ICFAI
UNIVERSITY

Grooming Professionals.With Values.

The ICFAI University Jharkhand

STUDENT HANDBOOK

The Ph. D. Program (Part-Time) in Management

April 2015

Table of Contents

1. Introduction:

The Part-time Ph.D. Program in Management is designed for practicing corporate executives and faculty members who aspire to become thought leaders in the domain of management. The main purpose of this program is to expose the experienced executives and faculty members from the diversified fields of management to develop the research inclination in order to gain in-depth understanding of business, management and consultancy skills to improve their ability for teaching, research and business management

The objective of the Handbook of the Ph. D. Programme (Part-Time) in Management is to facilitate the Scholars, Research Supervisors and Research Guides with necessary guidance at all stages of the Programme.

2. Provisional Admission:

As soon as the selected candidates (after clearing the Research Aptitude Test and Personal Interview) take provisional admission into the Ph. D. Programme and pay the required fees for admission and Semester-I, they shall be deemed to be a bona-fide research scholar of the University. Immediately after the admission process, the Semester-I commences with Course Works at Two Spells. At the end of Semester-I, an examination shall be held. Scholars, , who obtain a minimum of 55% marks in the examination, get promoted to Semester-II, which is meant for self-study related to the area of choice for research by the scholars and submission of synopsis of research proposal..

A scholar that is unable to attend any part of the Course Work will not be allowed to appear for the semester examination. However he/ she may be allowed by VC, to appear for Course Work with the next batch of PhD program, provided an application is made by the scholar to that effect, failing which the scholar is deemed to have discontinued the program and the provisional admission is cancelled.

 If any scholar fails to appear in the examination owing to exigencies but becomes available for the examination within a fortnight, s/he may be allowed to appear in the Make-Up examination. Alternatively, if a scholar scores less than 55% marks in aggregate of all the components of Course Work examination, s/he may be allowed to repeat the written examination within one month from the date of publishing the result of the examination. In both the cases, the concerned scholars need to pay the fee of Rs.5,000/- in the form of Demand Draft drawn in favour of "**The ICFAI University, Jharkhand - Fee Collection   A/c**" payable at Ranchi or through NEFT , along with their application to appear for the make-up examination.

3. Governance and Management of the Programme:

For the sake of purposeful governance and effective management of the Ph. D. Programme, the Icfai University Jharkhand (IUJ) constitutes Research Advisory Committee (RAC) and Research Board. While the former mainly focuses on policy matters the latter concentrates on functional aspects of the Programme.

3.1. Research Advisory Council (RAC)

The RAC consists of distinguished professionals from leading academic and research institutions in and around Jharkhand to catalyze the growth of research activities at IUJ. The role of the RAC, to start with, will be to provide valuable insights and advice to IUJ, in conduct of the Ph. D. programme of the IUJ, in areas, which include:

- Review of the Processes for admissions of Ph. D. scholars
- Review of the Processes for selection of Research Supervisors
- Review of the Processes to evaluate the Ph. D. scholars
- Guide in setting up the requisite academic support infrastructure at IUJ
- Any other areas that will help in improving the quality of delivery of the Ph. D. programme.

Following are the Members of the RAC as on 31st March 2015 :

Name of the RAC Member	Designation
Prof. O.R.S. Rao	Vice-Chancellor, IUJ
Prof. (Dr.) A A Khan	Former Vice-Chancellor, Ranchi University
Prof. (Dr.) I.S.F. Irudayaraj	Professor, XLRI-Jamshedpur
Prof. (Dr.) K.K. Nag	Former Vice-Chancellor of three Universities – Bhagalpur University, Ranchi University and Vinobha Bhave University
Prof. (Dr.) M.J. Xavier	Executive Director, VIT University and former Director, IIM-Ranchi
Prof. (Dr.) B.M. Singh	Dean, Faculty of Management Studies, IUJ
Prof (Dr) S C Swain	Asst Dean (Research and Publications), IUJ

3.2. Research Board

The basic objective of the Research Board is to facilitate quality research by the scholars, from the stage of approval of the Research proposals of the scholars till the theses are submitted and approved by the University. In view of this, Research Board consists of eminent academicians in major domains of management and practitioners of management in industry as mentioned below.

(as on 31st March 2015)

Name	Designation	Domain
Prof. O R S Rao	Vice-Chancellor, IUJ, Ranchi	IT and Management
Dr. K. K. Nag	Former VC of Ranchi University	Academic Management
Dr. B. M. Singh	Registrar, IUJ, Ranchi	Finance and Banking
Dr. Hari Haran	Former GM (HRD), Management Training Institute (MTI), SAIL	Strategy, HR
Dr. Pradeep Banerjee	Former GM, Bokaro Steel Plant, Steel Authority Of India Ltd	HRM
Dr. B Prasad	Former Dean & HoD, Dept. of Commerce & Mgt., Ranchi University	Finance
Dr. K. K. Bhagat	Professor, XISS, Ranchi	OB & HRM
Dr. Vandana Bhattacharya	Professor, BIT-Ranchi	IT
Prof. A S Prasad	Associate Dean, IUJ	Statistics
Dr. Bijoya Ganguly	Asst Professor , IUJ	HRM
Dr. S C Swain	Asst Dean (Research and Publications) , IUJ	Economics & Finance
Dr Rumna Bhattacharyya	Asst Professor,FMS,IUJ	

Following is the role of the Research Board in a broad perspective.

- To set performance standards of research to be undertaken by the scholars so that quality and relevant research is conducted
- To critically evaluate the Synopses submitted/presented by the Scholars and give comments/feedback for desired improvements before the proposal is approved by the University.
- To provide constructive inputs / advice to the scholars to help them to undertake quality research.
- To periodically monitor progress reports of the scholars and suggest ways to improve the pace of work and quality of research
- To ethically review the Research Integrity Policy: Authorship and Publication Guidelines.
- Any other matter, as advised by Research Advisory Committee.

