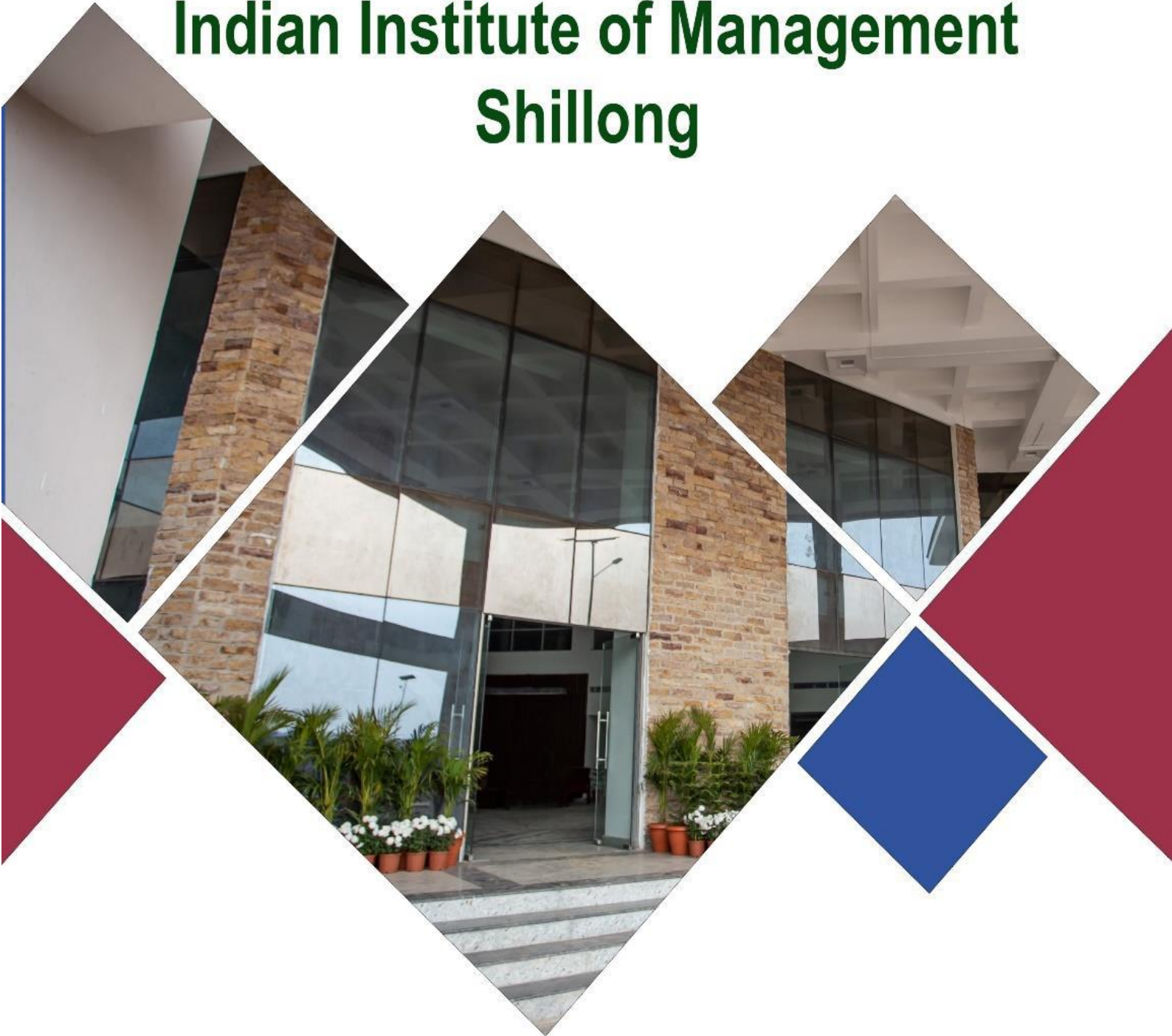




# Indian Institute of Management Shillong



Doctoral Program

**Handbook 2022-26**



## CONTENT

<b>S.No</b>	<b>Particular</b>	<b>Page No.</b>
i	Message from Chairperson- Doctoral Program	1
ii	Honor Pledge	2
1	Introduction	3
2	The Institute	3
3	Programme Overview	3
	3.1 Program Competency Goals and Objectives - Doctoral Program	4
	3.2 Programme Outline	5
	3.3 Program Curriculum	5
	3.4 Thesis Advisory Committee (TAC) and its roles and responsibilities	9
	3.5 Appointment Process of TAC	9
	3.6 TAC Role	10
	3.7 Guidelines for Institute Faculty Supervisor/Advisor	10
	3.8 Absence of Supervisor(s)	10
	3.9 Guidelines for the Appointment of International Advisor	10
	3.10 Roles and Responsibilities of International Advisor	11
	3.11 Guidelines to address deficiency in academic performance of the scholar	11
	3.12 Grievance Redressal	11
	3.13 Publications Requirement	12
	3.14 Thesis Evaluation Process	12
4	Financial Assistance	13
	4.1 Standard operating process for release of monthly stipend to research scholars	14
5	Infrastructure and Facilities	10
	5.1 Knowledge Center (Library)	15
	5.2 Scholars Residences (Hostels)	16
	5.3 Information Technology Infrastructure	16
	5.4 Identity Card	17
	5.5 Other facilities	17
6	General Rules	17
7	Attendance Policy	19
8	Evaluation System	19
9	Code of Conduct during Evaluations	20
10	Examination Rules	21
11	Grading System	22
12	Academic Standard	23
13	Statutory Committees	23
14	Profile of Faculty Members	23
15	Important Note	24
16	Indicative Annexures	25



**Dear Scholars,**

Welcome to IIM Shillong!

A warm welcome to the Doctoral Program in Management (PhD) of IIM Shillong.

Since the inception of the doctoral program in 2012, 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 students to unleash their potential and excel as researchers, educators, and scholars in the future.

IIM Shillong's Doctoral Program is designed to develop outstanding scholars who will be inspired and challenged to explore novel ideas, complex questions and pioneer solutions. The program provides a multi-disciplinary platform for learning and research that matches well with prevailing global standards. A key facet of the program is 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, you must understand the program that you have registered for, and the very reason for your being at this place. This handbook provides 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. Rohit Joshi  
Chairperson (Doctoral Program)**



## Honor Pledge of Indian Institute of Management Shillong

### *Honor Pledge by Scholars*

I, .....,

A scholar 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 in Management and the rules associated with the program. It also lays out the details regarding personal and academic behavior as expected from a scholar 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 Chairperson- Doctoral Program. 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 four-year full-time residential Doctorate Program 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.

