



# **Doctoral Programme in Management (DPM)**

## **2025**



**INDIAN INSTITUTE OF FOREST MANAGEMENT  
BHOPAL**

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## Director's Message

At the Indian Institute of Forest Management (IIFM), we take great pride in nurturing an academic environment that is research-driven and tackles critical issues at the intersection of management, sustainability, and the environment. Our PhD programme is intended to foster the development of scholars and thought leaders who can make significant contributions to academia, policymaking, and industry.

The PhD programme at IIFM offers scholars a distinctive platform to investigate a wide range of topics, including general management studies, accounting and finance, human resource management, economics, operations research, sustainability, natural resource management, sustainable forest management, ecosystem and landscape approaches to conservation, environmental finance, climate policy, and corporate governance, with a strong emphasis on interdisciplinary research. We encourage scholars to do rigorous research, which is backed by cutting-edge resources, experienced faculty mentorship, and global research networks.

Our commitment to excellence guarantees that IIFM's PhD scholars receive adequate intellectual and professional support to create ground-breaking solutions to sustainable development challenges. We extend an invitation to the enthusiastic scholars to pursue research at IIFM thereby contributing to our endeavour to generate knowledge that inspires significant change.



**K. Ravichandran**  
Director



The Indian Institute of Forest Management (IIFM) in Bhopal (Deemed-to-be-University) reflects India's dedication to sustainable forest and environmental management. Established in 1982, this autonomous institution, under the Ministry of Environment, Forests, and Climate Change, Government of India, emerged from the National Commission on Agriculture's visionary recommendations. The institute's establishment represented a historic turning point in the country's forestry management education approach.

The IIFM's foundation was laid through a collaborative effort with a wide range of skills. A vital connection with the Indian Institute of Management, Ahmedabad, established IIFM's philosophy and mission d'être. This connection in the initial years ensured that the institute combined the rigours of management education with the specialized expertise needed for forest management and sustainable development. Furthermore, the Swedish International Development Agency (SIDA) contributed significant financial and technical support, demonstrating worldwide acknowledgement of the institute's potential significance.

Since its formation, IIFM has served as a beacon for young individuals who are enthusiastic about environmental and forest management. The institute has consistently attracted talented students who have gone on to elevate the standard of excellence in this dynamic discipline. IIFM's reputation as a preeminent institution in South Asia for environmental and development management education has been reinforced by its success in nurturing these talents.

The institute's mission is appropriately enhanced by its location in Bhopal, the City of Lakes. IIFM is in a distinctive position in South Asia due to its environmentally rich environment. It is distinguished by its innovative educational approach, which seamlessly integrates corporate management expertise with concepts of environment and development management. This unique educational paradigm provides students with an in-depth understanding of the opportunities and challenges associated with environmental and forest management. IIFM provides various educational programs designed to address the changing requirements in forestry, environment, and sustainable development sectors. The MBA in Forestry Management and MBA in Sustainability Management, recognizing the increasing significance of natural resource management, environmental management, and sustainability in the corporate/business sector. IIFM's dedication to the financial aspects of sustainable development is evident in its MBA in Development and Sustainable Finance. IIFM also provides a Certificate Course on Chartered Foresters, emphasizing the necessity for ongoing professional development and learning. The target audience for this 19-week online program is diverse, encompassing recent graduates, employed professionals, and retired personnel. IIFM's dedication to offering a comprehensive education that integrates the disparity between environmental stewardship and management expertise can be seen in its numerous courses.

IIFM's curriculum is indicative of its dedication to interdisciplinary education. The students are equipped with the necessary skills to address complex real-world challenges by incorporating forestry, environmental sciences, social sciences, and management disciplines. This comprehensive approach ensures that graduates are adequately prepared to deal with the multifaceted challenges that confront the forestry and environmental sectors in today's rapidly evolving world.

## 1. Objectives

IIFM aims to:

- Provide management training to professionals in forestry, forest-related industries, and commerce.
- Collaborate with educational institutions in any part of the world having objectives similar to those of the IIFM through exchange of faculty, scholars and association in any other manner as may be conducive for the mutual benefits.
- Inculcate a sense of appreciation in those selected for training and emphasising that conservation is of over-riding importance in the management of natural resources and the role of forests is vital for ecological and environmental sustenance.
- Select and nurture outstanding and talented young students for careers leading to managerial responsibilities in forestry and forest related industries.
- Meet the needs of forestry and forest-related industries by providing information through research, publications, and the application of state-of-the-art technology.
- Create patronship, affiliations and other classes of professional or honorary membership or office as the IIFM may consider necessary.

## 2. The Activities

IIFM's mission is driven by four key pillars, education, research, training and consultancy. Faculty and staff engage in various activities supporting the institute's goals and its contributions to the environmental and management sectors. The details of the activities are provided as under.

## 2.1 Educational Programmes

- MBA in Forestry Management.
- MBA in Sustainability Management
- MBA in Sustainable Development
- MBA in Development and Sustainable Finance
- Doctoral Programme in Management
- Doctoral Programme of Forest Research Institute, Dehradun
- Certification course on Chartered Foresters



## 2.2 Training

IIFM offers a variety of training programmes, known as Management Development Programmes (MDPs), which are a cornerstone of the institute's activities. These programmes are designed to enhance the skills of professionals across various sectors related to forestry, environment, and natural resource management.

