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 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. 08.09.2012

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 Mohammediaan 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 amelioration of the educational backwardness 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 'behavioral 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 other 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 CIOS.

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 recognised by All India Council of Technical Education (AICTE) and 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, which is 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 Doctorate 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 both the involved institution shall strive to produce quality researches in the area of industry and management.

2. CONSTITUTION OF THE RESEARCH COMMITTEE

2.1 A Research Committee shall be constituted for the purpose of administration of The 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 Research Committee. 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 Research Committee 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 the senior most Reader for the same period;

d. Another member of the Research Committee shall be nominated by the Director-General of the AIMA

e. One member shall be an external expert recommended by the Board of Studies of the Department of Business Administration of Aligarh Muslim University and nominated by the Vice Chancellor. The appointment of the external expert shall be done with the concurrence of AIMA-CME.
3. **ELIGIBILITY**

A candidate will be eligible for admission to a course of study leading to the degree of PhD (Business Administration) provided he/she satisfies the conditions of educational qualifications and work experience.

(i) **Educational Qualifications:**
Master's Degree in Management or allied subjects from Commerce, Humanities, Science, Engineering and Law etc. or a PGDM/PGDITM approved by AICTE with not less than 55% marks or equivalent grade OR Chartered Accountancy, Cost Accountancy or any other professional qualification which are considered equivalent to two years full time Master Degree with at least 55% marks or equivalent grade along with minimum 50% marks in Graduation.

(ii) **Work Experience:**
The candidate should be a full-time Manager/Administrator/Teacher etc. in Industry/Government/Ministry/Military organization / NGO / Educational institution / defense etc. during the entire duration of the programme, with a Minimum of 5 years post qualification work experience in industry at the managerial level or a minimum of 5 years of teaching experience as 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 Research Committee for further continuance of the programme.

4. **ADMISSION PROCEDURE FOR Ph.D. (BUSINESS ADMINISTRATION)**

The programme consists of two phases. The first phase comprises foundation courses and the second phase is the registration to Ph.D. (Business Administration).

**Phase I: FOUNDATION PROGRAMME**

4.1 The admission to the PhD (Business Administration) foundation programme shall be administered by AIMA-CME at New Delhi, in association with the Faculty of Management Studies & Research, AMU.

4.2. Admission shall be done through a written test to be conducted by the AIMA-CME followed by a personal interview to be conducted by the Research Committee. The mode of conduct and venue for personal interview shall be decided mutually by the AMU and the AIMA-CME.

4.3 The results shall be communicated to the qualified candidates by AIMA-CME within 15 days of the personal interview and other screening process.

5. **COURSES TO BE OFFERED UNDER FOUNDATION PROGRAMME**

Candidates found suitable thus will be admitted to the foundation programme. Qualifying the required number of courses as prescribed by the Research Committee from time to time is a pre-requisite for registration under the Research Programme.
There shall be compulsory courses in general management, courses in functional and sub-functional areas and research methodology as laid down by the Research Committee 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 programme.

6. 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 any of their preceding educational program. The decision for exemption shall be taken by AIMA’s 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.

7. PEDAGOGY

The entire programme will be conducted through face to face sessions and regular counseling by experts, external and internal guides. The self-contained multimedia course pack comprising of especially designed study guides, text books, reading material, assignments, etc. will be provided to each candidate. Personal Contact Session would also be provided at AIMA, Delhi during the Foundation Programme. Attendance at Personal Contact Session is compulsory and any exception needs special clearance of Research Committee. 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.

8. VALIDITY FOR COMPLETION OF FOUNDATION PROGRAMME

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

9. EXAMINATION

9.1 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.

9.2 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 in the course work after the end of four modules failing which they will have to repeat the course(s) at the next examination.

The candidate who successfully completes the foundation programme shall be awarded an ‘Advanced Diploma in Management’ by AIMA-CME.
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10. **Phase II - REGISTRATION FOR RESEARCH PROGRAMME**

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

10.2 The candidates will then be required to present the proposal before the Research Committee which shall evaluate the proposal on the basis of the presentation done in the Seminar organized for this purpose at AMU.

11. **APPOINTMENT OF FACULTY/ADVISOR**

11.1 Research work of each PhD (Business Administration) candidate shall be guided and supervised by a committee consisting of two advisors. One of the advisors shall be a faculty member from the Department of Business Administration, Faculty of Management Studies & Research, AMU, who shall be the internal advisor and the other one will be proposed by AIMA / candidate who shall be the external advisor. The candidate shall obtain the concurrence of the proposed external advisor on the prescribed format. The external advisor would be a senior level academician or manager in the industry. The names of the advisors shall be approved by the Research Committee.

11.2 The candidate shall pursue his/her research work under the guidance of the thesis advisors, put in regular effort and give adequate time for the research work to be carried on satisfactorily. He/she shall be required to submit a six monthly evaluation report to the Research committee on the prescribed format signed by both the advisors. The Research committee shall review the performance of the candidate and give comments and suggestions. These suggestions shall be binding on the candidate and their adherence shall be reported at the next six-monthly evaluation.

11.3 In the event when change in the research topic or change of internal/external advisor is urgently needed and there is no likelihood for holding the meeting of the Research Committee in near future, the Chairman Research Committee may take appropriate action in this regard to avoid delay and report in the next meeting of the Committee.

12. **SUBMISSION OF THESIS FOR PhD (Business Administration)**

12.1 The candidates shall be eligible to submit his/her thesis after a minimum period of two years from the date of registration in phase II of PhD (Business Administration) Programme. A maximum period of four years, from the date of registration, will be allowed for submission of thesis for the award of PhD (Business Administration). However, the Chairman, Research Committee, on formal request by the candidate and recommendation of the supervisor, 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 procedure.
12.2 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 advisors on the prescribed format. The seminar shall be open to the advisors, 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, the thesis will be submitted.

