



Indian Institute of Management Kozhikode

Ph.D. in Management (Practice Track)

Admission Policy 2025-26

1. Introduction

The Ph.D. in Management (Practice Track) Programme of the Indian Institute of Management Kozhikode (IIMK) aims to help industry executives explore research-based careers at academic institutions and research roles in private/public sector organizations. This Admission Policy 2025-26 is a comprehensive document on the admission process covering the entire process from inviting applications to issuing offer letters for the admission year 2025 (i.e., Ph.D. Practice Track Batch 07). This policy is the final authority on shortlisting and selection criteria for the Ph.D. Practice Track Programme at IIMK. IIMK reserves the right to change, modify, or adopt any new admission policy and process to comply with the government/judicial requirements or as it deems necessary. IIMK also reserves the right to adopt an admission policy that best suits its purpose of identifying and admitting the most appropriate candidates for its Ph.D. Practice Track programme. This document is released by the Chairperson, Doctoral Programmes, on behalf of the Doctoral Programmes Executive Committee, IIMK.

1.1. Programme Objectives

The Ph.D. Practice Track programme intends to have the following objectives:

- Help the executive participants of this programme contextualize the global knowledge base by engaging with problems from the wider Indian Industry.
- Help the executive participants develop and advance theoretical and practical insights into the problems facing the Indian industry.
- Help the Institute's other programmes through engagement with executive participants from reputed organizations across a variety of sectors.
- Help the executive participants disseminate the knowledge to a wider section, thereby fulfilling the Institute's motto, "Globalizing Indian Thought."

1.1. Duration and Fees

Ph.D. Practice Track participants are expected to complete the programme in 3 to 5 years. Participants can submit the draft thesis for evaluation any time after the completion of 3 years from the start of the programme. The programme fee for the duration mentioned above is ₹9,50,000/-. If sufficient grounds exist, the programme duration of a Ph.D Practice Track participant can be extended by a maximum of 12 months by paying a re-registration fee of ₹2,00,000/-. Participants are not given an extension beyond six years to complete this programme.

1.3. Areas/Sectors of Specialization and Seats/Strength

The Ph.D. Practice Track programme is offered on an area or sectoral specialization basis. Participants can choose to specialize in any one of the eight academic areas of IIMK, namely (1) Economics, (2) Finance, Accounting & Control, (3) Humanities & Liberal Arts in

Management, (4) Information Systems, (5) Marketing Management, (6) Organizational Behaviour & Human Resources, (7) Quantitative Methods & Operations Management, and (8) Strategic Management. Alternatively, participants can also choose to specialize in particular sectors such as Banking, Energy, Sports, Tourism, Retail, Healthcare, etc. The selection process shall differ across academic areas depending on the area's expectations and the area's adopted criteria. The number of seats under academic areas or the programme as a whole shall vary depending on the capacity of IIMK to provide the facilities for the study in that year and the performance of the candidates against the criteria that IIMK shall specify to be considered for admission into the programme. This means that there is no annual permitted batch strength.

2. Admission Process

IIMK shall publish the Ph.D. Practice Track admission notification on the Institute's website, and the eligible candidates must apply online: [https://iimk.ac.in/academic-programmes/PHD-IN-MANAGEMENT-\(PRACTICE-TRACK\)](https://iimk.ac.in/academic-programmes/PHD-IN-MANAGEMENT-(PRACTICE-TRACK))

2.1. Eligibility

A candidate applying for the Ph.D. Practice Track admission should have one of the following educational qualifications.

- a. Post-graduate degree or equivalent in any discipline (including M.A., M.Com., M.E., M.Phil., M.Sc., M.Tech., MBA, MCA, etc.) with at least 55% aggregate (or equivalent)
- b. Professional qualification such as CA/ICWA/CS along with a Bachelor's degree with at least 50% aggregate (or equivalent) in the Bachelor's degree
- c. Bachelor's degree (at least 4-year / 8-semester) with a minimum 65% aggregate (or equivalent)

Note 2.1A: Candidates belonging to SC/ST/PwD/NC-OBC/EWS categories will be given a relaxation of 5% (or equivalent) in the minimum eligibility marks mentioned above. Candidates claiming admission in the reserved categories must carefully note the eligibility requirements before applying. To be considered for reservations, the applicable Central Government list as of the last date of submission of the application shall be binding. No subsequent changes will be effective for the Ph.D. Practice Track programme of the admission year 2025. IIMK is highly committed to providing admissions to candidates from different social and economic backgrounds as required under the respective laws. However, such candidates must meet the minimum eligibility criteria and a certain minimum level of requirements and performance that IIMK shall specify to be considered for admission into the programme.