### 3.1 Program Competency Goals and Objectives - Doctoral Program

#### *Competency 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

#### *Competency 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 analyze the research problems using relevant tools and techniques

PO2b: Formulate researchable problems across different management domains

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

#### *Competency 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

#### *Competency 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 the teaching of management courses

### 3.2 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 eight distinct fields of expertise.:

1. Economics and Public Policy
2. Finance and Control
3. Information Systems & Analytics
4. Marketing Management
5. Operations and Quantitative Techniques
6. Organizational Behaviour and Human Resources
7. Strategic Management
8. Sustainability and Liberal Studies

### 3.3 Program Curriculum

The four-year full-time residential Doctoral Program is designed to pursue immersive research to develop new knowledge and insights into the Management discipline. The Program is meant for scholars with curiosity in knowledge related to management studies. The PhD at IIM Shillong is designed to be globally recognized and would be a premier source of rigorous, and inter-disciplinary research in all areas of management. The program is committed to training individuals who will excel in their respective areas as educators and produce high-quality research through the publication of quality work of an international standard.

IIM Shillong launched its Doctoral Program in 2012 to nurture, excel and promote multidisciplinary and subject-specific world-leading research for theorists and practitioners. The Program provides a multi-disciplinary platform for learning and research that matches well with prevailing global standards. Apart from the opportunity for cross-functional interaction and enrichment, IIM Shillong has integrated the primary thrust of the Institute on Sustainability issues and debates into the Doctoral curriculum since the launch of this Program.

The four-year residential doctoral program includes enriching research focused output oriented courses work. The structure of course work comprises core, flexi-core, and seminar courses leading to an understanding of management discipline, building theoretical foundations in the core area, developing basic skills for analyzing managerial problems and instilling research interest. The coursework is expected to enable the scholar to provide the platform for future research activities. The scholar is evaluated through a Comprehensive Examination after the successful completion of course work and the doctoral dissertation period begins after successfully clearing the comprehensive examination. The doctoral dissertation work provides them with an opportunity to do quality research and co-create original cross-functional interdisciplinary knowledge.

