of Management Raipur

ACADEMIC ADVISOR ALLOCATION FORM

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

- for CIS I in Module I (First Year)
- for CIS II in Module II (First Year)
- for Mini Dissertation in Module III (First Year)

The Topic I shall be working is _____

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

(Signature of the Research Scholar with Date)

(Signature with Date indicating Consent of Academic Advisor)

(Signature of Area Chair with Date)

(Approval from Chairperson - Doctoral Programs with Date)

Executive Fellow Programme in Management
Indian Institute of Management Raipur

MINI DISSERTATION EVALUATION FORM

Name: _____ Roll No.: _____

Area: _____ Year: _____

Components of Evaluation	Marks			
	Max Marks	Academic Advisor	Faculty Member 1	Faculty Member 2
Introduction & Literature Review: Clearly describes objectives and rationale of the Mini Dissertation. 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 10			
Total Marks	100			

Result: Approved | Approved with Changes | Not Approved

Date: _____

Remarks if Any:

Signature of Academic Advisor

Signature of Member

Signature of Member

TITLE

A CIS Report / Mini Dissertation

By

(Name of the Research Scholar)

Approved by the CIS Report / Mini Dissertation Examination Committee

1. Prof. _____ [Academic Advisor]

2. Prof. _____ [Member]

3. Prof. _____ [Member]



भारतीय प्रबंध संस्थान रायपुर
INDIAN INSTITUTE OF MANAGEMENT RAIPUR

Executive Fellow Programme in Management
Indian Institute of Management Raipur

COMPREHENSIVE EXAMINATION EVALUATION REPORT

Name: _____ Roll No.: _____

Area: _____ Year: _____

Marks Obtained in Written Examination: _____

Members of the Area: _____, Member

_____, Member

_____, Member

Comprehensive Examination Committee Members Report

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

Result: Pass | Fail

Date: _____

Signature of Member

Signature of Member

Signature of Member

Executive Fellow Programme in Management
Indian Institute of Management Raipur

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).

(Signature of the Research Scholar)

Date:_____

(Signature of Thesis Advisor / TAC Chair)

Date:_____

Executive Fellow Programme in Management
Indian Institute of Management Raipur

TAC CHANGE FORM

Date: _____

We consent for the change of TAC Chairmanship/Membership of:

Name: _____ Roll No.: _____

Area: _____ Year: _____

Existing Members

1. _____

2. _____

3. _____

Signature

New Members

1. _____

2. _____

3. _____

Signature

**For external members, please include email confirmation*

Executive Fellow Programme in Management
Indian Institute of Management Raipur

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

TITLE

A Thesis Proposal
By
(Name of the Research Scholar)

Submitted on
(Date)

Approved by the Thesis Advisory Committee

1. Prof. _____ [Chairperson]

2. Prof. _____ [Member]

3. Prof. _____ [Member]



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Executive Fellow Programme in Management
Indian Institute of Management Raipur

SIX MONTHLY 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 Research 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 (Use Additional Space, if Necessary).
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 (Use Additional Space, if Necessary).
3. Research Output, if any, in the form of publication / conference / case etc.

Signature of the Research 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

Executive Fellow Programme in Management
Indian Institute of Management Raipur

EXECUTIVE FELLOW PROGRAMME EXTENSION FORM

1. Name of the Research Scholar: _____
2. Roll Number: _____
3. Date of Admission to Executive Doctoral 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 the Executive Doctoral Program: _____
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. Doctoral Program Committee Recommendations

Recommended / Not Recommended

Signature of Chairperson (Doctoral Programs)

Date: _____

Executive Fellow Programme in Management
Indian Institute of Management Raipur

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 research 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 Raipur, along with its panel of examiners.

(Please tick ONE of the three options given below)

ADEQUATE for the submission of the Thesis, incorporating the suggestions (if any) in consultation with the TAC Chair and submit the thesis within 7 days.

INADEQUATE for the submission of the Thesis in its present form and major modifications are required. The research scholar must incorporate the modifications suggested and give the seminar again

ADEQUATE for the submission of the Thesis in its present form and minor modifications are required. The research scholar must incorporate the modifications suggested and submit the thesis within 30 days after certifying it from the TAC.

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

Executive Fellow Programme in Management
Indian Institute of Management Raipur

THESIS EVALUATION GUIDELINES

The Fellow Programme in Management at the Indian Institute of Management Raipur has 1.5 years of course work followed by a comprehensive written examination. Upon successful completion of the course work, the research 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 TAC (Thesis Advisory Committee) members of the research scholar and two external examiners is formulated for examining the thesis of the research scholar. The thesis is first examined by the TAC of the research 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 research scholar is permitted to proceed towards thesis defense. This document presents the guidelines for evaluation of the thesis of the research 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 scholar has sufficiently exercised his/her mind and whether the overall quality compares favourably with doctoral dissertations in related areas. Importance must also be paid to the overall thesis as well as the robustness and rigor in the research method. The comments can be noted in the attached Thesis Review Form in the form of a narrative evaluation. An external examiner is requested to evaluate the thesis and submit his/ her report within 75 days from the date of receiving the thesis. 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, the research scholar will go ahead for Thesis Defense / Viva-Voce Examination.