4. Allocation of Supervisors:

To channelize the self-study of Scholars and effective literature review leading to the preparation of a Synopsis of Research Proposal, the University allocates a Research Supervisor for each scholar. As the Scholars are serving in different locations of the country, distinguished academicians, who have done research, published research papers, and have prior experience in guiding research scholars were empanelled as Research Supervisors. They are allocated to the scholars on the basis of the functional area (in which the scholar intends to pursue research) and location of the scholar. Each scholar is also allocated a Research Guide from the University to facilitate the scholar to conduct research as per the standards and procedures laid down by the University.

After allocation of the Research Guide by the Research Board, the name of the Guide and his/her address, e-mail, mobile No. shall be communicated to the respective Scholar as well as to his/her Research Supervisor at the earliest. The Supervisor and the Guide of each Scholar shall have discussions on the Revised/ Tentative Research Proposal and after mutual agreement, and discussion with the Scholar, shall arrive at a Final Tentative Topic for the Ph.D. Thesis, based on which the entire research work is to be carried out. The concerned Supervisor and the Guide have to give their formal consent (Specimen of formal consent is exhibited in *Annexure - 2*) to supervise the respective scholar along with the Synopsis and the filled-in Application.

The Scholar has to contact the Research Supervisor as soon as possible, to have thorough discussions regarding the topic of the research and the methodologies to be followed.

The Research Supervisor, being an experienced Researcher in the specific domain, is able to guide the scholar for self study related to the proposed area of research, by way of providing references to important Books and Journals as well as the relevant published research papers for Literature Survey. Information gathered from the Abstracting Journals as well as Internet are helpful to find out the work already done or being done in the area of Specialization so that he/she can identify the areas for research by him/her and define the scope for the same . The Scholar has to prepare Reference Index Cards (mentioning the name/s of author/s, year of publication, title of the paper, name of Journal; in case of Books (authored or edited) the title of the book, year of publication and the name of publisher are to be indicated along with a brief Abstract) of each relevant Research Paper. In research, it is literature survey, which helps a scholar to understand the precise objective/s of the research work previously done, the methodologies followed to obtain data and the summary and conclusions drawn by the different researchers earlier.

5. Synopsis of Research Proposal:

After a thorough study of the required Literature Survey, a draft Research Synopsis   is to be prepared by the Scholar under the supervision of the Research Supervisor. For this, the Scholar and the Research Supervisor shall have to have personal contacts for discussion. The draft Research Synopsis should include a crisp Title for the topic proposed , a brief Survey of the researches already done, so far, in the whole world, related to the topic of proposed work, Objective of research, Scope, Hypothesis and details of Materials and Methods (Research Methodology) , limitations and broad plan for the project . As soon as such a Draft Research

Synopsis is prepared, it should be sent to the University, as per the format and time lines specified by the University. The format of Synopsis is attached as *Annexure-1*. Feedback received from the University on the draft synopsis is to be discussed with the respective Research Supervisor and a final draft is to be sent to the University, after incorporating the feedback/suggestions, if any.

5.1. Presentation of Research Proposal

The Scholar is required to present the Draft Research Synopsis to the Research Board for Management Studies of the University and address all queries raised. Research Board consist of distinguished researchers in various domains of management and also specialists in areas like Research Methodology , Statistics , Library Sciences etc so that the Research proposal is assessed from multiple perspectives. All the Faculty members (both Regular and Guest or Visiting) and select invitees also may be present for the presentation

5.2. Permission of Late Submission of Synopses

The scholar is required to submit the Proposal of his/her research topic to the University strictly as per the time line prescribed. However, if a scholar is unable to submit the Proposal on time owing to exigencies and needs some more time for the purpose, s/he has to obtain the permission from the Vice-Chancellor to that effect. However, after examining the exigencies as reflected in the application of the scholar, if the Vice-Chancellor gets convinced, he may allow some extended time period to the scholar for the submission of the Proposal.

6. Research Supervisor – Research Guide – Scholar Linkage:

The Supervisors/Guides are the friends, philosopher and guide teachers of their respective Research Scholars admitted for the Ph.D. Degree of the ICFAI University, Jharkhand. The terms 'Supervisor' and 'Guide' do not connote any seniority amongst the two; both of them are equal for the purpose of supervision to any research scholar for the Ph. D. thesis. They are expected to work together as a team to facilitate the scholar. Supervision of research scholars is, in fact, a shared enterprise in which both Supervisors and the scholar have an intellectual investment. Proposed research project for the Ph. D. Thesis is therefore, one in which the research scholar has an innate curiosity to learn and understand, and hopes that s/he will be able to get the answers to the question in mind for creation, modification or addition of knowledge, and the Supervisors also have interest in that particular field which is related to their specialization and they feel that they would be pleased to guide and supervise the scholar and that the project is workable within the expected duration of 4 years for the completion of the Ph.D. Thesis.

 Since the research scholar might be from a place far away from the University headquarters at Ranchi, the day-to-day supervision responsibility naturally would be more of the Research Supervisor. The Supervisor and the Guide have to be constantly made aware by the research scholar, about the progress as well as the difficulties, in the research being carried out. It is expected that both the Supervisor and the Guide shall be having free discussions quite often about the research being conducted by their research scholar utilizing the modern telecommunication techniques. The Research Guide, being an active teacher in the ICFAI University Jharkhand (whether regular or Guest/visiting faculty) is expected to contribute

supervisory role as an experienced teacher and research guide, well-versed with the recent developments in research, specially related to his/her specialization and on related topics in the whole of the world. The Research Supervisor, being a person of great interest in contribution of knowledge, who has kindly agreed to serve as a guide residing more or less in the vicinity of the Scholar's place of work, is to monitor the steps of research more frequently and to help solve the difficulties timely.

