

Welcome to the Doctoral Program

India is one of the fastest growing economies, with a GDP of USD 1.16 trillion and a growth rate of 8.8% for the year 2007-08. However, the sustainability of this growth rate requires a continuous supply of quality manpower, especially managerial talent. INC was established in the year 2003 to cater to the needs in managerial talent, and presently offers programs in management and finance, at both undergraduate and postgraduate levels.

The phenomenal growth of management institutions in India has increased the need for qualified and trained management teachers. Management teachers are required to bring into the management program an effective blend of precept and practice. To enable this, innovative pedagogy, a vast and contemporary knowledge base and a connectedness to the practice of management are required. INC has established INC Research Staff College (IRSC) at Hyderabad to fulfill the longstanding need for qualified management teachers with the knowledge and skills required to develop and train the future managers who will lead Indian business to greater success in a globalized environment.

The Doctoral Program offered at IRSC culminates in the award of Ph.D. Degree in Management from the ICFAI University, Tripura and leads to placement of the candidates as Assistant Professors in one of the INC Campuses. IRSC provides the required research, academic and placement support to the candidates pursuing the Doctoral Program. Candidates joining this program will have an opportunity to pursue M.Phil. Program while undergoing intensive pedagogical training during the initial 15 months. This will culminate in the award of the M.Phil. Degree from the ICFAI University, Tripura.

The key objective of the Doctoral Program is to develop researchers and scholars in the discipline of management, and to foster and stimulate academic and research work in management. The program equips candidates with the required scholarship and research methodology to carry out research in various domains of management, and also imparts training in contemporary techniques of teaching functional and integrative subjects in management.

The Doctoral Program is for candidates with a strong urge to contribute to knowledge creation and dissemination in the area of management. We invite all those who aspire to become effective researchers and successful teachers to join the Doctoral Program, with a life-long commitment to serious scholarship pursuits.

Chairman
Ph.D. Admissions Committee

The ICFAI University, Tripura



The Institute of Chartered Financial Analysts of India University, Tripura (referred to hereafter as the University) was established in 2004 through an Act of State Legislature (Tripura Act 8 of 2004).

The University believes in creating and disseminating knowledge and skills in core and frontier areas through innovative educational programs, research, consulting, and publishing, and in developing a new cadre of citizens with a high level of competence, a deep sense of ethics, and a commitment to the code of professional conduct.

The Visitor of the University is H.E. the Governor of Tripura. The University is administered as per the Act, Statutes, and Rules. The Board of Governors is headed by the Chancellor and has the Vice-Chancellor and others as members. The Board of Management is headed by the Vice-Chancellor. The Academic Council is responsible for all the academic matters.

The University campus, based at Agartala, is a sprawling, landscaped, and lush green campus that provides a congenial environment for education and learning. The campus has a

well-equipped physical and academic infrastructure with a workshop, laboratories, computer lab, and a library. The University has no study centers outside its authorized jurisdiction.

The University offers programs at the bachelor's, master's and doctoral levels in management, finance, science and technology, information technology, education, law, and other areas.

The University awards the M. Phil. Degree and the Ph.D. Degree to those who successfully complete all the requirements of the respective programs, subject to the University Regulations.

The Icfai University Press

The Icfai University Press furthers the University's objective of excellence in scholarship, research and education through publication. It has a portfolio of 18 professional magazines and 62 research journals in the areas of management, finance, banking, insurance, economics, law, science and technology and arts and humanities. These publications are designed to cater to the needs of executives, managers, professionals, consultants, practitioners, entrepreneurs, academia and students. They contain in-depth articles on domain-specific and interdisciplinary topics, debates, interviews, case studies and book reviews. The articles are authored by the faculty of the ICFAI University and eminent personalities from the corporate world and academia.

Research Journals

The Research journals seek to acquaint a broad spectrum of readers and scholars with the best of the discussions, studies, analyses, surveys, data, updates, and leading edge research studies conducted in each of the subjects that form the axis of international studies.

Since the primary objective of these journals is to bring the highest quality research findings to the widest possible audience, an online platform has been created at the Icfai University Press website www.iupindia.org from where the readers can access the full text of each of the articles published in the journals. This is done with the objective of disseminating the latest general and professional information and trends

available at the global level and thus inspiring and motivating the candidates and research scholars to use the rich and varied resources available, both in print and online, to pursue research careers in their areas of interest.

