DOCTORAL PROGRAM WORKING PROFESSIONAL 2025 HANDBOOK

(For Internal Circulation Only)

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WELCOME NOTE FROM THE CHAIRPERSON DOCTORAL PROGRAM

Dear Scholars,

Welcome to IIM Shillong,

A warm welcome to the Doctoral Program in Management for Working Professionals (PhD-WP) of IIM Shillong.

Since the inception of the Doctoral Program for Working Professionals (PhD-WP) in 2019, we aim to nurture and promote multidisciplinary and domain-specific world-leading research for theorists and practitioners. Our distinct academic approach is designed to enable scholars to unleash their potential and excel as researchers, educators, and scholars in the future.

The PhD-WP endeavors to co-create knowledge in all aspects of Management Education for sustainable development and to develop independent researchers with strong ethical values. The program is committed to inculcating in individuals the necessary knowledge and skills for knowledge co-creation who will excel in their respective areas as educators and produce high-quality research through the publication of quality work of an international standard. The doctoral dissertation work provides an opportunity to do quality research and co-create original cross-functional interdisciplinary knowledge.

As you begin your journey at IIM Shillong, it is important that you understand the program that you have registered for, and the very reason for your being at this place. This handbook will provide you with all the necessary information about the program. It contains the details about the program, the expectations from you as far as the academic standards, as well as a general discipline, are concerned, about the usage rules of the Knowledge Center (library) that will be your companion in your quest for knowledge.

Please go through this handbook carefully and understand all that is contained in it. Please come with the handbook during the Immersion Program, where I will be happy to answer any of your queries. You shall also take the pledge and submit the undertakings on that day.

Wishing you an enjoyable and enriching time at IIM Shillong,

Warm regards,

Prof. Mousumi Bhattacharya
Chairperson (Doctoral Program)

HONOR PLEDGE OF INDIAN INSTITUTE OF MANAGEMENT SHILLONG

Honor Pledge by Scholars

I, ...,

A participant member of the IIM Shillong community,

solemnly commit myself today to be honest in all my dealings;

to maintain personal integrity in everything I do;

to strive for excellence in performance;

to contribute to collaborative learning;

to compete to the best of my ability;

but to avoid unethical shortcuts and unfair means

even while dealing with high competition.

I further commit myself to respect

the IIM Shillong community's values;

to use the Institute's facilities and resources prudently;

to follow all the rules in force, and

not to condone or collude with any violations by others.

I make this pledge voluntarily as I resolve to be worthy of the membership of the community.

1. INTRODUCTION

This handbook endeavors to provide a brief description of the Doctorate Program for Working Professionals (PhD-WP) in Management and the rules associated with the program. It also lays out the details regarding personal and academic behavior as expected from a participant of this program. This handbook is intended to provide a workable means for faculty and scholars to accomplish the purposes of the program. As and when the additional questions arise, they should be addressed to the PhD Chairperson. Indian Institute of Management Shillong (IIM Shillong) believes in an environment based on trust, integrity, honesty and impartiality. The scholars are expected to conduct themselves in a manner that would enhance the image and esteem of the Institute.

2 THE INSTITUTE

Vision

To become an internationally recognized Institute with a global outlook grounded in Indian values.

Mission

To generate and disseminate knowledge in all aspects of management education for sustainable development and to develop innovative leaders with strong ethical values.

Core Values

- Openness to new ideas and experiences
- Intellectual freedom
- Self-experimentation and creative pursuit
- Adherence to fair, just and ethical practices
- Compassion for others

Logo

The Institute logo draws its inspiration from nature. The portrayal of the sun with its rays spreading across the half-circle gives a feeling of progress and light. The curves in yellow represent the mountain, where the Institute is situated. The blue color stands for the sky. The definite linear lines at the bottom of the circle show how Education, Training, and Motivation can channel human energy toward positive goals.

3. PROGRAM OVERVIEW

The PhD-WP endeavors to co-create knowledge in all aspects of Management Education for sustainable development and to develop independent researchers with strong ethical values. The program is committed to inculcating in individuals the necessary knowledge and skills for knowledge co-creation who will excel in their respective areas as educators and produce high-quality research through the publication of quality work of an international standard. The doctoral dissertation work provides them with an opportunity to do quality research and co-create original cross-functional interdisciplinary knowledge.

4. PROGRAM COMPETENCY GOALS AND OBJECTIVES - DOCTORAL PROGRAM

Competence Goal 1: Contemporary managerial problem-solving acumen

Scholars will be able to demonstrate knowledge of management theories and practices to solve business problems.

Program Objectives (PO 1a – 1b)

The Scholars should be able to:

PO1a: Analytically examine the Managerial Problem using their domain knowledge

PO1b: Develop critical thinking abilities to understand, analyze and communicate innovative alternatives for decision making

PO1c: Anticipate and adapt to disruptions catalyzed by emerging technologies

Competence Goal 2: Competency to carry out systematic academic research

Scholars will be able to demonstrate the ability to conduct rigorous interdisciplinary research in management relevant to their own research interests, including theories and methods of intervention.

Program Objectives (PO2a - 2d)

The scholars should be able to:

PO2a: Develop critical thinking abilities to understand and analyse the research problems using relevant tools and techniques

PO2b: Formulate researchable problems across different management domain

PO2c: Equipped with quantitative and qualitative methods of research

PO2d: Demonstrate the ability to make original and significant intellectual contributions to the scientific knowledge base in their area of research

Competence Goal 3: Awareness of ethical and sustainability challenges in business and society

Scholars will demonstrate awareness of ethical and sustainability challenges in a changing GLOCAL order

Program Objectives (PO3a – 3b)

The scholars should be able to:

PO3a: Recognize ethical issues in different global business contexts

PO3b: Demonstrate awareness about the sustainability challenges in decision making

Competence Goal 4: Demonstrate ability to teach scholars in academic settings.

Scholars will be able to demonstrate the necessary teaching skills and ability to engage in research-oriented careers

Program Objectives (PO4a – 4b)

The scholars should be:

PO4a: Able to demonstrate professional and academic writing

PO4b: Equipped with teaching of management courses

5. PROGRAM OUTLINE

The duration of the program is of four years which includes one year of rigorous course work. The curriculum is designed to equip scholars with the tools to pursue the most challenging research agendas. The course work demands energy and zeal in the pursuit of greater understanding, and a commitment to master the diverse management domains that are the essential components of academic research in business-related disciplines. A scholar is evaluated through a Comprehensive Examination (CQE) after the successful completion of course work. The doctoral dissertation period begins after successfully clearing the CQE. From the second year onwards, scholars have to work closely with their supervisors in identifying potential research gaps, developing a hypothesis, designing research methodology, and carrying out their qualitative or empirical work.

The nature of the doctoral thesis work provides scholars an opportunity to conduct cross-functional interdisciplinary research work in the following seven distinct fields of expertise.:
1. Economics and Public Policy
2. Finance and Control
3. Information Systems & Analytics
4. Marketing
5. Operations and Quantitative Techniques
6. Organizational Behaviour and Human Resources
7. Strategy and Liberal Studies

6. PROGRAM CURRICULUM

The commitment to the PhD program is four years which includes rigorous course work. The scholars are expected to complete the program in four years and ensure that they complete the requirements of the program within this stipulated time. However, the candidates who are unable to complete the program within the stipulated time may be allowed to continue in the program depending on their progress and with payment of the continuation fee. After completion of 4 years into the program, an extension of two years may be granted subject to approval from the Doctoral Committee.

Each scholar will also be required to attend an immersion program which will be held at IIM Shillong campus. The immersion program is a week-long program conducted twice every year around the start of each module (tentatively in May and January). Thus, a research scholar will have to attend at least 2 to 3 weeks of contact sessions in a year at IIM Shillong throughout their doctoral journey. The schedule would be intimated to the students tentatively one month before the start of each module.

Every quarter, it is mandatory for the scholar to submit a quarterly progress report to the PhD Office routed through their Supervisor (s). Two continual unsatisfactory reports may lead to expulsion from theprogram.

RESEARCH RELEVANT COURSES (48 CREDITS)

MODULE-I	MODULE-II	MODULE-III		MODULE-IV	MODULE-V
Research Foundation Courses	Business Environment Courses	Intermediate Level Doctoral Courses		Advance Level Doctoral Courses	Pre-Dissertation Seminars
(12 Credits)	(12 Credits- 4 courses)	(8 Credits)		(8 Credits)	(8 Credits)
-Essentials of Statistics -Applied Economics -Essentials of Academic Research	**Term 1** -Financial Reporting and Cost Management -Marketing Management -Human Capital Management **Term 2** -Data for Business Modelling -Corporate Finance -Macro Economics -*Operations* Management -Leadership and Change Management **Term 3** -Strategic Management -Operations Research -Marketing Strategy -Sustainability and Business **Classes will be conducted with MBA-WE** **Two research-oriented courses each worth 4 credit can be done from NPTEL, however it is optional. The course needs to be approved by the doctoral committee.** ***The cost for doing the NPTEL courses will be borne by the participant***	-Qualitative Research Method -Quantitative Research Method	**-Comprehensive Qualifying Examination** **- Allocation ofTAC**	-Case Writing Workshop -Advance Doctoral Course	-Seminar on Systematic Literature Review - Seminar on Research Design for Thesis

STAGES OF DOCTORAL JOURNEY

Phase-I (1st Year)	Doctoral Coursework	Module-I: Research Foundation (Essential) Courses Module-II: Business Environment Courses Module-III: Intermediate level Doctoral courses
COMPREHENSIVE QUALIFYING EXAMINATION (CQE) FORMATION OF THESIS ADVISORY COMMITTEE (TAC)		
Phase-II (2nd Year)	Advance Doctoral Courses	Module-IV: Case Writing Workshop, Advance Doctoral Course Module-V: Pre-Dissertation Seminars Research Proposal
Phase-III (3rd – 4th Year)	Thesis Work	Academic Workshops/Conferences, Research Publications Thesis Seminar Thesis Proposal Thesis Defense

7. PHASE-I: COURSE WORK

- The doctoral coursework provides the requisite knowledge and a platform for future research activities. It is a compulsory pre-requisite for all research scholars in the preparation for their doctoral journey.
- The course work includes three modules (Module-I through III) in the first year. The tentative schedule for each module is available under the Academic Calendar (*may change if required).

- **The candidate will be required to obtain an overall CGPA of 2.67 or above for passing the Course work to proceed to the next stage of CQE.**

COMPREHENSIVE QUALIFYING EXAMINATION (CQE)

- After successful completion of the course work, the candidate needs to pass CQE to proceed to the second phase of the program. The candidate has to successfully clear the CQE exam before the commencement of the second year and the doctoral dissertation period begins after successfully clearing the CQE.
- A candidate who does not qualify for the exam shall be given one last attempt to complete this requirement.

8. PHASE-II: SECOND YEAR

- In the second year, the scholars will complete Module-IV as part of their advanced courses.
- After successful completion of the course work, the participant will start working on the primary research problem of the PhD thesis under the guidance of Thesis Advisory Committee (TAC). Towards the same, at the start of the second year, the scholar is required to initiate the process of formation of TAC as per the Institute norms. The scholar will start working on a research proposal under the TAC guidance.
- From the second year onwards and after successful completion of all the five modules (Module-I through V) till the submission of the draft thesis, the scholars are expected to make regular visits.
- The scholar will present the Research Proposal in an open seminar after the TAC clears the draft for the same. The draft Research Proposal will be evaluated by the Doctoral Thesis Evaluation Committee (DTEC).
- The Research Proposal synopsis and the PhD presentation are to be submitted at least 7 working days in advance of the proposed presentation date to share the copies with DTEC.
- The DTEC shall consider the topic of research and research proposal and if satisfied shall approve the topic of research and research proposal.
- The DTEC may suggest minor changes to the proposal if deems fit, such changes would be made by the scholar in consultation with the TAC.
- If the DTEC rejects the topic and the research proposal the scholar in consultation with TAC can send the research proposal within the next three months.
- Once the Thesis Title is approved, the PhD office shall issue a letter to the scholar for the record.
- If the scholar desires to modify the Thesis title or the proposed research plan, then the scholar has to apply to the PhD office for necessary approval. The thesis title or the proposed research plan cannot be changed after the completion of the third year in normal circumstances.

9. PHASE-III: THIRD YEAR ONWARDS

- From the third year onwards, the doctoral thesis work provides them with an opportunity to make original contributions to an area of management or one of its disciplines. The scholar is expected to work towards presenting papers at a conference, journal publications and other scholarly contributions.

- Once the scholar feels that the required part of the research and pre-requisites are completed, with due permission of TAC, the scholar can apply for Pre-Submission Thesis Presentation.
- The Pre-Submission Thesis Presentation in an open seminar. The pre-submission thesis presentation will be evaluated by the Doctoral Thesis Evaluation Committee (DTEC).