The scholar has to contact the Supervisor and the Guide for guidance and supervision as often as desired and possible. Considering the fact that the Supervisor is located more or less nearer in distance to the scholar, it is expected that the scholar pays personal visits to his/her Supervisor as often as possible but not less than at least one visit (or video-conferencing, if personal visits is not feasible because of certain unavoidable reasons) per month for discussion on the progress of the work. The scholar should use the modern telecommunication techniques to have the guidance from the Research Guide, who may be located at the Headquarters at Ranchi,

Both, the Supervisor and the Guide are allocated to a research scholar to suggest advice and monitor at every stage the mile stones of the research leading to the successful completion of a Ph. D. degree. The major steps in any Ph. D. Course, as is well known for any of the disciplines, are the following:

- o Selection of the Tentative Title of the Ph. D. Thesis.
- o Literature Review of the previous work done, up-to-date and published, throughout the world, related to the title of the research work intended to be carried out.
- o Major objective/ objectives of the research
- o Scope of the Research and limitations
- o Hypothesis of the research work being undertaken.
- o Details of the Research Methodology to be followed during the course of investigation for data collection (Samples to be surveyed, questionnaire prepared for interviews/ case studies, plans of photographs to be taken etc.).
- o Broad plan of work along with estimates of time/efforts needed for each major activity and any specific help , needed from the Research supervisor, Research Guide and the University

After completion of the mile stones mentioned above, is the time scheduled for the **1st Seminar (Pre-Registration Seminar for approval of the Final Topic and Research Methodology to be adopted)** by the Scholar in the University (Towards the middle or end of Second Semester meant for independent Study).

7. Pre-Registration Seminar:

The Pre-Registration Seminar may be for the duration of approximately one-and-a half hours to two hours, at the University. Since in this Pre-Registration Seminar, in which both the Supervisor and the Guide have to participate The scholar should approach the Supervisor to obtain his/her consent for the scheduled date of availability and thereafter s/he should request to the Registrar of the University, at least a fortnight in advance, for fixation of a suitable date for the Pre-Registration Seminar. On exigencies, the out station research Supervisors may join the Seminar through video-conference mode.

The purpose of the Pre-Registration Seminar, which is open for all the Faculty members and research students of the University, is to help the candidate pursuing her/his research on the specific topic. The suggestions or modifications, if any, by the audience in the open Seminar are welcome steps to help the candidate for consideration, but the precise Title of the proposed research work shall be finalized by the Research Board headed by the Dean of the Faculty concerned after discussion with the Supervisor/Guide and the candidate at the end of the Pre-Registration Seminar itself. Thus, after the successful Pre-Registration Seminar he/she shall be deemed a registered candidate for the Ph. D. Programme on the Topic and Synopsis so approved. At the time of registration the scholars need to submit the Migration Certificate from the Institute/University they studied last.

7.1 Evaluation of Pre-registration Seminar:

Pre-registration Seminar Presentation will be evaluated on the following Broad Parameters;

- Content (Appropriateness of Selection of Topic, Identification of Objectives, Methodology Proposed, Implication of the Projected Findings and Formatting of Synopsis)
- Presentation
- Defence

Annexure 7 gives format for evaluation by the Evaluation Panel

7.2. A Standard Template for PPT

The PPTs should be prepared strictly keeping the time frame (1.5 to 2 hrs.) in mind. Following are the guidelines for making the PPTs;
- The first slide should bear the title of the topic followed by name of the presenter and his/her affiliation and the names of Research Supervisor and Research Guide
- There should be the agenda of the entire presentation in the second slide
- The agenda points should cover ;
    o Introduction (the backdrop of the topic)
    o Relevance of the Topic (why this topic?)
    o Objective/s and scope (what will be covered and what will NOT be covered)
    o Concepts/Theories/Philosophies (Give details of Literature Reviewed)
    o Research work that was done on the topic, so far (please give details of the Researcher, work done etc)
    o Problem Statement (Identifying Gap on the basis of Literature Reviewed)
    o Hypotheses (If any): Justification
    o Methodology Proposed
    o Data proposed to be collected (Types, Collection Method/s) and Statistical Techniques (for Analysis) Projected: Justification
    o Relevance of Projected Findings
    o Challenges / difficulties anticipated taking up the study and how do you propose to address them?
    o Proposed time frames for completion of the major mile stones (start date ,time estimated and end date)

o Help required ,if any, from the University
o Acknowledgements

8. Registration :

A scholar, that has no dues outstanding to the University, will be registered for PhD for the specific topic, after:
- successful completion of Course Work (both the modules)
- approval of the synopsis by the Evaluation Panel

Letter of registration is issued as per formats in Annexures 9 and 10.

A scholar, who fails to register for PhD within six months of completion of course work will be allowed to register for PhD , upto one year from the completion of course work , by payment of Re-registration fee (as per University regulations), failing which the provisional admission for the program will be cancelled. Any exceptions to the above, needs prior approval from Vice-Chancellor

9. Post-Registration Activities:

After getting registered to the Ph. D. Programme, the Scholar can start working on the topic . In order to facilitate conduct of surveys, the University provides e-mail address under IUJ domain and also can give letters of introduction (as per Annexure -8). All Research scholars and research supervisors and guides become members of IUJ PhD Google Group , which provides a forum for professional networking.

Every scholar has to submit the progress of the research work undertaken in a Prescribed Progress Report Format to the University in each Semester beginning Semester III. S/he has also to present a Seminar in the University about the progress/ difficulties, if any, in the work related to that Semester period through power point presentation as well as any of the specimens, photographs etc. which the Scholar wishes to exhibit to the Faculty members and other research scholars in the University during the following steps:

a. Records of Observations and Data Collection from the desired, manageable locations and places, at intervals of time, for replications of studies undertaken.
b. Presentation of Data in the form of Maps, Tables, Histograms, Graphs, Pie-Charts etc. and samples of coloured, still photographs of places, persons etc.
c. Analysis of the Data obtained, including Statistical analysis.
d. Discussion of the Results obtained in the Research in the light of the contemporary knowledge in the related field.

