



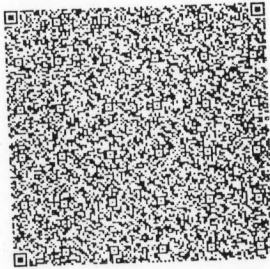
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MEMORANDUM OF UNDERSTANDING BETWEEN ALIGARH MUSLIM UNIVERSITY, ALIGARH AND ALL INDIA MANAGEMENT ASSOCIATION, NEW DELHI FOR CONDUCTING PhD (Business Administration) PROGRAMME

This Memorandum of Understanding (MOU) between Aligarh Muslim University (hereinafter referred to as AMU) and All India Management Association-Centre for

Statutory Alert:

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Management Education (hereinafter referred to as AIMA-CME) was considered wherein the parties agreed to renew, continue and run the PhD (Business Administration) programme for an additional period of five years w.e.f. 08.09.2017

1. BACKGROUND

1.1 About Aligarh Muslim University (AMU)

The Aligarh Muslim University (AMU) is one of the oldest and most distinguished universities of the sub-continent. Founded in 1877 as Mohammaedan Anglo-Oriental College by the great social reformer, Sir Syed Ahmad Khan, it blossomed into a full-fledged university in 1920. Having its antecedents in the mission and purpose of the founder as improving the educational status of the Muslims of India, it has widened its scope to become an equal-opportunity institution in post-independence India.

AMU is a residential university. The diversity of the social life on the campus is the true indicator of its heterogeneity. The students reside in nineteen halls of residence comprising over 90 hostels. There are twelve faculties under which more than 100 departments of studies operate. Approximately 28,000 students are enrolled in the University.

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

1.2 About All India Management Association – Centre for Management Education (AIMA-CME)

All India Management Association (AIMA) was established in 1957 with the support of Government of India and the Industry. While the Government of India is represented in the Council of Management of AIMA through Ministry of HRD, AIMA itself is represented on the Board of Governors of IIMs, AICTE and a number of policy making bodies of the Government. AIMA is a member of the Asian Association of Management Organisation (AAMO) which is the Asia Pacific Regional Body of the World Management Council.

The Centre for Management Education (CME) is an autonomous business school under the umbrella of AIMA focusing on management education activities, becoming the national centre for competency testing for management professionals. Pioneer in distance education, AIMA-CME has been conducting

the Post Graduate Diploma in Management since 1976, which is now conducted nationally and in ten other countries. In the year 1994, the programme was granted recognition by All India Council of Technical Education (AICTE). More than 8000 working managers are enrolled in the various distance learning programmes of AIMA-CME in India and other neighbouring countries. The Centre has a wide reach in conducting the examinations for its courses, spread over 60 cities in India and 10 overseas locations. Today, AIMA-CME is the second largest business school in the country in terms of student enrolments. Besides PGDM, the courses being offered by AIMA-CME are PGDITM, PGDM (Supported by e-Learning), PGCM, ACM and In-company programmes. Since 1999, AIMA-CME has been offering Doctoral programme for:

- Senior management professionals, who have a wealth of relevant experience, which would be of immense help for management students.
- Upgrading knowledge and teaching skills of management faculty, many of whom are from humanities or science background, with no formal management degree.
- Fostering industry-academia interface and in the process striving to produce quality researches.

2. CONSTITUTION OF JOINT RESEARCH COMMITTEE (JRC)

A Joint Research Committee (JRC) of five members shall be constituted for the purpose of administration of **PhD (Business Administration)** program in the manner specified below:

- a. The Chairman of the Committee shall be the Dean of the Faculty of Management Studies & Research, Aligarh Muslim University (AMU).
- b. The Co-chairman of the Committee shall be the Director of Centre for Management Education, All India Management Association (AIMA-CME) or any other person from the AIMA nominated by the Director-General of the AIMA.
- c. The Chairman, Department of Business Administration shall be the *ex-officio* member of the JRC. In case, the offices of the Dean and the Chairman are occupied by the same person, the Vice-Chancellor shall nominate a Professor of the Department of Business Administration on the JRC for a period of two years or till these offices are occupied by two different incumbents, whichever is earlier. In case there is no Professor at a particular time, the Vice-Chancellor may nominate senior most Associate Professor for the same period.
- d. One member of the JRC shall be nominated by the Director-General of the AIMA.