### *Key Features of IIFM's Training Programmes*

IIFM's MDPs focus on transferring technical and managerial knowledge and skills through short-term courses, seminars, and workshops. These programmes aim to analyse and synthesize management techniques, tools, and concepts relevant to the natural, forestry, and allied sectors.

### *Target Audience*

The training programmes cater to a diverse group of professionals, including:

- Government officials
- Non-governmental organization staff
- Corporate and industry professionals
- Academic institution members

### *Programme Types*

IIFM offers a range of programme formats that include:

- In-campus and off-campus programmes
- Organization-specific tailor-made sponsored programmes
- Fee-based programmes
- International programmes
- Training of Trainers (ToTs)
- Workshops and seminars

IIFM's training programmes are designed to meet the evolving needs of the forestry, environment, and development sectors, providing participants with the latest knowledge and skills to address contemporary challenges in these fields



## 2.3 Research

IIFM's research activities aim to create new frontiers of knowledge in various fields related to sustainability and natural resource management. The institute focuses on socially pertinent and solution-oriented themes to generate knowledge that can benefit multiple forest and natural resource management stakeholders. Most research initiatives conducted at IIFM are applied, guaranteeing practical relevance and impact.

### *Key Research Areas*

IIFM conducts research across a wide range of topics, including but not limited to:

- Sustainable Forest Management & Forest Certification
  - Marketing of Forestry Products & Forest-based Enterprises
  - Agroforestry and Trees Outside Forests
  - Ecosystem Vulnerability and Services
  - Community Forestry and Livelihoods
  - Climate Change: Vulnerability, Mitigation, and Adaptation
  - Environmental conservation and management
  - Urban Sustainability and Green Infrastructure
  - Environmental Policies and Behavioural Dynamics
- 
- Sustainable Finance
  - Economics
  - Entrepreneurship
  - Finance and Accounting
  - Information Systems
  - Marketing
  - Organizational Behaviour and Human Resource Management
  - Production and Operations Management
  - Public Policy
  - Strategy





### *Funding and Collaboration*

Research projects at IIFM are funded by both national and international agencies. The institute has developed collaborative networks with diverse stakeholders, leading to research of contemporary global relevance. The funding agencies include World Bank, UNDP, UNEP, State Governments, and various ministries of the Government of India.

### *Impact and Dissemination*

The research outputs from IIFM are disseminated through various channels:

- High-impact scientific papers
- Popular articles and policy briefs
- Teaching materials and case studies
- Workshops and seminars

### *Recent Developments*

IIFM continues to strengthen its research capabilities. The institute has published 40 research papers in Scopus-indexed journals, including two papers in ABDC-A category journals and three papers featured in ABDC-B and ABS 3-star journals during 2024-25. This achievement highlights IIFM's growing influence in high-impact academic and professional circles.

## **2.4 Consultancy**

The multidisciplinary expertise of IIFM's faculty makes IIFM ideally suited to offer consultancy services in the areas of Forestry, Environment and Natural Resource Management. The subject areas in which IIFM has been providing consultancy support include Agroforestry, Farm forestry, GEO-Informatics, Livelihood and Conservation, Grassland Management, Organisational Behaviour, Behavioural Issues in Environment and Development Management, Corporate Social Responsibility, Rural and Green Marketing, Micro Credit, Joint Forest Management, Eco-development, Waste Management, Climate Change, Ecotourism, Rural Development and Environmental Impact Assessment, and Human Resource Management, etc.

## **2.5 International Linkages**

IIFM actively participates in global symposia, research collaborations, and academic exchanges. It partners with organizations such as RECOFTC, ITTO, FAO, UNDP, USFS, IDRC, World Bank, Cambridge University, and Oxford Forest Institute.

## **3. Centres of Excellence**

In order to promote research in specialised areas of natural resource management and to create an excellent cadre of researchers in those areas IIFM has established the following Centres of Excellence:

- Centre for Climate Change Studies (CCCS)
- Centre for Corporate Social Responsibility (C-CSR)
- Centre of Excellence for IIFM-Industry Interface for Sustainable Development

- Centre for Ecological Services Management (CESM)
- Centre for Forest Based Livelihoods and Tribal Studies (CFBL&TS)
- Centre for Forest Hydrology
- Centre for Human Wildlife Conflict Management (CHWCM)
- Geo-Informatics Centre for Forestry, Climate Change and Livelihood Support
- Centre for Policy Studies (CPS)
- Centre for Sustainable Forest Management & Forest Certification (CSFM & FC)
- International Centre for Community Forestry (ICCF)

## 4. Infrastructure

### 4.1 Campus

The Institute has a sprawling campus spread over 230 acres located on a lush green hilltop surrounded by water bodies on three sides. The main campus includes the Academic-Complex, Library, Computer Centre, Hostel, Fully Air-conditioned Student Mess, Administration and Accounts wings. The Academic Complex of IIFM includes Fully air-conditioned hi-tech classrooms, seminar rooms equipped with video conferencing facilities and a Faculty Block. The award-winning architectural design of IIFM's building provides an environment conducive to academic activities, professional deliberations and social interaction.