### RESEARCH RELEVANT COURSES (18 CREDITS)

Term-I	Term -II	Term -III		Term -IV	Term -V
<b>Foundation Courses</b>	<b>Business Environment &amp; Flexi Courses</b>	<b>Intermediate Doctoral Courses</b>	<b>-Comprehensive Qualifying Examination</b> <b>- Allocation of TAC</b> <b>-Research Proposal</b>	<b>Advance Level Courses</b>	<b>Seminar Courses</b>
(5.5 Credits)	(4.5 Credits)	(2 Credits)		(2 Credits)	(4 Credits)
-Data and Business Modelling -Financial Reporting and Analysis -Managerial Economics -Marketing Management -Self and Group Dynamics -Statistics for Decision Making	- Business Research Methods -Operations Management  <i>Flexi courses (Three Credits to be completed)</i>  - Macro Economics -Financial Management and Financial Markets -Marketing Strategy -Managerial Accounting -Team Building and Leadership -Business Ethics -Business Law -Corporate Finance -Management Information Systems -Operations Research -Human Capital Management -Sustainability and Business Strategic Management	-Qualitative Research Method -Quantitative Research Method		- 2 credits from PGP Elective Basket Courses in Consultation with TAC	-Seminar Course in Research Writing -Seminar Course in Research Writing for Journals

### STAGES OF DOCTORAL JOURNEY

<b>Phase-I (1<sup>st</sup> Year)</b>	Doctoral Coursework	Term-I : Foundation (Essential) Courses Term -II: Business Environment & Flexi Courses Term -III: Intermediate level Doctoral courses
COMPREHENSIVE QUALIFYING EXAMINATION (CQE) FORMATION OF THESIS ADVISORY COMMITTEE (TAC)		
<b>Phase-II (2<sup>nd</sup> Year)</b>	Advance Doctoral Courses	Term -IV: Advance Courses
<b>Phase-III (3<sup>rd</sup> – 4<sup>th</sup> Year)</b>	Thesis Work	Term -V: Seminar Courses Academic Workshops/Conferences, Research Publications Thesis Seminar Thesis Proposal Thesis Defense

\*It is mandatory for the scholar to submit a quarterly progress report to the PhD Office routed through the respective TAC.



## ACADEMIC CALENDAR

Activity / Event		Timeline
Year-I	Registration for Phd (FT)	27-Jun,2022
	Term-I: Foundation Courses	Jun, 2022 - Sep, 2022
	Term-II: Business Environment Courses & Flexi Courses	Sep, 2022 - Mar, 2023
	Term-III: Intermediate Doctoral courses	Apr, 2023 - May, 2023
	Comprehensive Qualifying Examination (CQE)	Jun, 2023 - Aug 2023
Allocation of TAC		
Year-II	Research Proposal	
	Term-IV: Advance Courses	June, 2023 – Mar, 2024
	Term-V: Seminar Courses	Apr, 2024 – June, 2025
Year-III and IV onwards	Doctoral Dissertation Work and Thesis work (Expected)	Dec, 2025
	Thesis Defense(Expected )	Mar-2026

*\*Every quarter, it is mandatory for the scholar to submit a quarterly progress report to the PhD Office routed through their Supervisors. Two continual unsatisfactory reports may lead to expulsion from the program.*

### 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 terms (Term-I through III) in the first year. The tentative schedule for each term is available under the Academic Calendar (\*may change if required).
- The scholar 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 scholar needs to pass CQE to proceed to the second phase of the program. The scholar 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 scholar who does not qualify for the exam shall be given one last attempt to complete this requirement.

### PHASE-II: SECOND YEAR

- In the second year, the scholars will complete Term-IV as part of their advanced courses.
- After successful completion of the course work, the scholar will start working on the primary research problem of the PhD thesis under the guidance of the 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 four terms (Term-I through IV) till the submission of the final thesis, the scholars are expected to contribute to institute building.

- 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 Research Proposal Evaluation Committee (RPEC).
- 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 RPEC.
- The RPEC shall consider the topic of research and research proposal and if satisfied shall approve the topic of research and research proposal.
- The RPEC 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 RPEC 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.

### **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 Research Proposal Evaluation Committee (RPEC).
- The presentation is to be submitted at least 7 working days in advance of the proposed presentation date to share the copy with RPEC.
  - The RPEC 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 scholar at the time of final Thesis submission.
  - If the RPEC rejects the Pre-Submission Thesis, the scholar in consultation with TAC has to work on the thesis and apply for another Pre-Submission Thesis within the next three months.
  - Once the Pre-Submission Thesis Presentation is approved by RPEC the PhD office shall issue a letter 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's TAC 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 of one of the external examiners to be eligible for the award of the degree.