Note 2.1B: The eligibility qualification(s) mentioned above should

- a. Be from any of the Universities incorporated by an Act of the Central or State Legislature in India or other educational institutions established by an Act of Parliament or declared to be deemed as a University under Section 3 of the UGC Act, 1956; or
- b. Be recognized by the Ministry of Education, Government of India; or

- c. Be an equivalent qualification from an institution approved by the AICTE; or
- d. Be an equivalent qualification from a foreign educational institution accredited by an assessment and accreditation agency which is approved, recognized, or authorized by an authority, established or incorporated under a law in its home country or any other statutory authority in that country to assess, accredit or assure quality and standards of educational institutions.

Note 2.1C: The percentage of marks obtained by the candidate would be calculated based on the practice followed by the respective University or Institute. Regarding grades / CGPA, the conversion to percentage of marks would be based on the procedure certified by the respective University or Institute. If a University or Institute confirms that there is no scheme for converting CGPA into equivalent marks, the equivalence would be established by dividing the candidate’s CGPA by the maximum possible CGPA and multiplying the result by 100.

In addition to the educational qualification(s) mentioned above, the candidate must meet the eligibility criteria related to work experience in the Industry, hereinafter referred to as “work experience.” A candidate applying for the Ph.D. Practice Track admission should have a minimum of 8 years of full-time work experience after graduation as on 31 October 2024.

Note 2.1D: A candidate applying for the Ph.D. Practice Track admission to the Strategic Management Area should have a minimum of 15 years of full-time work experience after graduation as on 31 October 2024. For such candidates, the experience of heading a business unit or company or a large department or functional division/unit is preferred.

Note 2.1E: Academic work experience (teaching, teaching assistance, tutoring, and similar teaching roles in academic institutions) will not be considered for calculation of total work experience used to determine the eligibility to the programme.

2.2. Selection for the Interview Process

- a. **Profile Evaluation Score:** Academic areas shall evaluate the eligible applications based on their academic performance from school-leaving examination and beyond, employment history, extra-curricular activities, statement of purpose, previous research experience (if any), referee profile and recommendations, and shall score on a scale of 1 to 5, as detailed in Table I.

Table I

Profile Evaluation Score	Interpretation
5	“Very good” candidate based on criteria mentioned in 2.2 (a) above
4	“Good” candidate but with minor gaps based on criteria mentioned in 2.2 (a) above
3	“Fair” candidate but with moderate gaps based on criteria mentioned in 2.2 (a) above
2	“Acceptable” candidate but with major gaps based on criteria mentioned in 2.2 (a) above
1	“Marginal” candidate with severe gaps based on criteria mentioned in 2.2 (a) above

- b. For the purpose of evaluation under 2.2 (a) above, categories of candidates shall not be revealed to the academic areas. Applicants obtaining the cut-off scores mentioned in Table II will qualify for the interview process.

Table II

Category	Profile Evaluation Cut-off Score
General	4 and above
NC-OBC/EWS	3 and above
SC/ST/PwD	2 and above

2.3. Interview Process

- a. Shortlisted candidates shall be invited for a personal interview, which will be conducted online.
- b. The interview will be conducted by a panel of experts typically consisting of two IIMK faculty members from the candidate's chosen area of specialization and one IIMK faculty member from a different academic area as a cross-area faculty member.
- c. **Interview Score:** Each panelist shall award an interview score by evaluating the candidate's performance on five key parameters ranging from 1 (Low) to 10 (High), as shown in Table III below.

Table III

Parameter	Description
Academic Preparedness	Is able to describe her/his academic and/or professional background and research interest and connect it to the discipline of management with conviction; Is aware of the major issues/concepts in the specific academic area of choice and articulates it well.
Attitude & Commitment	Has displayed relentless pursuit of targets in the face of challenging situations; Has a well-developed plan to manage the coursework and thesis requirements of the programme alongside other personal/professional commitments.
Communication	Respectfully listens to gain a complete understanding of issues; Presents information clearly and concisely to ensure others understand her/his ideas; Appropriately adapts her/his message, style, and tone to accommodate situations.
Motivation	Has a focused career goal in research/academia and can justify a strong reason for joining the Ph.D. Practice Track programme.
Specific Research Ideas	Explains new directions, including ideas from the statement of purpose, which are plausible research topics, and communicates this succinctly and with conviction.

- d. For the purpose of evaluation in the interview, categories of candidates shall not be revealed to the interview panels.

2.4. Final Selection of the Candidates

- a. **Final Score:** After the conclusion of the interview process, the final scores will be computed by the Doctoral Programmes Office, IIMK, which will be based on the average of the Interview Scores awarded by the panel (70%) mentioned in Table III under 2.3 (c) and Profile Evaluation Score (30%) mentioned in Table I under 2.2 (a).
- b. Category-wise merit lists for all academic areas will be prepared for all the candidates who underwent the interview process based on the final score cut-off mentioned in Table IV. As candidates may apply to two academic areas of specialization as part of their application, their preference for primary and secondary areas of specialization shall be considered while preparing the category-wise merit list.