The institute has established its second campus at Kurseong, near Darjeeling, West Bengal in 2024, where Management Development Programmes are being conducted to various stakeholders.

### 4.2 Computer Centre

IIFM provides a range of hardware resources such as All-in-ones, Laptops, Desktop PCs, Printers, Projectors, Wireless Routers, and Firewall to support teaching and academic activities. The software available includes Office Suite, SPSS 29.0, Tally, EViews, Microsoft 365 A3, Edu Grievance, Google Workspace for Education Plus, Turnitin, Filmora, and Digi Exam. These tools cover various syllabus topics and support online classes and examinations. Internet connectivity is facilitated through dedicated leased lines from NKN (100 MBPS) and BSNL (140 MBPS), ensuring robust access across the campus and hostels via LAN and Wi-Fi. The institute has implemented an ERP system to streamline operations and enhance integration across departments. Additionally, the enterprise version of Google Workspace for Education facilitates easy access to digital reading materials, online assignment submissions, and virtual teaching.

Furthermore, the institute has adopted an online examination platform (Digi Exam) to conduct exams remotely, enhancing flexibility and efficiency in assessment processes.

### 4.3 Library and Information Services

The library is an ocean of knowledge and information with a vast collection of books and journals on subjects of environment, development, forestry and beyond. This multi-storied

air-conditioned building offers a vast pool of literature to students. Subscription to numerous international e-journals is a key ingredient of the IIFM library. Institutional membership with DELNET as well as continuous updating of the resource base and inclusion of publications of current interest is constantly undertaken. A rich collection of films on forestry, environment, development, livelihood and management issues are available. The Online Public Access Catalogue (OPAC) facility is also available on all



terminals connected through LAN. The library has a total collection of 43097 volumes and subscriptions to more than 185 National and International periodicals. A number of CDs and DVDs on various topics of academic interests and subscription to a number of national and international online databases such as Science Direct (Business Management & Accounting Collection and Environmental Science collection), EBSCO (Business Source Elite and Environment Complete),

Prowess, J-gate (Management Sciences), India stat and Emerald Marketing (e-journal collection) are available for students at the Library. EBSCO e-book facility is also available for IIFM fraternity.

#### **4.4 Hostel, Guest House & Mess**

Three hostel blocks having one hundred and ten fully furnished rooms available for accommodating boys and girls separately. The hostel rooms are connected with internet facility through LAN and Wi-Fi. The fully air-conditioned student mess is equipped with automated and semi-automated equipment and cooking systems. It is capable of serving about 300 people at a time with nutritious and wholesome food.

#### **4.5 Sports Facilities**

A wide range of sports facilities are available on campus, including Badminton, Lawn Tennis, Table Tennis, Football, Cricket, Basketball, Volleyball, Carrom, Chess and Gym. Intra-institute sports tournaments are organised regularly, and the institute participates every year in the All India Forest Sports and Games Meet, which MoEF&CC, Gol organises. At IIFM, every goal scored is applauded, and winning points call for a celebration.





# DOCTORAL PROGRAMME IN MANAGEMENT

## 1. Introduction

IIFM, a sectoral management institute, is dedicated to addressing the evolving needs in forestry, environment, development, management, and related sectors. It continuously updates its focus, activities, and course structures to meet these demands by integrating management principles. Given the growing emphasis on environmental sustainability, climate change, carbon trading, green finance, corporate social and environmental responsibility, biodiversity conservation, and natural resource management, IIFM modifies its approach to effectively address these challenges.

To tackle these issues, IIFM recognizes the need for professionals with a blend of skills in forestry, environment, development, and management. This necessitates not only skilled manpower but also expert guidance for capacity building, project implementation, and monitoring. To bridge this gap, IIFM offers educational, training, research, and consultancy services.

The Doctoral Programme in Management (DPM) at IIFM is a key initiative designed to provide specialized knowledge, skills, and perspectives for roles requiring conceptual and visionary leadership in forestry, environment, development, management, and allied sectors. This program is crucial for developing the managerial and skilled workforce needed in these sectors. The DPM focuses on equipping participants with advanced research skills and management knowledge tailored to the unique challenges of these sectors. It aims to produce researchers and professionals who can contribute significantly to policy-making, research, and practice in forestry, environment, and development.

IIFM's doctoral program is structured to meet the emerging needs of stakeholders by offering specialized training in areas such as environmental management, sustainable development, and natural resource management. The program emphasizes the development of high ethical standards in research and practice, ensuring that graduates are equipped to address complex environmental and developmental challenges effectively. Through its rigorous curriculum and research focus, the DPM at IIFM prepares individuals for careers in academia, research institutions, government, and industry, where they can make a meaningful impact on environmental sustainability and development.