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- e. One member shall be an external expert decided in consultation with AIMA-CME and recommended by the Board of Studies of the Department of Business Administration of Aligarh Muslim University and approved by the Vice Chancellor. The appointment of the external expert shall be made for a period of two years.

3. ELIGIBILITY

A candidate will be eligible for admission to the programme of study leading to the award of degree of PhD (Business Administration), provided he/she satisfies the following educational qualifications and work experience:

Educational Qualifications:

Master's Degree in Management or allied subjects such as Commerce, Humanities, Science, Engineering and Law etc., or a PGDM/PGDITM approved by AICTE or Chartered Accountancy, Cost Accountancy or any other professional qualifications, which are considered equivalent to two years full time Master Degree by the University, with at least 55% marks or equivalent grade along with minimum 50% marks in Graduation.

Work Experience:

The candidate should be a full-time employee with at least five years of experience (after post-graduation) at managerial level in any Industry/Government/ Ministry/ NGO/ Defense/ Military organization or a full-time faculty at a Management Institute approved by AICTE or affiliated to a university.

In case, the candidate does not remain in employment for whatsoever reasons during the programme, then he/she has to seek permission from the JRC for further continuance of the programme.

4. ADMISSION PROCEDURE FOR PhD (BUSINESS ADMINISTRATION)

The admission to the PhD (Business Administration) programme shall be administered by Faculty of Management Studies & Research, AMU, in association with AIMA-CME at New Delhi. Admission shall be done through a written test to be conducted at New Delhi under the aegis of AIMA-CME followed by a personal interview to be conducted by the JRC. The mode of conduct and venue for personal interview shall be decided mutually by the Faculty of Management Studies & Research, AMU and the AIMA-CME. The results shall be communicated to the qualified candidates by AIMA-CME within 15 days of the personal interview and other screening process.

The programme shall consist of two phases—*foundation phase* and the *research phase*.

4.1 Phase – I: Foundation Phase

Qualified candidates shall be admitted to the *foundation phase* of the programme. Clearing the required number of courses, as prescribed by the JRC from time to time, is a pre-requisite for registration under the *research phase*. There shall be compulsory courses in *general management*, courses in *functional* and *sub-functional* areas and *research methodology* as laid down by the JRC from time to time. The courses will be divided into four modules to be completed ordinarily in one year. However, a maximum of three years would be available to the candidates for completion of *foundation phase*.

4.1.1 Pedagogy

The foundation programme will be conducted through Personal Contact Sessions and regular counseling by experts.. The self-contained multimedia course pack comprising especially designed study material, text books, assignments etc. will be provided to each candidate. Personal Contact Sessions shall be conducted at AIMA, Delhi. Attendance in Personal Contact Sessions is mandatory and any exemption needs special clearance of JRC.

During the course work the candidate would be required to write an *integrated case study* and a *research paper* which would be treated as course of two credits each.

4.1.2 Credit Transfer (Course Exemption)

Candidates may be exempted from one or more courses, subject to an upper limit of 50 percent of the total number of optional courses to be covered, if they have already studied a similar course during their educational programme at master's level. Exemption shall be granted by *Credit Transfer Committee* on a case-to-case basis. The Dean, Faculty of Management Studies & Research, AMU or his nominee shall attend the meeting of the AIMA's Credit Transfer Committee. If he is not able to do so, he shall convey his concurrence with the decision taken, in writing.

4.1.3 Validity for Completion of Foundation Phase

The admission to foundation programme shall be valid for 3 years only from the date of registration. In case, the candidate is unable to complete the foundation phase within three years, then he/she shall be required to apply afresh.

4.1.4 Examination

On completion of modules, the candidate shall appear in an examination, consisting of theory papers, to be conducted by AIMA-CME. Only those candidates shall be permitted to appear in the examination who have completed the assignments etc. for the particular courses to the satisfaction of AIMA- CME.

The candidates shall be required to obtain at least a C grade in each course separately and secure an overall B grade on a 4-point scale, failing which they will have to repeat the course(s).