### **EXTENSION OF DURATION**

In normal circumstances, the extension of the duration would not be granted. In the special case, if any extension of the period for the thesis preparation phase beyond the fourth year is required, the scholar will have to make a plea to the Doctoral Committee duly forwarded by the TAC. If the Doctoral Committee after due consideration thinks that extension is necessary for the interest of the completion of the thesis, it may recommend to the Director a six-month extension for the completion of the work. The extension would be given only to those scholars who have at least 1 published paper and 1 paper under review in the Journal (ABDC ranked Journals, Scopus, Web of Science or equivalent as per IIM Shillong rules). No financial assistance would be provided during the extension period.

### **3.4 Thesis Advisory Committee (TAC) and its roles and responsibilities**

The PhD thesis work is at the core of the doctoral curriculum. The progress of the thesis work shall be monitored by a TAC. The details of the TAC are as follows:

A TAC consists of at least the following members:

- a) Two faculty members of the institute from two different functional areas would serve as Joint Supervisors
- b) One Advisor member with primary foreign affiliation.

A Thesis Advisory Committee (TAC) shall be constituted for each PhD scholar. The TAC of a scholar shall be constituted after the 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 start of the doctoral thesis work.

The Doctoral Committee shall appoint the TAC after due approval, taking into consideration the preference of the scholar. Once a TAC is formed, it would be in force till the completion of the degree of the scholar. However, if circumstances so demand, the Doctoral Committee may, in consultation with the scholar and the TAC members, reconstitute the TAC, with due approval.

### **3.5 Appointment Process of TAC**

After getting due consent from the proposed faculty members, the scholars will be required to propose the names of two faculty members as the preferred TAC members from the Institute. The Doctoral Committee will appoint the TAC of the scholar, initially comprising of these two members (joint supervisors), subject to the condition that the two suggested faculty members have an available slot to accommodate the request of the scholar to take up the role. These two members along with the scholar will then suggest the name of the third member, the one from outside of India to the Doctoral Committee.

The Doctoral Committee shall appoint the third member accordingly, subject to fulfillment of criteria thereof. This should be completed ideally within three months of the appointment of the joint supervisors.

### 3.6 TAC Role

The TAC shall approve the research proposal, review the progress of the scholar's research work, and advise the scholar on the improvement of the scholar's work. Specifically, all members of TAC shall contribute to the research and shall guide the scholar in literature survey and review, research design, model construction, fieldwork, data analysis, etc. They shall play the role of mentors and suggest suitable choices for flexi-core courses to be taken up by the scholar, encourage and advise on publication of results in reputed journals, and counsel on proper communication of research findings at appropriate fora. The TAC shall also approve the draft thesis before the same can be finally submitted for evaluation. Scholars and supervisors should meet regularly to discuss training and development needs and academic progress. They should use the PhD log to record meetings, and submission deadlines and post and comment on written work.

### 3.7 Guidelines for Institute Faculty Supervisor/Advisor

- a) A regular faculty member can be the joint supervisor of up to six 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.

### 3.8 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.

### 3.9 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.

### **3.10 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.

### **3.11 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.

### **3.12 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.

### **3.13 Publications 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, Scopus, Web of Science or equivalent 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 -20 hours every week during the second, third and fourth year as Research/Teaching Assistant with a faculty member. They will be associated with a faculty member who will be assigned by the Doctoral Committee. It is also necessary that they will also be actively involved and contribute positively to all events and functions of the Institute like, conferences, workshops, convocation, etc.

### **3.14 Thesis Evaluation Process**

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, s/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 another



external expert (Indian) of similar stature in place of the original Indian External Examiner for the VIVA with the approval of the competent authority.

The examiners of the Defense VIVA shall jointly submit a 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 Academic Council of the Institute shall recommend the scholar for the award of a PhD degree to the BOG of the Institute for its approval.

#### 4. Financial Assistance

Scholars selected for the residential program are given financial support which covers their research requirements and modest living. The financial assistance rule may change as per the institute rules and regulations.