The research journals contain cutting edge research papers in various domain areas, namely: management research, corporate governance, marketing management, organizational behavior, operations management, systems management, infrastructure, knowledge management, services marketing, business strategy, supply chain management, mergers & acquisitions, entrepreneurship development, brand management and many more allied areas.



INC Research Staff College Hyderabad



INC offers high quality education programs in different areas of management, finance, banking and insurance at the Bachelor's, Master's and Doctoral Degree levels. INC has a wide network of campuses which render academic support and placement assistance at many cities and towns in India. INC is a constituent of the Icfai Academy.

Since its inception in 2003, INC has grown impressively and has achieved recognition for its programs from industry and academic circles. It has been acknowledged for the focus of its programs, the innovative curriculum and

methodology, rigorous delivery, a balanced blend of classroom and practical learning and the quality of faculty. There are over 19,000 INC alumni pursuing management careers at over 650 blue-chip companies.

INC established the INC Research Staff College (IRSC) at Hyderabad to fulfill a long-standing need for effective management teachers and researchers.

The INC Research Staff College (IRSC) at Hyderabad supports the four year Doctoral Program of the ICFAI University, Tripura. The objectives of IRSC are to:

- ◆ equip professionals with the knowledge and skills required to become effective management teachers and researchers
- ◆ develop bright young candidates with in-depth knowledge of research methods
- ◆ enable research scholars to successfully complete their M. Phil. Program
- ◆ enable research scholars to develop research proposals and successfully complete their Ph.D. theses
- ◆ network with the research professors of well-known business schools.

Pedagogical Training

Management teaching needs a blend of precept and practice. The pedagogical practices adopted by faculty play a major role in developing this blend. IRSC focuses on pedagogical practices such as the case study method, usage of technology tools, management games and other contemporary tools that help in making the application of precept and appreciation of practice contemporary.

Research

At IRSC, research is a critical activity linked to other important activities such as teaching, publishing and consulting. The Faculty pursue research to expand their knowledge and sharpen their professional competence. Their research output takes the form of papers presented in reputed international/

national conferences, publications in peer reviewed journals, case studies, books, project reports submitted to industry/government etc. In addition, networking with several institutions of higher learning has augmented the existing research capabilities of the faculty.

IRSC has a comprehensive researcher-centric learning approach consisting of several stages and is designed to add significant value to the researcher's understanding in an integrated manner.

Institution Building

Building up of a strong industry interface is necessary for ensuring that management teachers remain contemporary and connected to industry. MDPs, industry sponsored projects, consulting, participating in initiatives of

industry association or forums and consulting form important dimensions of the industry interface. At IRSC, candidates learn to develop connection with the industry through various workshop programs. In addition, they learn to design curriculum and develop courseware.

Placements

All candidates who successfully complete the Doctoral Program will be absorbed by INC as Assistant Professors. All successful candidates who have received financial aid are required to work for INC for a minimum period of five years for which necessary formalities (including documentation) have to be completed by selected candidates at the time of joining the program.



The Doctoral Program

The Doctoral Program is designed for candidates interested in management teaching and research. IRSC supports the Doctoral Program through relevant academic support, research assistance and placement support. Academic support is provided for M.Phil. Program and pedagogical training during the first three semesters leading to the award of the M.Phil. Degree. Thereafter, the academic support is provided for teaching internships and providing research guidance for independent study leading to preparation of research proposal; and in the later years, research guidance for thesis preparation and submission. Candidates who are awarded the Ph.D. Degree are absorbed into INC as Assistant Professors. The ICFAI University conducts the evaluation components for the M.Phil. Program, Ph.D. qualifying examination, approval of the research proposal, seminars and final thesis evaluation.

Steps in acquiring a Ph.D. Degree

- ◆ Appearing for Doctoral Aptitude Test (certain categories are exempted)
- ◆ Appearing for the interview at Hyderabad
- ◆ Admission into M.Phil./Ph.D. Program and pedagogical training
- ◆ Completion of coursework and pedagogical training
- ◆ M.Phil. Thesis completion and viva-voce
- ◆ Ph.D. qualifying examination
- ◆ Preparation and defense of the Ph.D. Thesis research proposal
- ◆ Ph.D. Thesis completion and viva-voce
- ◆ Award of Ph.D. Degree.