Category II: Accept the thesis conditionally with minor modifications

If one or more members of the TEC accept the thesis in Category II, the scholar will make the desired corrections within 30 days and TAC Chair will certify that minor changes asked by examiners, have been incorporated in the thesis by scholar and then the research scholar will go ahead for Thesis Defense Examination.

Category III: Resubmission after Changes

If one or more members of the TEC suggest Category III - Resubmission, the Thesis Advisory Committee (TAC) and the research scholar will meet to discuss the issues raised by the examiner(s). Scholar will make the desired corrections within 60 days and TAC Chair will certify that changes asked by external examiners have been incorporated in the thesis by scholar. The corrected thesis will be sent again to the same external examiner / both the external examiners. External examiner will again evaluate the corrected thesis within 60 days from the date of receipt of the thesis.

The defense will take place after acceptance of the revised thesis of the research scholar by the examiner(s). If the examiner is not satisfied with the revised thesis, a second round of correspondence should be sent will take place. In rare situations where the second round of correspondence is also not found to be satisfactory by the examiner(s), the Doctoral Program Committee can meet and decide on the next step on a case-to-case basis.

Category IV: Unacceptable

If one member of the TEC finds the thesis unacceptable, then opinion of a third external 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 research 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 programme.

Thesis Defense / Viva-Voce Examination

After acceptance of the thesis, an oral examination (i.e. Thesis Defense) will be conducted by the Thesis Examination Committee (TEC) comprised of the TAC and the external examiner (s). 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 scholar is dropped from the Programme.

After the defense, the research 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 30 days would be given to the research scholar from the date of the defense.
- c. The research scholar should then get the acceptance form signed by the Advisor(s), who will ensure that modifications/ changes have been incorporated, and submit three hardbound copies (one each for TAC Chair, FPM Office and Library) and soft copy of the dissertation along with a letter from the Advisor(s) certifying that changes are made.

Executive Fellow Programme in Management
Indian Institute of Management Raipur

THESIS EVALUATION FORM

Name of the Research Scholar: _____

Roll 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

Annexure XV: Title Sheet

(Title)

Submitted in partial fulfillment of the requirements
of the degree of

Doctor of Philosophy

By

(Name of the Research Scholar)

(Roll No. _____)



भारतीय प्रबंध संस्थान रायपुर
INDIAN INSTITUTE OF MANAGEMENT RAIPUR

(YEAR)

Specimen 'B' of Annexure XV

This thesis entitled (Title) by (Scholar's Name, Roll Number) is approved for the degree of _____ (Degree details).

Members of the Thesis Advisory Committee

1. Chairperson's Name and Signature: _____

Date : _____

Place : _____

2. Member's Name and Signature: _____

Date : _____

Place : _____

3. Member's Name and Signature: _____

Date : _____

Place : _____

Declaration

I certify that this thesis represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources. I also certify that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my submission. The work has not been submitted to any other Institute for any degree or diploma. I understand that any violation of the above will be cause for disciplinary action by the Institute and can also evoke penal action from the sources which have thus not been properly cited or from whom proper permission has not been taken when needed.

(Signature)

(Name of the Research Scholar)

(Roll No.)

Date: _____

Place: _____

Annexure XVI: Annual Registration Form

Executive Fellow Programme in Management
Indian Institute of Management Raipur

ANNUAL REGISTRATION FORM For Year
(2nd Year Onwards)

Name of Research Scholar : _____

Area : _____

Roll No. : _____

Academic Year : _____

Present Address : _____

_____ Pin _____

Contact No. : _____

Aadhaar No. : _____

E-mail : _____

Name of present Institute/
organization where you
are working : _____

Details of Fee deposit:

Type of Payment (through NEFT/DD etc.)	Transaction Id No./DD No.	Name of Bank	Account No.	Date	Amount

(Signature of Research Scholar)

भारतीय प्रबंध संस्थान रायपुर
Indian Institute of Management Raipur
 अटल नगर , पो. ऑ.-कुरु (अभनपुर) रायपुर-493 661, छत्तीसगढ़, भारत
 Atal Nagar, P. O. - Kurru (Abhanpur), Raipur-493 661, Chhattisgarh, India

PROFORMA FOR NO DUES CERTIFICATE FOR RESEARCH SCHOLARS

शोध छात्र/छात्रों के लिए कोई बकाया प्रमाण पत्र प्रपत्र

(सभी विभागों से जरूरी प्रमाण पत्र प्राप्त करने के बाद स्नातकोत्तर कार्यक्रम कार्यालय में प्रस्तुत करें)