- The presentation is to be submitted at least 7 working days in advance of the proposed presentation date to share the copy with DTEC.
- The DTEC may suggest minor/major changes to the Pre-Submission Thesis if deems fit, such changes would be made by the scholar in consultation with the TAC. A duly signed report by TAC of the modification made is to be Pre-Submission Thesis is to be submitted by the scholarat the time of final Thesis submission.
- If the DTEC rejects the Pre-Submission Thesis, the scholar in consultation with TAC has to workon the thesis and apply for another Pre-Submission Thesis within the next three months.
- Once the Pre-Submission Thesis Presentation is approved by DTEC the PhD office shall issue aletter to the scholar for the record.
- The scholar has to prepare and submit the doctoral thesis within the next three months of the approval of the Pre-Submission Thesis Presentation. The submitted thesis would be sent to One Indian and One Foreign Evaluator.
- If the thesis is Excepted with minor/major required changes by both the External Evaluators, the Thesis Evaluation Report with the received comments would be shared with the scholar'sTAC for required modifications in the Thesis.
- If the thesis is Rejected by anyone of the External Evaluators, the Thesis Evaluation Report with the received comments would be shared with the scholar's TAC to communicate this to the scholar for required modifications in the Thesis. Within the next six months, the revised Final PhD thesis is to be submitted to repeat the external evaluation process.
- Once the Thesis reaches the *Accepted* status, the scholar has to Defend the Thesis in front ofone of the external examiners to be eligible for the award of the degree.

10. ACADEMIC CALENDAR

ACTIVITY / EVENT		TIMELINE
Year-I	Registration for Doctoral Program WP	26 May- 2025
	Immersion Program	May 2025
	Module-I: Research Foundation Courses	June 2025 – June 2026
	Module-II: Business Environment Courses	
	Module-III: Intermediate-level Doctoral courses	
	CQE	June 2026 – July 2026
Year-II	Allocation of TAC	
	Module-IV: Advance Doctoral Courses	June 2026- Dec 2026
	Module-V: Pre-Dissertation Seminars	
	Research Proposal	
Year-III and IV onwards	Doctoral Dissertation Work and Thesis	June 2027 onwards
	Thesis Defense (Expected)	May 2029

NOTE:

- Each May/Jan, as a part of the curriculum, the PhD-WP professionals have to join an Immersion Program. The program aims to provide participants with the technologies, tools, and research skills to become more efficient scholars. The details of the immersion program shall be shared separately by the Doctoral Program Chairperson
- Earning credit from all the courses is Essential. However, an exemption from attending classes is admissible subject to passing the challenge exam. The grade earned after passing the challenge exam would be credited to the scholar's transcript. Passing marks for the challenge exam is 70 percent. Rs 5000 is the administrative charge per subject to be paid by the participants. If the challenge exam is cleared the exam fee shall be refunded or adjusted in the next term fee. The option of exemption is available with Modules I and II only, for the rest of the credit requirements, no exemption is permissible. The option to take the challenge exam is to be registered within the given time.

TERM FEES AND PAYMENT SCHEDULE FOR DOCTORAL PROGRAM (2025)

The total fees for the course are ₹11,00,000/- (Rupees Eleven Lakh Only) + GST (as applicable)

Amount Detail Payment

Amount	Detail	Payment
₹ 50,000	Offer Acceptance Fee	At the time of accepting an offer
₹20,000	Caution Deposit (refundable fee)	By registration date
₹10,000	Alumni Fee (non-refundable fee)	By registration date
₹4,50,000	Program Fee Instalment	By registration date (year 1)
₹50,000	Immersion Fee	By registration date (year 1)
₹4,00,000	Program Fee Instalment	1st week of June year 2
₹25,000	Immersion Fee	1st week of June year 2
₹1,00,000	Program Fee Instalment	1st week of June year 3
₹1,00,000	Program Fee Instalment	1st week of June year 4

Note:
- ₹5,30,000 to be paid before registration date via admission portal only by 25 May 2025.
- Cash Deposits are not entertained for payment of fees.
- Any excess or deficit payment will be adjusted accordingly in the subsequent term.
- Actual dates for making the payments will be informed in due course.
- The further details on the extension Fee etc., would be provided in the Doctoral

While paying the term fees, the following may kindly be noted:

- Fee for year I is to be paid using online payment option that will be made available on the Candidate Dashboard as a button "Pay Term 1 Fee" by 25 May 2025. No other payment option will be made available. Even for bank loan, challan needs to be generated from the option available through the provided link, and fees may be deposited using the challan number. Any information required for the bank loan may be obtained through email to admissions.
- Annual fees for Year II to Year IV are to be paid using online payment option available on the ERP system of IIM Shillong. No other payment option will be made available. Even for bank loan, challan needs to be generated from the option available on the ERP system, and fees may be deposited using the challan number.

- It is advised to keep a copy of the proof of payment, in the form of Credit Card statement or Bank Account Statements, which might be useful in case of any discrepancy in the payment process.

Note: Scholars will need to submit details of their individual Bank Accounts to the Institute during the registration process which should be valid for at least one year after completion of their courses. This information will be used for relevant online financial transactions if needed.

Continuation Fee

The candidates who go beyond the above stipulated time may be allowed to continue in the program depending upon their progress and with payment of continuation fee but not beyond 07 years as under:
- After completion of 04 years into the program an extension of one year will be given subject to a payment of continuation fee of ₹ 25,000/ every 6 months.
- After completion of 05 years into the program an appeal to the Director has to be made and such participant may be allowed to continue in the program on a six monthly extension basis for a period of maximum of two years subject to payment of a continuation fee of ₹ 50,000/- every 06 months.
- Beyond 07 years there will be no further extension.

11. THESIS ADVISORY COMMITTEE (TAC) AND ITS ROLES AND RESPONSIBILITIES

A TAC shall be constituted for each Doctoral scholar after the successful completion of one year. The formation of a TAC (excluding the required international advisor) is a prerequisite to appearing for the Research Proposal Seminar and consecutively to the start of the doctoral thesis work. The Thesis Advisory Committee (TAC) plays a significant role in the Doctoral journey and provides valuable guidance and feedback to the doctoral candidate. Some of the key responsibilities of a Thesis Advisory Committee include - evaluation and approval of the research proposal, monitoring progress and milestones, providing expertise and feedback, assessing and critiquing research outcomes, facilitating interdisciplinary perspectives, and reviewing and approving the final thesis.

Composition of TAC- A TAC shall comprise the following members:

- TAC Supervisor: One regular faculty member of the institute. In case the thesis work requires, the scholar may request two supervisors as joint supervisors. The two supervisors should be from interdisciplinary area.
- TAC Members: Two institute faculty members from Interdisciplinary areas.
- One Advisor member with a foreign affiliation/ university.
  The role of the TAC Committee Members shall be to enhance the research perspective of the scholar on the advice of the supervisor, advice may include professional expertise in interdisciplinary areas.

Roles and Responsibilities of the TAC Supervisor(s)

The role of a supervisor for a doctoral scholar is crucial and involves providing guidance, support, and mentorship throughout the entire doctoral journey. Some of the key responsibilities include - setting research direction, monitoring progress, providing expertise and knowledge, offering guidance and support, facilitating networking and collaborations, assisting in professional development, etc. The TAC supervisor shall help the Doctoral office in finalizing the TAC members. Without the approval of

the supervisor, a scholar should not submit a proposal/paper relating to the Doctoral work.

Roles and Responsibilities of the TAC Members

The TAC members fulfill important roles in supporting the Doctoral candidate's research journey. They contribute expertise from diverse fields, offering valuable perspectives and guidance. These committee members help the TAC supervisor critically evaluate the research proposal, monitor the progress and milestones of the candidate, provide constructive feedback on research outcomes, and ensure the thesis meets rigorous academic standards. Through their collective expertise and mentorship, the TAC members play a crucial role in shaping and guiding the successful completion of the doctoral candidate's research.

12. DOCTORAL THESIS EVALUATION COMMITTEE (DTEC)

The Doctoral Thesis Evaluation Committee (DTEC) is responsible for evaluating the quality, originality, and contribution of a doctoral thesis. They provide critical feedback, assess the research methodology and data analysis, and determine the outcome of the thesis defense. The DTEC plays a vital role in maintaining academic standards, ensuring the rigor and scholarly value of the candidate's work, and contributing to the advancement of knowledge in the field. DTEC shall be formed at the time of the research proposal submission of the scholar and shall remain a part of the evaluation process throughout the scholar's doctoral journey.

Composition of DTEC- The DTEC shall comprise the following members:
1. TAC (Supervisor and two Committee Members)
2. Two External Evaluators from IIM Shillong
3. One member of the Doctoral Committee

13. GUIDELINES FOR INSTITUTE FACULTY SUPERVISOR/ADVISOR

a) A regular faculty member can be the supervisor of up to five scholars of the institute at any given point in time. The scholars can be from any of the two doctoral programs.
b) A faculty member has the right to refuse any scholar whom s/he may not want to supervise/advise.
c) The TAC member is expected to guide in her/his respective area of expertise. Examples of the advice offered by advisers may include those on the research proposal, professional expertise in academic research writing, guidance in statistical analysis, developing the research methodology, understanding the cultural issues, use of laboratory techniques, etc. S/he shall advise the scholar in the development and preparation of the thesis proposal, subsequent thesis work and its completion, and the development and preparation of a final draft of the thesis.
d) S/he, along with the other members of TAC, shall supervise the research and guide the scholar to ensure her/his steady progress.
e) Without the permission of the TAC members, a scholar should not submit the paper relating to the PhD work only. However, the scholar should be the corresponding author.
f) The two regular faculty members in TAC shall be the primary supervisors of the scholar.

Absence of Supervisor(s)

In case of absence/long leave of a supervisor for more than six months, if desired by the scholar, a new supervisor will be appointed. In the case of a supervisor who has been guided for more than a year, he/she shall be allowed to resume the guidance after his/her return from a temporary absence

(up to one year). In case a supervisor leaves/resigns or retires from the institute, a new supervisor will be appointed, if desired by the scholar.

14. GUIDELINES FOR THE APPOINTMENT OF INTERNATIONAL ADVISOR

The purpose of the inclusion of an international advisor is to bring global practices, increased network and expertise in the field of research. The Doctoral Committee shall be guided by the following criteria while approving the international advisor:

a) The International Advisor shall be external to the Institute and be serving overseas with an affiliation to a foreign/global organization. The International Advisor shall not be the primary supervisor.

b) The International Advisor should hold a Ph.D. degree. However, if one is not an academic, and is an industry expert with proven credentials in the area of research and demonstrated research capability in terms of academic/non-academic publications, the requirement of holding the Ph.D. The degree may be relaxed subject to the required approval.

c) The International Advisor should be serving at the level of a Professor or Associate Professor or equivalent in a reputed Institute/University or a research organization /Industry. However, this can be relaxed on a case-to-case basis for someone who is an industry expert as defined in the previous point, subject to the required approval. This may be applicable where the suggested advisor from the industry has had proven experience in the area of the concerned research.

d) The International Advisor can be of any race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, veteran's status, etc.

Roles and Responsibilities of International Advisor

The role of the international supervisor is of advising the scholar through the joint supervisors. S/he may provide guidance based on her/his expertise, with the overall endeavor of enhancing the quality of the research work, and the publication thereof.

15. GUIDELINES TO ADDRESS THE DEFICIENCY IN ACADEMIC PERFORMANCE OF THE SCHOLAR

The following are suggested to ensure due academic performance:

a) The scholar shall submit a Quarterly Progress Report (April to March) to the Doctoral Program Office, which then would be duly forwarded by the TAC. The TAC shall certify the work carried out during the given semester. The supervisors/advisors shall inform the Doctoral Program Office, in writing, if the scholar fails to submit the progress reports on time.

b) In case of submission of an unsatisfactory progress report, a written warning shall be issued to the concerned scholar by the Chairperson (Doctoral Program Committee).

c) Two continual unsatisfactory reports may lead to expulsion from the program.

d) In case of non-receipt of progress reports from a scholar, the Chairperson (Doctoral Program Committee) may issue a written reminder to the scholar concerned, directing her/him to submit the progress report within the next 15 days. This may also include scrapping the next quarter until the submission of the progress report.

e) The Doctoral Program Chairperson, in consultation with Doctoral Program Committee, may take appropriate disciplinary action, including cancellation of registration of the scholar from the program, in case of repeated violation of the above or other rules.

16. GRIEVANCE REDRESSAL

IIM Shillong is an inquiry-driven, ethically engaged, and diverse community dedicated to the ideals of free academic discourse in teaching, scholarship, and community service. IIM Shillong abides by the values of academic freedom and is built on the assumption that contention among different views is positive and necessary for the expansion of knowledge, both for the institute itself and as a training ground for society at large. The institute is committed to maintaining an environment that is free of unlawful harassment and discrimination. Pursuant to the Institute's commitment to a fair and open campus environment, any discrimination against or harassment of any individual or group is prohibited.