- Scholars admitted to the program are given fellowship and contingency allowance for up to four years. Scholars are provided with a fellowship amount of Rs.30,000/- per month during 1<sup>st</sup> & 2<sup>nd</sup> year, and Rs.35,000/- per month for 3<sup>rd</sup> & 4<sup>th</sup> Year, subject to the clearance of Comprehensive Examination and submission of the Thesis Research proposal. Scholars are required to be in attendance on a full-time basis and devote all their time to coursework and research and are also required to provide teaching and research assistance.
- Other financial support of Rs. 2,00,000 / is made available to students which include:
  - One Time Computer Grant of Rs.50,000/- per scholar which can be reimbursed only during the 2<sup>nd</sup> year, after successful completion of the first year.
  - The scholar is entitled to a total Financial Aid of up to Rs.1,00,000/- from the beginning of the Second Year onwards (Rs. 50,000 per year for the second and the third year). The Financial Aid will include the following:- Seminars (International & National)/ Workshop (International & National)/ Conference (International & National), etc.
  - For the entire duration of the course, a scholar is entitled a contingency grant of Rs 50,000. The detail of the items included in the contingency grant shall be notified separately.

#### 4.1 Standard operating process for release of monthly stipend to research scholars

Steps to be followed for the release of *monthly stipend*:

Step	Activity	Action Taker	Submitted to	Timeline
1	Submission of the Quarterly progress report by Scholar to Supervisors	Scholar	Supervisor(s)	First week of the Quarter
2	The PhD office would collect the supervisors' recommendation (physical copy) on the submitted progress report	Supervisor(s)	PhD Office	Second Week of the Quarter
3	All the scholars have to use Biometric Scanner for their daily attendance	Scholar		Daily attendance is mandatory
4	Biometric attendance for all scholars is collated from the system	PhD office		25th of Each Month
5	A consolidated stipend sheet for all scholars is prepared by PhD office with the present (or permitted leave) and absent days for the month (Month would be counted from 25th to the next 24th (for example 25th of May to 24th of June)	PhD office		26th of Each Month
6	The Consolidated stipend sheet would be signed by the PhD office person and Validated by Chair- PhD	PhD office	PhD-Chair	27th of Each Month
7	The validated consolidated stipend sheet is submitted to F&A office for stipend disbursement	PhD office	F & A Office	27th of Each Month
8	The monthly stipend for each scholar shall be released the same day as the salary of the IIM Shillong employees.	F&A Office		Same day as other IIM Shillong employees

#### 5. 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.

### **5.1 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.



## 5.2 IIMS Journal of Management Science

IIMS Journal of Management Science (IIMSJMS) is the scholarly journal of the IIM Shillong that publishes research contributions in all areas of 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 on cross-functional management domains with cross-functional managerial or societal problems and implications. The journal looks for original and insightful research articles that create differential research traditions to shed new evidence on contemporary challenges faced by management practitioners, policymakers, academicians, and others. The journal envisages publishing rigorous research output backed by qualitative or quantitative methods. 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. All contributions should be well written in English and supported by either original/empirical data or a well-justified theoretical or mathematical model.

## 5.3 Scholars Residences

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

Accommodation shall be arranged in the Nongthymmai hostel, which is a single room. The room rent will be charged as per the accommodation provided as per the institute policy. 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.

## 5.4 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 scholar. 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 scholars to download the resources, anytime and from anywhere. These portals also provide options for different forums thereby encouraging scholars 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 scholars 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 scholars 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.

### **5.5 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.

### **5.6 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 24x7 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.

## **6. 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 within the class.
- 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.



## 7. 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 scholars 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 scholar 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, scholars may obtain a leave of absence. The following rules and procedures need to be followed for the purpose:

- 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 Academic office within 3 days of joining classes after illness. No scholar shall be allowed to continue the program unless the medical fitness certificate duly endorsed by the Institute Medical Officer is submitted within the stipulated time.
- Before applying for leave, a scholar 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 scholar losing any segment of evaluation on account of her/his leave.
- Each scholar 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 minimum attendance 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 scholar 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 scholar has got at least 50% marks in the said course).

## 8. 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:



- Class Test
- Quiz (announced or unannounced)
- Project Assignment/Case Discussions/ Article Review)
- Class Participation (may include attendance, class preparation, participation, etc.) o Oral Examination
- Take-home assignments/tutorials
- 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%.

### 9. 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:

- 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 cheat sheet 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.
- 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.
- Fabrication: submitting contrived or altered information in any academic exercise. Example can be making up data for any analysis, citing nonexistent articles, etc.
- Multiple submissions: submitting, without prior permission, any work submitted to fulfill another academic requirement
- Facilitating academic dishonesty: knowingly helping or attempting to help another to commit anything that comes under the purview of using unfair means
- Unfair advantage: attempting to gain unauthorized advantage over fellow scholars in an academic exercise. Examples can be gaining or providing unauthorized access to examination materials, obstructing or interfering with another scholar'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 scholar, 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 scholar, the following will apply:

- 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.