In order to help a research scholar in the completion of a Ph.D. Thesis, while the role of the Supervisor and the Guide are the most important and significant, it is a known fact that the suggestions, comments and queries even by a layman, what to talk of the learned teachers of the subject and other experienced persons, regarding the research being undertaken, are very useful and worth considerations for a successful research. It is with this background that a scholar is asked to present his/her research Seminars at Intervals during pursue of Ph.D. Thesis work towards the end of each Semester. The ideas and

suggestions put forth during the course of research Seminar are meant to be discussed at length, and the Scholar, Supervisor and the Guide are free to express their views and to defend the way the research is progressing. However, the suggestions of the majority members of the Board of Research Studies of the University should be taken into consideration for additions, alterations and incorporation in the research. It is with this view that the Research Seminar by the Scholar at the different Stages of the Research Study is essential part of the Ph.D. Thesis work.

10. Monitoring and Reporting:

The Supervisor and the Guide   advise / councel the Scholar in the preparation of a plan of research to be carried out within the specified period of the remaining Semesters. . The plan so assigned has to be supervised as well as evaluated by the Supervisor whether the Scholar is in a position to make progress in the research work. A diary therefore has to be maintained by the scholar to mention the dates and times of meetings and the gist of discussions with his/her Supervisor, on which the Countersignature of the Supervisor may be entered at **least once in three months.** Progress of the Research as per the prescribed Progress Report format   has to be submitted a fortnight before each Seminar to be presented in each Semester (except the First Semester). It is to be noted that in each Semester the performance of the scholar has to be evaluated carrying 20 credits.

The major period of research shall have to be devoted to proceed the above mentioned four important steps mainly concerning the collection of data and their analysis and Discussion. In order to help the research scholar to move in the right direction, advice and suggestions from the Faculty Members and the other research scholars of the University, the research Scholar is required to present the results of the work in the *Mid Seminars* during each of the Semesters following the 2nd Semester.

From the beginning of the 2nd Semester, onwards, **Monthly** Progress Report is to be submitted by the scholar where as the tri-monthly and half-yearly progress reports are to be submitted with the counter signature of the concerned research supervisor. Towards the end of each Semester a Power Point Presentation of the work done during the particular Semester is to be presented (Formats for Monthly Progress Report and Tri-monthly/Half-yearly Progress Reports are exhibited in *Annexure-3* and *Annexure-4* respectively)

11. Submission of Thesis:

The Part-Time Ph.D. Programme is normally for a period of four years (VIII Semesters). However, in exceptional cases, the Thesis may be submitted even before the completion of four years, provided the candidate has completed a minimum of three years of research. Maximum duration of the programme is six years, which may be extended only in exceptional cases by one year. However, those scholars, who, by virtue of their dedicated research work, have got the chance of submitting their theses after completion of three years, will have to pay the Semester Fee of the 4th year at the time of Submission.

After the successful Pre-Submission Thesis Seminar the scholar shall be permitted to submit the Ph.D. Thesis within a period of three months, extendable to a maximum of six months.

A Certificate shall be issued after Submission of the Ph.D. Thesis, mentioning the Credit Points earned by the Scholar during each of the Semesters of his/her Research Programme.

After successful Seminars during the IVth, Vth and VIth Semester, a scholar is eligible to present the Pre-Submission Thesis Seminar during the VIIth Seminar, **at the earliest**, provided the Supervisor and the Guide certify about the progress of the research work already conducted is satisfactory, and that the scholar has also written the approved drafts of the remaining mile stones mentioned below:

- Summary & Conclusion of the research findings.
- Future scope of research in the specific area.
- Arrangement of the Literature Cited in the Thesis
- Appendices such as the main Questionnaire of the study, any important very recent news related to the topic etc.
- Copies of reprints of research papers published in any reputed Journals by the scholar related to his/her Ph. D. Thesis (Without the publication or acceptance for publication, of at least one research paper in an ISSN Journal, a Ph. D. Thesis can not be submitted).

The Pre-Submission Thesis Seminar is to be presented by the scholar, whose Ph.D. Thesis is nearly ready for submission. The candidate is required to present the gist of the entire Ph.D. Thesis work in the prescribed Format using Power Point Presentation. In addition, the scholar is required to bring with him/her the main data collected/ survey reports, photographs or any other exhibits, considered important for display at the time of the Pre-Submission Seminar. Any feedback, comment or suggestion considered suitable by the Research Board of the University should be incorporated in the final manuscript of the Thesis.

On submission of the final Ph.D. Thesis in the prescribed format, with the certifications of both the Supervisor and Guide in the body of the Thesis, it will be evaluated by a panel of Examiners. If any of the Examiners recommend for any revision in the Thesis, the Scholar shall be intimated and accordingly she/he shall have to re-submit the Ph. D. Thesis incorporating the revisions, and the revised Thesis shall be sent to the same Examiner for re-evaluation. If all the examiners recommend the Thesis, Viva-voce examination shall be conducted, and if found successful, the result of the Ph.D. Degree shall be declared as per University Regulations.

12. Plagiarism:

The rigour of the ICFAI University Jharkhand lies in academic and personal integrity. In this programme, the scholars must be honest and ingenuous. Plagiarism is the use of someone else's work, words or ideas as if they were your own. Anybody caught under plagiarism will be nowhere in intellectual pursuit because;

- By far the deepest consequence to plagiarising is the detriment to one's intellectual and moral development. In fact, by doing so, one won't learn anything and his/her ethics will be corrupted.
- In academic front, it counts more to show one's ideas in conversation than to try to present them as sui generis.
- The University punishes academic fraudulence sternly. The most ordinary penalty is suspension from the University. But scholars caught plagiarising are also subject to lowered or falling Grades as well as the possibility of expulsion.