The Doctoral Programme in Management (DPM) is meant for people who are passionate about environment, forestry and natural resource management and are keen to contribute to these areas through research, teaching, training and consulting. This program is designed to impart specialised knowledge and skills for positions that require conceptual clarity, analytical skills and an ability to speak to policy and practice through creative application. The Doctoral Programme shall equip scholars for career opportunities in management education and research in the following broad areas:

### **Core Management Areas**

Strategic Management  
Marketing Management  
Organizational Behaviour and Human Resource Management  
Information Technology, Quantitative Techniques

### **Finance and Economics**

Sustainable Finance and Climate Policy  
Environmental and Developmental Economics  
Green Financial Markets and Instruments  
ESG Integration and Impact Investing  
Green accounting/environmental accounting

### **Environment and Natural Resources**

Ecosystem and Environment Management  
Technical Forestry and Sustainable Resource Management  
Climate Change Mitigation and Adaptation Strategies  
Climate Change, Environmental Psychology,  
Sustainability and Human Behaviour

### **Social and Communication Aspects**

Communication, Extension Management, and Stakeholder Engagement  
Sociology, Community Development, and Social Sustainability  
Corporate Social Responsibility and Governance

### **Interdisciplinary Areas**

Circular Economy and Sustainable Supply Chains  
Sustainable Innovation and Entrepreneurship  
Energy Transition and Clean Technology Management

## **1.1 Objectives**

Main objectives of the Doctoral Program in Management are to:

- (i) develop highly skilled researchers and scholars in the field of management.
- (ii) prepare the scholars for teaching, research, executive education, consulting and policy advisory
- (iii) Stimulate research and create a body of knowledge in the areas of general management, natural resource management, environment and development.
- (iv) improve action-oriented research that informs policymaking and industry best practices.

## **2. Eligibility**

### **2.1 Minimum Eligibility Requirements**

Candidates must not be more than 45 years old as on 1<sup>st</sup> July 2025 and must fulfil the following requirements:

1. Bachelor's Degree with a minimum of 60 per cent marks (absolute)

**AND**

2. Master's degree or Post Graduate Diploma (2-year) obtained after completing a bachelor's degree or equivalent; or a five-year integrated Master's degree (after completing higher secondary school/10+2 pattern) in any field with 60% marks or equivalent.

(OR)

A BE/B. Tech. Degree or its equivalent with at least 60% marks obtained after completing higher secondary education (10+2) or equivalent and followed by at least 2 years of relevant work experience.

(OR)

Professional qualifications namely CA, ICWA, CS with a minimum of 60% marks (absolute) with Bachelor degree with minimum of 60% marks.

**Note:**

- i) *Qualifications where grading is not on an absolute scale the candidate will have to produce a certificate of conversion leading to a minimum attainment of 60% in the corresponding course. In case of any dispute, the eligibility will be decided by the Equivalence Committee constituted by the Director, IIFM, and its decision will be final and binding.*
- ii) *Those appearing for their final examination in the respective discipline may also apply. Such candidates, if selected, shall be provisionally admitted provided they complete all the eligibility requirements (as mentioned in Section 3) before 30<sup>th</sup> September 2025. The admission of these candidates shall remain provisional until they produce the mark sheet to prove that they satisfy the eligibility criteria. The deadline for submission of final year mark sheet (and provisional degree certificate) is 31<sup>st</sup> December 2025.*
- iii) *The equivalence of foreign degree, wherever applicable, must be certified by the Association of Indian Universities (AIU). The candidate's bachelor's degree or equivalent qualification must entail a minimum of three years of education after completing higher secondary (10+2) or equivalent.*

### 3. Admission Procedure

#### 3.1 Intake for Doctoral Programme in Management (DPM)

The proposed total intake for the Doctoral Programme in Management (DPM) is 20. Areas of specialization offered at IIFM are listed below:

S. No	Faculty Area of Specialisation
1	Communication and Extension Management
2	Ecosystem and Environment Management
3	Environment and Developmental Economics
4	Financial Management
5	Human Resource Management
6	Information Technology and Quantitative Techniques
7	Marketing Management
8	Sociology and Community Development
9	Strategic Management
10	Technical Forestry



Selection of candidates is through a two-stage process as described in Sections 3.2 and 3.3.

### 3.2 Stage I: Acceptable Standard Test Scores

Candidates require a standard test score from any one of the acceptable tests for the area(s) of specialization they are applying to. Table listing the acceptable standard test scores area wise is presented below for reference. However, IIFM reserves the right to make changes to the table, as required, by adding more suitable acceptable examination test scores to benefit the candidates. Candidates shall be screened for the next stage based on the cut-off score.

Area of Specialisation	Acceptable Standard Test Score (ASTS)
Communication and Extension Management	CAT/ GMAT/ GRE/ UGC NET- JRF
Ecosystem and Environment Management	CAT/ GMAT /GRE/ UGC NET- JRF/ ICAR-SRF (PGS – merit list for award of SRF)/DST Inspire/CSIR NET – JRF
Environment and Developmental Economics	CAT/ GMAT/ GRE/ ICAR-SRF (PGS – merit list for award of SRF)/ UGC NET- JRF/NET
Financial Management	CAT/ GMAT/GRE/ UGC NET- JRF
Human Resource Management	CAT/ GMAT /GRE/ UGC NET- JRF
Information Technology and Quantitative Techniques	CAT/ GMAT /GRE/ UGC NET- JRF
Marketing Management	CAT/ GMAT / GRE/ UGC NET- JRF
Sociology and Community Development	CAT/ GMAT/ GRE/ UGC NET- JRF
Strategic Management	CAT/ GMAT /GRE/ UGC NET- JRF
Technical Forestry	CAT/ GMAT/GRE/ UGC NET- JRF/ ICAR-SRF (PGS – merit list for award of SRF)/DST Inspire/CSIR NET – NET

**Note:**

- CAT score should not be older than **Two** years.
- Scores/Certificates of GMAT/JRF should not be older than **Three** years.
- Online GMAT/GRE (take home) exam scores are not valid. Only test centre based GMAT/GRE scores are valid.
- IIFM shall decide the required cut-off score for the applicable standard score as mentioned above.