Table IV

Category	Final Score Cut-off
General	50%
NC-OBC/EWS	45%
SC/ST/PwD	40%

- c. Admission offers will be made to candidates following the merit list as per the Government of India reservation norms.

3. Application Details and Dates

Candidates must complete their application through the specified online portal/link of IIMK. Candidates may apply to two academic areas of specialization as part of their application. Such candidates must identify their primary and secondary areas of specialization as part of the application form. The application fee (non-refundable) is ₹3,000 for applying to a single academic area and ₹4,000 for applying to two academic areas, which has to be remitted online through the link provided with the application form.

Application dossier for all academic areas of specialization includes the following:

- Fully completed online application form
- Photograph (passport size in JPG or PNG format)
- Statement of purpose (upload document specific to the preferred academic area(s) of specialization of the candidate)
- Mark sheets (upload scanned copy of 10th standard, 12th standard, Bachelor's degree, Master's degree, Professional qualification)
- Category certificate (upload scanned copy, if applicable)
- Letter of recommendation (ask the recommender to complete the online process; do not upload scanned copies)
- Additional documents (upload scanned copies of relevant documents such as a resume, employment history certificate, previous research experience (if available), etc.)

The schedule of key events and dates (tentative) are given in Table V.

Table V

Key event	Tentative Date(s)**
Application opening date	14 November 2024
Application closing date*	14 February 2025
Shortlist notification date for the online interview	03 March 2025
Online interview date	13 - 16 May 2025
Admission offer notification date	03 June 2025
Ph.D. Practice Track programme registration date	First week of July 2025 onwards
*Doctoral Programmes Office, IIMK, reserves the right to extend the closing date for application submission with or without prior notification.	
**All dates are tentative and may change with or without prior notification.	

4. Offer Acceptance

A candidate given an offer to the Ph.D. Practice Track programme at IIMK must accept the offer within the date mentioned in the offer letter by paying an offer acceptance fee of ₹50,000 (non-refundable). Further, a candidate has to pay ₹25,000 as a caution deposit, ₹6,000 for the student welfare fund, and ₹2,000 as the alumni fee (Total: ₹33,000) within the date(s) mentioned in the offer letter. Failing to accept the offer and/or paying the fee/amount mentioned above within the date mentioned in the offer letter results in the automatic cancellation of the admission offer. No extension of dates will be given to any candidate under any circumstances to accept the offer and pay the abovementioned fee/amount. IIMK does not allow deferment of an admission offer to subsequent years.

5. Cancellation and Withdrawal Process

The cancellation/withdrawal of an admission offer can happen in multiple ways, as mentioned below:

- a. The admission of a candidate will stand cancelled if any false information is submitted at any step in the admissions process.
- b. A candidate can request a withdrawal from the programme by a stipulated date mentioned in the offer letter. In that case, an amount of ₹32,000 will be refunded after a deduction of ₹1,000 towards administrative processing charges.
- c. If a candidate requests withdrawal from the programme after the last date for withdrawal is over, no refund will be given.
- d. If a candidate withdraws in the middle of the programme or leaves it incomplete, no refund will be given.

6. Other Important Information

- All candidates are advised to visit the IIMK website regularly for updates on admission-related activities.

- Only candidates who have successfully registered online will be considered for the admission process, and a successful registration alone does not make the candidate eligible to go through the admission process.
- Mere fulfillment of eligibility qualification/work experience requirement/cut-off marks/ does not entitle a candidate to be shortlisted for the interview process and/or admission offer.
- Originals of all certificates, including academic, reservation (if applicable), employment history, etc., must be produced for verification during/after the admission process. Any candidate failing to produce any relevant original certificates mentioned will be considered disqualified from the admission process.
- If a candidate fails to complete the admission formalities within the stipulated period, irrespective of the reasons, the seat will be forfeited, and the next candidate on the merit list may be given the offer.
- Any misrepresentation or suppression of information by a candidate at any stage during the admissions process or at any later date will lead to immediate disqualification of the candidate from IIMK.
- Disclosure of information about the admission process is driven by concerns, which at times conflict with each other. IIMK would like the admission process to be transparent. At the same time, IIMK would wish to protect the privacy of the individual candidates and the confidentiality of the process to prevent misuse. Based on these considerations, the details of the performance of an individual are not made available to any other person. Similarly, the details of the performance of a candidate in the interview, including assessment of attributes, are not disclosed to anyone to prevent the exercise of undue pressure on the panelists participating in the admission/interview process. Adequate care is taken in the formation of the interview panels, development of objective criteria for assessment, random allocation of candidates to interview panels, and other such measures.
- In case of force-majeure events (e.g., epidemics, pandemics, etc.), the admission process may be amended, and the changes will be communicated on the IIMK website accordingly.
- Any dispute concerning admissions to the Ph.D. Practice Track programme (Admission year: 2025; Ph.D. Practice Track Batch 07) would be subject to the jurisdiction of competent Courts within the territorial jurisdiction of the city of Kozhikode (Kerala) only.