The candidate who successfully completes the foundation programme shall be awarded an 'Advanced Diploma in Management' by AIMA-CME and shall be eligible for Phase II.

4.2. Phase II - Research Phase

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

4.2.2 The candidate will then be required to present the proposal before the JRC at AMU. The JRC shall evaluate the proposal and offer provisional admission.

4.2.3 There shall be a Research Advisory Committee (hereinafter referred to as RAC) for each provisionally admitted candidate to (i) finalize the topic of research and year wise research plan (ii) identify the course(s) that he/she may have to do and (iii) review periodically and assist in the progress of research work of the research scholar.

The RAC for each research scholar shall consist of the following members:

- a) Internal Supervisor (Convener)
- b) External Supervisor
- c) Chairperson of the Department of Business Administration
- d) Subject expert in the similar area from the Department to be nominated by the Dean of the Faculty.

4.2.4 Course Work

Subsequent to the approval of the research proposal and admission to the research phase of the programme, the candidate shall be required to successfully complete two advance level courses of minimum four credits each, one on Research Methodology and the other one related to their field of research. The course on Research Methodology could cover areas such as quantitative methods, computer applications, research ethics and review of published research in the relevant field, training, field work, etc. The other course shall be advance level course for an in-depth research orientation in the field of research. The course work shall be treated as a prerequisite for Ph.D. programme.

The classes for these two courses shall be held weekly or fortnightly and attendance shall be compulsory. All candidates admitted to the *research phase* shall be required to complete the course work prescribed by the RAC in not more than two attempts within 03 semesters from the date of admission, failing which his/her registration to programme will be cancelled and he/she will not be entitled for re-admission in the programme.

5. APPOINTMENT OF FACULTY/SUPERVISORS

5.1 Research work of each PhD (Business Administration) candidate shall be guided by two supervisors. One of the supervisors shall be a faculty member from the Faculty of Management Studies & Research, AMU, who shall be the Internal Supervisor and the other one will be recommended by AIMA-CME who shall be the Co-supervisor/External Supervisor. The concurrence of the proposed co-supervisor is to be obtained on the prescribed format. The co-supervisor shall be a senior level academician or senior professional from the industry.

5.2 A research scholar shall appear before the RAC once in six months to make a presentation of the progress of his/her work for evaluation and further guidance. The six monthly progress reports shall be submitted by the RAC to the Dean with a copy to the research scholar.

In case the progress of the research scholar is unsatisfactory, the RAC shall record the reasons for the same and suggest corrective measures. If the research scholar fails to implement these corrective measures, the RAC may recommend to the Dean of the Faculty, with specific reasons, the cancellation of the registration of the research scholar.

5.3 In the event a change in the research topic or supervisor(s) is needed, the same may be placed before the Research Advisory Committee for necessary action. The candidate shall be permitted to submit Ph.D. thesis with the new topic after at least three months from the date of approval of the change by the Research Advisory Committee as "minor" or after at least one year if the Research Advisory Committee rules that the change is "major". No major change shall, however, be permitted after 36 months from the date of admission of the candidate in the *Research Phase*.

6. SUBMISSION OF THESIS FOR PhD (Business Administration)

- 6.1 The candidates shall be eligible to submit his/her thesis after a minimum period of *three* years from the date of registration in phase II of PhD (Business Administration) Programme. A maximum period of *five* years, from the date of registration in the *Research Phase*, will be allowed for submission of thesis for the award of PhD (Business Administration). However, the Dean of the Faculty, on formal request by the candidate and recommendation of the RAC, may allow an additional six months grace period. As a special case, further extension of the six months may be granted on request by the candidate through usual procedures.
- 6.2 On completion of the research work, the candidate shall be required to present and defend his/her thesis in a pre-submission seminar to be arranged at AMU. The seminar shall be organized at the Faculty of Management Studies & Research, Aligarh Muslim University, based on the recommendation of the Research Advisory Committee on the prescribed format. The seminar shall be open to the supervisors, faculty members and research scholars and they may ask questions and seek clarifications on the presentation. On successful presentation, as verified by the Chairman, Department of Business Administration and the Dean, Faculty of Management Studies and Research, AMU the thesis will be submitted.
- 6.3 A Ph.D. student is required to submit the thesis within six months (but not earlier than three months) from the date of his/her pre-submission seminar, failing which he/she shall be required to deliver a fresh pre-submission seminar. However, the maximum time limit for the submission of thesis shall not exceed as laid down in Clauses 10.1 & 10.3 of Chapter XXV(C) of AMU ordinances pertaining to Doctor of Philosophy.
- 6.4 A Ph.D. student must publish at least one (01) research paper in a refereed journal and present at least 02 papers in conferences/seminars before the submission of the thesis for adjudication, and produce evidence of the same in the form of acceptance certificates or re-prints of his/her published paper.
- 6.5 The candidate shall submit five (05) copies of the thesis to AMU along with the certificate from the supervisors. The thesis shall be in a format as prescribed in the Regulations for PhD Course of AMU.