The M.Phil. Program

The Doctoral Program includes a three semester M.Phil. Program and intensive pedagogical training. The M.Phil. course has two parts. Part I involves coursework. Part II requires a candidate to prepare and submit Thesis based on independent research work carried out under the guidance of a supervisor.

The M.Phil. Program coursework includes core courses, elective courses and courses in Research Methodology. The core courses help the candidates in deepening their understanding in the management concepts and their application. The elective courses provide a candidate the advanced and the contemporary knowledge required in the area of his/her specialization. The course on research methods equips the candidates with both the quantitative and the qualitative research methods. These include probability, probability distribution, sampling methods, statistical inference, regression models, time series analysis, forecasting techniques and factor analysis. These courses provide the



foundation to the candidates for carrying out research. The performance of candidates in each course is assessed by means of continuous and internal evaluation throughout the semester.

After successful completion of the coursework, a candidate will be required to work on M.Phil. Thesis and submit it during Semester I of Year II of the Program. The Thesis will be evaluated followed by a viva-voce. On successful defense of the Thesis, the candidate will be awarded M.Phil. Degree from the ICFAI University, Tripura.

The Pedagogical Training

During the pedagogical training, candidates learn basic teaching methodologies and practices required for efficient and effective management teaching. They are exposed to key methods of teaching. It also covers workshops in case presentations and case discussions, in which both national and international cases are covered.

A good knowledge of institutional development practices is very important for management teachers. To familiarize trainees with these practices, workshops related to Management Development Programs and Consulting Services will also be offered. This module also includes workshops in the areas of management games, soft skills, intensive teaching, student counseling and mentoring, project based learning, etc. The list of workshops are presented in the program structure on Page No. 8.

Duration

The Doctoral Program is normally for a period of four years. The candidates are admitted into the Doctoral Program twice in a year in the months of January and

August. By the end of the first year, the candidates are expected to successfully complete the Ph.D. qualifying examination and thereby become eligible to be posted at INC campuses.

After successful completion of the Ph.D. qualifying examination, the candidates have to complete the remaining part of the Doctoral Program normally in three years at any one of the INC campuses listed in this page.

A candidate has to complete the minimum required number of credits for the award of M.Phil./Ph.D. Degree which is indicated in the table below. The total credits to be completed are 116.

Distribution of Credits for the M.Phil./Ph.D. Program

Activity		Credits
Coursework		40
M.Phil. Thesis		10
Independent Study	2 x 10	20
Seminar	6 x 1	6
Ph.D. Thesis	4 x 10	40
Total Credits		116

Distribution of Credits for the M.Phil. Program

Activity	Credits
Core Courses	20
Elective Courses	10
Courses on Research Methods	10
M.Phil. Thesis	10
Total Credits	50

The Ph.D. qualifying examination

The purpose of the Ph.D. qualifying examination is to test a student's understanding of fundamentals in the subject, depth of knowledge, logical reasoning, and ability to articulate problems of research. On completion of the qualifying examination, a candidate registers for the independent study culminating in the preparation of the research proposal.

Independent Study and Research Proposal: The candidates undertake independent study courses at any one of the following INC campuses listed below and prepares the research proposal under the guidance of a Doctoral Advisory Committee.

The candidates are expected to complete the defense of the research proposal in two semesters.

The list of INC campuses where the candidates can pursue their research is given below:

Agartala	Ahmedabad	Bengaluru
Bhopal	Bhubaneswar	Chandigarh
Chennai	Coimbatore	Gurgaon
Guwahati	Hyderabad	Jaipur
Kanpur	Kochi	Kolkata
Mangalore	Nagpur	Pune
Visakhapatnam		

Preparation of Ph.D. Thesis

Once the research proposal is approved, the candidate starts work on the Ph.D. thesis. The candidate is expected to complete the Ph.D. Thesis in four semesters after the approval of the research proposal. It is preferable that he/she publishes one or two papers in professional journals of national or international repute. On completion of the thesis, it is submitted for evaluation. Based on the viva-voce examination and defense of the thesis by the candidate, he/she is awarded the Ph.D. Degree by the ICAFI University, Tripura.