- 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.
- The grades obtained by such scholars in the next attempt, if any, will be revised downwards by two letter grades. If the scholar however, obtains a D or F grade in the next attempt, the grade awarded in such cases will be F.
- In any case of use of unfair means, the scholar will be debarred from receiving any scholarship or award, membership of any committee and club, participation in any competition, etc.

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

## 10. 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.

- All scholars must occupy their respective seats as per the seating plan. Any scholar 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.
- 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.
- Scholars must put their signatures and serial number(s) of the answer book/ supplementary sheets on the attendance sheet.
- Scholars are not permitted to use pencils for writing answers in examinations.
- Any scholar 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.
- When the examination is in progress, if any scholar is found discussing anything with another scholar, 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.
- Instructors / Invigilators are authorized to summarily disqualify any scholar who is found to violate any of these instructions or resorting to any unfair means.
- 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 scholar.
- The Instructor will show evaluated mid-term answer books/ assignment / project reports / quizzes to the scholars. 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.
- Carrying items into the examination hall:
  - Scholars 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 scholar’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.

- No answer book(s) or question paper(s) will be issued to any scholar 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.
- Use of any unfair means in any evaluation will entail strict action.
- Temporary absence from examination hall:
  - Ordinarily, no scholar 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.
  - No scholar shall be permitted temporary absence from the examination hall during the first 45 minutes of the examination. o No scholar shall be permitted temporary absence from the examination hall during the last 15 minutes of the examination.
  - Not more than one scholar shall be permitted temporary absence from the examination hall at any given time.
  - 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.

### 11. 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.

### 12. 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

- CPGA of less than 2.67
- 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.

### 13. Statutory Committees

In the endeavor to ensure hassle-free environment for the scholars 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/>.

### 14. Profile of Faculty Members

For updated profiles, research interests and publications, scholars may visit the institute website. <https://www.iimshillong.ac.in/faculty-overview-page/>



### **IMPORTANT NOTE**

- The Institute reserves the right to change and/or modify any of the rules and regulations, contained herein.
- The Scholar Handbook and all the contents herein are subject to the jurisdiction and interpretation of the Director, IIM Shillong
- An aggrieved scholar, 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 JOINT SUPERVISORS**

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

- 1. Name of the two supervisors**
- 2. Signature of both the Proposed Supervisors showing consent**
- 3. Self-declaration by the scholar to abide with the guidelines and aforementioned timelines**



## Annexure 2

### INDICATIVE FORMAT FOR INFORMATION OF INTERNATIONAL ADVISOR

(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
8. Current position:
9. Employer Position(s)
10. Responsibility(ies)
11. Research specialization, with sub-specialization
12. Post-PhD experience:
13. Teaching
14. Research, development or innovation
15. Publications (details):
16. Books (details):
17. Chapters in books (details):
18. Publications in peer-reviewed journals (numbers only):

Scholar Name :.....

Registration No. :

Batch :

### Annexure 3

#### SEMINAR COURSE IN RESEARCH WRITING (GUIDELINES)

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 Ph.D. office.

#### **Annexure 4**

##### **EVALUATION GUIDELINES FOR SEMINAR COURSE IN RESEARCH WRITING**

1. The introduction includes the 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 TERM PAPER 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





## Annexure 6

### FORMAT FOR PROGRESS REPORT

#### Doctoral Program (To be filled by scholar)

*Part A: To be filled by the scholar*

January-June/ July-December \_\_\_\_\_

Scholar Name -

Registration No -

Describe the achievements completed during the period (attach extra sheet, if required)

Scholar Name and Signature

*Part B: To Be Filled by The Supervisor*

1. Recommendations of Supervisor(s): (Please tick relevant column).
  - a Performance is Satisfactory
  - b Performance is unsatisfactory
  - c Termination of registration is recommended because of
2. Details are provided in attached sheet.
3. Registration beyond 5 years is recommended on account of

Date:

Signature of TAC 1

Signature of TAC 2

*Part C: Recommendations of PhD Office*

1. Grade awarded for
2. A warning be issued to the scholar for getting F grade (first time)
3. Termination of Registration is recommended on account of his/her getting 'F' grade second time.
4. Termination of Registration is recommended on account of reason(s) given by the supervisor.