Any Scholar/TAC member who has a grievance related to some aspect of their experience in the Doctoral Program should report it to the Chair- DPC. If this is not successful, the grievance may be escalated to the Director. The Director will appoint a committee of three faculty members (or faculty members outside the institute, if the situation warrants) or use an existing standing committee, who will review the grievance and propose an appropriate response. The grievance should be shared only with the concerned authority and it should be refrained marking to all (scholars, faculty, etc). Violation of this rule may result in expulsion from the program.

17. PUBLICATION REQUIREMENT

Every research scholar has to publish a minimum of two research papers in reputed journals related to her/his area of research (ABDC ranked Journals with scopus or web of science as per IIM Shillong rules) before applying for Pre Thesis presentation. Scholars will not be permitted to submit the thesis if they are unable to provide evidence of at least acceptance for publication of the research papers in any journal as mentioned above. Affiliation of IIM Shillong and the joint work with supervisors is mandatory for considering the publication prerequisites for thesis submission.

Every scholar is expected to work at least 10 hours every week during the second, third, and fourth-year beyond the regular office work for timely submission of the thesis. It is also necessary that scholars will also be actively involved and contribute positively to all events and functions of the Institute like conferences, workshops, etc.

Additionally, scholars are also allowed to include their published papers in their thesis. If they include their published papers (verbatim) in the thesis, the following guidelines below should be followed.

1. Formal written permission should be obtained from the journal's publisher to allow usage of the published papers in their thesis.
2. Consent from all the co-authors mentioned in the papers is required. It is assumed that the co-authors will include the Supervisor and/or Co-Supervisors.
3. The papers should not be from open-access journals.
4. A self-declaration should be given by the scholar regarding the usage and integration of published material in his/her thesis."

A case study authored by an external collaborator not affiliated with IIM Shillong will be recognized as a valid PhD thesis-related publication only if it aligns with the scholar's research area and includes the names of the supervisor(s) with an IIM Shillong affiliation. If the scholar has two supervisors, both names must be included. The case study must be published in a peer-reviewed case journal indexed in Scopus or Web of Science, with a valid ISSN number. This publication can be counted as one of the

required publications for thesis submission.

18. THESIS EVALUATION COMMITTEE

The thesis submitted by a scholar will be evaluated/examined by the members of the Thesis Evaluation Committee comprising two experts, one evaluator from India and another one from a foreign country.

After the appointment of examiners, the Doctoral Program office will communicate with the examiners along with a copy of the synopsis/abstract seeking their consent as Examiners. Once consent is received from the Examiners, the thesis will be sent for evaluation in a prescribed format. Examiners will be requested to submit their evaluation report within three months from the date of dispatch of the report. If a report is not received within three months, the examiner will be asked to submit the report positively within a month. Thereafter, the Chairperson of, the Doctoral Committee may review the situation and may recommend the competent authority for the appointment of another examiner.

After receiving the evaluation report from external examiners, the Doctoral Office will communicate to her/his TAC about major/minor revisions suggested by the examiners and recommend resubmission of the same. In case, one of the examiners gives a negative report, the thesis shall be rejected. In case of rejection, the comments of the adjudicators will be forwarded to the research scholar through her/his TAC. If the research scholar wants to improve and resubmit the thesis, she/he will be allowed and such thesis will go for a fresh evaluation beginning from the synopsis submission phase.

After the receipt of the report of the thesis, the Doctoral program office will schedule the date for Defense VIVA in consultation with Indian External Examiner and the Supervisors. In the extreme case of non-availability of an Indian External Examiner, the Doctoral Committee may invite anotherexternal expert (Indian) of similar stature in place of the original Indian External Examiner for the VIVAwith the approval of the competent authority. The examiners of the Defense VIVA shall jointly submita report to the Doctoral Committee Chairperson on the performance of the scholar at the said examination, the contributions of the scholar as displayed in the thesis, a summary of the reports of the thesis examiners, and indicate clearly whether the scholar deserves to be awarded PhD degree. If the scholar fails to satisfy the examiners at the Defense Viva, the scholar may be allowed by the Doctoral committee to appear again at a Viva after one month from the date of the first viva. Only after the successful completion of the viva, based on reports of thesis and defense viva, the AcademicCouncil of the Institute shall recommend the scholar for the award of a PhD degree to the BOG of theInstitute for its approval.

19. INFRASTRUCTURE AND FACILITIES

The lush green environs of IIM Shillong surrounded by pine trees, where the 'sound of silence' prevails, provide a perfect ambiance for education. The sprawling new 120-acre permanent campus of IIM Shillong situated at Umsawli at New Shillong is set amidst natural greenery and is replete with all the facilities to make it a temple of study. The IIM Shillong campus brings a healthy and environment-friendly atmosphere where mental concentration is spontaneous.

It has a state-of-the-art infrastructure with the administrative block, the classrooms, and the library. It has separate offices to deal with executive education, management training programs and academic research. The Managerial Development Program office acts as an interface between academia and industry. Also, Dr APJ Centre for Policy Research and Analysis, and CeDNER strive toward

developmental and policy-level interventions to assist the North-East India states. The scholar residences provided are comfortable and conducive to quality living that offers a favorable environment for learning. The campus has an auditorium for conducting seminars, conferences, culture programs, scholars' events and other significant events of the Institute. The angelic scenery, the world-class facilities and the accomplished faculty make IIM Shillong an institute of excellence.

Within the heart of Shillong city, the IIM Shillong has its Mayurbhanj Campus, which housed the erstwhile summer palace of Mayurbhanj Kings of Odisha. This campus cradled the Institute, as IIM Shillong started its operation in the year 2007. IIM Shillong moved to its new campus in 2021. While the academic and administrative functions have now shifted to Umsawli, certain scholar residences are still housed at this campus.

20. KNOWLEDGE CENTER (LIBRARY)

The Knowledge Centre (Library) is one of the most modern and tech-savvy libraries in the country. It is envisaged to make the library one of the most vibrant and productive branches of the Institute so that it may keep pace with the global, dynamic and technology-enabled information age, and meet the expectations of its end users. The objectives of the Knowledge center are:

 a) To procure, organize and disseminate information in different formats,
 b) To support and promote the use of rich and diverse collections among the users,
 c) To preserve and house the collection for posterity, and
 d) To enhance and support the academic environment by providing seamless access to information resources.

With the above aim in view, within a short period, the Knowledge Center has acquired an excellent collection of management-related books, journals and non-book materials. It maintains a separate collection of Reference Books, Text Books, General books, Working Papers and other documents, the non-book collection consists of video cassettes, compact discs, etc. Faculty members make a regular requisition of latest books to add value to the Knowledge Centre and equip it with the latest collection of books. It also has the latest collection of periodicals, magazines and newspapers. The process of updating the Centre with a rich collection of both Indian and Foreign Journals is currently on. Journals are available both online as well as in printed volumes. IIM Shillong E-portal website details the e-resources available at the Knowledge Centre.

The varied type of services made available by the Centre, apart from lending, are the Reference Services, CAS (Current Awareness Services), SDI (Selective Dissemination of Information), Information Alert Services (E- Mail Services), Lest-you-miss (newspaper clippings) services, and ILL (Inter Library Loan) services. All the aforesaid online facilities are available through the Knowledge Centre E-Portal of the Institute.

This Knowledge Center is one of the few libraries in the country which is fully automated - the VTLS Library management software with RFID (Radio Frequency Identification) Library Management System is being used for the purpose of housekeeping of library as well as other activities. The RFID technology makes the Circulation of books easier as the end-users can perform the ISSUE and RETURN activities through the KIOSK and DROP BOX machines respectively, using their smart proximity cards. The entire area is covered by CCTV. The technological environment enables the Knowledge Center to serve its clientele in a better, faster, and more efficient manner. The library cataloging system is also implemented via OPAC for easy access by the users. The online resources of the Center can even be accessed from outside the campus by the authorized users through an authenticated secure VPN connection /Remote access login and Username and Password.

The Knowledge Center is the knowledge hub of IIM Shillong, it provides comprehensive access to books, journals, theses and dissertations, reports, and surveys covering diverse disciplines. The rules facilitating the functioning of the Knowledge Center are detailed in the Knowledge Centre E-Portal of the Institute.

21. IIMS JOURNAL OF MANAGEMENT SCIENCE

IIMS Journal of Management Science is the scholarly open-access journal of the Indian Institute of Management Shillong that has published research contributions in all areas of business management and its allied discipline since 2010. It follows a double-blind peer-review process and publishes two issues a year. While submissions from all management domains and their allied disciplines are welcome, the journal encourages articles with cross-functional managerial implications. The articles that establish the intuition, argument, and implications using clear and concise English and improve our understanding of the management theory and practice knowledge are preferred.

22. SCHOLARS RESIDENCES

A hostel is like a home away from home for a participant wherein it is expected that each will create and maintain a congenial atmosphere as in one's home. Cooperation and sharing of responsibilities among participants will go a long way in ensuring the maintenance and upkeep of the hostel infrastructure. IIM Shillong wishes that every participant makes her/his stay a memorable one and leaves a mark for their posterity to look back in pride and a feeling of belongingness.

During the Immersion of PhD-WP participants, accommodation shall be arranged in the hostel which is a single room. The room rent will be charged as per the accommodation provided. Each hostel resident will be provided a cot, mattress, cupboard, chair, reading table, window curtains and room heater (during winter). Utilities like a water filter for drinking water, fire extinguishers, etc. are available on each floor of the hostel blocks. The hostel campus is a fully Wi-Fi-enabled zone, while the rooms are provided with wireline network connectivity. Housekeeping including a waste disposal facility is provided for the hostels. Laundry service is available on a payment basis and may be arranged if required. Institute provides mess facilities managed by an outsourced agency. The hostel rules and regulations shall be provided in a separate document by the wardens on the first day of immersion.

23. INFORMATION TECHNOLOGY INFRASTRUCTURE

IIM Shillong provides state-of-the-art Information technology and communication infrastructure. The main campus and its two annexes are connected with high-speed optical fiber backbone. The campus LAN is supported by both wired and wireless infrastructure. The wired infrastructure is built over robust equipment having enhanced security features.

The entire campus is covered by a modern Wireless Network, which supports reliable communication from any part of the campus. This network goes through the process of augmentation every year. Wireless security and LAN Connections are ensured through authentication by Lightweight Directory Access Protocol (LDAP) throughout the campus.

High speed Internet connectivity is thus available across all hostel rooms through the wired and wireless network. The gateway to outside is built in the form of 1 Gbps Internet leased line connection provided by NIC under the National Knowledge Network (NKN) and a redundant link from Reliance Infocomm Ltd of 50 Mbps is also available. Also, a VPN Client is provided to those scholars who needs access to the Institute's Intranet resources when they are outside the Campus using the Institute's official credentials.

To support the software requirements of scholars, the Institute has a campus agreement with Microsoft whereby licenses for latest versions of operating system and office productivity tools are provided to each participant. In addition, licensed version of reputed antivirus software is provided to all laptops in the campus. This in turn discourages piracy, which is in line with the Institute's endeavor to nurture managers with ethics.

IIM Shillong uses a flexible Learning Management System (LMS) which takes care of online course material, online assignments, online quiz, integrated web conferencing, etc. to reduce the use of paper as much as possible. This system is integrated with an anti-plagiarism software to check the originality of the submitted assignments.

In addition, each course is provided with its own portal, allowing the participants to download the resources, anytime and from anywhere. These portals also provide options for different forums thereby encouraging participants to carry out discussions on various topics of interest, thus extending learning process across the available 24 hours.

Further, to facilitate the requirements of online teaching, the institute is also equipped with the latest web conferencing software like Microsoft Teams, Cisco Webex etc. which are necessary tools to take and schedule online classes.

All class rooms are aesthetically designed with high tech infrastructure. Each class room has an interactive board with Internet connectivity which relieves the participants from jotting down class notes, and instead, helps them in concentrating on the discussion. The class jotting on the board can be mailed to the email accounts of the participants and/or uploaded on the LMS after the class. The classes are also provided with high speed wireless internet connectivity, so that necessary literature from different databases can be downloaded to enhance classroom discussion. The class rooms are also provided with microphone facilities and are also equipped with video conferencing facilities.

24. IDENTITY CARD

The Institute uses smart cards as identity cards for its stakeholders. Apart from being a proof of identity, it is used in the knowledge center for automated issues and the return of books. The self-help kiosks at the Knowledge Center use these cards to ascertain the identity of its holder.

A scholar should invariably carry Identity Card issued by the Institute at all times, whether on campus or outside, failing which they will be barred from entering the Institute and using its facilities. In case of loss of Identity Card, the scholar has to lodge an FIR with the local Police Station. A duplicate Identity Card will be issued after submission of the copy of FIR to the Doctoral Program Office.