7. EVALUATION

Every thesis for the Ph.D. Degree shall be evaluated by the Internal Supervisor and by two external examiners (one Foreign and one Indian) who shall be persons of high academic repute, not in the employment of this University. The procedure for evaluation of thesis and viva-voce examination shall be the same as prescribed in the Ordinances of AMU.



8. AWARD OF DEGREE

On successful defence of the thesis at the viva-voce examination and subsequent recommendation by both the examiners, the candidate shall be awarded PhD (Business Administration) degree by AMU. After the award of the degree, one copy of thesis would be sent by AMU to AIMA-CME for record.

9. PUBLICATION OF PhD THESIS

The candidate shall be free to publish papers and articles based on his research work provided acknowledgement is given to the PhD (Business Administration) programme and the thesis supervisors. However, publication of the PhD (Business Administration) thesis by AMU, AIMA-CME or a publisher shall require the specific permissions as laid down in AMU ordinances.

10. FEE STRUCTURE AND SHARING

The fee schedule and the pattern of fee sharing between AMU and AIMA-CME are laid down in Annexure I. The aforesaid fee is subject to revision by the JRC from time to time and will be applicable to all candidates with immediate effect.

11. FUNCTIONS AND RESPONSIBILITIES OF PARTIES

The functions and responsibilities to be discharged by the parties would be as agreed upon and specified in Annexure II. These may be revised by the JRC, as and when required.



12. VALIDITY OF THE MoU

- 12.1 Any difference or dispute arising between the parties under this Agreement shall be resolved amicably in the spirit of goodwill and co-operation. In the event of any arbitration at a future date, both parties may, with mutual consent, decide upon a suitable Arbitrator/Arbitrating Agency/Referee whose decision shall be final and binding upon both the parties. Court cases, if any, shall be subject to Aligarh Jurisdiction.
- 12.2 In case, any party decides to revoke the agreement and discontinue the programme, the candidates already registered shall be taken to logical conclusion, as per the rules & regulations. The renewal of the MoU shall be decided by both parties for further academic sessions at a review meeting to be held after five years.

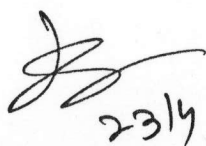
12.3 Any other issue related to this PhD programme, unless otherwise specifically provided for in this MoU, shall be governed by the Regulations and Ordinances of Doctor of Philosophy of AMU.

12.4 The present MoU is valid up to 07.09.2022

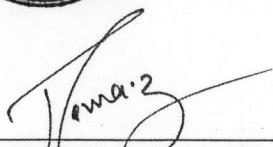
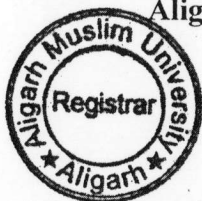
13. TRANSITORY PROVISION

Candidates admitted under the previous MoU/Ordinances shall continue on the same terms and conditions, notwithstanding the changes made in this MoU/Ordinances of AMU.

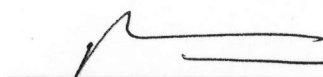
14. This MoU is signed by authorized representatives of both the parties, at the Aligarh Muslim University, Aligarh and this MoU shall be effective from 08th September 2017.