### 3.3 Stage II: Research Aptitude Test (RAT) and Personal Interview

- Screened candidates, contingent on the fulfilment of the eligibility criteria and acceptable standard score of the test, shall appear for specially designed Research Aptitude Test (RAT) from the area of specialisation chosen by them.
- RAT will be followed by a general interview, which shall be followed by the Faculty Area wise interview, as per the criteria decided by IIFM.
- Based on the combined outcome of the RAT and interviews, if selected, the candidate will be offered admission based on their choice of area.

- (iv) As of current policy, a maximum of twenty students can be admitted each year to the programme.
- (v) Once selected, a candidate cannot change his/her area of specialization.
- (vi) RAT shall be held at IIFM Bhopal.

#### 4. Reservation Norms

IIFM Bhopal adheres to the Government of India's reservation policy for admission into its Doctoral Programme in Management (DPM).

#### 5. Financial Assistance and Fees

##### 5.1 Institute Fee

All scholars will be required to pay fees as per the following provisions based on the category of admission.

Particulars	Items of Fees & Deposit	Amount
One-time fees	Admission fee	₹2000
	Thesis fee	₹6000
	Caution Deposit (Refundable)	₹30000
	Student welfare fund	₹1000
	<b>Total</b>	<b>₹39000</b>
Annual Fee	Tuition fee	₹12000
	Enrolment Fee	₹2000
	Library fee	₹3500
	Hostel Rent (at subsidized rate)	₹21600
	Medical insurance	₹1000
	<b>Total</b>	<b>₹40100</b>

The regular scholars shall be paying a total Fee (for 5 years) of ₹2,39,500. Mess charges will have to be paid as per the institute's norms.

##### 5.2 Fellowship

- i) Total number of seats available for DPM 2025 is 20. Upto 50% top meritorious scholars admitted for Doctoral Programme will receive a monthly fellowship of ₹35,000/- for first year and second year of the program. The fellowship amount of these scholars shall be increased to ₹40000/- per month, for third to fifth year of the program. Fellowship can only be availed for a maximum period of 5 years.
- ii) Contingency grant of ₹25,000 per year in years 2 to 5 will be provided, that could be used for books, stationery, computers etc. to support their PhD work.
- iii) The scholars are expected to provide service as a Research Assistant and Teaching Assistant during various stages of their Doctoral Programme.
- iv) Institute's fellowship is not available to those who have secured fellowship through any other source(s). Scholars who have fellowship of any national and/or state level organization/corporate body, at the time of admission or at any future date, will not be eligible for IIFM fellowship.

- v) The institute does not offer any fellowship beyond the specified number of candidates and the specified duration, as mentioned above; hence, all other selected scholars are encouraged to apply for appropriate fellowship/scholarship schemes of UGC/AICTE/ICSSR/DST etc.

The scholar, before he/she joins the programme, is required to sign a surety bond and an agreement with IIFM. If he/she discontinues the Doctoral programme for any reason, any scholarship received by the scholar from IIFM shall be paid back and the fees submitted towards the programme shall not be refunded to the scholar. The caution money shall be refunded after deducting dues, if any.

## 6. Residential Requirements

Scholars are required to stay on campus, compulsorily, during the first two years of the programme. The institute, on a case-to-case basis, will decide residential requirements for the remaining three years. Scholars who are pursuing regular doctoral programme should not take up any part-time or full-time job/any other activity not related to the thesis. The working executive scholars must also compulsorily spend the initial two years in the programme, as fully residential scholars. However, for subsequent years, these scholars are required to come to IIFM as and when required.

## 7. Structure of Doctoral Programme in Management

The two-year coursework is designed to provide in-depth knowledge in management science, forestry, environment and development management, in general, and the area of specialisation of the scholar, in particular.

### 7.1 First Year

The PGDFM first-year courses provide grounding to DPM scholars in the functional areas of management with application in forestry, environment and development. Scholar must attain a minimum of 20.75 credit units during the first year of coursework. (1 credit unit is equivalent to 30 contact hours. Course structure of the first year is as follows:

Sequential Activity	Description	Credit Units
Term-I	Term-I Courses	7.00
Term-II	Term-II courses	6.50
	Field Work (4 weeks)	0.75
Term-III	Term-III Courses	6.50
<b>Total credit units in First Year</b>		<b>20.75</b>

### 7.2 Term Paper

First-year DPM scholars are required to take up research-oriented project work, leading to a term paper, under the guidance of a faculty member from their area of specialization. This project will be of ten weeks' duration and shall be started immediately after Term III. Scholars are required to identify a faculty member from his/her area of specialization and submit a request to the DPM Cell for final allocation of supervisor for term paper. DPM cell shall discuss with the concerned faculty area and allocate the supervisor after approval of the Director IIFM. Same faculty may continue as thesis guide, depending on mutual interest. This project will carry 1.0 credit unit equivalence. The



evaluation will be internal, and evaluation criteria will be developed by DPM Committee. The term paper should be of publishable quality in a relevant peer-reviewed journal.