13. Award of Ph.D. degree:

The scholars who have completed the program successfully will be awarded Ph.D. degree from the University, subject to the University regulations.

14. Role and Responsibilities of Ph. D. Scholar:

- As the Scholar is the focal point of tri-lateral relation among Supervisor, Guide and Scholar, S/he has to act carefully to strengthen the relation and for any activity related to his/her research is to be initiated by him/her.
- Any communication to the University related to the research work of the scholars is to be intimated to their respective Supervisors and Guides.
- The scholars have to keep in mind the major milestones and the time schedules exhibited in the Academic Calendar in the beginning of this Handbook and have to adhere to the datelines strictly.
- For early submission of thesis (after three years), along with satisfactory progress in research work, accretion of credit points also plays a vital role. So the scholars have to be careful in performing as per the prescribed time schedules.
- The scholar has to ensure that his/her creations on literary front are original ones and they will undoubtedly pass the plagiarism test.
- The University expects the scholar to pay fees and other dues, as per terms of the prospectus. If payment is not made on time, the University may impose penalties which may *inter-alia* include; not permitting registration into the succeeding semester, not allowing writing of exams, withholding grade sheets, transcripts, imposing fine, etc. Such of the scholars that do not pay semester fee beyond 1 month from the due date for such payment, are deemed to have discontinued the program.

15. Role and Responsibilities of Research Supervisor:

- Supervisors may make contact with their scholars before the preparation of Synopsis for Ph. D. registration to advise on general background reading and to encourage an initial literature survey on the research topic proposed.
- In the initial period, supervisors will give appropriate guidance about the nature of research and the standard expected, and about how to plan the programme so as to ensure that the normal expectation of submission of the thesis within the prescribed time-frame may be met. Scholars are normally expected to complete a research plan at the end of the Second Semester of the Programme and supervisors will advise on this.

- Supervisors will give guidance on the systematic recording of data or theoretical calculations and the importance of keeping and maintaining a tidy, clear record of all that has been undertaken.
- Supervisors will guide scholars on the relevant use of library facilities, including approaching original literature and sources with a critical attitude and will give guidance on avoiding plagiarism.
- Supervisors will ensure that scholars are made aware when progress is inadequate or when standards of work fall below those generally expected and, in appropriate cases, will report such occurrences to the University (The Registrar).
- Where appropriate supervisors will encourage scholars to produce written work, which may often provide a basis for the preparation of the final thesis; they should return such work with constructive criticism and in reasonable time. The supervisor will impress upon scholars the need to complete and submit work by agreed deadlines. At the end of the third year they will draw up with each research scholar a plan for completing the research and submitting the thesis in the next year.
- Supervisors will encourage their scholars to publish, singly or jointly, the results of the research as they emerge and are suitable for publication.

16. Role and Responsibilities of Research Guide:

- Guides being a part and parcel of the University are supposed to establish linkage among the Scholar, the Supervisor and himself/herself.
- At the beginning of the scholar's research the Guide will give details of the facilities available in the faculty and any regulations or constraints governing their use.
- Guides will maintain regular contact with their students through e-mails, Tele-calling, conference or personal meeting. They should set aside normally at least two interactions in a month for consultation with them.
- Guides will direct scholars on the relevant use of library facilities, including approaching original literature and sources with a critical attitude and will give guidance on avoiding plagiarism.
- Guides will ensure that scholars are aware of the University Guidelines for Proper Scientific Conduct in Research.

17. Publication of Papers/Articles:

Every scholar has to publish at least one Research Paper out of his/her doctoral research works in a referred Journal or a Journal with ISSN number. A list of recommended / approved journals in each management domain can be obtained from the University. A print /scanned copy of the article/ research paper is to be sent to the University, as a necessary prerequisite to get permission for submitting the thesis.

18. Seminar on a Topic (to Faculty/MBA Students):

Scholars interested to deliver lecture on a topic of his/her interest area to the MBA students of the University are most welcome and that may, in fact, add feather to their cap. In such cases, the lecture will be scheduled when the scholars will be at the University Campus concerning their Ph. D. Research work. The scholars will have to convey their interest to the Registrar of the

University before they visit the University. In the said lecture, along with the Management students, the faculty members of the University will also be present.

19. Guidelines for Preparation and Submission of Ph. D. Thesis:

- **Number of copies to be submitted to academic section**
  - Four Hard copies of the thesis along with a soft copy on CD is to be submitted to the Registrar.

  - The corrections, if any, suggested by the thesis examiners and oral examination board will have to be incorporated in the thesis before final submission

- **Structure of the thesis**

Cover page: The title of the thesis, author, department, month and year of submission along with the emblem of the University will be included on the first cover. This may be made in special quality paper like plastic coated paper. (Cover page along with the Preliminary part of the thesis is exhibited in *Annexure - 5*).

Inner cover: contents can be same as that of the front cover, but on ordinary A4 size paper. Three main parts of the thesis can be easily identified. These include the preliminary part, body of the thesis, and reference and appendices (if any) as the concluding or final part. The order of these items is as given below.

Preliminary Part:
- Acknowledgements, if any
- Declaration by the author
- Certificate from supervisor
- Contents
- Executive Summary(Max 10 Pages)
- List of symbols, if any
- List of abbreviations, if any
- List of figures, if any
- List of tables, if any

Body of the Thesis (Exhibited in *Annexure - 6*)**:**
Chapter I

> **Introduction**
> > Motivation/need and overview
> > Objectives
> > Research methodology
> > Chapter scheme

Chapter 2

> Literature survey

Chapter 3

(Same as above, fill details)

Chapter N
Conclusions and suggestions for further work

Concluding Part
References Bibliography (if any) Appendix or Appendices Index

Title Page:

This may be like: Title/Author/A thesis submitted for the degree of Doctor of Philosophy in Management (Part-Time) along with the year and month of submission.