The candidate is expected to complete the Doctoral Program normally in a period of four years from the date of registration at IRSC. However, in exceptional cases, the Research Committee may extend the period as is necessary, but subject to a maximum of two years.

Participation in academic activities of INC

The case-study focus, project work and teaching assignments, which are an integral part of the Doctoral Program, would ensure close linkages between INC and the academic programs, and intellectual capital established by INC. Synergistic advantages of such linkages will be fully utilized for accelerating the training process. This will provide sufficient time and opportunities to the candidates to realize their full potential in accordance with their stated goals. Their continuous association in the preparation of course material and case studies by the Academic Wing of INC and their Teaching Internships under the guidance of senior faculty members of INC are examples of such linkages.

The Doctoral Program
Initial Fifteen Months at IRSC
The M.Phil. Program and the Pedagogical Training

	Contents	Pedagogy	Research
Semester I	<ul style="list-style-type: none"> ◆ Core Course I ◆ Core Course II ◆ Core Course III 	<ul style="list-style-type: none"> ◆ Soft Skills Lab I ◆ Theories of Learning ◆ Case Study Workshop ◆ Intensive Teaching Workshop I: Teaching Aids 	<ul style="list-style-type: none"> ◆ Research Methods-I
Semester II	<ul style="list-style-type: none"> ◆ Inter Disciplinary Course ◆ Elective I ◆ Elective II: Research Project 	<ul style="list-style-type: none"> ◆ Soft Skills Lab II ◆ Case Writing Workshop ◆ Intensive Teaching Workshop II: Student Evaluation & Feedback ◆ Intensive Teaching Workshop III: Academic Innovation and Reform ◆ Intensive Teaching Workshop IV: Curriculum Design and Courseware Development ◆ Intensive Teaching Workshop V: Content, Organization & Delivery 	<ul style="list-style-type: none"> ◆ Research Methods-II
Summer Term		<ul style="list-style-type: none"> ◆ Management Games ◆ Project Based Learning ◆ Institutional Development I: Student Counseling & Mentoring ◆ Institutional Development II: Management Development Program ◆ Institutional Development III: Consulting and Industry Interface 	M.Phil. Thesis Preparation
Ph.D. Qualifying Exam			
Year I			
Semester I	M.Phil. Thesis Submission and Viva-voce	Independent Study I, Seminar	
Year II (Carried out at INC Campus)			
Semester II	Independent Study-II & Seminar		
Summer Term	Presentation and Defense of the Proposal		
Year III			
Semester I	Ph.D. Thesis Preparation, Seminar		
Semester II	Ph.D. Thesis Preparation, Seminar		
Year IV			
Semester I	Ph.D. Thesis Preparation, Seminar		
Semester II	Ph.D. Thesis Preparation, Seminar & Submission of Thesis		

Financial Aid

All the candidates admitted into the Doctoral Program will be paid a fellowship by IRSC as mentioned below:

Year I	Will be offered a fellowship of Rs.20,000 per month.
Year II	Those who successfully qualify in the M. Phil. Program, the pedagogical training and the Ph.D. qualifying examination will be posted to INC campuses as Research Fellow and shall be paid a fellowship of Rs.22,500 per month.
Year III & Year IV	Those who successfully complete the second year will be offered a fellowship of Rs.25,000 per month.

The M. Phil. and Ph.D. awardees will be placed as Assistant Professors with gross emoluments of Rs.35,000 per month as per the current UGC scales.

Each year, a professional development grant of Rs.10,000 is also given to the candidates. In addition, there is a scope for financial assistance to the candidates for participating in international conferences, subject to the rules of IRSC.

Tuition Fee Waiver

The tuition fee of Rs.60,000 per semester will be waived off for the candidates for the entire duration of the Doctoral Program. The continuation of the aid depends on their satisfactory academic progress in the Program.

Eligibility

Candidates having a postgraduate degree with 55% & above in Management, IT, Statistics, Commerce, Economics or Psychology are eligible to appear for the Doctoral Aptitude Test (DAT).

Certification

All candidates admitted to the Doctoral Program will receive the M.Phil. Degree and the Ph.D. Degree from the ICFAI University, Tripura on successful completion of the requirements prescribed for the respective Programs.

All candidates admitted to the Doctoral Program will also receive the Certificate in Pedagogical Training from the INC Research Staff College on successful completion of the requirements.