### 7.3 Second Year

During the second year of the programme, DPM scholar will undertake advanced level compulsory and elective courses. In addition to undertaking these courses, the scholar will be required to prepare a case. Electives chosen by the scholar during term IV and V, must belong to the area of specialization. Details of courses to be undertaken and their credit points, during the second year, are as follows:

Sequential Activity	Description	Credit Units
Term IV	Philosophy of Management	0.5
	Advanced Research Methodology	1.0
	Research Proposal Development/ Theory Building	0.5
	Predictive Analytics	0.5
	Two area-specific advanced electives	2.0
	Term Paper	1.0
	Case study initiation	
	<b>Total Term IV</b>	<b>5.5</b>
Term V	Contemporary Issues in Management Research	0.5
	Research and Publication Ethics	0.5
	Two area-specific advanced electives	2.0
	Research-based independent study	0.5
	Case completion and submission	1.0
	<b>Total Term V</b>	<b>4.5</b>
Post Term V	Comprehensive Examination (CE)	
	Initiation and formulation of the proposal	
	Thesis proposal defence	
	Approval and commencement of thesis work	
	<b>Total credit units in the Second Year</b>	<b>10.0</b>

DPM candidate shall acquire a minimum of **30.75 credit units** in the first two years of coursework. An indicative list of PhD elective courses, area wise, is provided below.

#### Indicative PhD Elective Courses

Faculty Area	Courses
<b>Human Resource Management</b>	<ul style="list-style-type: none"> <li>Organizational Learning and Knowledge Management</li> <li>Advanced Human Resource Management</li> <li>Group Dynamics Research</li> <li>Applied Behavioral Science</li> <li>HR Analytics</li> <li>Environmental and Conservation Psychology</li> <li>Behavioural Science of Sustainability</li> <li>Cross Cultural Management and Research</li> </ul>

	<ul style="list-style-type: none"> <li>• Change Management and Organisational Development</li> </ul>
<b>Marketing Management</b>	<ul style="list-style-type: none"> <li>• Marketing Management</li> <li>• Consumer Behavior</li> <li>• Services Marketing</li> <li>• Advanced Marketing Management</li> <li>• Research for Marketing Decisions</li> <li>• Digital Marketing</li> <li>• Product and Brand Management</li> </ul>
<b>Strategic Management</b>	<ul style="list-style-type: none"> <li>• Foundations of Strategic Management</li> <li>• Creativity, Innovation &amp; Strategic Thinking</li> <li>• Competition &amp; Strategy</li> <li>• Project Management</li> <li>• Entrepreneurship</li> <li>• Valuation of Entrepreneurial firms</li> </ul>
<b>Information Technology &amp; Quantitative Technique</b>	<ul style="list-style-type: none"> <li>• Information Systems Research Foundations</li> <li>• Management Information Systems Strategic Dimension</li> <li>• Operations management</li> <li>• IT Implementation Models in Private and Public Sectors</li> <li>• Theoretical Advances in Information Systems</li> <li>• ICT for Development</li> <li>• Applied Machine learning/AI</li> <li>• Spatial Machine Learning &amp; Geo informatics</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Research Methods in Finance and Accounting</li> <li>• Financial Reporting and Analysis</li> <li>• Empirical Research in Finance</li> <li>• Valuation of Firms</li> <li>• Corporate Governance</li> <li>• Market Micro structure</li> <li>• Financial Markets Practice and Trading Strategy</li> <li>• Asset Pricing Theory</li> <li>• Banking Theory and practice</li> </ul>
<b>Environment and development economics</b>	<ul style="list-style-type: none"> <li>• Econometrics</li> <li>• Managerial Economics</li> <li>• Public Economics</li> <li>• Health Economics and Research Outcome</li> <li>• Indian Economy</li> </ul>
<b>Sociology and Community Development</b>	<ul style="list-style-type: none"> <li>• Advanced Sociological Theory</li> <li>• Research Methods in Sociology</li> <li>• Urban Community Development</li> <li>• Social Change and Development</li> <li>• Community-Based Natural Resource Management</li> </ul>

	<ul style="list-style-type: none"> <li>• Human Dimensions of Wildlife Management</li> <li>• Rural Development</li> </ul>
<b>Technical Forestry</b>	<ul style="list-style-type: none"> <li>• Forest Ecology</li> <li>• Forest Management</li> <li>• Forest Hydrology, and Geographic Information Systems (GIS)</li> <li>• Forest Restoration, Climate Change Impacts on Forests</li> <li>• Wildlife Ecology</li> <li>• Forest Certification</li> <li>• Non-Wood Forest Products</li> </ul>
<b>Ecosystem and Environment Management</b>	<ul style="list-style-type: none"> <li>• Environmental Monitoring and Data Analysis</li> <li>• Environmental Policy and Law</li> <li>• Restoration Ecology</li> <li>• Water Resource Management</li> <li>• Sustainable Agriculture</li> <li>• Climate Change Adaptation and Mitigation</li> <li>• Carbon Markets</li> <li>• Conservation Biology</li> <li>• NBS</li> </ul>
<b>Communication and Extension Management</b>	<ul style="list-style-type: none"> <li>• Theories and Praxis for Communication and Management</li> <li>• Intercultural Communication</li> <li>• Communicating Corporate Reputation</li> <li>• Advertising and Media Management</li> <li>• Strategic Storytelling</li> <li>• Development Communication and Extension</li> <li>• Philosophical Foundations of Extension Management</li> <li>• Community Development and Engagement</li> </ul>

Minimum academic requirement, at the end of two-year course work, shall be governed by DPM Academic Rules and Regulations.