25. OTHER FACILITIES

For healthcare needs, there is a Wellness Center within the campus. The Wellness Center is open round the clock. Medical consultation from Institute's doctor is available 24×7 on call. The Wellness Center is also visited by a Consultant Clinical Psychiatrist, who is available for counseling.

State Bank of India has an extended branch at IIM Shillong campus to assist in the banking needs of the residents.

26. GENERAL RULES

a) The Institute attaches utmost importance to the strict integrity, honesty, and general conduct of the scholars. Any violation of the above will lead to disciplinary action.

b) Case-based teaching methodology is widely used at the Institute. Based on the requirement of the organizations from which cases are collected, case names and data are frequently disguised. Scholars should ensure that the confidentiality of the data obtained for educational purposes is not violated in any way.

c) Scholars are not permitted to run any commercial venture inside or outside the campus. They are also not permitted to associate/help/advise any organizations on a commercial basis on their individual capacity.

d) No mobile phones, laptop computers or any other similar device will be allowed inside the classroom or examination hall unless specifically required for the course, or a prior permission for the same has been obtained from the instructor(s). A breach of this will be considered as academic indiscipline, and the following penalties will be imposed on the scholar: The concerned device will be confiscated and s/he will be fined ₹ 10,000/-

e) The scholars are required to sit in their pre-assigned seats, whenever assigned, in the classrooms. Not doing so will be considered a breach of discipline. If a different sitting order is required for the pedagogy employed, the concerned instructor will inform the same to the scholars.

f) Without the consent of the concerned authority, tele and video recording of any event in the campus and putting the same in the public domain is strictly prohibited. Any violation will entail strict disciplinary action.

g) A scholar who leaves or is asked to leave the Institute must immediately vacate her/his accommodation. S/he needs to clear all dues from all departments/sections/clusters of the Institute within 30 days, failing which s/he will not be entitled to any kind of refunds. The process of obtaining necessary clearances from different sections of the Institute may be taken from Doctoral Office.

h) Scholars must take all care to ensure the correctness of information while making declaration at any point of time in the Institute. Wrong declaration may lead to termination from the Program.

i) Scholars are expected to maintain class decorum and sanctity and should be properly dressed within the campus.

j) No eatables are to be carried into the classrooms. Scholars are not allowed to take tea, coffee or any kind of drinks inside the classroom.

k) Scholars are not permitted to deal with the Institute employees including contract workers directly, except for official activities. In case of any complaints regarding workings/behavior of such employees, the same should be reported to the concerned administrative heads.

l) Smoking is strictly prohibited in all the academic and common areas of the Institute.

m) In case anyone is found using or in possession of narcotics, s/he will be summarily rusticated from the Program.

n) Submission of forged/falsified documents at any stage during the program will entail rustication from the program.

o) Ragging of incoming scholars by the senior batch, in whatever form, is strictly prohibited. As per the instructions from the Government of India, the strictest action will be taken against any incidence of ragging.

The above rules will also be applicable for online sessions, except those which specifically involve physical classrooms and/or hostels.

27. ATTENDANCE POLICY

The Institute insists on regular attendance in classes. All scholars must be regular and punctual in their classes. Unauthorized absence from class/Institute and/or unpunctuality will be considered a breach

of discipline and the Institute will be free to take appropriate action in such cases. Scholars are expected to prepare for the classes, as per the schedule provided by the instructors. Habitual lack of preparation will be viewed seriously.

Attendance will be taken by the instructor directly and participants should be attentive at the time of attendance to get their presence recorded on the attendance sheet. Failure to fulfill the requirements of attendance will result in the participant being debarred from appearing in the End Term Examination of the respective course, or their evaluations for the said course not being considered.

However, under extraordinary circumstances, participants may obtain a leave of absence. The following rules and procedures need to be followed for the purpose:

a. In case of absence due to illness, a medical certificate issued and/or countersigned by the Institute Medical Officer along with a written application must be submitted to the Academicoffice within 3 days of joining classes after illness. No participant shall be allowed to continuethe program unless the medical fitness certificate duly endorsed by the Institute Medical Officer is submitted within the stipulated time.
b. Before applying for leave, a participant should contact the course instructors to ensure that no term evaluation (quizzes or examinations or any other evaluation components) is missed during the leave period. The Academic office or the concerned faculty member(s) will not be responsible for the participant losing any segment of evaluation on account of her/his leave.
c. Each participant is expected to attend all the sessions. A minimum attendance of 85% of classes in each course is mandatory. However, if they cannot maintain the required minimumattendance percentage on account of illness or due to participation in competitions/ committee assignments (with prior permissions), then they must ensure that they have at least 75% attendance. If a participant does not have the aforesaid minimum percentage, her/his final grade for the given course will be downgraded by one letter grade for every class missed beyond the maximum permitted absence (subject to a minimum of D provided the participant has got at least 50% marks in the said course).

28. EVALUATION SYSTEM

Evaluation of a scholar in each course will be as per the course outline, which comprises of the following:

a) **End-term Examination:** Examination will be of 2 hours duration and constituting not less than 40% and more than 50% of the total marks. An instructor shall use written examination(s) for the end-term evaluation of all courses.
b) **Continuous Evaluation:** Comprises of test(s), quiz, project assignment(s), class participation, take-home assignment(s), etc., together constituting not more than 60% of the total marks. The core courses will mandatorily have mid-term examination as one of the constituents under this evaluation component.

An instructor shall necessarily use written examination(s) for the end-term evaluation of core and elective courses. In addition, the instructor may select, as part of continuous evaluation, from among the following or other evaluation methods:

a. Class Test
b. Quiz (announced or unannounced)
c. Project Assignment/Case Discussions/ Article Review)
d. Class Participation (may include attendance, class preparation, participation, etc.) or Oral

Examination
   e.   Take-home assignments/tutorials
   f.   Research article review/discussion

In addition to the end-term examination, courses of half credit will have at least two components of evaluation, while courses of one credit will have at least three components of the evaluation. The weightage of any single component will not exceed 40% except for the end term exam. Individual evaluation (as against group evaluation) components should constitute at least 50%. Weightage for class participation, if provided, should not exceed 20%.

29. CODE OF CONDUCT DURING EVALUATIONS

The Institute has zero tolerance for use of unfair means during any evaluation. Examples of unfair means include, but are not limited to, the following:

   a.   Cheating: using or attempting to use unauthorized assistance, material, devise, or study aids in examinations or other academic work or preventing, or attempting to prevent, another from using authorized assistance, material, devise, or study aids. Example can be use of cheatsheet in quiz or exam, carrying and/or using mobile phone during quiz or exam, altering a graded exam and resubmitting it for better grade, etc.
   b.   Plagiarism: using the ideas, data, or language of another without specific or proper acknowledgement. Example can be copying another person's (including of seniors') paper, article, or computer work and submitting it for an assignment, cloning someone else's ideas without attribution, etc.
   c.   Fabrication: submitting contrived or altered information in any academic exercise. Example can be making up data for any analysis, citing nonexistent articles, etc.
   d.   Multiple submissions: submitting, without prior permission, any work submitted to fulfill another academic requirement
   e.   Facilitating academic dishonesty: knowingly helping or attempting to help another to commit anything that comes under the purview of using unfair means
   f.   Unfair advantage: attempting to gain unauthorized advantage over fellow participants in an academic exercise. Examples can be gaining or providing unauthorized access to examination materials, obstructing or interfering with another participant's efforts in an academic exercise, lying about a need for and extension for an evaluation, continuing to write even when time is up during an examination, destroying or keeping library materials for one's use,etc.

It will be the responsibility solely of a participant, in case of any confusion, to consult and clarify with the instructor about whether her/his contemplated action(s) constitute using of unfair means.

For any unfair means used in any evaluation for the first instance by a participant, the following will apply:

   a.   In case the unfair means is used during continuous evaluation (other than mid-term), zero mark will be awarded for that component, with no option for re-evaluation of that particular component.
   b.   In case the unfair means is used during mid-term/end-term examination, an "F" grade will be awarded for that course, and the reason for such "F" grade will be recorded in the final transcript.
   c.   The grades obtained by such participants in the next attempt, if any, will be revised downwards by two letter grades. If the participant however, obtains a D or F grade in the nextattempt, the grade awarded in such cases will be F.
   d.   In any case of use of unfair means, the participant will be debarred from receiving any scholarship or award, membership of any committee and club, participation in any competition, etc.

e. In case of repeat offence, stricter action including rustication from the Program will be considered by the Doctoral Program Committee.

30. EXAMINATION RULES

Whenever an examination/evaluation is conducted, whether for credit or for non-credit courses, the following rules will apply. Violation of these rules will be taken seriously and accordingly dealt with.

a. All participants must occupy their respective seats as per the seating plan. Any participant found shifting the seating arrangement, or NOT occupying her/his seat at the scheduled commencement time for the examination may be debarred from appearing in the examination.

b. The Doors of the Examination Hall will be closed five minutes before the commencement of the examination and no one will be allowed into the hall after 15 minutes from the commencement of the examination. Those arriving within 5 minutes prior and up to 15 minutes after the scheduled time of commencement of the examination will be provided with the question paper, answer sheets, etc. only after 15 minutes from the commencement of the examination and no additional time will be allowed for completion of the same. Thus, they will have 15 minutes less to complete the examination.

c. Participants must put their signatures and serial number(s) of the answer book/ supplementary sheets on the attendance sheet.

d. Participants are not permitted to use pencils for writing answers in examinations.

e. Any participant finishing the examination early and leaving the examination room early must leave the examination premises immediately. Silence must be maintained within and around the examination hall.

f. When the examination is in progress, if any participant is found discussing anything with another participant, either inside or outside the examination hall, the same will also be treated as adopting unfair means. Exchange of calculators, mathematical and other tables, charts etc., is not permitted during examination.

g. Instructors / Invigilators are authorized to summarily disqualify any participant who is found to violate any of these instructions or resorting to any unfair means.

h. Under no circumstances, the answer sheet books can be taken out of the classroom/examination halls. Handing over of the answer books to the invigilator(s) will solely be the responsibility of the participant.

i. The Instructor will show evaluated mid-term answer books/ assignment / project reports / quizzes to the participants. Requests for seeing evaluated answer books shall not be entertained after one full term has elapsed since the examination and in no case after the Convocation.

j. Carrying items into the examination hall:
  i. Participants are not permitted to carry mobile phones/bags/folders/notes into the examination hall. All such materials, other than those specifically allowed by the instructor, must be kept in a designated space (identified by the Institute) before the start of the examination. If any such material are found on the chair flap or lower rack of the participant's chair, or anywhere in and around the examination hall, other than the specified space, the same will be considered as an attempt to use unfair means, and liable for punishment.
  ii. No answer book(s) or question paper(s) will be issued to any participant as long as s/he is in possession of any book, notes, bags, etc. However, the instructor might specifically allow certain books/laptop for an open book examination. Bringing any material not specifically allowed by the instructor will be considered as adopting unfair means.

k. Use of any unfair means in any evaluation will entail strict action.

l. Temporary absence from examination hall:
  i. Ordinarily, no participant will be permitted to temporarily leave the examination hall while the examination is in progress. Permission to temporarily leave the hall may be granted in exceptional circumstances.

ii.   No participant shall be permitted temporary absence from the examination hall during the first 45 minutes of the examination. No participant shall be permitted temporary absence from the examination hall during the last 15 minutes of the examination.
iii.   Not more than one participant shall be permitted temporary absence from the examination hall at any given time.
iv.   The period of temporary absence from the hall must be recorded in the sheet provided in the examination hall and must not exceed 3 minutes.

31.   GRADING SYSTEM

There will basically a five-point scale for regular graded courses to evaluate the scholar:

A - Excellent
B - Good
C - Satisfactory
D - Low Pass
F - Fail

The grade points associated with the aforesaid main grades are:

A -   4
B -   3
C -   2
D -   1
F -   0

In addition, plus (+) and minus (-) may be added against the A, B and C grades to distinguish between shades of performance. Taking this into account the following are the letter grades along with the corresponding grade points:

A+	4.33	B+	3.33	C+	2.33	D	1
A	4	B	3	C	2	F	0
A-	3.67	B-	2.67	C-	1.67		

For the courses which are offered only for the Ph.D. scholar, an absolute grading system will be applicable.

32.   ACADEMIC STANDARD

An "F" grade will earn 5 Deficit Grade Points (DGPs), and a "D" grade will earn 2 DGPs, independent of the credit of the concerned course. To qualify for promotion to the second year and/or to continue in the program, at no stage in the first year shall the scholar have

a.   CPGA of less than 2.67
b.   Accumulate 8 DGPs or more

Notwithstanding the provisions mentioned above, to be eligible for CQE (Comprehensive Examination) the scholar shall not accumulate more than 10 DGPs at the end of the first year.