Acknowledgements:

The author of the thesis can acknowledge the help and guidance received from different persons in this section. Any financial support received from funding /Co-operating agencies for the research should definitely state here.

Declaration (by the scholar submitting the thesis) – see specimen:

"I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.

(Signature/name/date)"

Certificate (standard form by the thesis supervisor(s)) – see specimen:

This is to certify that the thesis entitled <name> submitted by <name> to ICFAI University Jharkhand for the award of the degree of Doctor of Philosophy is a bona fide record of the research work carried out by her/him under my(our) supervision and guidance. The content of the thesis, in full or parts have not been submitted to any other Institute or University for the award of any other degree or diploma.

Signed by Research Supervisor(s) with Name(s) and Date

Place:

Date:

Contents:

The contents should list the chapter headings, sections and subsections of the different chapters along with page numbers of each. It should be possible to get a complete picture of the thesis by looking at the contents. While the contents cannot be as brief as listing only the chapter headings, it need not be as elaborate as to list all paragraph titles within subsections. It is preferable to include the chapter, section and subsection headings only in the contents with appropriate page numbers.

List of Symbols:

List the Greek symbols first English letters next, lower case letters and upper case letters in this order. Each group should be arranged in alphabetic order.

List of Figures:

List the number and captions of the figures with page numbers.

List of Tables:

List the number and titles of the tables with page numbers

Page Numbering:

The preliminary parts are numbered in roman numerals (i, ii, etc). The first page of the first chapter (Introduction) onwards will be numbered in Arabic numerals 1, 2, 3, etc.

Numbering Sections, Subsections, Equations, Figures, etc.:

A word on numbering scheme used in the thesis is in order. It is common practice to use decimal numbering in the thesis. If the chapter number is 2, the section numbers will be 2.1, 2.2, 2.3 etc. The subsections in section 2.2 will be numbered as 2.2.1, 2.2.2 etc. Unless essential, it is not necessary to use numbers to lower levels than three stages. Headings of paragraphs below the subsections may be bold faced and in sentence case.

Similarly, it is useful and convenient to number the figures also chapter-wise. The figures in chapter 4 will be numbered Fig. 4.1, Fig 4.2 etc. This helps you in assembling the figures and putting it in proper order. Similarly, the tables also numbered as Table 4.1 Table 4.2 etc. Usually the figure captions are written below the figure and table captions on top of the table. All figures should have proper description by legends, title of the axes and any other information to make the figures self- explanatory. Figures in color are not essential, but if it is essential, can be given. If used, all copies submitted should have figures in color.

The same numbering scheme can be used for equations also. Only thing to be remembered is that references to the figures are made like Fig 4.2 and equations as Eqn. (5.8) and tables as Table 3.8. If there are some appendices, these can be numbered as A1, A2, and A3 etc. The equations in these appendices can be numbered as (A1.1), (A2.3) etc.

References can be numbered as 1, 2, 3 etc in the order in which they are referred to in the body of the thesis. A typical reference in the body of the thesis will appear as "as stated in [3] or in [3] – [5] "etc. An alternate way as mentioned in some journals is to arrange the references in the alphabetical order of the names of authors in which case the reference in the body of the thesis looks like "as mentioned in (Adam and Eve 1946)". However, for uniformity and brevity, the first method (like the one followed in IEEE journals) is to be used.

Bibliography contains materials that were useful for the preparation of the thesis in a general way and is not directly referred to in the thesis. IT is not essential, but will be of immense help for a student who tries to read and understand the contents of the thesis.

References to journal papers should contain the name of the author(s), title of the paper, name of the journal, volume number, issue number, particular pages (pp) and year of publication.

Example:
American Psychological Association (APA) Citation Style should follow as it is the standard across the Researcher Community across world.

e.g. Yurog, X., Yen, D.C., Lin, B. and Chou, D.C. (2002), Adopting Customer Relationship Management Technology. Industrial Management & Data Systems, Vol. 102. No. 8, pp. 442-52.

Similarly conference papers should mention the name of author(s), title of the paper, name of the conference, place in which the conference was held and date, month and year of the conference along with the page numbers of the paper in the proceedings of the conference.

Appendices:

If there is material that if included in the body of the thesis would break up the flow of reading or bore the reader unbearably, it is better to include it as an appendix. Some items which are typically included in appendices are: major derivations or theoretical developments, important and original computer programs, data files that are too large to be represented simply in the results chapters, pictures or diagrams of results which are not important enough to keep in the main text etc.

Curriculum Vitae with List of Publications:

The scholar has to briefly indicate his/her relevant background. S/he can list his/her publications. Only publications published or accepted for publication need be listed. If communicated and under review, the date of submission should be indicated.

Font (Type and Size) and Spacing:

Suggested font sizes Details	Font type	Font size	Spacing
Facing Page (Cover and First Page) – see sample page for details	Times New Roman	14 pt. Bold capitals	Centered (Adjustable Spacing)
Chapter Headings with Chapter Number on Top	Times New Roman	14 pt. Bold capitals	Centered
Section Headings	Times New Roman	12 pt. Bold capitals	Left adjusted
Sub-section Headings	Times New Roman	12 pt. Bold capitals	Left adjusted
Paragraph Headings	Times New Roman	12 pt. Bold capitals	Left adjusted
Body of Thesis	Times New Roman	12 pt.	Adjusted on both left and right and with double spacing for text and double spacing for equations
Margins	Left Margin	1.5 inch	To accommodate binding area
	Right Margin	1.5 inch	
	Top	2.0 inch	On pages on which chapter begins
		1.0 inch	Other pages
	Bottom	1.25 inch	

20. Check List for Submitting the thesis:

The contents of the thesis shall have the following format:
   a) Inner cover page,
   b) Certificate of the guide(s),
   c) Acknowledgements,
   d) Executive summary (max 10 pages)
   e) Table of contents,
   f) List of figures/tables,
   g) Body of the thesis,
   h) References,
   i) Appendices, and
   j) Index
   k) Brief bio-data of the author.