### 7.3.1 **Comprehensive Examination (CE)**

Upon completion of the coursework, scholar is required to go through Comprehensive Examination (CE). It is compulsory for a scholar to pass the comprehensive examination. The main objective of this examination is to test the scholar's understanding and grasp of the courses in an integral way. Comprehensive examination consists of a test pertaining to scholar's area of specialization. It is expected to be conducted after Term V.

#### **Comprehensive Examination Committee (CEC)**

Comprehensive Examination Committee (CEC) consists of the concerned Area Coordinator and two other faculty members. Director IIFM will approve the CEC. Chairperson of CEC is responsible for administering the Comprehensive Examination. The committee should be unanimously satisfied with the performance of the candidate in the CE. Candidate shall have to pass the CE mandatorily to proceed to the next stage of the DPM.



### **7.3.2 Case Preparation**

DPM scholars are expected to develop a case and submit it before the start of term VI, based on primary research. Case submission shall be made in six printed copies to the DPM cell on or before the due date, as notified by the DPM cell. Case shall be evaluated by the CEC. Case submission should be able to obtain a “satisfactory” rating, at a minimum, by the CEC.

### **7.4 Third, Fourth, and Fifth Year**

Third year onwards DPM candidate is expected to be engaged in thesis work and research /teaching assignments. Each scholar is expected to provide assistance in the research/teaching work of the institute during the third, fourth and fifth years of the course, under the guidance of the TAC chairperson. This will provide them with an opportunity to develop their teaching and research skills. Fifth-year, in particular, includes thesis work, research/teaching assignments, pre-thesis submission seminar, publication of two research articles, thesis submission, and defence.

### **7.5 Major Milestones and Requirements Post Comprehensive Examination**

The thesis should be a scholarly work which involves incremental contribution to understanding and resolution of management problems. The thesis should demonstrate professional competence in developing a model or a set of hypotheses, collecting and interpreting data, reaching conclusions, and drawing implications for theory and managerial practice. Major milestones and requirements, in the DPM program, post the comprehensive examination are described below.

#### **7.5.1 Thesis Advisory Committee (TAC)**

The TAC consists of three members- The thesis advisor (TAC Chairperson & Supervisor) and two other members from the concerned and/or related areas of specialization. Members are chosen to contribute to the thesis in a complementary manner and to provide guidance for literature search, research design, model construction, fieldwork, and data analysis. An expert or academician outside IIFM can also be a committee member, provided he/she has the requisite expertise and interest to advise the scholar.

During the second year, the DPM scholar should identify a thesis advisor who will guide him/her as Chairperson of the Thesis Advisory Committee (TAC). The thesis advisor will recommend two members, of whom one member should be an internal faculty. Only one external faculty can be proposed to be a TAC member, by the supervisor, for approval of Director IIFM.

If circumstances demand, including those arising out of inability of any member of TAC to perform the assigned functions, the Director may, in consultation with the Chairperson of the TAC, reconstitute the TAC. Only in exceptional circumstances may the TAC be reconstituted with the approval of the Director.

*The role of TAC includes the following:*

- To advise and provide continuous feedback to the scholar regarding thesis work.
- To judge the adequacy of research design for thesis proposal.
- To attend the thesis proposal seminar to be presented by the scholar and to provide feedback.
- To provide written feedback on the draft thesis submitted by the scholar.

### **7.5.2 Thesis Proposal**

The scholar is expected to start working on the thesis proposal soon after joining the programme. Every scholar is expected to submit the thesis proposal preferably within a month of passing the comprehensive examination. The scholar must successfully defend the thesis proposal in the Thesis Proposal Seminar.

#### ***Change in the Topic of Thesis Proposal after Approval.***

If a scholar chooses to change the topic of the thesis proposed for convincing reasons, the Thesis Advisory Committee (TAC) can allow the change only once. The scholar must undergo the entire process of thesis proposal approval again. However, the duration of DPM shall not be affected due to this change.

### **7.5.3 Thesis Proposal Seminar**

Once the TAC agrees on the adequacy of the topic (title) and the research design, the scholar will formulate a preliminary thesis proposal. He/she will give a seminar on the proposal to the institute's academic community to get further inputs to strengthen the thesis proposal.

The scholar, through the TAC Chairperson, should give at least two weeks' prior notice to the DPM cell for arranging the seminar, in the interest of better participation from the institute's academic community.

Once the thesis proposal is approved, with or without revision, the candidate shall be able to start his/her thesis work. If a revision is proposed by the TAC and approved by the Director, the candidate shall submit the revised version of the proposal and then commence the thesis work.