Additionally, no scholar can graduate with an 'I' or "F" grade in any course. In case a scholar fails to fulfill the aforesaid minimum standards will have to discontinue the program. In special situations beyond the control of the scholar, if a scholar is unable to appear for any examination the Doctoral Committee may consider on a case-to-case basis. However, the decision of the Doctoral Committee will be final and shall have binding on the scholar.

If a scholar obtains an F in any of the courses in the first or/and second year and has not accumulated more than 8 DGP's at any given point of time, the scholar will be allowed one more attempt to clear the paper. However, if the scholar is unable to clear in the second attempt, the scholar shall be discontinued from the program.

33. STATUTORY COMMITTEES

In the endeavor to ensure hassle-free environment for the participants during their stay at the campus, certain statutory committees can be approached for redressal in case any scholar comes across any sort of unsavory experience:

1. Anti-Ragging Committee
2. Committee for Differently Abled Scholars
3. SC/ST/OBC Cell
4. Sexual Harassment Committee
5. Scholars' Grievance Redressal Committee

The details of all these committees and their mandate are available at the Institute Website https://www.iimshillong.ac.in/about-iim/statutory-committees/.

34. PROFILE OF FACULTY MEMBERS

Abhinav Sharma holds a B.Tech in Mechanical Engineering from HPU Shimla, M.Des. in Mechanical Systems Design from IIITD&M Kancheepuram, and Ph.D. in Operations Management from IIT Bombay. His primary research focuses on process and product quality improvement and multi-objective optimisation. His research interests also includes operations excellence in higher education. Dr. Sharma teaches courses on statistics and quality management.

Achinta Kumar Sarmah believes that the ultimate goal of a teacher is to lead his class through the path of wonder, and not of fear. According to him, the ultimate goal of the teaching-learning discourse is to instill a sense of cooperation among the students and make them see the true purpose of life beyond the horizon of competitiveness. He holds PhD from Tezpur University, and his teaching and research interests include Optimization, Decision Science and Operations Research.

Ashutosh Murti holds PhD from the School of Management and Labour Studies, Tata Institute of Social Sciences, Mumbai. Before joining IIM Shillong, he worked with the Administrative Staff College of India, Hyderabad, and Tata Institute of Social Sciences as Assistant Professor. His academic and industry work is in the area of Human Resource Management. His area of interest and research includes -Personnel Economics, Human Resource Management, Labour Market, Skill Gap and Employability.

Atul Mehta is a Doctorate in Economics from IIM Indore. His teaching interests include Macroeconomics, Monetary economics, Indian economy, International economics, and Development finance. His current research interests are in the domain of household finance – financial literacy-attitude-behavior-well-being, financial vulnerability, financial sector development, inclusive finance, poverty and inequality.

Basav Roychoudhury holds PhD in Computer Science and Engineering. He has more than 26 years of academic, research and consultancy experience, and has published in top rated international journals. His areas of interest are mobile computing – protocols and security, Enterprise Systems, e Governance, Data Modeling, Business Analytics and Social Media Analytics. He has been involved in consulting in the area of enterprise systems and eGovernance models, and has been a jury at various eGovernance project evaluations.

Bidyut Jyoti Gogoi holds B.E in Civil Engineering, MBA with Marketing specialization and PhD in Management. He has 23 years of industry, academic and research experience. His areas of interest are Marketing Management, Retail Management and Business Research Methods and Marketing Research.

Debasisha Mishra obtained his Doctoral Degree from the Department of Industrial Engineering and Management at Indian Institute of Technology (IIT) Kharagpur, India. He did his bachelor of engineering (B.E) from National Institute of Technology (NIT) Rourkela in 1995 and M.Tech in Industrial Management & Engineering from IIT Kanpur, India in 1997. He has worked in information technology industry for more than 12 years in India and USA in various capacities.

Devansh Pandey is a Marketing faculty member at IIM Shillong, holding a Ph.D. in Marketing from IIT Kharagpur and an M.Tech. in Entrepreneurship and Innovations from NIT Durgapur, where he received the Gold Medal. Previously, he taught at JIMS Rohini and contributed to NPTEL's Consumer Behavior course. He has delivered guest lectures at premier IITs and founded a digital marketing firm. His research explores consumer behavior, marketing strategy, and Metaverse applications

Kailash Choudhary holds PhD from BITS Pilani and has four years of teaching and industrial experience. His teaching interests include Operations management, Operation research, and Supply chain management. His research interests are in the domain of Green supply chain management, Life cycle assessment, Green manufacturing, and Lean manufacturing. He has worked as visiting researcher for Technical University of Braunschweig, Germany.

Krantiraditya Dhalmahapatra is a full-time faculty in Operations & Quantitative Techniques. Priorly, he was working at Thiagarajar School of Management, Madurai, Tamil Nadu, India. He obtained his PhD from the Department of Industrial and Systems Engineering, Indian Institute of Technology Kharagpur, with 6 years of experience focused on bridging the gap between the rapidly advancing technological developments and the safety management systems of organizations through integration of data analytics (DA) and virtual reality (VR).

Mousumi Bhattacharya has done her post graduate degree in Business Finance, M.Phil. and PhD from University of Calcutta and she was a rank holder at both M.Phil. and post-graduation level. She also has a diploma in business finance from ICFAI University. Her interest spans the field of FINTECH and Financial Services, Mergers, Acquisitions, and Corporate Restructurings, Corporate Finance and Financial Econometrics.

Naliniprava Tripathy holds M. Com, M. Phil, PhD, Post-Doctorate and D. Lit. Degree in Management. She was a Fulbright Scholar at USA. Prior joining to IIM Shillong, she was working as Associate Professor of Finance at IIM Indore. She has 29 years of teaching and research experience. She has more than ninety research papers publications and eight books to her credit. Her areas of interest include Corporate Finance, Business Valuation, Investment Banking, Financial Services, Wealth Management, and Financial Engineering.

Neelam Rani holds PhD in Finance from IIT Delhi, India. She has been a Fulbright visiting scholar at Rutgers Business School, The State University of New Jersey, Newark. Her research focuses on Mergers and Acquisitions, Cross-border Acquisitions, and Corporate Governance. She is a recipient of the NSE prize for Best Thesis in Financial Economics, outstanding paper awards by Amity International Business School, Indian Institute of Capital Markets, IIT Roorkee. She has been awarded 3E Innovative Young Researcher Award.

Parijat Upadhyay has rich teaching and research experience in the domain of Information Systems and Supply Chain Management. An alumnus of Symbiosis and XLRI Jamshedpur, he was associated with reputed academic institutes like IMT Ghaziabad, IMT Nagpur, Globsyn Business School, International School of Business and Media, B.C. Roy Engineering College and Asansol Girls' College. He has been taking courses like Management Information Systems, E-Business, Enterprise Resource Planning and Supply Chain Management.

Pradeep Kumar Dadabada holds PhD in CS from Institute for Development and Research in Banking Technology (IDRBT) and University of Hyderabad. Prior to joining IIMS, he worked as Senior Data Scientist at Innominds Software Solutions Pvt. Ltd. Hyderabad; as a Lecturer in RVR&JC College of Engineering, Andhra Pradesh. He also mentored 50+ aspiring data scientists at Hyderabad.

Pradeep Rathore holds Ph.D. from Industrial and Systems Engineering department of IIK Kharagpur. His research interest areas are supply chain management, circular economy, healthcare operations management, and sustainability. His teaching interest areas are operations management, operations research, project management, circular economy, digital supply chain, and prescriptive analytics. He has various research publications in reputed journals like journal of environmental management, computers and industrial engineering, journal of cleaner production, etc. He is also an active reviewer of various reputed internation journals.

Pradip Sadarangani is a BTech. and PhD from IIT Bombay, MBA from Jamnalal Bajaj Bombay. He also holds a Research Degree in Business Administration from the University of Michigan, Ann Arbor. Before joining IIM Shillong as Associate Professor, he was Assistant Professor at IIM Bangalore. He has held managerial positions at NIIT, Mafatlal Consultancy Services, and RSG & Co - a Chemical Trading Company.

Prasanta Kr. Chopdar holds PhD from NIT Tiruchirappalli for his thesis on Mobile Shopping Apps Adoption. His research interests include, but are not limited to New Technology Adoption, M-commerce/M-shopping, Smart City Services, Sustainable Marketing and Consumption, Luxury Consumption. His teaching interests are in Marketing Management, Business Research Methods, Sustainable Marketing, and Retail Marketing.

Pratap Chandra Mandal holds BTech, MBA and PhD from IIT Kharagpur. His research concerns customer relationship management, customer satisfaction, services marketing, marketing intelligence, and qualitative methods in management. He is the editor-in-chief of two international journals and is on the editorial board of journals like Journal of Global Marketing. He conducts courses on Marketing Management, Integrated Marketing Communications, Marketing Intelligence, and Qualitative Methods in Marketing.

Priya Alat is working as an Assistant Professor in Organizational Behavior and HR and holds a Ph.D. in Management from the Indian Institute of Technology Kharagpur. She was a UGC Research Fellow (2013-2018) and has a Post Graduate Diploma in Management (2012) and an Advanced Diploma in Public Policy (2009).

Teidorlang Lyngdoh is an Associate Professor in Marketing at IIM Shillong. Prior to joining IIM Shillong, Teidor has been associated with one of the leading university in the UK, Queen Mary University of London (QMUL) as an Assistant Professor and MSc Program director. Teidor also worked as an Assistant Professor in Marketing at University of Kent, UK and Xavier School of Management- XLRI, India. Teidor completed his doctoral studies at the Indian Institute of Management Kozhikode (IIMK), India. He has a Master's in Business Administration (MBA) and a BSc in Advance Zoology and Biotechnology from Loyola College, University of Madras, India.

Ravi Shankar Bhakat is working as Assistant Professor Grade-I in Indian Institute of Management, Shillong. He is involved in teaching of marketing area courses viz. Marketing Management, Marketing Strategy, Sales and Distribution Management, Business to Business and Industrial Marketing. Dr. Ravi has been associated in marketing research and academia for more than a decade. He has undergone teachers training program from RIE-NCERT, Bhubaneswar under integrated program. Along with master's and doctoral degrees from National Institute of Technology Tiruchirappalli, his academic research focus is built around emerging interdisciplinary areas of marketing pertinent to consumer psychology, modern retail, and marketing innovations. Dr. Ravi has worked closely with startups founders, small business owners in the field of Information Technology, Sustainability Solutions, and Digital Value Chains.

Rohit Dwivedi is a M.Psy. and D.Phil. (Psychology) from the Center for Advanced Study in Psychology, University of Allahabad. His interest is in Consulting and Understanding Psychopathology of Organizations. His research interests include Memetic Analysis of Narratives; Organizational Change and Corporate Social Responsibility; Social Change and Development and Corporate Colonialism.

Rohit Joshi is a Fulbright Fellow and has done his Postdoc from University of California, Los Angeles, USA; PhD from IIT Delhi; MTech and BTech from Malviya National Institute of Technology Jaipur, in Industrial Engineering (a Gold Medalist). His areas of interest in consulting and teaching assignments include Operations Management, Quality Management, Supply Chain Management, Business Statistics, Quantitative techniques, Value-engineering, Creative problem solving, and Information technology.

Sanjeeb Kakoty was born and educated in Shillong. After Post Graduation in history, he did a PhD in the history of technology from NEHU and completed the 3 TP programme of management from IIM Ahmedabad. A teacher, writer and a documentary film maker, his book entitled Science, Technology and Social Formation in Medieval Assam was published by Cambridge in 2012. His areas of interest, apart from culture and education, includes sustainability, communication and governance. He had been a visiting faculty at IIM A and IIM B.

Sanjita Jaipuria holds M.Tech from IIT Kharagpur and PhD in the broad area of Supply Chain Management from NIT Rourkela. She has participated in the Faculty Development Program in Management, at IIM Ahmedabad. Her teaching interest area includes Operations Management, distributions and Logistics Management, Purchasing and Sourcing management, Business Forecasting, Statistics for Decision Making.

Sanjoy Mukherjee, B.E. (Jadavpur University), PGDM (IIMC), Ph.D. (Jadavpur University), has 7 years of experience in the industry. Earlier, he was a Faculty at the Management Center for Human Values, IIM Calcutta. His areas of research interest and expertise include Indian Ethos and Human Values in Management, Business Ethics, CSR, Enlightened Leadership, Alternative Learning, Management and Arts Interface, Alternative Learning, History and Philosophy of Management, Sustainability and Spirituality in Management.

Sharad Nath Bhattacharya is a post-graduate in finance and holds a PhD from the University of Calcutta. An order of merit winner at the University of Calcutta for his rank at post-graduation level, he offers courses on Security Analysis and Portfolio Management and International Finance. Active in serving the professional community, he has been visiting faculty at IIM Indore, IIM Raipur, IMT Ghaziabad and the University of Calcutta.