The scholars are required to submit the thesis to the Registrar as per the address given below:

Registrar
ICFAI University Jharkhand
Daladali Chowk
Ranchi - 834005

<u>Format of Final Synopsis</u>

[Cover Page]

(Title of the Proposed Topic)

Synopsis of the Research Proposal

Submitted for the Registration into the

Ph. D. Programme (Part-Time) in Management

Of

The ICFAI University, Jharkhand

Ranchi

By

(Name of the Scholar)

Under the Supervision of

Research Supervisor   **Research Guide**

(Name and Affiliation)   **(Name and Affiliation)**

[Second Page]

Table of Contents

Sl. No.	Section	Page No.
1	Introduction (the backdrop of the topic)	
2	Relevance of the Topic (why this topic?)	
3	Objective/s and scope (what will be covered and what will NOT be covered)	
4	Concepts/Theories/Philosophies (Give details of Literature Reviewed)	
5	Research work that was done on the topic, so far (please give details of the Researcher, work done etc)	
6	Problem Statement (Identifying Gap on the basis of Literature Reviewed)	
7	Hypotheses (If any): Justification	
8	Methodology Proposed	
9	Data proposed to be collected (Types, Collection Method/s) and Statistical Techniques (for Analysis) Projected: Justification	
10	Relevance of Projected Findings	
11	Challenges / difficulties anticipated taking up the study and how do you propose to address them?	
12	Proposed time frames for completion of the major mile stones (start date ,time estimated and end date)	
13	Help required ,if any, from the University	
14	Acknowledgements	
15	Bibliography	

In Subsequent Pages there will be one or more Sections in each page.

Specimen of Formal Consent to the University by the Supervisors

To
The Registrar,
ICFAI University Jharkhand
 Ranchi – 834005

Sir,

I, Dr. _____ would like to give my consent to guide Mr./Ms. _____, a Ph. D. Scholar of the ICFAI University Jharkhand who has been allotted to me by the University, as per the rules and regulations of the ICFAI University Jharkhand in this regard.

Regards,

[Name and Signature of the Research Supervisor]

Format of Monthly Progress Report

ICFAI University Jharkhand					
Monthly Progress Report (for _____) of the Ph. D. Scholar					**Date of report:**
Name of the Scholar:			**Name of the Supervisor:**		
A. Activity					
Interaction with the Supervisor (Mode of contact : Personal/Video-Conference/Telephonic/Chat)					
Date	**Mode of contact**	**Approx Time Spent (Hrs/Mtes)**	**What was discussed?**	**Feedback from the Supervisor**	**What to do next?**
B. Progress w.r.t. Milestones					
Milestone	**Dt of completion**	**Planned date,if not completed**	**Current status**	**Issues,if any**	**Milestone**
Literature Survey					
Selection of topic					
First draft of Tentative Synoposis					
Sending synopsis to IUJ (incorporating feedback from supervisor)					
3. Issues /difficulties faced,if any :					
4. Help needed,if any, from the University:					

Format of the Progress Report (Tri-Monthly/Half-Yearly)

Registration Details
Name of the Scholar:

University ID:

Name of the Supervisor:

Registration Date:

Topic of the Research:

Tri-Monthly/Six Monthly Progress Report of the Research Scholar for the Period:

From   To

Supervisory Feedback

a) I recommend that the candidate's enrolment:
☐   Be continued

☐   Continued subject to specified conditions as outlined below

b) Specified conditions of continued enrolment:

_____

_____

_____

_____

_____

_____

I have discussed our comments with the candidate:

☐   Yes   ☐   No

If no, please comment:

_____

_____

_____

c) My comments on the Progress in the Research Work of the Scholar for the said period;

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Date: Signature of the Research Supervisor

Research Scholar

I have discussed this progress report with my supervisor

[   ]   Yes   [   ]   No

Date: Signature of the Research Scholar

COVER PAGE

THESIS TITLE

By

<NAME OF THE SCHOLAR>

FACULTY OF MANAGEMENT STUDIES

Under the Guidance of

<NAME, DESIGNATION & DEPARTMENT OF THE SUPERVISOR AND GUIDE >

Submitted

IN PARTIAL FULFILLMENT OF THE REQUIREMENT OF THE DEGREE OF DOCTOR OF PHILOSOPHY

TO

ICFAI UNIVERSITY JHARKHAND
RANCHI
Month, Year

Faculty of Management Studies   ICFAI University Jharkhand

THESIS COMPLETION CERTIFICATE

This is to certify that the thesis on **"<name of the thesis>"** by **<name of the student>** in Partial completion of the requirements for the award of the Degree of Doctor of Philosophy (Management) is an original work carried out by him/her under our joint supervision and guidance. It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree of this or any other University.

Research Supervisor

<Name & signatures>

Research Guide

<Name & signatures>

ACKNOWLEDGEMENTS

<Fill details>

<u>CONTENTS</u>

- List of Diagrams
- List of Tables
- List of Exhibits

Chapter 1   \<Name of the chapter>

1.1   \<Name of sub-chapter>

  \<Fill details>

EXAMPLE BODY OF THE THESIS

Chapter I

Introduction
- Overview
- Definitions
- Research motivation

  - Research question

- Overview of research model
- Overview of research approach
- Contribution of research
- Outline of thesis chapters

Chapter 2

- Chapter overview
- Literature survey
- Chronological order of research done and researcher(s) and contribution (tabular form)
- Chapter summary

Chapter 3 (Based on research problem, for instance)

- Chapter overview
- Introduction to research problem (e.g. Information system management)

  - Information system elements (for instance)
  - Evolution of management information system (for instance)

- Implications of research problem
- Influence of research problem on system's performance
- Chapter summary

Chapter 4: Research outline

- Chapter overview
- Instrument development
- Statistical test to test the research problem's competency(on the basis of attributes/factors selected (for instance)