### **7.5.4 Approval and Submission of Thesis Proposal**

A thesis proposal is approved after the thesis proposal seminar if the TAC concludes that the proposed research is relevant and feasible. TAC will ascertain that the proposed fieldwork is likely to produce the required data. Further, the TAC will ascertain if the proposed methodology will produce an acceptable thesis, and the preparedness of the scholar to undertake full-scale research. The scholar will submit a copy of the thesis proposal approved by the TAC, to the DPM cell, not later than 6 months from the comprehensive examination.

### **7.5.5 Publication of Two Research Articles**

Prior to submitting his/her draft thesis, a scholar must have a minimum of two research articles (specifically in A or B categories) accepted for publication in a journal indexed by ABDC, ABS, or Scopus, based on their research work. This is a prerequisite for the thesis defence. Scholars are required to submit the two accepted research articles or acceptance letters to the DPM cell.

### **7.5.6 Pre-Thesis Defence Seminar**

After completing all the requirements and before submitting the draft thesis for defence, the scholar will make a presentation of their research work in the pre-thesis defence seminar. This seminar also provides an opportunity to obtain feedback from the

institute's academic community, including the TAC members. The scholar should give at least two weeks' prior notice to the DPM cell for arranging the seminar, in the interest of better participation from the institute's academic community.

#### **7.5.7 Draft Thesis**

The scholar should submit three hard copies and a soft copy of the approved draft thesis, duly signed by the TAC members, to the DPM cell. The scholar must also mandatorily include the plagiarism report generated from TURNITIN in the draft thesis where the similarity must not exceed 10 percent.

#### **7.5.8 Thesis Examination Committee**

When a scholar is ready to submit his/her thesis, the Director appoints the Thesis Examination Committee (TEC), consisting of one member of the TAC (in consultation with the Chairperson TAC) and two eminent external experts, from experts' list submitted by the TAC Chairperson. The TAC Chairperson shall submit a list of six external experts of repute to the DPM cell along with the Draft Thesis.

The role of TEC includes:

- i. Examining the thesis work
- ii. Conducting an oral thesis defence examination (any one of the external experts will be invited to conduct the oral examination).

#### **7.5.9 Thesis Defence Seminar**

Once the thesis has been examined by the TEC, the scholar is expected to incorporate their comments in the thesis draft. This is followed by a thesis defence seminar wherein the scholar shall make a presentation of his/her complete thesis work. The seminar is attended by the academic community of IIFM and the Thesis Examination Committee of the scholar, among others. The scholar should be able to defend his/her thesis in the seminar. Minor inputs received during the seminar need to be incorporated in the final draft of the thesis.

#### **7.5.10 Final Thesis Submission**

After incorporating all the suggestions provided in the Thesis Defence Seminar and Viva Voce, the scholar should submit the final hard bound thesis (in six copies) in black/bottle green/dark blue/marron color hardcover with golden screen/embossed/engraved print on the cover, along with the softcopy of thesis. The thesis must be accompanied with the certificate of TAC members.

#### **Time Line**

S.No.	Activities
1	Course Work (2 years)
2	Area Comprehensive Examination (Immediately after course work)
3	Research Proposal Seminar(Within 6 months of the comprehensive exam)
4	Thesis Defense Seminar
5	Thesis Submission

If the desired progress is not made by the scholar as per above timelines, it may lead to cancellation of his/her admission. Final decision on the removal of a Ph.D. Scholar from the programme or for an extension will be taken by the Director.

### 7.5.11 Award of Doctoral Degree

The scholar shall complete the following requirements before qualifying for the award of the Doctoral (PhD) Degree:

- A minimum of two research articles (specifically A or B categories) accepted for publication in a journal indexed by ABDC, ABS, or Scopus
- Receive TEC approval of the draft thesis subject to incorporation of suggested modifications
- Submission of final thesis, as mentioned in Section 8.5.9, to the DPM cell
- Obtain clearance forms from various institute functionaries as per guidelines.

On meeting the above requirements, the scholar becomes eligible for the award of PhD in Management, which shall be conferred in the forthcoming annual convocation. A Provisional Certificate may be issued to the scholar upon request to this effect, after the approval of the Faculty Council.

## 8. How to Apply

Interested candidates are required to submit their applications in the prescribed application format ONLINE, with all the supporting documents as required. The application form, available at the institute's website [www.iifm.ac.in/dpm](http://www.iifm.ac.in/dpm), should be duly filled by the candidate. An application fee of ₹ 1500/- should be submitted ONLINE, as per the instructions, during filling of the online application form.

Candidates are also encouraged to upload a one-page write-up on a research topic of his/her interest, in the area of specialization to which he/she has applied.

Providing inaccurate or incomplete information or malpractice of any kind or canvassing will result in the disqualification of the candidate. The information in the admission bulletin may change/be revised based on need. Candidates are advised to keep track of the DPM page for any further revision/notification.

**The last date for submitting the completed ONLINE form is 30.04.2025**

Candidates are also advised to refer to IIFM's Doctoral Programme in Management admission advertisement that appears in leading newspapers during April 2025.

### **DPM ADMISSION**

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