Date:  
Chairperson

Signature of PhD



## Annexure 7

### UNDERTAKING TO RECONSTITUTE TAC

To be filled by the Supervisor

1. Scholars Name-
2. Registration Number-
3. Supervisor 1-
4. Supervisor 2-
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 Saturday: 9.00 am – 7.00 am
- Sunday: 10.00 AM to 5.30 PM
- Holidays: Closed

#### General Rules

- Only IIM Shillong scholars, researcher, 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                | • INFORMS         | • E- Journals accessible from E-Shodh Sindhu |
| • Wiley Journals                  | • Elsevier Scopus | • Oxford E- Journals                         |
| • Springer Nature                 | • Sage            | • ISID                                       |
| • Elsevier Science Direct         | • Emerald Insight | • JSTOR                                      |
| • EBSCO- Business Source Ultimate | • OECD            | • Jgate (JCCC)                               |
| • World Bank E- Library           | • IGI Global      | • Project Muse                               |
|                                   | • InderScience    |  |

*Databases Subscribed by the Institute*

- |                                  |                                    |  |
|----------------------------------|------------------------------------|--|
| • CMIE Prowess                   | • ABI Inform Complete              | • Newspapers/e. Newspapers                     |
| • Accord Fintech                 | • Turnitin (Plagiarism checker)    | • E-Resources(e. journals /e. Books/Databases) |
| • IBID                           | • Grammarly (Writing Support)      | • Dissertation and Thesis                      |
| • CMIE- Outlook                  | • E- Resources accessible from NDL | • Internship Report                            |
| • Indiatat                       | • e. Book Library                  | • CD/DVD                                       |
| • Bloomberg                      | • South Asia Archive (SAS)         | • Special Collection                           |
| • Financial Times                | • Collection Development           | • World Bank                                   |
| • ProQuest Dissertation & Thesis | • Magazines/ e. Magazines          | • Harvard Business Review                      |
| • ProQuest e- Brary              |                                    | • Cases  |
| • Crisil                         |                                    | • HBSP Cases                                   |
| • Euromonitor                    |                                    |  |
| • Capitaline Plus                |                                    |  |

## 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, PGP Chairperson  
Mb: 9502099492, Email: [subhadip@iimshillong.ac.in](mailto:subhadip@iimshillong.ac.in)
2. Prof. Sharad Bhattacharyya, Chairperson, PGPEX Member  
Mb: 9485175528, Email: [snb@iimshillong.ac.in](mailto:snb@iimshillong.ac.in)
3. Prof. Rohit Joshi, Chairperson, Doctoral Program Member  
Mb: 8974009052, Email: [rj@iimshillong.ac.in](mailto:rj@iimshillong.ac.in)
4. Prof. Rohit Dwivedi, Chairperson, Student Affairs – PGP, PGPEX, PhD Member  
Mb: 9436716060, Email: [rd@iimshillong.ac.in](mailto:rd@iimshillong.ac.in)
5. Prof. Bidyut Gogoi, Hostel Warden Member  
Mb: 8131996068, Email: [bjg@iimshillong.ac.in](mailto:bjg@iimshillong.ac.in)
6. Prof. Vishakha Bansal, Hostel Warden Member  
Mb: 9990149149, Email: [vishakha@iimshillong.ac.in](mailto:vishakha@iimshillong.ac.in)



## Annexure 11

### Guidelines for Differently Abled Scholars

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. OSDAS 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 print out, put the signatures and fill in the other details, and submit it to PhD Office)

I have gone through the PhD Scholar Handbook (2022) 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