12.3 7 days stay at AMU is mandatory in every year of research phase.

12.4 A Ph.D. student shall publish at least one research paper in a recognized journal based on his/her Ph.D. research work and provide evidence of the same in the form of photocopy or reprint which should be annexed with the thesis.

12.5 The candidate shall submit seven copies of the thesis to the AMU along with the certificate from the advisers. The thesis shall be in the English Language. He/she has to indicate in a prefatory note that the thesis is his original work.

13. EVALUATION OF THE THESIS

13.1 The thesis submitted by the candidate shall be examined by three examiners, out of whom one shall be the internal Advisor. Two external examiners shall be appointed by the Vice Chancellor, AMU on the recommendation of the Chairman, Research Committee. One of the external examiners must be from a foreign country and the other from any other management institute/department in India including retired ones.

13.2 Each examiner shall write evaluation report and make specific recommendation whether:

a. The thesis should be accepted for the award of the Ph.D. (Business Administration) degree subject to a successful defense at the viva-voce examination; or
b. The thesis should be re-submitted after modifications suggested by the examiner; or

c. The thesis should be rejected.

13.3 The evaluation reports by the examiners shall be reviewed by the Chairman, Research Committee (Dean, Faculty of Management Studies & Research) who shall recommend the conduct of the viva-voce examination. The Chairman, Department of Business Administration shall then arrange for the conduct of the viva-voce examination.

13.4 The viva-voce examination of the candidate shall be conducted by a panel consisting of the internal adviser and one of the two external examiners from within the country appointed for evaluation of the thesis. The viva-voce shall be conducted in a manner similar to that for the Ph.D. degree of AMU.
14. **AWARD OF DEGREE**

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

15. **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 advisors. However, publication of the PhD (Business Administration) thesis by AMU, AIMA-CME or a publisher shall require the specific permission of the CASR of Faculty of Management Studies and Research, Aligarh Muslim University, Aligarh.

16. **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 Research Committee from time to time and will be applicable to all candidates with immediate effect to be admitted after revision.

17. **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 Research Committee as and when felt necessary.

18. **VALIDITY OF THE MOU**

18.1 Any difference or dispute arising between the parties under this Agreement shall be resolved amicably in the spirit of good will and co-operation. In the event of any arbitration at a future date both parties may be 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.

18.2 In case any one of the party decides to revoke the agreement and discontinue the programme, the candidate 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.

18.3 The present MoU is valid up to 07.09.2017.
ANNEXURE - I

FEES STRUCTURE AND SHARING PATTERN FOR STUDENTS TO BE ADMITTED TO THE Ph.D. PROGRAM AS PER PRESENT MoU

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

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<th>Fee</th>
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<th>AIMA-CME</th>
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<tbody>
<tr>
<td>i) Enrollment Fee:</td>
<td>Rs.35000</td>
<td>Rs.2000</td>
<td>Rs.33000</td>
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<tr>
<td>ii) Programme Adminn.:</td>
<td>Rs.30000</td>
<td>Rs.2000</td>
<td>Rs.28000</td>
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<tr>
<td>iii) Course Fee (per course)</td>
<td>Rs.7500</td>
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<td>Rs.7500</td>
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<td>iv) Credit transfer fee per course (in case exemptions are sought)</td>
<td>Rs.3000</td>
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<td>Rs.3000</td>
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<tr>
<td>v) Membership fee</td>
<td>Rs 2,000</td>
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b. Payable at the time of Progression to Module III & IV

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<th>AIMA-CME</th>
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<tr>
<td>vi) Course fee (per course)</td>
<td>Rs 7500</td>
<td>----</td>
<td>Rs 5000</td>
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<td>vii) Counseling fee</td>
<td>Rs 1500</td>
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c. Payable at the time of registration for research programme for the Degree of Ph.D. (Business Administration).

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<th>Fee</th>
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<th>AIMA-CME</th>
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<tbody>
<tr>
<td>viii) Registration fee*</td>
<td>Rs. 40000</td>
<td>Rs. 38000</td>
<td>Rs 2000</td>
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<tr>
<td>ix) Thesis Advisory Fee:</td>
<td>Rs. 35000</td>
<td>Rs. 35000</td>
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<td>x) Thesis Evaluation Fee:</td>
<td>Rs. 25000</td>
<td>Rs. 25000</td>
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* Fee at the time of registration is Rs 40000. The admitted candidates to the research phase of the programme would be required to pay additional fees payable to AMU, Aligarh as under:

a) Rs. 15000 for continuation in second year
b) Rs. 15000 for continuation in third year
c) Rs. 15000 for continuation in fourth year
d) Rs. 20000 for 6 months extension
e) Rs.40000 for further extension of six months.

(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 advisory fees is to be utilized as payment of rupees 20,000 to internal advisor and Rs 10,000 to external advisor and rupees 5,000 for contingencies

Thesis Evaluation Fee is to be utilized towards evaluation expenses of the thesis.
ANNEXURE-II

RESPONSIBILITIES

A. AIMA-CME

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. AMU

2. Registration Formalities for Ph.D.(Business Administration)
3. Providing enrolment numbers.
4. Registration forms to AIMA-CME to be sent to candidates after completion of registration in Research Phase.
5. Selection of thesis advisors
7. Award of Degree.
8. Preparation of annual report regarding the second phase of Ph.D. (Business Administration) and its submission to the concerned authorities.