Registrar
(Authorized Signatory)
Aligarh Muslim University
Aligarh



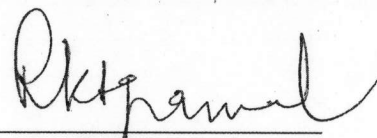
Prof. Parvaiz Talib
Dean
Faculty of Management Studies & Research
Aligarh Muslim University
Aligarh
DEAN
Mngt. Stud. & Research
A.M.U., Aligarh



Director General
(Authorized Signatory)
All India Management Association
New Delhi

All India Management Association
'Management House'
14, Institutional Area, Lodi Road,
New Delhi-110003.

In Presence of



Dr. Raj Agrawal
Director
Centre for Management Education
All India Management Association
New Delhi

All India Management Association
'Management House'
14, Institutional Area, Lodi Road,
New Delhi-110003.

ANNEXURE -I

FEES STRUCTURE AND SHARING PATTERN

a. Payable at the time of admission to Foundation Programme of Ph.D
(Business Administration)

for Module – I & II

	Fee	AMU	AIMA-CME
i) Enrollment Fee:	Rs.35000	Rs.2000	Rs. 33000
ii) Programme Admn.	Rs.30000		Rs. 30000
iii) Course Fee (per course)	Rs.7500	----	Rs. 7500
iv) Credit transfer fee per course (<i>in case exemptions are sought</i>)	Rs.3000	----	Rs. 3000
v) Membership fee	Rs 3450	----	Rs 3450

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

	Fee	AMU	AIMA-CME
vi) Course fee (per course)	Rs 7500	-----	Rs 7500
vii) Counselling fee	Rs 1500	-----	Rs 1500

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

	Fee	AMU	AIMA-CME
viii) Registration fee*	Rs. 40000	Rs. 38000	Rs 2000
ix) Thesis Supervisory Fee:	Rs. 35000	Rs. 35000	
x) Thesis Evaluation Fee:	Rs. 25000	Rs. 25000	----

**Fee at the time of registration is Rs 40000. The candidates admitted to the research phase of the programme would be required to pay (in person) continuation fees payable at AMU, Aligarh as under:*

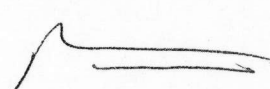
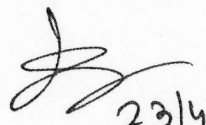
- Rs. 15000 for continuation in second year
- Rs 15000 for continuation in third year
- Rs 15000 for continuation in fourth year
- Rs. 20000 for continuation in fifth year
- Rs 25000 for 6 months extension
- Rs 25000 for further extension of six months

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(Candidates residing outside India will have to pay the fees in U.S. Dollars (\$) at the prevailing rate of Indian currency at the time of payment.)

Thesis Supervisory Fees is to be utilized as payment of Rs. 20,000 to Internal Supervisor and Rs 10,000 to External Supervisor and Rs. 5,000 for Contingencies.

Thesis Evaluation Fee is to be utilized towards evaluation expenses of the Thesis.

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ANNEXURE –II

RESPONSIBILITIES

A. AIMA-CME, *New Delhi*

1. Design of Application form and Prospectus.
2. On-line registration and on-line R-MAT test.
3. Advertising and promotion.
4. Registration to Foundation Programme.
5. Fee collection and Part share payment to AMU as applicable.
6. Course design and development (for foundation programme).
7. Delivery of Course Material.
8. Organisation of Personal Contact Programmes.
9. Conducting term-end examinations (paper setting, evaluation etc.).
10. Assignment evaluation
11. Allocation of external advisors
12. Preparation of annual report regarding the first phase of Ph.D. Programmes which will be sent to the University.

B. Aligarh Muslim University

1. Constitution of the Joint Research Committee and Research Advisory Committees.
2. *Completion of registration related formalities for research phase of Ph.D. (Business Administration)*
3. *Assignment of enrolment numbers*
4. *Registration Forms to be sent to AIMA-CME for onward transmission to candidates after completion of formalities of Research Phase.*
5. *Assigning of thesis advisors*
6. Evaluation of Thesis.
7. Award of Degree.
8. Preparation of *Annual Report* regarding the Research Phase of Ph.D. (Business Administration) and its submission to the concerned authorities.

Rasheed

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