### Annexure 13

#### IMPORTANT CONTACT

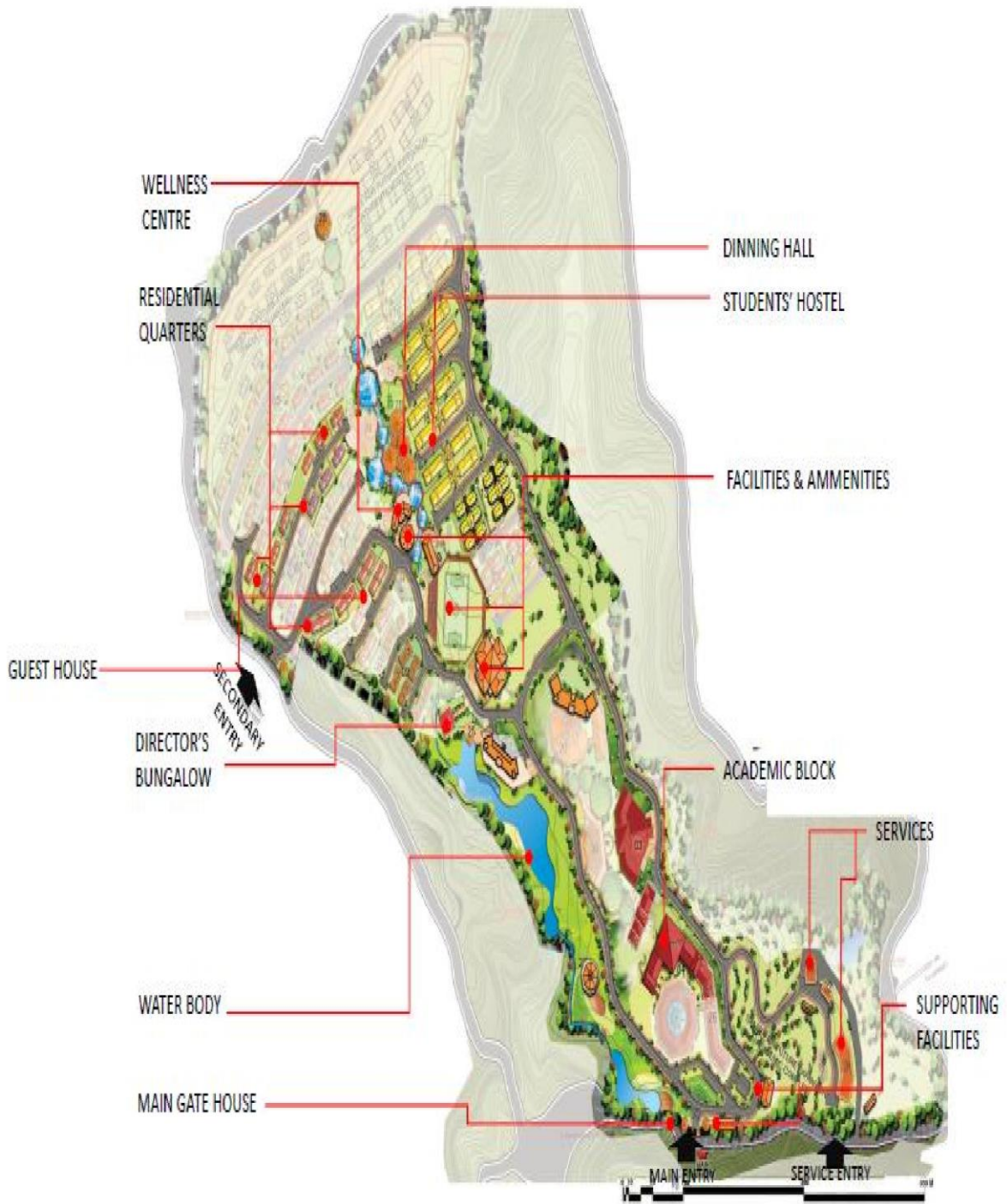
Name	Designation	Email Id	Phone Number
Prof Dharam Paul Goyal	Director	director@iimshillong.ac.in	+91 364 230 8005
Prof Rohit Joshi	Chairperson, PhD Program	Chair.phd@iimshillong.ac.in	
Prof Subhadip Mukherjee	Chairman, PGP Committee	chair.pgp@iimshillong.ac.in	+91 364 230 8000
Prof Rohit Dwivedi	Chairman, Scholars' Affairs, Placements, and Public Relations	chair.placement@iimshillong.ac.in	+91 364 230 8099
Prof Basav Roychoudhury	Chairman, IT Services Committee	chair.it@iimshillong.ac.in	+91 364 230 8040
Prof Bidyut Jyoti Gogoi	Warden	wardens@iimshillong.ac.in	+91 364 230 8094
Prof Vishakha Bansal	Warden	vishakha@iimshillong.ac.in	+91 364 230 8026
Shri Pradip Pyne	Chief Administrative Officer	cao@iimshillong.ac.in	+91 364 230 8020
Dr. Sudhir Kumar Jena	Librarian	skj@iimshillong.ac.in	+91 364 230 8177
Simon Marbaniang	PhD Office	phd@iimshillong.ac.in	+91 364 230 8052
Shri Hemango K Dutta	Manager (Corporate Relations & Public Relations)	hkd@iimshillong.ac.in	+91 364 230 8055
Shri Merlvin Jude Mukhim	Administration Officer (Placement & PR)	mjm@iimshillong.ac.in	+91 364 230 8054
Wellness Center	Office		+91 364 230 8081
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 14

MAP OF IIM SHILLONG CAMPUS





**Indian Institute of Management Shillong**  
**Umsawli, Shillong-793018**  
**phd@iimshillong.ac.in**

Telephone Number : +91 364 2308052 /8000