    - Data collection
    - Sample generalizability
    - Assessment of scale reliability and validity
    - Analysis of research model's fitness

- Exploratory analysis of contingency effects
- Chapter summary

Chapter 5: Scale development

- Chapter overview
- Operationalization of research model's competence

    - On Attribute 1
    - On Attribute 2
    - On Attribute 3
    - On Attribute 4
    - On Attribute N

- Scale refinement using judge-based manual sorting

    - Construct domain specification
    - Measure purification
    - Pretest results of item purification sorting process

- Empirical validation of constructs

    - Survey methods
    - Content validity analysis (for instance)
    - Unidimensionality analysis (for instance)
    - Reliability analysis (for instance)
    - Convergent validity analysis (for instance)
    - Discriminant validity analysis (for instance)

- Interrelationship between attributes selected
- Chapter summary

Chapter 6: Models for research problem's competence

- Chapter overview
- Competing model for research problem

    - (For instance) formative path model
    - Coalignment model (for instance)
    - Mediating coalignment model (for instance)

- Methodology

    - Construct measurement scales

- Analysis and empirical results

- Results of formative path model
- Results of coalignment model
- Results for mediating coalignment model

- Discussions and conclusions

    - Components of research problem's competence
    - Conclusions

- Summary

Chapter 7: Conclusion and future research

- Introduction
- Summary of research findings
- Contributions of this research

    - Theoretical contributions (if any)
    - Implications for practice

- Limitations and future research

    - Limitations of the sample
    - Analysis using structural equations modeling (if any)
    - Evolution of research area

Chapter 8: Reference

Reference

Appendix (including questionnaires/interviews/other survey and feedback forms and instruments)

Appendix A
Appendix B
Appendix N

Evaluation Sheet
Ph. D. Programme in Management – Presentation (Defense) of Synopses

Date:

Name of the Scholar:	
Name of the Research Supervisor:	
Name of the Research Guide:	
Topic of the Research:	

Name of the Evaluator:

Parameter	Assessment (Comments)	Suggestion for Improvement
Clarity Regarding the Topic of Research		
Depth of Literature Survey Conducted (before choosing the topic and the scope)		
Clarity with Regard to Definition of Objectives, Scope and Limitations		
Appropriateness of Methodology Proposed		
Original Contribution of the Scholar		
Utility of Proposed Research to the Management Domain		
Handling Questions		
Overall Assessment		
Any Other Comments		
Overall Decision	**Accepted**	**To be accepted with the following changes:**

Date:

Signature of the Evaluator:

Letter of introduction to facilitate conduct of surveys by PhD scholars of the University

(On IUJ Letterhead)

To Whomsoever It May Concern

This is to certify that Mr. /Ms……………………………… (University ID: ……………………….) is a bonafide scholar of the PhD program (part time) in Management of our University for the Session 20XX –XX .

As a part of the PhD program, the scholar may be required to conduct a survey / primary research among targeted organizations / individuals , in order to collect data / information /opinion etc related to the topic of research. We would like to state that the information , so gathered , will be used by the scholar for academic purposes only.

Sincerely,

Registrar

Covering Letter to letter of Registration of PhD

Date :

Dear Mr./Ms XXXXXXX

I am pleased to inform you that the University approved your Research Proposal, entitled *"……………",* submitted by you on xx.xx.201x, for registration for the Ph.D. Programme (Part-Time) in Management, under the Supervision of ……………….. and ………………………………of ICFAI University, Jharkhand (India) [The formal Letter of Registration is enclosed], subject to the following:

1. You have to pursue research strictly on the above approved Topic of research under the above named Supervisors.
2. Please adhere to the norms and standards of the University for conduct of research, in particular , citation of literature
3. The University expects you to comply with the policy with regard to plagiarism, Any non-compliance will be taken seriously
4. You have to take the responsibility for the integrity of primary data ,collected by you , as a part of the research.
5. Research thesis submitted by you (including the data) will be property of the University and as per UGC regulations, your thesis after award of PhD , will be provided to Inflibnet , for public reference. Hence please avoid use of any proprietory data , unless prior approval is taken in writing from the legal owners for using it for your research.
6. Research thesis submitted can not be used for any commercial purposes.
7. With a view to encourage and help a working Professional like you , to complete research within stipulated time , the University insists on regular monitoring the progress of work adhering to the milestones mentioned in the Synopsis submitted by you., Therefore, please take special care to remain in touch with your Supervisor and the University and send your monthly Progress Reports regularly in the enclosed Format by 7th of every month in the format, enclosed. . Tri-monthly Progress report, to be sent by you of your research should be countersigned by the Supervisor assigned to you .
8. You will be required to present progress of your research to the Research Board of the University ,every six months, by way of a seminar at the University Headquarters at Ranchi. .

The University belongs to you, and you have full freedom to discuss any issues that you may face during the course of your research with your Supervisors or with the University to achieve success in your endeavours.

With best wishes

Sincerely
Registrar

Letter of Registration of PhD

(Letter Head)

Date:

Regd. No.: FMS-IUJ/phd12/syn-regd/001/13

To

Mr. /Ms ……………..
…………………….
…………………….

Sub.: Ph. D. Registration

Dear Mr. /Ms. >>>>>>>>>>>>>>

On the basis of your Synopsis and Pre-Registration Seminar, you are registered to the Ph. D. programme of the University as per the details mentioned below.

Title of the Topic:
Name of the Supervisors: Dr.
                                Dr.

Date of Registration: DD.MM.YYYY

You are required to pursue research strictly on the above approved Topic under the guidance of the Supervisors as registered above and you have to strictly adhere to the datelines set by the University concerning submission of Progress Report (Monthly and Tri-Monthly) and half-yearly research work progress Seminar.

Sincerely,

Registrar

Cc: Research Supervisors
       Office of the Registrar