Sheetal holds PhD in management. She has 5 years' teaching and research experience across various reputed institutions including NCERT (New Delhi) and Jaipuria Institute of Management, Ghaziabad. Her teaching interest area includes Strategic Management, International Business Environment, Competitive Strategy and Foreign Trade Policy. Her research interests include Export Competitiveness, Public Policy, Internationalization of MNEs and start-up ecosystem.

Sitanshu Sekhar Das holds Master's degrees in Sociology, Management, M.Phil. in Personnel Management, and Ph.D. in Management from IIT Kharagpur. His teaching areas are Individual and Group Dynamics, Leadership, Human Resource Management, Psychometric Assessments, Research Methodology, and Quantitative Data Analysis.

Subhadip Mukherjee holds M.A. & M.Phil degree in Economics and a Doctorate in Economics from IIM Bangalore. His teaching interests include Microeconomics, Macroeconomics, International economics, Econometrics. His research interests include firm and industry level analysis on Micro, Small & Medium Size Enterprises, retail industry, macro-economic issues pertaining to productivity, employment and growth, trade reforms in various regimes.

Vibhas Amawate completed his doctoral studies from IIM Kashipur in marketing and has around two decades of academic and corporate experience. He has held leadership roles at global Market research firms - IMRB International & International Data Corporation (IDC) and led the consumer insights functions at MNCs–LG & Vodafone-Idea. He offers courses on Market Research, Product Management, Business to Business Marketing, Social Marketing and Services Marketing. He has taught at leading academic institutions – IMT Ghaziabad, FMS Delhi and MDI.

Varnita Srivastava is a faculty in the area of Finance and Control. She did her Ph.D. from the Department of Management Studies and Industrial Engineering, Indian Institute of Technology (ISM), Dhanbad in Corporate Finance and Corporate Governance area. She has worked for almost 3 years with Christ (Deemed to be University) and for approximately 1 Year with Amrita Vishwa Vidyapeetham. Her teaching interests include corporate finance, financial markets, financial services, and corporate restructuring.

Vishakha Bansal holds a Doctoral degree from Faculty of Management Studies, University of Delhi. She has worked in the area of taxes and corporate capital structure decisions. She holds a degree in M. Com from Department of Commerce and B. Com (Hons) degree from Hansraj College, University of Delhi. She has more than 8 years of teaching experience and has various publications in journals of repute. Her research interests are in the area of tax policies, corporate finance and financial distress.

Yadav Vinay Surendra is an Assistant Professor in Operations & Quantitative Techniques. Priorly, he worked as Research Associate at Indian Institute of Technology Delhi, India. He obtained his Ph.D. degree in Industrial Engineering & Management (IE&M) from National Institute of Technology Raipur, India. He also holds a master's degree in IE&M from National Institute of Technology Raipur, India

For updated profiles, research interests and publications, scholars may visit the institute website**.**

https://www.iimshillong.ac.in/faculty-overview-page/

35. IMPORTANT NOTE

➢ The Institute reserves the right to change and/or modify any of the rules and regulations, contained herein.
➢ The Participant Handbook and all the contents herein are subject to the jurisdiction and interpretation of the Director, IIM Shillong
➢ An aggrieved participant, who is not convinced with the decision of the Doctoral Committee regarding certain action taken against her/him, may approach the Director for redressal.
➢ The decision of the Director in matters of interpretation of the rules will be final and binding on all concerned.

ANNEXURES

The presented annexures are indicative. The soft copy of the updated format is uploaded on LMS (Moodle) for ready reference.

ANNEXURE 1: INDICATIVE FORMAT FOR PROPOSED SUPERVISOR

(To be submitted by the Scholar to the Doctoral Office)

1. **Name of the supervisor**

2. **Signature of supervisor showing consent**

3. **Self-declaration by the scholar to abide by the guidelines and aforementioned timelines**

ANNEXURE 2: INDICATIVE FORMAT FOR INFORMATION OF INTERNATIONAL ADVISOR

(To be submitted by the Supervisors)

(To be submitted by the Supervisors)

1.   Full name, with Title:

2.   Contact Details (Postal address, complete with pin code):

3.   Email address:

4.   Phone no, with country, city codes:

5.   Highest Qualification: Degree, with year:

6.   University/Organization Specialization, with sub-specialization:

7.   Experience

    a) Current position:

    b) Employer Position (s):

    c) Responsibility (ies):

    d) Research specialization, with sub-specialization:

    e) Post-PhD experience:

        i. Teaching

        ii. Research, development or innovation

8.   Publications (mention journal name, indexation, year, volume, issue, name of the article):-

9.   Books (details):

10. Chapters in books (details):

11. Publications in peer- reviewed journals (numbers only):

12. No of PhD students guided: -

A Seminar course on research writing should investigate a problem relevant to management theory and practice, using the systematic analysis of primary or secondary data. The paper, therefore, should be structured around the following sub-headings:

1. Introduction: The sub-section should discuss the identified research problem and objectives supported with relevant practical and theoretical context.

2. Literature Review: Literature Review should be used for building the argument behind the study being undertaken, establishing the research gap and the need for the proposed research. The sub-section should focus on developing the theoretical framework of research. This sub-section should include the research questions/hypotheses/assertions with support of a theoretical framework and using the findings of prior research studies published in quality journals.

3. Methodology: This sub-section should include the discussion on the research design, methodology adopted, type of data collection, instruments of data collection, population and sample of the study, and the data-analyses techniques. The process of data collection through primary, secondary, quantitative or qualitative (including case-studies) should be explained clearly. The data should be analyzed with relevant techniques, and the reliability and validity of the measures should be well established.

4. The Findings & Discussion of Results: This sub-section should explain the findings with reference to the research questions/hypotheses/assertions, theoretical framework, and the expectations based on previous studies. In case of mismatches between the findings and expectations, the possible reasons for this will have to be explored and contingency propositions generated.

5. Research Implications: This sub-section should discuss how the findings would extend, modify or replace the existing theories and paradigms of research in the field. Also, a part should discuss how the findings could be used by practitioners to enhance the effectiveness of their practice and specific recommendations.

Scholars are required to submit their presentations and extended abstracts (upto 500 words) to the PhD Office for Seminar Paper at least Seven days before the scheduled date of presentation. A Hard Copy of the report based on the above structure should be available to the supervisors. A descriptive report of each section should be submitted by the supervisors to the Doctoral office.

ANNEXURE 4: EVALUATION GUIDELINES FOR SEMINAR COURSE

1. The introduction includes an explanation of the need for study, the theoretical context & the practical relevance.
2. The literature review synthesizes the prior studies for developing the main argument of the paper.
3. Use of prior studies for developing the theoretical framework and formulation of hypotheses
4. Quality and comprehensiveness of the review of prior research cited in the paper ie. inclusion of papers from reputed international journals
5. Clarity of statement
6. Originality of hypotheses
7. Clarity in explaining the methodology.
8. Appropriateness of statistical techniques used for analysis.
9. The clarity in explaining the findings.
10. Explanation of the theoretical/managerial implications & recommendations

ANNEXURE 5: EVALUATION GUIDELINES FOR SEMINAR ON SYSTEMATIC LITERATURE REVIEW

1. Explanation of the need for study
2. Use of existing literature for developing the theoretical framework
3. Use of existing literature to generate/support hypotheses
4. Quality of existing literature cited in the study ie: inclusion of papers from reputed international journals
5. The comprehensiveness of the review (ie: inclusion of significant studies
6. Integration of the existing studies for developing the main argument of the paper
7. Appropriateness of the concluding part
8. Focused and to-the-point presentation of the main theme
9. Explanation of the contributions of the study
10. Discussion of the limitations

Quarterly Progress Report

(For the Quarter of: – Month_____, Year: 2025)

Part A: To Be Filled by the Research Scholar

Name:		Registration Number:	
Area of Specialization/ Discipline:		(Full/Part Time):	
Name of Supervisor(s)*	Prof._____	Prof._____	
TAC Members	Prof._____	Prof. _____	

* In case the supervisors are yet to be allotted; Chairperson (PhD) will validate the report

Details of the Meeting held between the Scholar and TAC
Meeting one (Kindly Mention the date and time of the meeting held)-
Meeting two (Kindly Mention the date and time of the meeting held)-
Meeting three (Kindly Mention the date and time of the meeting held)-
Milestones and progress made during the quarter (Courses completed/ Ongoing; CQE Status; Data Collection, Teaching Associate, Journal Publications; Patents; Cases; Conference papers; Seminars; Workshops, progress of thesis work, etc.)

Activity Name	Provide details of the activity

Plan for next quarter:

Part B: To Be Filled by the Supervisor(s) and TAC members.

Summary of the progress made by the scholar.

> 1. Planned work during the period:
> 2. Work done during the period:
> 3. Work not completed during the period:
> 4. Plan for next quarter:

Recommendations of Supervisor 1: (*Please tick relevant column*)

Performance is Satisfactory ☐   *Performance is Unsatisfactory* ☐

Comment(s) *(if any)*:

_____
_____
_____

Prof. _____

Recommendations of Supervisor 2: (*Please tick relevant column*)

Performance is Satisfactory ☐   *Performance is Unsatisfactory* ☐

Comment(s) *(if any)*:
_____
_____
_____

Prof. _____

Recommendations of TAC member 1: (*Please tick relevant column*)

Performance is Satisfactory ☐   *Performance is Unsatisfactory* ☐

Comment(s) *(if any)*:

_____
_____
_____

Prof. _____

Recommendations of TAC member 2: (*Please tick relevant column*)

Performance is Satisfactory ☐   *Performance is Unsatisfactory* ☐

Comment(s) *(if any)*:

_____
_____
_____

Prof. _____

We certify that the scholar **qualifies/does not meet** the requirements prescribed for Full-time / Part-time Scholar.

Date:

1. Signature of Supervisor 1 –

2. Signature of Supervisor 2 –
(Choose the relevant option as per the supervisor allotted system followed. Those who using theold format please tick on supervisor)

3. Signature of TAC Member 1-

4. Signature of TAC Member 2-

* **Note – Three meetings in a quarter with the TAC (online/ offline mode) is mandatory.**

* **Note – As the format of the TAC has changed please choose the option correctly as mentioned in Point No.2 those you following the old supervisor pattern please choose the correct option.**

ANNEXURE 7: UNDERTAKING TO RECONSTITUTE TAC

To be filled by the Supervisor

1.   **Scholars Name-**

2.   **Registration Number-**

3.   **Supervisor -**

4.   **TAC Advisory Committee Members -**

5.   **Date of Approval of TAC-**

6.   **Date of request to change the TAC-**

Based on the above information, I hereby request the Doctoral Office to kindly change the supervisor of the above scholar as it would not be possible for me to guide the scholar

The reason for withdrawal (Note- Supervisor requesting the change may kindly mention the reason in the box below)

Signature of the Supervisor-

ANNEXURE 8: NO DUES CLEARANCE CERTIFICATE

Name of the Scholar: _____

Regn. No.:_____   **Date:**

S.No.	Department	Remarks	Signature & Stamp of Clearance
1	Mess / Laundry		
2	Stores & Purchase		
3	Engineering Section		
4	Hostel Manager		
5	Knowledge Center		
6	IT Section		
7	Finance & Account Section		

Note:

- **Clearance should be obtained in the order of the sequence number of the departments/sections**
- **Duly completed form needs to be submitted to the Program Office**

ANNEXURE 9: RULES AND REGULATIONS FOR USING KNOWLEDGE CENTER (LIBRARY)

Opening Hours

- Monday to Friday: 9.00 am to 7.00 am next day
- Saturday: 12.00 noon to 07.00 am next day
- Sunday: Closed
- Holidays: Closed

General Rules

- Only IIM Shillong scholars, researchers, faculty members and staff members as registered members are allowed to use the Knowledge Center. Registered members can use their smart card for circulation of library documents. The smart card is non-transferable. Student membership is renewed at the beginning of every academic year. They should produce their ID cards at the entrance of the Knowledge Center, or when required.
- Silence should be maintained in the Knowledge Center. Mobile phones will also need be kept in silent mode or in switched off mode.
- No eatables are allowed within the Knowledge Center. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
- Members are not allowed to bring personal books or any printed material and other personal belongings like bags, umbrellas, etc. inside the Center. These materials are to be kept at the Property Counter at their own risk. Only a Single Note Book can be taken inside the Reference Section.
- Members should not carry books from one section to another and should leave the books on the reading table after the use.
- Members should not write in, mark or otherwise disfigure/damage books, furniture, etc.
- Members are advised not to leave their precious and valuable items like money, passport, certificate, credit card, etc. at the Property Counter.
- The Center shall not be responsible for any loss or damage of the personal belongings of the users.
- The computers at the Center are meant for searching/downloading the e-Resources only. Playing and downloading games, software, music /video files are strictly prohibited.
- Readers should not remove/unplug computer cables/connections, network cables and other peripherals/accessories in the library.
- The Librarian reserves the right to suspend the membership of any member found misbehaving with the library staff or with any other member.