(To be submitted to PGP Office after obtaining necessary certificates from all concerned departments)

1	Name of the Research Scholar शोध छात्र/छात्रा का नाम	
2	Roll No. अनुक्रमांक	
3	Programme / Batch पाठ्यक्रम और वर्ग	
4	Room No./Hostel कक्ष संख्या छात्रावास	
5	Date of leaving/ Likely date of leaving the Institute प्रस्थान का दिनांक/संस्थान से प्रस्थान की संभावित तिथि	
6	Reason for leaving छोड़ने का कारण	

S. N. क्र. सं.	Name of the Department विभाग का नाम	Certification प्रमाण पत्र	Tick (✓) whichever is applicable जो भी उपयुक्त हो चिह्नित करें	Remarks टिप्पणी	Signature with seal and date मोहर और दिनांक के साथ हस्ताक्षर
1	Dean Office डीन कार्यालय	Any dues? अन्य शेष	Yes No हाँ नहीं		
2	Accounts and Finance खाता और वित्त	He/she has paid all the fee/charges If no, the amount due is _____ towards _____ (head). उन्होंने सभी शुल्क जमा किया, अगर नहीं तो शेष राशि(शीर्ष) के लिए	Yes No हाँ नहीं		
3	Hostel (J.E.) छात्रावास (कनिष्ठ अभियंता)	He/she vacated/likely to vacate the hostel on _____ His/her furniture etc. are in order? वह छात्रावास दिनांक..... को छोड़ेगे/संभावित दिनांक उनकी फर्नीचर आदि सही है।	Yes No हाँ नहीं		
4	Library (Librarian) पुस्तकालय (पुस्तकाध्यक्ष)	He/she is having any dues to the Library. If yes, the amount due is _____ पुस्तकालय में उनका अन्य शेष अगर हाँ तो राशि रु _____	Yes No हाँ नहीं		
5	Career Development and Placement (Chairman) जीविका विकास एवं संस्थान अध्यक्ष	Any dues? अन्य शेष	Yes No हाँ नहीं		

6	Students Affair (Chairman) छात्रों के मामले का कार्यालय (अध्यक्ष)	Any dues? अन्य शेष	Yes हाँ	No नहीं		
7	IT (Chairman) सूचना प्रौद्योगिकी (अध्यक्ष)	Any dues? अन्य शेष	Yes हाँ	No नहीं		
8	PGP Office स्नातकोत्तर कार्यक्रम कार्यालय	He/she surrendered the ID card (Please ensure surrender of the ID card by scholar) उन्होंने परिचय पत्र समर्पित किया (छात्र/छात्राओं द्वारा परिचयपत्र को समर्पित करना सुनिश्चित करें)	Yes हाँ	No नहीं		
9	Cafeteria अल्पाहार गृह	Any dues? अन्य शेष	Yes हाँ	No नहीं		

DECLARATION / घोषणा

I, hereby certify that to the best of my knowledge, have no dues towards the Institute, as on the date of my leaving the Institute. In case any due is found later, I hereby give my consent to pay the due to the Institute immediately failing which appropriate fine as deemed fit by the Institute may be imposed on me.

मैं..... अपने पूर्ण जानकारी के अनुसार यह प्रमाणित करता/करती हूँ कि, संस्थान से प्रस्थान के दिनांक तक मेरा संस्थान के प्रति कुछ शेष नहीं है। अगर आगामी दिनों में किसी भी स्थिति में कोई शेष पाया जावेगा तो संस्थान के निर्णयानुसार जो भी उचित अर्थदंड मुझ पर लगाया जायेगा उसे देने हेतु मैं सहमति प्रदान करता/करती हूँ।

My Bank details for refunding Caution Money are as under:

एहतियात राशि वापसी हेतु मेरे बैंक की जानकारी इस प्रकार है :

1. Name of Account Holder / खाता धारक का नाम : _____
2. Account No.&Type / खाता सं. एवं प्रकार : _____
3. Name of Bank / बैंक का नाम : _____
4. Bank Address / बैंक का पता : _____
5. IFS Code / आई.एफ.एस. कोड : _____

(Note: Name of Account Holder is same as Name of Research Scholar only)

(टिप्पणी: खाताधारक का नाम शोध छात्र/छात्रा के नाम समान है।)

Please arrange to remit my Caution Money Deposit refund to the above account only.

कृपया मेरी एहतियात राशि को उक्त खाते में जमा करने का प्रबंध करें।

Place: Raipur / स्थान: रायपुर

Date / दिनांक: _____

Signature of the Research Scholar (शोध छात्र/छात्रा के हस्ताक्षर)

FELLOW PROGRAMMES OFFICE
Atal Nagar, P. O. - Kurru
(Abhanpur), Raipur – 493 661,
Chhattisgarh
Phone: +91-771-2474696 Fax: +91-771-2474701
Email: fpm@iimraipur.ac.in Website: www.iimraipur.ac.in