Privileges of Members

A member who is a scholar of the PGP Program can get up to five books issues for ten days duration.

Issue and Renewal of Books

- Books are normally issued for a period of 10 days.
- The member must be present in person for any library transaction against his/her membership.
- Books can be re-issued two times (i.e., for a period of another 10 days) if there is no reservation against it.
- Renewal will be allowed only after the borrowed material is produced physically at the

counter.

- Reference books, Periodicals & project reports, are not to be issued out. However, in some genuine cases the same may be allowed with the permission of the Librarian.
- Borrowers must satisfy themselves with the physical condition of books before borrowing.
- Members are responsible for books issued against their lost smart card.
- Reserved books cannot be issued to other member.

Overdue and Reminder

- A fine of ₹ 5/- per book per day will be charged for first seven days from the due date of return of the book. The rate will get doubled for any delay beyond that.
- Any overdue book should be either returned or renewed. Otherwise the privilege of issuing books will be suspended.
- In normal course, two reminders (e-mail) will be sent to the member for overdue of books in alternative weeks. It is, however, not obligatory on the part of the Center. If the borrower does not respond to the notices, his/ her membership will be suspended till the return of the material and till permitted by the competent authority.
- The Center reserves the right to recall any issued book even before the due date.

Loss/ Mutilation of Reading Materials

- If a book is lost, the borrower is responsible to replace the book or pay three times the cost of the book. In case the lost book is out-of-print and widely used, the library committee may recommend extra penalty
- Reprographic Services Including Scanning, Printing of Knowledge Center Documents
- Only documents from the Knowledge Center are allowed for photocopying @ ₹ 1/- per copy, and printouts @ ₹ 2/-per page. Members can scan important portions of documents free of cost.

Clearance of Reading Materials

- Borrowers are expected to return all borrowed materials before going on vacation/ leave/ outstation duty, if such absence is for more than a month. Only two books are allowed to be taken during Internship.
- All members are required to clear the Library dues before the announcement of their result.
- On completion of the Program, NO DUES Certificate will be issued only after surrendering all reading materials, the smart card and clearing all outstanding dues. A fine of ₹ 100/- will be charged for losing the smart card.

Use of Kiosk for Issuing Book(s)

- Step 1. Place the card : Result. Member's account details will be displayed
- Step 2 Remove the card and immediately place the book(s) to be issued. Result. The details of the book(s) will be displayed.
- Step 3. Press the ISSUE BUTTON. Result. A message "Item Processed Successfully" will appear. If this message does not appear during the operation, the member is advised to contact the library staff.
- Step 4: To borrow more books, press on MORE and place the book

Use of Drop Box/Kiosk for Returning Book(s):

- Step 1. Press RETURN button and place your book (Not required to place the card): Result:

Book details will appear
- Step 2: Press RETURN button: Result: A message "Item Processed Successfully" will appear. If this message does not appear during the operation, the member is advised to contact the library staff.
- Step 3: To return more books, press on MORE and place the book

Important Note:

- Violations of Knowledge Center rules can lead to hefty fines and/or debarment from using the facilities
- Rules may be altered or amended and new rules may be incorporated by competent authority from time to time depending on the exigencies.

E- Journals Subscribed by the Institute

- Taylor & Francis
- Wiley Journals
- Springer Nature
- Elsevier Science Direct
- EBSCO- Business Source Ultimate
- World Bank E- Library

- INFORMS
- Elsevier Scopus
- Sage
- Emerald Insight
- OECD
- IGI Global
- InderScience

- E- Journals accessible from E- Shodh Sindhu
- Oxford E- Journals
- ISID
- JSTOR
- Jgate (JCCC)
- Project Muse

Databases Subscribed by the Institute

- CMIE Prowess
- Accord Fintech
- IBID
- CMIE- Outlook
- Indiastat
- Bloomberg
- Financial Times
- ProQuest Dissertation & Thesis
- ProQuest e- Brary
- Crisil
- Euromonitor
- Capitaline Plus

- ABI Inform Complete
- Turnitin (Plagiarism checker)
- Grammarly (Writing Support)
- E- Resources accessible from NDL
- e. Book Library
- South Asia Archive (SAS)
- Collection Development
- Magazines/ e. Magazines

- Newspapers/e. Newspapers
- E-Resources(e. journals /e. Books/Databases)
- Dissertation and Thesis
- Internship Report
- CD/DVD
- Special Collection
- World Bank
- Harvard Business Review
- Cases
- HBSP Cases

ANNEXURE 10: DRIVE AGAINST RAGGING

1. Definition: "Ragging" means the doing of any act which causes, or is likely to cause, any physical, psychological or physiological harm or apprehension or shame or embarrassment to a Scholar, and includes –

a) Any conduct by any scholar or scholars whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other scholar;

b) Indulging in rowdy or in disciplined activities by any scholar or scholars, which causes or is likely to cause annoyance, hardship, physical or psychological harm or to raise fear or apprehension thereof in any fresher or any other scholar;

c) Asking any scholar to do any act which such scholar will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other scholar;

d) Any act by a senior scholar that prevents, disrupts or disturbs the regular academic activity of any other scholar or a fresher;

e) Exploiting the services of a fresher or any other scholar for completing the academic tasks assigned to an individual or a group of scholars;

f) Any act of financial extortion or forceful expenditure burden put on a fresher or any other scholar by scholars;

g) Any act of physical abuse including all variants of it: sexual abuse, homosexual assaults, stripping, forcing obscene and lewd acts, gestures, causing bodily harm or any other danger to health or person;

h) Any act or abuse by spoken words, emails, post, public insults which would also include deriving perverted pleasure, vicarious or sadistic thrill from actively or passively participating in the discomfiture to fresher or any other scholar;

i) Any act that affects the mental health and self-confidence of a fresher or any other scholar with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a scholar over any fresher;

j) Any act of physical or mental abuse (including bullying and exclusion) targeted at another scholar (fresher or otherwise) on the ground of color, race, religion, caste, ethnicity, gender (including transgender), sexual orientation, appearance, nationality, regional origins, linguistic identity, place of birth, place of residence or economic background.

2) Prohibition of Ragging

a) Ragging is strictly prohibited.

b) No person shall participate in, abet, or propagate ragging.

3) Penalty for Ragging

Expulsion from the Institute, if found guilty on inquiry against the complaint lodged by any other scholar, or by suo-moto cognizance taken by the Institute. Imprisonment of either description up to two years or fine up to five thousand rupees or both. Any Scholar convicted under shall be dismissed from the educational institution in which he/she has been prosecuting his studies for the time being, and shall not be re-admitted to that educational institution.

An Anti-Ragging Committee is functional to look into the incidences of ragging, if any. Following is the composition of the committee:

1. Prof. Subhadip Mukherjee-Chairperson, Chairperson PGP
   Mb: 9502099492, Email: subhadip@iimshillong.ac.in

2. Prof. Mousumi Bhattacharya- Member, Chairperson PhD
   Mb: 8974009052, Email: mousumi@iimshillong.ac.in

3. Prof. Prasanta Kr. Chopdar-Member, Chairperson Research
   Mb: 9337296954, Email: prasanta@iimshillong.ac.in

4. Prof. Sitanshu Sekhar Das- Member, Chairperson PGPEx
    Mb: 9932077385, Email: sitanshu@iimshillong.ac.in

5. Prof. Vishakha Bansal- Member, Hostel Warden
   Mb: 9990149149, Email: vishakha@iimshillong.ac.in

6. Prof. Ravi Shankar Bhakat- Member, Hostel Warden
   Mb: 8148586623, Email: ravi@iimshillong.ac.in

7. Prof. Varnita Srivastava- Member, Hostel Warden
   Mb: 9097045534, Email: varnita@iimshillong.ac.in

8. Chief Administrative Officer - Member
   Mb: 03642308020, Email: cao@iimshillong.ac.in

Indian Institute of Management Shillong (IIM Shillong) aims to provide equal access and opportunities for education to all scholars aspiring to get admission to IIM Shillong including the differently abled person. With this aim in view, IIM Shillong provides both physical as well as academic support to facilitate all differently abled scholars.

1. Office for Services to Differently Abled Students (OSDAS):
   a) Committee on Differently Abled Students (CoDAS) of IIM Shillong will be headed by a faculty member. The other members of the committee will include one faculty member and two scholar representatives.
   b) Office for Services to Differently Abled Students (OSDAS) will be set up under the overall supervision of the (CoDAS) to provide a single point of access for all issues regarding disability. i) Ensure that there is no discrimination against differently abled scholars who deserve to be admitted as per the admission criteria.
   c) Provide compensatory time during any written evaluation, if the same is conducted.
   d) Interview panel be made aware of all such candidates and the type of disability and special type of accommodations required if any.
   e) A form seeking information regarding accommodations required will be sent to the scholar once s/he accepts the admission offer, i.e., prior to joining the Institute. This will help with any advance preparations such as modification to the hostel room etc.
   f) Accommodation requirements (both academic and non-academic) are assessed at the beginning of the first term and required accommodations provided throughout the scholar's stay at IIM Shillong.

The requirements of scholars are shared with other offices (PGP, PhD PGPEx, hostel, estate, etc.) and coordinated by the OSDAS. OSDAP will monitor the extent of the support provided to the concerned scholars.
   a) Sensitization sessions on disability for faculty, staff members and scholars will be conducted.
   b) Physical access to campus facilities, including classrooms, library, hostels, canteen, eating places and common areas used by scholars will be facilitated.
   c) Classes and exams will be held in accessible classrooms.
   d) Wheelchair will be provided, if required
   e) Suitable accessible rooms with suitable bathrooms will be provided at the hostel.
   f) The hostel office will be requested to arrange for friends to be accommodated in rooms close to the scholar, if required.
   g) Committee for looking after the Key Activities and Support to Differently Abled Scholars

2. Academic Support
Academic support will be catered to the specific requirements of the differently-abled scholars based on the assessment by the Chairperson (OSDAS). The support will be in the form as detailed below:

a) *Locomotor Disability* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:
   • They may be allotted conveniently accessible seats
   • They may be provided with speech recognition software at a common facility will assist them in typing reports, answering online tests, etc.
   • With due permission from course facilitator, they may be allowed the use of assistive devices in class.
   • They may be provided additional time of up to 20 minutes per hour for all written evaluations

- They may be allotted seats in the front row of the class
- All course materials may be provided in accessible format
- With due permission from course facilitator, they may be allowed the use of assistive devices in class
- Provisions may be made for real time sharing of classroom computer content with the scholar's laptop
- Alternate evaluation mechanism may be applied instead of evaluation of class participation component
- They may be provided additional time of up to 20 minutes per hour for all written evaluations
- They may be provided with the support of scribes during written examinations
- They may be allotted seats in the front row of the class
- All course materials may be provided in accessible format
- With due permission from course facilitator, they may be allowed the use of assistive devices in class
- Alternate evaluation mechanism may be applied instead of evaluation of class participation component
- They may be provided additional time of up to 20 minutes per hour for all written evaluations
- With due permission from course facilitator, they may be allowed the use of assistive devices in class
- Alternate evaluation mechanism may be applied instead of evaluation of class participation component or any other oral evaluation
- All course materials may be provided in accessible format
- With due permission from course facilitator, they may be allowed the use of assistive devices in class
- Alternate evaluation mechanism may be applied instead of evaluation of class participation component
- They may be provided additional time of up to 20 minutes per hour for all written evaluations
- Depending on their assessment by the OSDAS and with due approval of the Program Committee, such scholars may be allowed an additional year to complete the Program, wherein their course load will be distributed across the years. No additional tuition fee will be applicable for such addition year of Program.

b) *Visual Impairment* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:

c) *Hearing Impairment* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:

d) *Speech and language disability* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:

e) *Intellectual Disability* (as defined in the schedule of The Rights of Persons with Disabilities Act, 2016): Depending on the extent of the challenge, the following are the support to be extended:

ANNEXURE 12: UNDERTAKING

(This is the indicative format, get the printout, put the signatures and fill in the other details, andsubmit it to PhD Office)

I have gone through the PhD Scholar Handbook (2024) of IIM Shillong and I promise that I shall

abide by the rules and regulations mentioned in the handbook during my tenure as a PhD Scholar.

In case of any deviation, I shall be liable for disciplinary action by the Institute.

Date : …………………….

Place: …………………….

Signature of the Scholar

Any assignment which is either governed by the Terms of Reference (ToR) of the funding agency (Govt. or Non-Govt.) and/or self-proposed and which may require fieldwork or only desk-job without any remuneration/honorarium for the investigators out of the designated funds shall be treated as a research project. The Institute encourages Doctoral Scholars to pursue and work on Research Projects Work for higher research contributions, which leads to their PhD Thesis work.

Steps for Applying for a Research Project/ Research Grant Scheme and Maintenance

1. The proposals for Research Projects/ Research Grants are to be submitted by the Research Scholar jointly with their supervisor(s) where the faculty supervisor would be the Principal Investigator (PI) and the scholar would be the Co-PI.

2. The PI jointly with the Co-PI will have the sole responsibility associated with the application of the awarded project(s) and will be responsible for the preparation, conduct, and administration of the research grant, or other sponsored project in compliance with applicable laws and regulations and institutional policy governing the conduct of sponsored research.

3. The PI and Co-PI (research scholar) will apply to the funding opportunity announcement (FOA) and submit a grant application with enough time before the deadline listed in the FOA.

4. PI and Co-PI applying for project proposals should seek due approval of the competent authority through the Research and Doctoral Office and need to ensure that they are fulfilling each essential eligibility criteria and ensure that all formats and guidelines laid down by the funding agency and scheme have been followed.

5. Upon receipt of the grant, each PI and Co-PI must assume responsibility for project management of the award and carry out the project with the highest professional standards and within the time period awarded.

6. **Project Commencement**

   a. On successful award of a project and at the Institute, the PI will officially inform the Office: MDP, Certificate Program, Research Projects and Consultancy (MCRPC) through a 'Project Commencement Letter' with a copy to the Doctoral Office.

   b. The letter shall include the complete details of approved budget including the following (whatever is applicable):
   -Cover Page (Refer Annex-I)
   -Draft project proposal (including the budget details, PI and Co-PI details, etc.)
   -Call for Proposals document clearly indicating the funding agency, scheme name,Eligibility, Nature & Duration of Support, Selection & Mode of Application
   -Role of the host institution and any other necessary details.

   c. The 'Project Commencement Letter' to be forwarded as a e-receipt (in e-Office) to the MCRPC office to initiate an e-File for document processing and disbursement of scheduled funds via the F&A dept.

   d. The MCRPC Office will then start an e-file for the said Research Project/ Grant and undertake all **E-File Processing** and maintain interaction with the F&A dept for all applicable financial disbursements (in co-ordination with the PI).

The MCRPC Office will be responsible for the correct execution of the project in the e-Office system. It is responsible for maintaining auditable records of all project activities, including,

HR, procurement, financial, inventory, etc. The concerned PI /Co-PI shall support the MCRPC Office in smooth execution of the project. All expenses are to be incurred as per the approved budget heads.

Any exception(s) need to have prior approval from the funding agency and executed by the PI

7. **Timely Review of Already Awarded Projects**

   a. The PI/Co-PI will submit timely progress reports (as per the ToR of the operating project) to the funding agency with a copy to the MCRPC Office. Progress reports would cover the work done, expenses incurred, publication and any other details as per the . *Format of Progress report can be similar to that of the funding agency/call for proposal scheme*
   b. Report to be sent even if project has not become fully operational.
   c. The Utilization Report containing details of all the heads and line items approved for the project (as per the award letter) along with the utilized budget will be compiled by the PI/CO-PI. The same would be forwarded to the F&A department via the MCRPC Office for the purposes of Utilization Certificate.

8. **Completed Projects**

   a. On successful completion of the research project, the PI/ Co-PI will submit a Project Competition Report containing the following:
      - Cover page: Title of the project, Duration of Project, date of commencement, planned and actual date of completion PI(s) and Co-PI(s) names and details, implementing institution(s) and other collaborating institution(s) details,
      - Other necessary details as per the format similar to that of the funding agency/call for proposal scheme.
   b. A copy of the same to be submitted to Library and the MCRPC Office to initiate subsequent settling of accounts and other processes (if any).
   c. Any unutilized fund shall be treated as per the ToR mentioned in the proposal and approved by the Funding Agency. In cases where the residual amount is available after the completion of the project, the same to be communicated to the funding agency as per the ToR. In case of the residual amount to be retained by the Institute, the consultancy norms for sharing of the residual amount would be applicable.

Annex-I:

Project Details	
Name of Faculty Member(s) (PI)	
Name of Co-PI	
Title of Project	
Funding Agency	
Role of Faculty Member	
Other Collaborators (if any)	
Duration of Project (in months)	
Date of Commencement of Project	
Total Funding Amount (in Rs. Lakhs)	
Project Bank Account (if any)	

ANNEXURE 14: STANDARD OPERATING PROCEDURE FOR EXTENSION, BREAK, DISCONTINUATION REQUEST FOR DOCTORAL SCHOLARS

SOP for extension and break request for Doctoral Scholars.

The commitment to the Doctoral program is 4 years, and the scholars are expected to complete the requirements of the program within the stipulated time. In case scholar is not able to complete the program in four years, they can be given two extensions of 6 months. For any extension, approval of the supervisors is mandatory.

After completion of 4 years into the program an extension of one year will be given on submission of relevant documents with due justified recommendations from thesupervisors.

In exceptional cases one-year break from the course may be granted on the request basis fromthe scholar and, with due approval from the respective supervisors.

   a. The scholar needs to complete all the courses (if any left) in the next session if missed during the break period.
   b. For scholars who have requested one-year break and are in the II and III year of the Doctoral program journey, the supervisors shall have an option of dropping the scholars from their scholar list. In that case, once the scholar joins back after the break, new supervisor would be allotted by the office, following the due procedure.
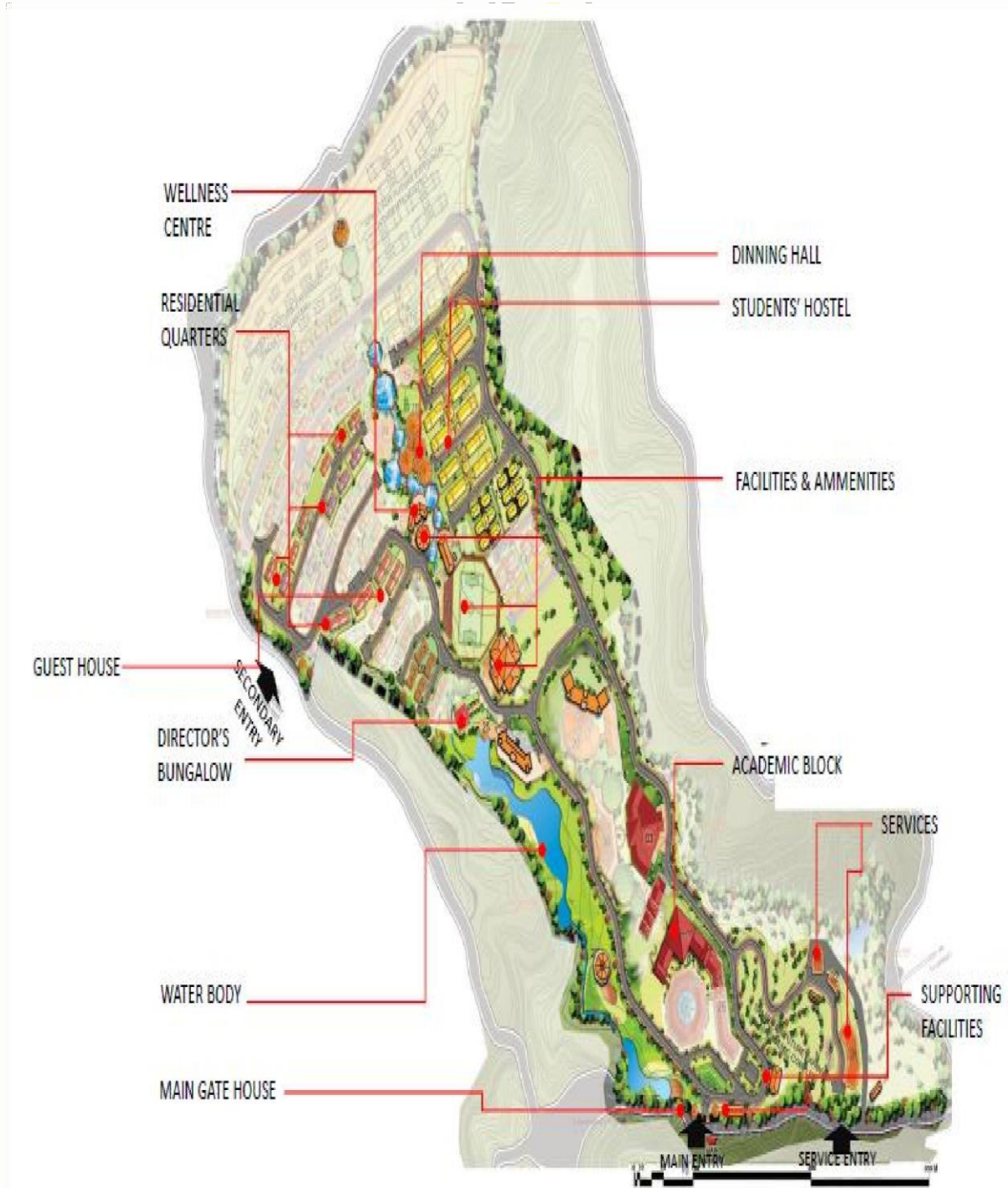
Name	Designation	Email Id	Phone Number
Prof. Naliniprava Tripathy	Director i/c	director@iimshillong.ac.in	+91 364 230 8005
Prof. Mousumi Bhattacharya	Chairperson, Doctoral Program	chair.phd@iimshillong.ac.in	+91 364 230 8004
Prof. Subhadip Mukherjee	Chairperson, PGP Committee	chair.pgp@iimshillong.ac.in	+91 364 230 8049
Prof. Prasanta Kr Chopdar	Chairperson, Research and Ethics	chair.research@iimshillong.ac.in	+91 364 230 8046
Prof. Debasisha Mishra	Chairman, IT Services Committee	chair.it@iimshillong.ac.in	+91 364 230 8040
Prof. Vishakha Bansal	Warden	warden@iimshillong.ac.in	+91 364 230 8026
Shri. Dinesh Adhikari	Chief Administrative Officer	cao@iimshillong.ac.in	+91 364 230 8020
Shri. Simon Marbaniang	PhD Office	phd@iimshillong.ac.in	+91 364 230 8052
Shri. Hemango K Dutta	Manager (Corporate Relations & Public Relations)	corpaffairs@iimshillong.ac.in	+91 364 230 8055
Shri. Merlvin Jude Mukhim	Administration Officer (Placement &PR)	officer.sap@iimshillong.ac.in	+91 364 230 8054
Dr. Richa Sharma	Resident Medical Officer	doctor@iimshillong.ac.in	+91 9774273416
Administrative Section		administration@iimshillong.ac.in	+91 364 230 8022
IT Cell		ithelpdesk@iimshillong.ac.in	+91 364 230 8100
Knowledge Center		kc@iimshillong.ac.in	+91 364 230 8057
Reception		reception@iimshillong.ac.in	+91 364 230 8000

Miscellaneous Contacts

Agency	Contact Number
Main Security Office	+91 364 230 8029
Supercare Hospital	+91 364 250 6226
NEIGRIHMS (Hospital)	+91 364 253 8025/253 8011
Nazareth Hospital	+91 364 221 0188/222 4052
Woodland Hospital	+91 364 222 5240
Bethany Hospital	+91 364 252 0300
Fire Station	+91 364 222 2000/222 7700
Police Station	+91 364 223 1687
Emergency Service (fire/police/ambulance)	108

ANNEXURE 16: MAP OF IIM SHILLONG CAMPUS

Master Plan of IIM Shillong Campus

LEGEND

ACADEMIC COMPLEX

01. Academic Block, Computer Centre & Library
02. Administration & Offices
03. Auditorium/ Connection Centre
04. Academic Court

RESIDENTIAL

05. Type - 1
06. Type - 2
07. Type - 3
08. Type - 4
09. Type - 5
10. Director's Residence
11. Visiting Faculty Apartments
12. Guest House
13. Married Students Hostel
14. Research Scholar Apartments
15. FPM Students Hostel
16. Students Hostel
17. Dining Hall & Kitchen
18. Cafe' 1
19. Cafe' 2
20. MDP/MD Center

COMMUNITY FACILITIES

21. Shopping Complex & Health Centre
22. Sports Complex
23. Swimming Pool Complex
24. Community Centre
25. Faculty Club
26. Students Activity Center & Cafe 3
27. 9 hole Mini Golf Course
28. Meditation Centre
29. Gate Complex
30. O.A.T

SERVICES & UTILITIES

31. Water Works
32. STP
33. Electrical Substation
34. Local Control Station

PROPOSED STATE OF THE ART ACADEMIC CUM RESIDENTIAL COMPLEX OF RGIIM AT SHILLONG

CONSULTING ENGINEERING SERVICES (INDIA) PVT LTD
NEW DELHI
KOLKATA
MUMBAI

MASTER PLAN

SCALE :

DATE: 18.12.09

MP - 01

Indian Institute of Management Shillong
Umsawli, Shillong - 793018
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